



HISTORY OF THE MAHLE FOUNDATION

FOUNDING THE FUTURE



Title:

*Hermann and Ernst Mahle in front of the architectural
model of the plant in Bad Cannstatt (1938)*



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Cart made of light metal from Mahle (1946)

CONTENTS

1 THE HISTORY OF THE MAHLE FOUNDATION AND ITS PROJECTS

FOUNDERS AND ESTABLISHMENT OF THE MAHLE FOUNDATION	Page 6
Two very different brothers in the service of one idea	Page 11
Piston progress for non-engineers	Page 12

2 THE FILDER CLINIC – A KEY PROJECT OF THE MAHLE FOUNDATION

Pioneers of anthroposophic medicine in Stuttgart	Page 18
From the association to the clinic – years of intensive preparation	Page 18
The art of healing with mind, heart and hands – how does anthroposophically orientated medicine work?	Page 22
Opening and the first 15 years	Page 24
Anthroposophic medicine must be learnable and teachable!	Page 26
1990–2015 – years of conversion and expansion	Page 27

3 MAHLE FOUNDATION – A LARGE NUMBER OF COMMITMENTS

HEALTH AND MAINTENANCE

Medicine	Page 34
◦ Mistletoe – a pharmaceutical challenge	Page 34
◦ Clinics	Page 36
◦ Proof of efficacy and pharmaceutical legislation	Page 38
◦ 4 : 1 – the Health Quotient	Page 39
◦ Orthopaedagogy	Page 40
◦ Teaching	Page 40
◦ Nursing	Page 41

LEARNING AND EDUCATION

Waldorf education and youth training	Page 44
◦ Teacher training and educational research	Page 44
◦ Support for individual schools	Page 46
◦ Freie Interkulturelle Waldorfschule in Mannheim	Page 46
◦ Youth training	Page 48
◦ Waldorf education – origin and aims	Page 49

AGRICULTURE AND FOOD

◦ Biodynamic farming	Page 52
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ART AND CULTURE

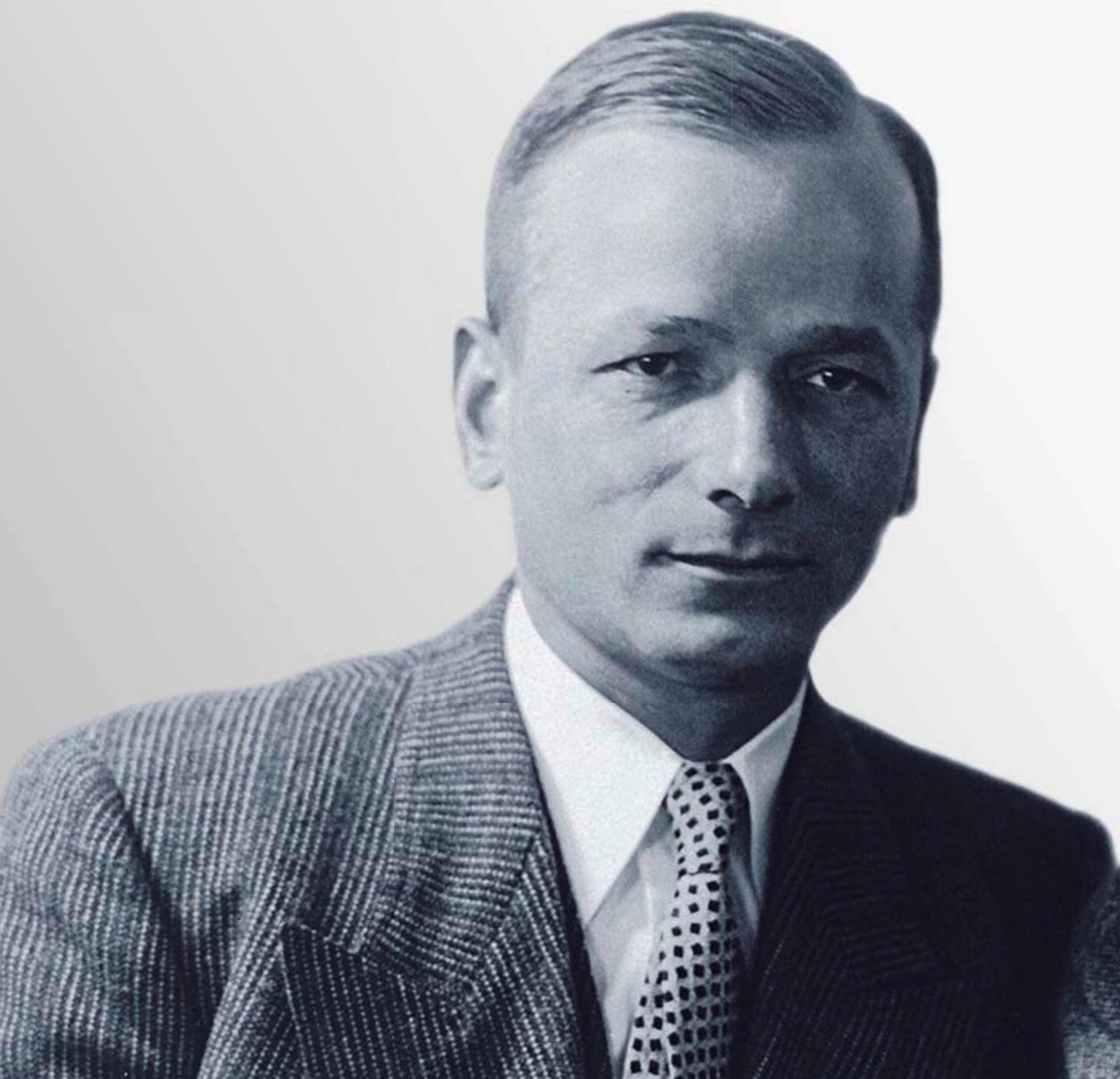
◦ Eurythmy and art exhibitions	Page 58
--------------------------------	---------

INSTITUTO MAHLE

“Country of the future” – the MAHLE Foundation in Brazil	Page 62
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4 ATTACHMENT

FUNDING AMOUNTS	Page 64
TIMELINE	Page 65
LEGAL NOTICE	Page 66



1

THE HISTORY OF THE MAHLE FOUNDATION AND ITS PROJECTS



FOUNDERS AND ESTABLISHMENT OF THE MAHLE FOUNDATION

It sounds like the beginning of a fairy tale. When Ernst and Hermann Mahle sought to answer the question of “Why the MAHLE Foundation?” in September 1965 they wrote:

“Once there were two brothers who in 1914 went to war with their two older brothers, like many millions of others. When they returned, the eldest brother had been killed, the father had died, the Kaiser had fled and the king had been deposed. In their homeland, the prevailing conditions were hunger, civil war and extremes on the left and right of the political spectrum. There was nothing else to do but to become creative, knuckle down and rebuild.”

And indeed, Ernst (1896–1983) and Hermann Mahle (1894–1971) lived according to this motto. Hermann joined the Cannstatt company of Hirth-Versuchsbau (prototyping) – which at the time had fewer than 10 employees – in 1920 as a businessman, and Ernst in 1922 as a graduate engineer from the Technical University of Stuttgart. Although Hellmuth Hirth had sold the company in 1926 to the powerful I.G. Farben Group, the brothers succeeded in 1932 in acquiring half of the company each. This was due to their commercial and technical prowess, as well as the stroke of luck that piston construction and similar commercial activities were not among the core business areas of the chemical and pharmaceutical I.G. Group.

Even so, the Cannstatt company already had 220 employees at the time, and produced about 500,000 pistons per year. With the takeover, the brothers laid the foundation for today’s MAHLE Group, whose history cannot be written here, but a substantiated account of which can be read elsewhere. (History of MAHLE GmbH: “Future meets the past · 1920–2014”, Stuttgart 3rd edition 2014).

However, this only partially answers the question of “why”. What motivated the two Mahle brothers, and what were the motives on which their Foundation was based?

previous page:
Hermann and Ernst Mahle (1938)

When the brothers returned from the First World War, the “seminal catastrophe of the 20th century”, they had the distinct feeling that creativity, knuckling down and rebuilding alone would not be sufficient for a decent future. They were looking for new, genuinely groundbreaking ideas when their attention was drawn to Rudolf Steiner (1861–1925), who held numerous lectures in Stuttgart after the war. These were not (yet) about the topic of Waldorf education, anthroposophical medicine or biodynamic agriculture, but Steiner was initially actively involved in matters of the “threefold social organism”.

Gustav Siegle House in Stuttgart (before the Second World War)





Rudolf Steiner (1919)

He spoke at works meetings at Bosch, Daimler-Benz and the Waldorf-Astoria cigarette factory, but also publicly at the Gustav Siegle House where the Mahle brothers heard him. What lay behind Steiner's idea of the "threefold social organism"?

Rudolf Steiner took the view that the grand and inspiring ideals of the French Revolution, namely "Liberty, Equality, Fraternity", are absolutely justified – but each principle in its own field:

LIBERTY should prevail above all in the cultural field, for example, in press freedom and the freedom of expression, i.e. a free spiritual life.

EQUALITY must primarily apply in the right to vote and before the courts, i.e. equality in legal life.

FRATERNITY should come into play in economic life, according to Steiner.

On the one hand, he had in mind a meaningful interaction between production, trade and consumers in the sense of an “association” – a notion that appears today in “Fairtrade”, for example. In terms of industry, Steiner suggested that the means of production, e.g. the ownership of factories, should be “neutralised”. The means of production should, according to Steiner, be available in all cases to those who not only meaningfully operate them on the basis of their skills, knowledge and experience, but who would also best develop them further for the future. These new types of entrepreneurs would work virtually as trustees for their companies, the

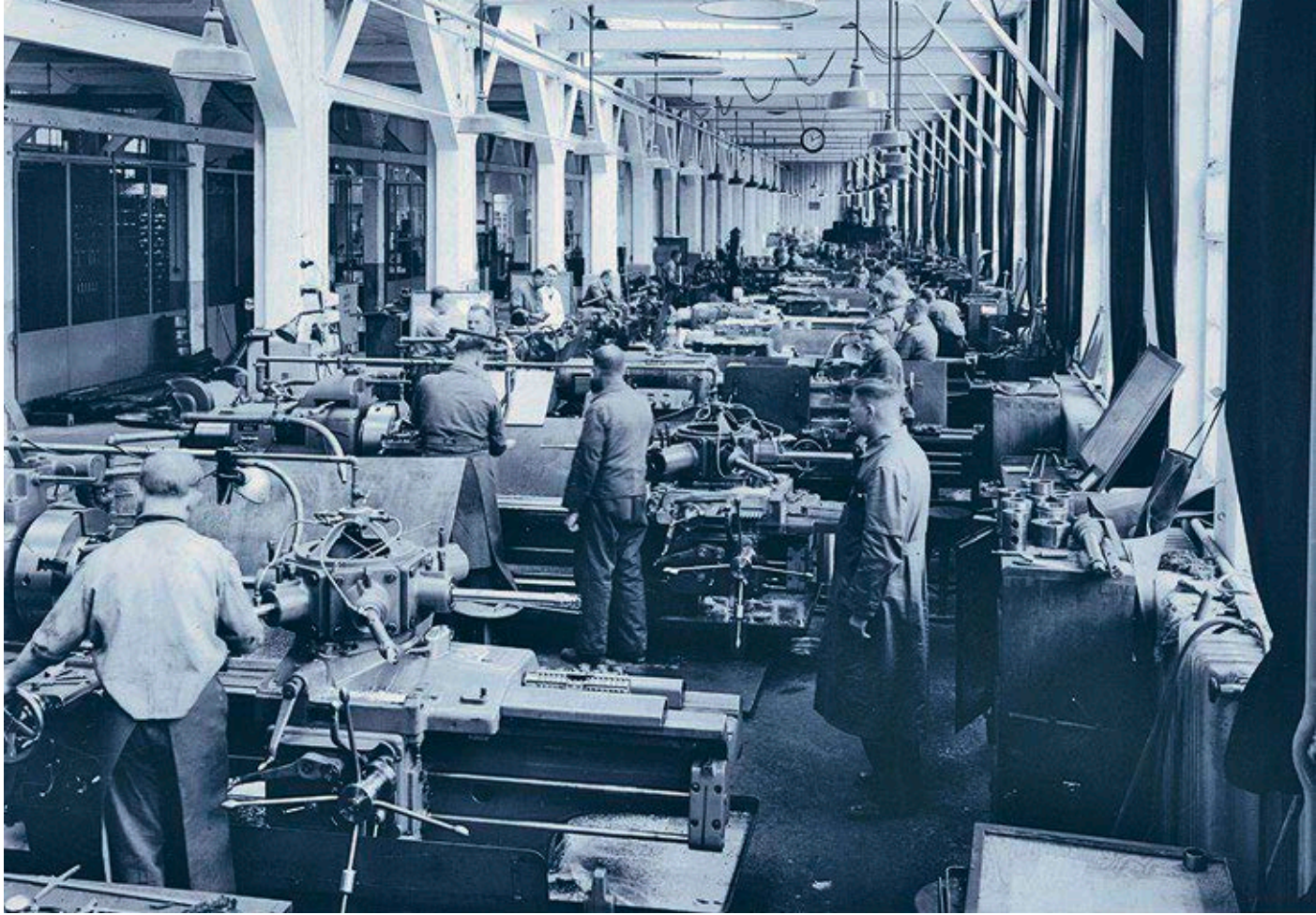
employees, the customers – and therefore indirectly for society. After they left their companies, these should continue to be managed by capable successors who did not necessarily have to be the heirs. Steiner advocated a “Third Way”, which ran between bureaucratic state socialism and an inefficient command economy on the one hand, and purely profit-oriented capitalism and the arbitrariness of the owners on the other. The previous contradiction between capital and labour should be overcome in this way.

Unfortunately, Rudolf Steiner said nothing about how his targets of neutralising capital and fiduciary company management and succession could be achieved in concrete terms and in a legally correct manner. Steiner did not mention the Carl Zeiss Foundation in Jena, which had already been successfully in operation for two decades during his lifetime, even though its founder Ernst Abbe (1840–1905) held viewpoints which certainly resembled his own.

Ernst and Hermann Mahle were enthusiastic about Steiner’s social ideas and tried to orient the management of their thriving company along those lines. After the Nazi dictatorship and the Second World War, the even greater disasters of the 20th century, they set about the task of neutralising their corporate capital, which was to be “a small step towards the threefold social organism”. In consultation with his brother Hermann, Ernst Mahle explained the intended development to the company’s employees on 13 March 1951 at a “piston meeting”:



Historic MAHLE company sign in Pragstraße (1938)



Machining hall for aircraft struts (1936)

“We have taken the firm decision to completely give up the piston business (he meant the entire company, not the business division) and transform the company into a foundation, similar to the one at Zeiss ... carried out in 1889... Neither out of cowardice, nor fear, nor out of necessity have we made this proposal, but out of the good will to create something new and – because we believe it is urgently necessary to find something new between capitalism and communism... We have ... proposed a foundation as a self-governing body and not nationalisation, which has almost always led to bureaucratisation and paralysis”.

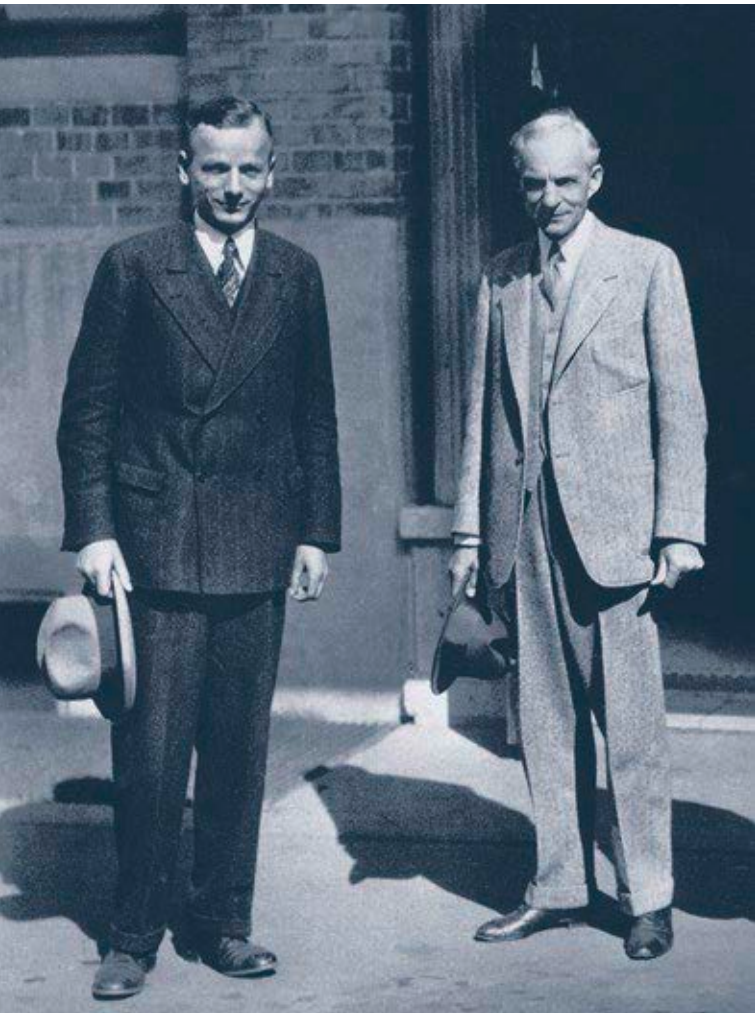
Ernst Mahle stressed that the success of the foundation depended “in large measure” on “how the whole thing would be received by our workforce”. The brothers would “be pleased to cooperate”.

He announced that his brother Hermann would “draw up the statutes for the foundation with some of you”. It was “something which was not at all easy”.

Moreover, as it soon turned out, not only a great deal of prudence, but also a considerable amount of tenacity was required to bring the MAHLE Foundation into existence. Indeed, upon closer examination it became apparent that the impressively detailed statutes of the Zeiss Foundation which had been drawn up had a real “drawback”: the Foundation was under the supervision of the State and the Foundation Commissioner whom it had appointed, and who had an influential position within the company. These aspects of the Zeiss statutes by no means conformed to the intentions of Ernst and Hermann Mahle, for whom the future independence of their firms was very close to their hearts.

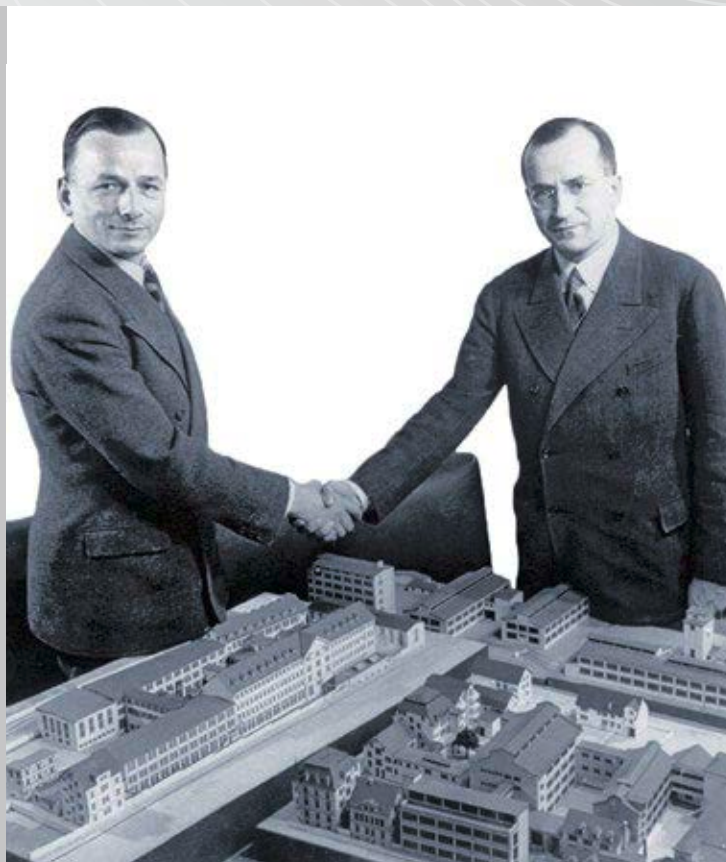
The brothers then dealt with a variety of other foundation models that already existed at the time. These included the FAZIT Foundation in Frankfurt/Main (responsible body of the “Frankfurter Allgemeine Zeitung” newspaper), and also the German VW and the US-based Ford Foundation, which was established in 1936. An important role in the interest in the latter may have been played by the fact that Hermann Mahle had succeeded through his personal commitment in 1930 in fetching Henry Ford (1863–1947) out of his relaxing holiday in Baden-Baden for a factory visit to Cannstatt. He was therefore acquainted with this legendary entrepreneur.

The Mahle brothers also sought expert external advice from Georg Strickrodt (1902–1989), among others. The legal practitioner and Professor of Financial and Fiscal Law at the Technical University of Darmstadt was a respected expert on foundation businesses.



Hermann Mahle with Henry Ford (1930)

TWO VERY DIFFERENT BROTHERS IN THE SERVICE OF ONE IDEA



Hermann and Ernst Mahle in front of the architectural model of the plant in Bad Cannstatt (1938)

Hermann and Ernst Mahle came from a family of 11 children – they had 5 sisters and 4 brothers – that was characterised by pietism. The extremely strict father was a chief engineer at a Stuttgart engineering works, while their very religious mother came from a family of teachers in Reutlingen. In view of the family's size, "economy was as natural as breathing" in the Mahle household. Furthermore, such a large group of children provided ample opportunity to practise brotherhood (and "sisterhood") from an early age. Ernst and Hermann were very different personalities, as both they and their environment clearly saw. Ernst described himself as "fairly quick, willing to compromise, imaginative and someone who travelled a lot". He seemed to be cheerful and full of life at all times, and he was no

stranger to self-irony. He called both his brother and himself "Swabian tinkerers and Brettlesbohrer (board drillers)" at the opening ceremony of the Filder Clinic on 29 September 1975 – the festive crowd that had gathered would certainly have chuckled to themselves. Hermann, on the other hand, was perceived as a more down-to-earth, tough and strong-willed person. He was more domesticated and fond of devoting himself to his artistic and musical interests. Although Hermann had actually wanted to become a teacher, he was not able to study as his brother Ernst had done, but was allowed as an alternative to complete a business education due to the limited funds available to the family. Ernst Mahle stressed on the 50th anniversary of the MAHLE Group: "It was specifically our diversity that led us to success".

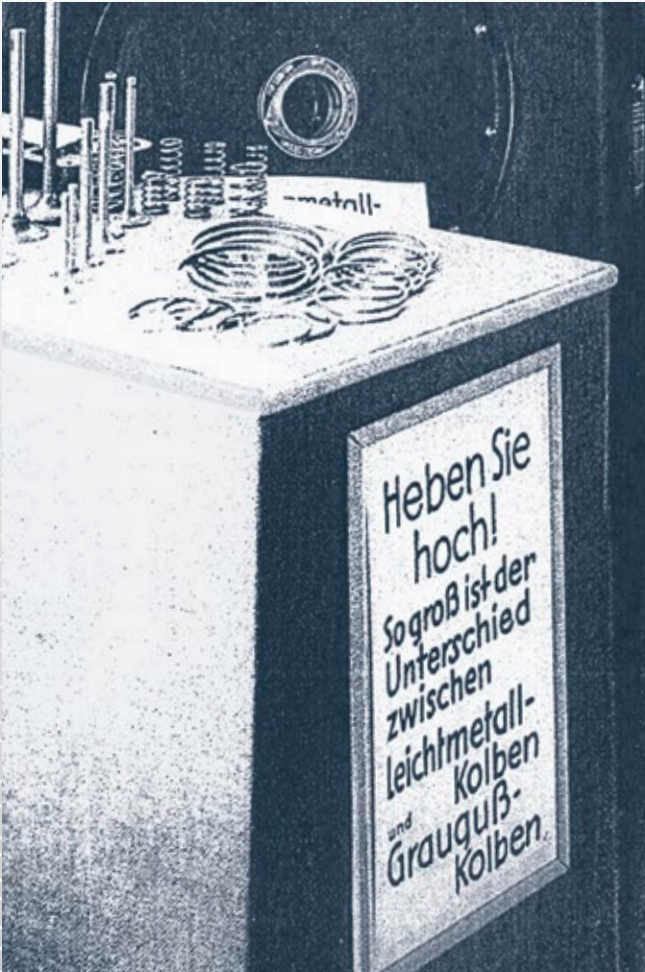
PISTON PROGRESS FOR NON-ENGINEERS

Not everyone is interested in pistons for engines and their development. But even those who have no time whatsoever for technology should be impressed by the table Ernst Mahle published in 1968 to illustrate the progress achieved by the light-metal pistons developed by the MAHLE company:

TECHNICAL DATA	FIRST FOUR-STROKE BENZ ENGINE 1886	CAR ENGINE 1968
Piston material	Cast iron	Light metal
Piston weight without accessories	2,200 g	740 g
Engine speed	300	6500
Compression ratio	3.5 : 1	9.5 : 1
Output per piston	1.7 hp	26.7 hp
Piston weight / cylinder capacity	1,294 g / hp	18.5 g / hp
Play on the cylinder shank	0.2 mm	0.025 mm

FOCUS

Trade fair stand (1933)



The relevant model for the legal structure of the MAHLE foundation, however, turned out to be, surprisingly, the Robert Bosch Stiftung, founded in 1964. Because of good personal contacts the legal structure that needed to be created in terms of the desired non-profit status as well as the necessity to establish autonomous MAHLE companies were already well-known by 1963.

The MAHLE companies had 5,500 employees at the time and a turnover of 200 million Deutschmarks, so that the assets which the brothers and – indirectly – their families wanted to donate to the Foundation were considerable. The decisive factor in the view of the tax authorities was a strict separation between the ownership of the companies on the one hand, and the operational control of the firms on the other. Only then would they recognise the charitable status.

Therefore, the MAHLE-Beteiligungs-Gesellschaft (parent company) MABEG GmbH (now a Registered Association) and the non-profit MAHLE-STIFTUNG GmbH ("MAHLE Foundation Ltd") were established on 13 October 1964 and 18 December of the same year, respectively. MABEG holds only 0.1 percent of the shares in the company, but has all the voting rights at the shareholders' meeting of MAHLE GmbH.

With MABEG, the founders wanted to create a body that looked after the monitoring and coordination of the management of the MAHLE companies regardless of the non-profit foundation. Here, skilful and experienced leaders from business and industry

were to ensure that MAHLE remained a modern company from a technical, economic and social point of view. Because the clever and forward-looking brothers by no means assumed that pistons would constitute a reliable business "forever".

Therefore, as long ago as 1963, they considered what threat "other driving forces (nuclear) or other engines (Wankel engine, gas turbine, etc.)" potentially represented to the MAHLE companies. The pistons were holding their own, but who could know for certain in advance?

The non-profit MAHLE Foundation has 99.9 percent of the company's shares, but fundamentally no voting rights at the shareholders' meeting of MAHLE GmbH, and therefore has no influence on current business policy. From the profits it receives from the MAHLE companies (3%), it promotes projects that conform to its statutes. However, 97 per cent of the consolidated profit for the financial year remains within the MAHLE companies so that they are safeguarded economically and can be further developed technologically.

The shareholders of the non-profit MAHLE Foundation do not acquire any personal ownership, as they receive their business shares on loan, as it were.

The first shareholders' meeting was held in February 1965, so that the funding activities began that year, and the 50th anniversary of the foundation's work was celebrated in 2015.



Ernst Mahle sitting on a piston

There was not just one reason for the establishment of the MAHLE Foundation, but rather the founders Ernst and Hermann Mahle had several motives:

- They wanted to prevent the fragmentation of the company shares, as tended to occur in the case of family businesses over the generations. In addition, no inheritance tax would have to be paid in the future, since there were no longer any direct descendants participating in the company.
- The companies of the MAHLE Group were to permanently develop and expand from the profits generated, i.e. the equity capital.
- The brothers wanted to ensure through MABEG that in their technologically-driven companies, the interests of firms with no background in the field, e.g. of investors or banks, would continue to be of no importance in the future. Continuity in the expertise of the company management had to be guaranteed.
- The jobs at the MAHLE companies should be permanently secured and a collegial working atmosphere should thrive. International competitiveness was to be guaranteed at all times.
- In the transfer of the company's capital to fiduciary ownership they saw a contribution to "fraternity in economic life", as had been called for by Rudolf Steiner.
- Ultimately, the proceeds of the MAHLE Foundation were to be used to subsidise projects in areas of life such as health, agriculture and education. The practical implementation of anthroposophically inspired ideas was a concern of the Mahle brothers.

This mix of sober economic considerations, high social ideals and the promotion of anthroposophic initiatives created a field of conflict which was – and still is – repeatedly necessary to "plough".

Ernst and Hermann Mahle wrote in 1966:

“T*he founders consider the establishment of the MAHLE FOUNDATION to be the crowning glory of their life's work. With thanks to their employees, whose loyal assistance made it possible for the founders to furnish the Foundation with a considerable fortune, they associate the request to follow them on this path by affirming and actively supporting the Foundation's tasks”.*

The following report explains the aforementioned "Foundation's tasks" and their fulfilment.



2

THE FILDER CLINIC – A KEY PROJECT OF THE MAHLE FOUNDATION



Aerial photograph of the Filder Clinic

“WHEN HUMANS ACT, THE GODS BEND DOWN”.

Ita Wegman MD (1876–1943), medical colleague of Rudolf Steiner

When the Filder Clinic was opened in 1975, it was thanks on the one hand to the material and moral support of the MAHLE Foundation. On the other hand, the initiators were able to continue a tradition that dates back to the 1920s.

PIONEERS OF ANTHROPOSOPHIC MEDICINE IN STUTTGART

Anthroposophic medicine was founded by Rudolf Steiner in close cooperation with the Dutch doctor Ita Wegman. Besides Wegman's clinic in Arlesheim near Basel, Stuttgart played a key role in the development of a new art of healing. As long ago as 1921, a “Clinical and Therapeutic Institute” had opened here, from which the Carl Unger Clinic of Internal Medicine ultimately developed. After the Second World War this had ended up as a tenant in a villa in the west of Stuttgart more or less by accident. However, the architecturally quite attractive building offered space for only 40 beds and – quite apart from the economically problematic “size” – was inappropriate for the operation of a modern clinic over the long term. There was not even a lift, so seriously ill people had to be carried in wicker chairs to the wards.

Manfred Weckenmann, who had been working as an internist at the Unger Clinic since 1960 and took over its management in 1963, quickly realised that the “cumbersome cosiness” of the building had no future – neither with respect to “conventional medicine” nor from the anthroposophic perspective. His wife Susanne Weckenmann (1926–2011), who was a general practitioner in private practice, contacted Hermann Mahle in December 1963, who immediately promised to provide the couple with his support with respect to the construction of a new, modern clinic.

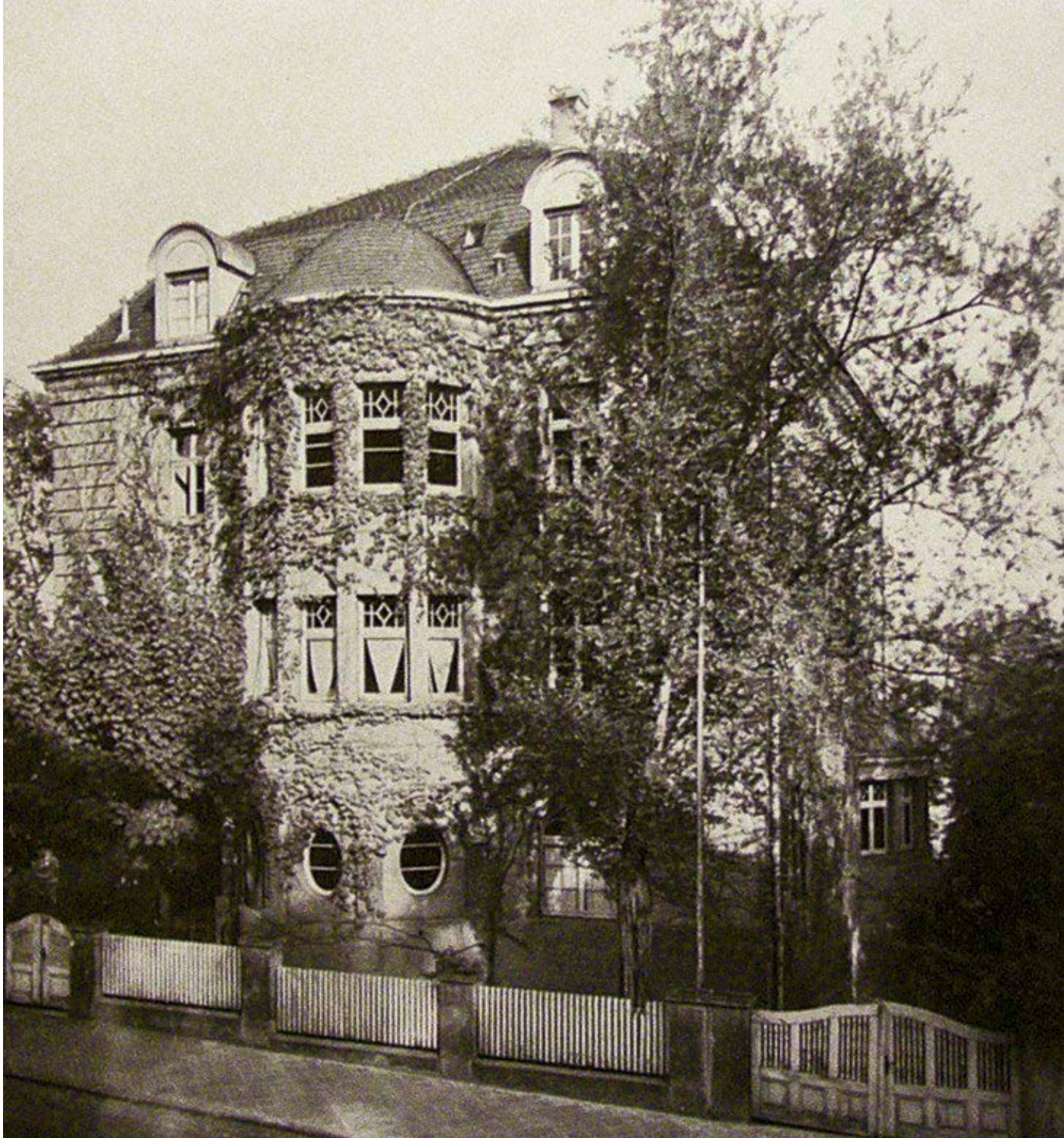
“Buy some land and I will pay”, Hermann Mahle is reported to have said even after the first conversation. On 8 March, 1964 i.e. even before the establishment of the MAHLE Foundation, the Filder Clinic Registered Association was entered in the Stuttgart Register of Associations with the founding members including Hermann Mahle, among others.

FROM THE ASSOCIATION TO THE CLINIC – YEARS OF INTENSIVE PREPARATION

The Filder Clinic Association proved to be foresighted and pragmatic enough to initially

Once again the Carl Unger Clinic, since it was *the experience was confirmed that makeshift solutions are often amazingly long-lasting...* completely unclear when it would be possible to move into its own new building. The association then purchased the Unger Clinic on 1 April 1965 – the last patients were then transferred more than ten years later to the Filder Clinic. Once again the experience was confirmed that makeshift solutions are often amazingly long-lasting...

Around the Filder Clinic that was to be established formed a group of dedicated doctors, nurses and therapists. They prepared themselves intensively for anthroposophic medicine from the mid-1960s on



Carl Unger Clinic, Stuttgart

with working groups, seminars and conferences. In the whole of Germany, the Filder Clinic Association looked for suitable employees, even “comrades-in-arms”, who had both expertise and interest in a “new” form of medicine. “Professional idealists” were in demand. At the same time, the association

was looking for a suitable location in the Stuttgart area. The plot had to be large enough, the transport links good and the location beneficial to the patients’ health – criteria which were not easy to fulfil at the same time. At first it was assumed that 70 to 120 beds were required, dedicated primarily to internal medicine.

Not least at the insistence of the young internist Jürgen Schürholz, the concept was transformed into an acute and general hospital with the departments of internal medicine, surgery, gynaecology/obstetrics, paediatrics and – very unusual at that time! – psychosomatics. Specialities which were occasionally considered, such as orthopaedics or ophthalmology, were not pursued for various reasons. Due to the new concept, the number of beds required grew to over 200, so that the space and financing needs increased considerably. The initiators of the Filder Clinic sacrificed many evenings, weekends and holidays for the thorough planning of “their” new hospital.

The intention to build in Stuttgart-Heumaden was abandoned at a very late stage. The growing impatience of Ernst Mahle – the septuagenarian wanted to see the clinic open during his lifetime – and a surprising offer resulted in a positive change of fortune: in 1969, Friedhardt Pascher, mayor of the then independent municipality of Bonlanden on the Filder plain, offered Manfred Weckenmann a construction site for the clinic. Agreement was finally reached on the present site of Haberschlagheide, which is beautifully situated on the edge of a conservation area that is overgrown with juniper.

On 15 October 1972 the cornerstone was laid. Besides various minerals, the work jointly authored by Rudolf Steiner and Ita Wegman “Extending Practical Medicine” was placed in the building pit.

The areas in Heumaden had already been sold in 1971 at a profit; the proceeds of DM 4 million were then also urgently required for the construction of the clinic. With its 216 beds, the building was two to three times larger than originally planned. For the numerous employees and their families, 132 flats of various sizes (from 1 to 5 rooms) and daycare facilities for the children had to be built. The Filder Clinic had not yet been included in the hospital requirement plan of Baden-Württemberg, so financial resources from the state could not be expected for the time being. The construction costs of approximately DM 50 million exceeded the financial capabilities of the MAHLE Foundation, so that loans had to be taken out. After all, the building should offer modern functions and technology, while being designed at the same time to be artistic and architecturally alive! The aim was to “overcome the design forms of modern architecture” with “organic shapes and lines”. For the intensive care unit, Manfred Weckenmann wanted “the most beautiful view of

Laying the foundation stone of the Filder Clinic (15 October 1972)



Ernst Mahle with an aerial photograph of the Filder Clinic



the external surroundings”, “so that the patient would see that it was worthwhile waking up”.

From a social perspective, the planners also looked, inter alia, at Herdecke on the Ruhr River, where the local “community hospital” had already started operations in 1969. The idea of cooperation between doctors, nurses, therapists and other clinic employees was also a source of inspiration in

Filderstadt. On the one hand, the

“**F**or the intensive care unit the most beautiful view of the external surroundings, so that the patient would see that it was worthwhile waking up”.

cooperation should counteract the progressive specialisation of the professions and sub-disciplines, but also bring about a different culture in social terms. The aim was a “social organism that builds on insights and understanding of the individual

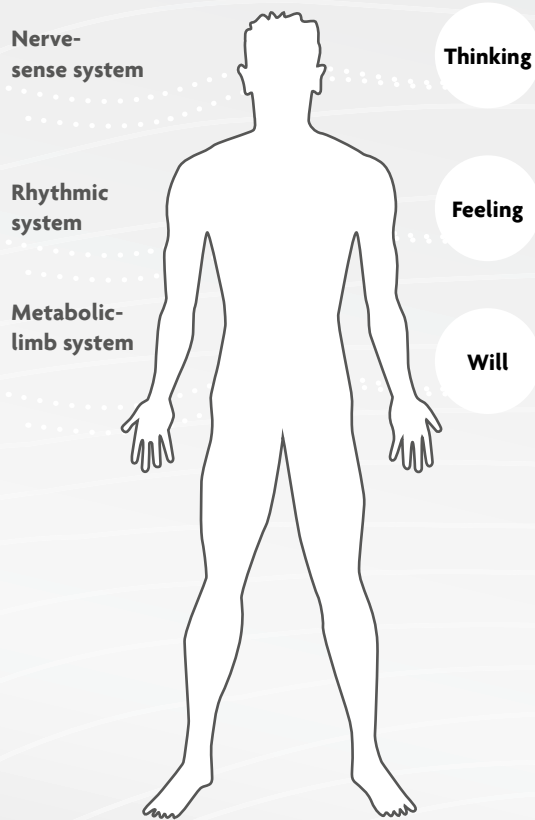
members”. The privately charging chief physician of the old school did not have a chance here, as the entire institute should benefit from all of the revenues. A team consisting of a doctor, a businessman and a nurse was envisaged to run the clinic.



Memorial plaque in the Filder Clinic

In 1974, i.e. ten years after the Filder Clinic Association, the Filder Clinic Friends' Association was established. From 1975 on, it operated the Filder Clinic leased from the Filder Clinic Association – the “construction association”, so to speak.

THE ART OF HEALING WITH MIND, HEART AND HANDS – HOW DOES ANTHROPOSOPHICALLY ORIENTATED MEDICINE WORK?



As explained in the section “Founders and establishment of the MAHLE Foundation”, the “threefold social organism” was the key for Rudolf Steiner to a meaningful order of social life. However, Steiner also considered the human organism as having a threefold order, as he repeatedly explained specifically for health professionals and educators from 1917 on. The threefold nature of man is an example of what Steiner understood by the word “holistic”, which is so often used today, but nevertheless remains very diffuse – a specific and differentiated insight into the interplay of body, mind and spirit.

Rudolf Steiner distinguished between three systems that define the human body: the nerve-sense, the rhythmic and the metabolic-limb system.

The nerve-sense system has its centre of gravity in the head, but extends – for example by means of the skin – over the entire body. The task of this system is the alert, objective perception of the world and the processing by thinking of many sensory impressions. The metabolic-limb system has its centre in the lower abdomen with the internal metabolically-active organs, while the arms and legs enable external mobility. In the metabolism, the human being “overcomes” the outside world by initially creating his or her own body substance from foreign nutritional components. With the limbs, the individual is able to realise his or her will by replacing the abstract thought with specific action.

Between these two systems, which Steiner considered to be a polarity, is the rhythmic system. With their constant alternation of systole and diastole, of breathing in and out, the heart and lungs show that they can masterfully compensate for polar qualities. In response to the question: “What is life?”, Steiner said in 1924: “Study the rhythms, for it is rhythm which is the basis of life” – according to the rich research results of chronobiology and chronomedicine it can even be said today: “Rhythm creates health!”

The rhythmic system is associated in a particular way with the emotional experiences of the individual. This is shown, for example, in the relationship between depression and cardiovascular diseases.

In healthy people, the three systems work together in harmony, whereas diseases are usually based on the one-sided predominance of the nerve-sense or metabolic-limb system. Gastrointestinal spasms, for example, are characterised by the painful “perception” of organs, for which we otherwise have no form of awareness. Conversely, secretion and sneezing attacks in hay fever are an expression of an overactive metabolism and unchecked movement in the nerve-sense organ, i.e. the nose.

The task of anthroposophic medicine is to restore equilibrium to the three parts of an individual's nature. For example, the artistic therapies of painting, clay modelling, music, creative speech and curative eurythmy (a form of artistic movement founded by Steiner with a therapeutic purpose) hold a very special place, since they address the individual's will and emotions. Furthermore, there are new perspectives with respect to direct “physical” therapy:

Poultices, compresses and liniments, as well as baths such as the Junge oil dispersion bath, act primarily through the skin and therefore through the nerve-sense system. The variety of so-called “external applications” opens up completely new areas of action for anthroposophically extended nursing. The patient, who today is unilaterally stressed both visually and intellectually as a rule experiences sensory stimuli of an entirely different quality as a result of the applications – for example, the soothing scent of lavender or the stimulating spice of rosemary.

By taking care of the rhythm, the standard massage can be further developed into the “rhythmic massage”, with which Ita Wegman had already started. All other therapies also become more effective if they take into account the individual rhythm of the patient, the typical course of the disease over time and his or her biography.

The metabolic-limb system can be readily stimulated by dietary measures. For example, the oats cure shows outstanding success in diabetes mellitus – the blood sugar level drops, there is a reduced need for medication, and even less insulin is required! Special attention is paid to food quality and preparation; for sick people in particular, the food should preferably come from organic farming.

In the differentiated response of the three systems, medicine becomes a true healing art which makes demands upon the minds, hearts and hands of doctors, nurses and therapists alike.

The limits of anthroposophic medicine are reached, for example, where there is insufficient time to return the three functional systems to equilibrium. Emergency and intensive care therefore remains (even in the Filder Clinic!) a domain of “orthodox medicine”; mechanical problems such as a damaged joint or broken bone require a surgical intervention. For this reason, anthroposophic medicine does not see itself as an alternative therapeutic direction, but as an extension of the art of healing. It is practised by licensed physicians who have completed standard medical studies and practical (specialist) medical training.



The Filder Clinic (1975)

OPENING AND THE FIRST 15 YEARS

The official opening of the Filder Clinic took place on 28/29 September 1975. The building was ceremoniously decorated and resembled a “sea of flowers”, with more than 6,000 curious visitors coming to view the architecturally unusual hospital. In his speech, Ernst Mahle recalled his deceased brother Hermann, who unfortunately did not live to see the opening of the clinic. After Hermann Mahle’s death (1971), his daughter Angelika Sauer devoted herself intensely to the hospital.

The opening ceremony was also attended by the then Minister of Health Annemarie Griesinger (1924–2012), who had an exceptionally positive attitude toward the Filder Clinic. She held out the prospect of including the clinic in the hospital requirement plan, appearing to one MAHLE employee to be almost a “patron” and only apparently “disguised as the Minister of Social Affairs”. Indeed, the Filder Clinic was subsequently included in the hospital requirement plan, from which it then received DM 24 million in four tranches. In addition, the District of Esslingen funded

the construction of the employees’ residences and the daycare facilities for children. The clinic finally paid off the debts for its construction in 1979.

The Filder Clinic saw itself from the outset as a hospital for the people of Filderstadt and surroundings – as was to be expressed by its name. Analogous to the Stuttgart-based Robert Bosch Hospital, it would have had every right to call itself the “Hermann and Ernst Mahle Clinic”, but this would probably have failed due to the modesty of the Mahle brothers.

Although there were initially reservations among the population about the “herbal clinic” and the “Birkenstock squadrons” that worked there, the Filder Clinic quickly found local recognition due to its internal medicine and surgical departments. Some sceptics had to admit that the internists were also masters of emergency and intensive care, and the surgeons were experienced in carrying out operations. One further contribution towards the growing acceptance of the Filder Clinic was the fact

that in 1977, a landing pad for rescue helicopters was built, and the clinic was included in the rescue plan of the District in 1978. The German Red Cross (DRK) established a rescue station with an ambulance there. The designation as an emergency hospital for nearby Stuttgart airport further boosted the reputation of the Filder Clinic.

The fields of paediatrics, psychosomatics and obstetrics/gynaecology quickly developed a good reputation beyond the local region, becoming a location attended by many patients from all over Germany and even abroad. These were added to, in particular, by people suffering from cancer who were searching for alternatives or supplements (mistletoe treatment) to stressful chemotherapy or radiation treatments. On many wards, the waiting lists were growing, and many a woman experiencing spontaneous labour caused problems for the obstetrics department, which was usually fully occupied.

The special atmosphere of the Filder Clinic was contributed to from the outset by cultural events – numbering 76 even in the first year of operation. Concerts, exhibitions, readings and performances were open to patients, employees and guests – as they still are today.

Like the community hospital in Herdecke, the Filder Clinic also received considerable attention in the media. As a result, the clinic was the destination for many groups of visitors: doctors, nurses, nursing schools, politicians and self-help groups wanted to see for themselves whether and how new pathways in medicine, but also the social design of a hospital, were being opened up.

After 15 years, 90,000 people had been treated as inpatients at the Filder Clinic, while 500,000 had attended the clinic as outpatients. 17,000 children had been born at the clinic, and 2,200 patients had received support from doctors, nurses and therapists on their deathbeds.

The occupancy of the beds was more than 90 per cent, with the patients' average stay being 12 days – which from today's perspective is a very agreeable length of time, indeed an almost paradisiacal situation, which enabled diverse anthroposophic medicine therapies to be performed.

However, it became apparent that the clinic's premises were no longer sufficient to cope with the stream of patients, the growing number of employees and the large groups of visitors. Conversions and extensions were planned. Managing Director Ernst Harmening even said later, "Since the opening we have been looking forward to the day when additional premises would relieve the situation".



Opening ceremony in the Filder Klinik (28 September 1975)

ANTHROPOSOPHIC MEDICINE MUST BE LEARNABLE AND TEACHABLE!

Rudolf Steiner had set the Stuttgart doctors a special task: they were to draw up a “vade mecum”, i.e. a compressed and practical introduction to the methodology of anthroposophic medicine. Since they did not write the requested book, Rudolf Steiner eventually took up the pen himself together with his medical colleague Ita Wegman, with the work “Extending Practical Medicine” – a book of fundamental importance which required further elaboration, however – appearing a few months after his death. Admittedly, the “vade mecum” was not written at the Filder Clinic either, but the clinic contributed in many respects to making anthroposophic medicine teachable and learnable.

In 1982, the Free School of Nursing opened at the Filder Clinic, financed by the MAHLE Foundation and an apprenticeship subsidy programme of the federal government. Approximately 400 state-examined nurses have so far graduated from this school. They have a command not only of the usual “handicrafts” of the nursing profession, but also the specifically extended anthroposophic aspects. The “external applications” in particular are experienced by the nurses as an enrichment of their work and an independent field of activity. Here, it is also important to discover new aspects. For example, the “Practically integrated study showing the early effects of ginger” funded by the MAHLE Foundation was completed in 1992. As an alternative to the “hot” mustard poultice, the gentle but long-acting ginger poultice has today become an important aspect of anthroposophic therapeutic care. Rolf Heine, who worked at the school, edited the third edition of the textbook “Anthroposophic Nursing Practice” in 2015 – this can certainly be considered a kind of “vade mecum” for nurses! Documenting the entire range of external applications in differen-

tiated form is a next working step, which is being sponsored by the MAHLE Foundation.

In 1987, the nursing school took in a “lodger”. Under the management of Thomas McKeen (1953–1993), the Anthroposophical Doctors’ Seminar opened its doors on the school’s premises. Since 2006, the seminar has been known by the name of the “Eugen-Kolisko Academy” – named after the school doctor of the world’s first Waldorf School in the Stuttgart neighbourhood of Uhlandshöhe. Although the seminar was initially based on three full-time terms, the main focus today is on in-service events, e.g. at the weekend. The seminar has trained many doctors who work in positions of responsibility in the field of anthroposophic medicine. The academy has an international reputation, with the participating students and doctors coming from all over the world. Furthermore, the young health professionals of the Filder Clinic benefit from the further training opportunities offered for them by the academy in collaboration with the clinic.

Good teaching always requires suggestions from research. It therefore seems only logical that in 2010 the ARCIM Institute was founded. ARCIM stands for “Academic Research in Complementary and Integrative Medicine”, i.e. it carries out academic research in complementary and anthroposophic medicine. One of the first ARCIM studies investigated the “common ailment” of back pain and means of improving its treatment with specific stimulation of the connective tissue.

In 2012, the Academy of Nursing of the Association of Anthroposophic Nursing (Registered Association) began its work at the Filder Clinic, offering certified advanced training for nurses who are already qualified.

1990-2015: YEARS OF CONVERSION AND EXPANSION

With the support of the MAHLE Foundation, the 11,000-square metre and long-awaited expansion was completed in 1996, so that now there is also enough space for a department for premature babies (neonatology). This had become an urgent need after the rapid growth in the field of midwifery.

There were also new operating theatres, an interdisciplinary intensive care unit with modern equipment and ten monitored beds, larger premises for delivering babies and a first computed tomography scanner for the X-ray department.

In 2003, the Filder Clinic was the fourteenth hospital in the Federal Republic to receive the “breastfeed-

In 2003 the Filder Clinic was the fourteenth hospital in the Federal Republic to receive the ‘breast-feeding and baby-friendly’ certificate. While nationwide the rate of caesarean sections soared, the number in Filderstadt levelled out at about 14 per cent. Most women in labour want a natural birth and gynaecologists have mastered the art of enabling even “difficult cases” such as breech births (baby’s head facing upwards, its

bottom downwards) without surgery.

It goes without saying that the safety of mother and child always has priority.

In 2004, the remuneration of hospitals in Germany was changed over to DRGs (flat rates per case), which resulted in a major setback in inpatient care. Since then, the remuneration has been linked relatively rigidly to diagnoses and is no longer adapted to the length of time the patient needs to remain in hospital in a specific case. The Filder Clinic also had to adapt to these changing conditions

without giving up its claim to be an extension to the art of healing.

Mother and child are doing well at the Filder Clinic.



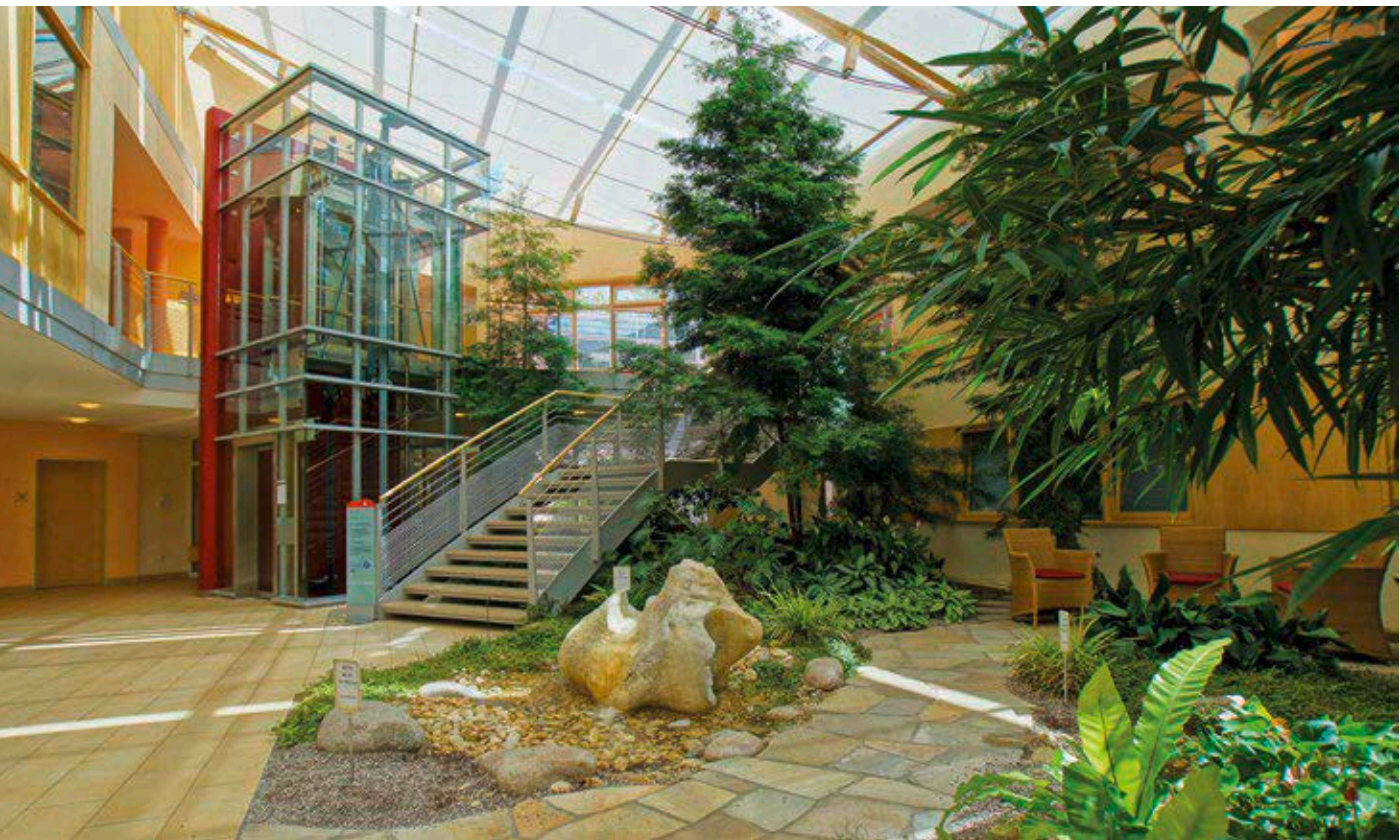
This was a challenge, as anthroposophic therapies sometimes require a little time until they take full effect. The DRGs, on the other hand, are aimed at a significant reduction in hospitalisation times. An experienced nurse described the problem as follows: “People are not discharged when they are healthy, but when they no longer require hospital treatment”.

In order to be able to act flexibly in these difficult times, the Filder Clinic was transformed into a non-profit limited liability company in 2006. 40 per cent of the shares are now held by the Filder Clinic Association, 20 per cent by the Filder Clinic Friends' Association and 40 per cent by the MAHLE Foundation. The participation of the Foundation once again

underlines the long-term and trusting relationship between the Filder Clinic and MAHLE. With Gerhard Ranger, the non-profit limited liability company appointed an experienced businessman as Managing Director. Ranger's goal was to stabilise the clinic economically and keep the pressure off the doctors, nurses and therapists.

At this time, extensive construction measures were already being prepared in order to receive inpatients, as well as to better structure the treatment of the rapidly increasing number of outpatient cases. A new centre for admissions, outpatient treatment and diagnostics was created, through which more than 30,000 patients pass every year. In 2007, a new entrance hall with access to outpatient emer-

Foyer of the Filder Clinic



gency departments and a cafeteria was opened. Radiology underwent a modernisation process and was equipped with powerful magnetic resonance imaging facilities (MRI), for which a separate wing had to be built. The reconstruction cost 12 million euros, of which 9.3 million was provided by the MAHLE Foundation.

The new lobby is perceived by patients, visitors and staff as a “light-flooded, greened island with well stones”, as the “Esslinger Zeitung” newspaper enthusiastically wrote.

T*he new lobby is perceived by patients, visitors and staff as a light-flooded, greened island with well stones.*

2009 saw the opening of the “Centre for Integrative Oncology”, which combines a corresponding outpatient clinic and the inpatient and semi-residential care area. The centre offers the entire range of cancer treatments, with a special focus on mistletoe therapy and hyperthermia (“overheating treatment”). The hyperthermia can be organ-related (regional hyperthermia) or take the form of a whole-body treatment. Rudolf Steiner had already pointed out that mistletoe treatment must produce fever in cancer patients if a cure is to be achieved. Hyperthermia and mistletoe complement each other ideally, therefore, from the perspective of anthroposophic medicine.

The Filder Clinic was certified in October 2011 as a “Singing Hospital”. At the clinic the staff have always sung with each other and with patients – so that this certificate of the Singing Hospitals Association was certainly overdue.

The number of newborns increased again from 1,683 to 1,894 in 2012/2013. Obstetrics is still regarded as a special “showcase” of the Filder Clinic. In 2014 the 45,000th child saw the light of the world in Filderstadt.

In the same year, the entire clinic – as in 2009 – received top marks from the Techniker-Krankenkasse (TK) health insurance company in a survey of its members. In 2015 the Filder Clinic is celebrating its 40th birthday – and again planning extensions and conversions which are intended to promote the field of psychosomatics and oncology.

Evidently, the dictum of Ita Wegman cited at the beginning has been taken very seriously in Filderstadt all the way from obstetrics to construction planning: “When humans act, the gods bend down”.

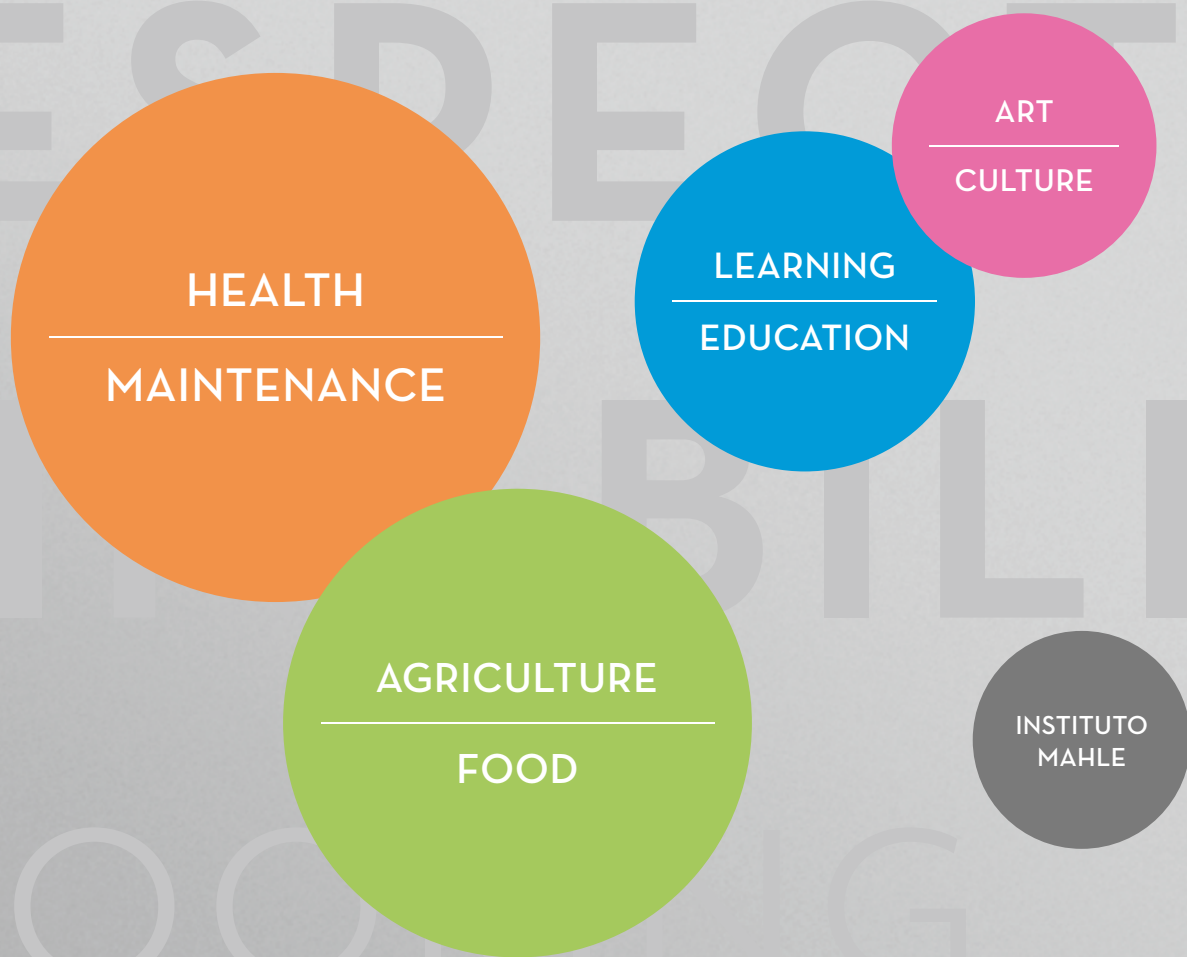
Male and female doctor at the Filder Clinic discussing their round



RESPONSIBLE
HOLISTIC
SUSTAINABLE
FORWARD
ANTHROPOLOGY

3

**MAHLE FOUNDATION – A LARGE
NUMBER OF COMMITMENTS**



In the following a few projects are presented – broken down according to various themes – which the MAHLE Foundation has funded during its 50-year history or is supporting today. This can of course only be a selection. There is much more to be found in the official Annual Reports of the Foundation.





The establishment and further expansion of the Filder Clinic posed a significant challenge in material and notional terms for the MAHLE Foundation. Nevertheless, the Foundation has also supported other initiatives of anthroposophic medicine as far as possible considering the limited resources.

MISTLETOE – A PHARMACEUTICAL CHALLENGE

Rudolf Steiner had already pointed out that the mistletoe preparations for cancer treatment

For the first time, cell culture experiments were performed on a broad basis at a German university, in Hohenheim, with mistletoe preparations. suggested by him required thorough development work from a pharmaceutical standpoint. In the mid-1960s, two research groups which worked independently of one another were created to investigate this issue, with their work being funded for many years by the MAHLE

Foundation, among others. The Foundation did not follow the “scattergun approach to subsidies” principle, but was convinced “that parallel developments in this area were necessary”.

Both groups developed new perspectives for the choice of the mistletoe host tree, the extraction of the plant and the further processing of the mistletoe juices extracted, e.g. by special mixing processes. The work of the Carl Gustav Carus Institute (Niefern-Öschelbronn near Pforzheim) culminated in the product known as Abnoba®, while the studies of the Austrian-German group eventually led to Vysorel® (A) and Helixor® (D and CH). The subsidies of the “parallel development” were therefore successful in both cases!

In the 1970s and 80s, the MAHLE Foundation supported studies by the biology professor Friedrich Mechelke (1919-2010). For the first time, cell culture experiments were performed on a broad basis at a German university, in Hohenheim, with mistletoe preparations. On the 25th anniversary of the MAHLE Foundation, Mechelke summed up the then impressive results:

“Experiments with human cell cultures have produced three main results:

- Within certain dosage ranges, mistletoe preparations exert a selective effect by inhibiting the growth of cancer cell cultures more strongly than the growth of normal cells.
- Leukaemia cells which had become highly resistant to certain cytostatics continue to be killed by a mistletoe preparation – even with increased effectiveness in some cases.
- The activity of a fraction of the cells of the immune system, the natural killer (NK) cells, can be stimulated by the influence of mistletoe preparations ... The positive effect of the stimulation is significantly more pronounced in the NK cells of cancer patients than in the NK cells of healthy individuals”.



That was the result of twelve dissertations and six doctoral theses, two of which received the top mark of “summa cum laude”.

Mechelke published seven articles on mistletoe studies in internationally renowned journals – four of them in “Arzneimittelforschung/Drug Research” and three in “Naturwissenschaften”. The Foundation was pleased to learn that with respect to the critics, “Prof. Mechelke had built up an irrefutable counter position with his patient work”.



Mistletoe research is still supported by the MAHLE Foundation today. It is currently funding a study on the individualisation of cancer treatment. The reason for this is that it is now certain that every mistletoe preparation has its particular strengths, so that there is not simply a “better” or “worse” one. The Freiburg IFAEMM Institute conducts expert interviews with doctors with extensive experience to find out when they prefer which preparation, how they manage the dosage and when they change the preparation of the mistletoe host tree.



*Top picture:
Mistletoe attached to a poplar.*

*Middle picture:
A female mistletoe bush with ripe berries.
The fruit of the mistletoe ripen in the winter.*

*Bottom picture:
An old apple tree which is covered to such
an extent with mistletoe bushes that its
crown looks green without foliage.*

In Germany, the funding mainly focused on the Friedrich-Husemann Clinic in Buchenbach near Freiburg/Breisgau. As the world's only specialist hospital for anthroposophic psychiatry, the clinic is of special importance for the development of this field.

In quite a few countries, it is extremely difficult to practise anthroposophic medicine within an in-patient framework. In some cases the health systems are generally underfunded, with some of the clinics not being accepted by the health insurance companies, or only partly so. Therefore, the MAHLE Foundation has provided assistance to the Masloc Hospital in Romania, for example, and the Children's Clinic in the Indian city of Bolpur. Support has also been received from the Park Attwood Clinic in the UK, which was excluded from the National Health Service (NHS). Sweden is strictly opposed to homeopathy and anthroposophic medicine in general, with only the Vidar Clinic in Jarna having been granted exceptional status. One of the reasons this was subsidised was due to the good reputation and influence of the project in Sweden.





Dr. Monika Golembiewski at the Children's Clinic in the Indian city of Bolpur

PROOF OF EFFICACY AND PHARMACEUTICAL LEGISLATION

The 1976 Medicines Act brought legal protection to the Federal Republic of Germany for the special therapeutic directions of phytotherapy (herbal medicine), homeopathy and anthroposophic medicine. A major contribution to this success came from Associate Professor Gerhard Kienle (1923–1983), who worked at the Community Hospital in Herdecke and whose activities in the field of drug testing and legislation were funded by the MAHLE Foundation. Since the regulations are increasingly shifting to the EU level, initiatives such as ESCAMP (European Scientific Cooperative on Anthroposophic Medicinal

Products) are of importance today. Pioneering work in the field of proof of efficacy was performed by the Freiburg Institute IFAEMM (Institute for Applied Epistemology and Medical Methodology), with large-scale studies such as AMOS (relating to chronic diseases) or IIPCOS (acute respiratory infections). AMOS was also evaluated from the medical economics aspect and submitted evidence that anthroposophic medicine is even less expensive in the medium term than therapy provided exclusively by “conventional medicine” – with better efficacy in some cases!



Dr. Gerhard Kienle (1923–1983)

4 : 1 – THE HEALTH QUOTIENT

The first project in its history that was subsidised by the MAHLE Foundation was dedicated to an important research objective of the threefold nature of man, which is described in greater detail on page 22.

The rhythmic system with heart and lungs plays a key role in human health. These two organs can masterfully compensate for polarities such as systoles and diastoles, inhalation and exhalation. Rudolf Steiner pointed out that the heart and lungs work in a ratio of 4 : 1, i.e. during one breath there are about four heartbeats. Scientifically this is known as the pulse-respiratory quotient. This quotient is flexible and can show substantial upward or downward variations in patients. But during sleep,

which is known to promote health and healing, it tends to return to the ideal ratio of 4 : 1 in everyone.

The internist Manfred Weckenmann, who was still head physician at the Carl Unger Clinic at the time, conducted the investigations and examined in particular whether the heart remedy Cardiodoron®, which was born of the initiative of Rudolf Steiner, induced normalisation of the pulse-respiratory quotient. In 1970 he was able to report to the MAHLE Foundation on the successful completion of the five-year studies, which have also been published in the medical press and demonstrated the efficacy of Cardiodoron®.



One component of Cardiodoron® is obtained from the cotton thistle (Onopordum acanthium)



People with and without disabilities perform Carmina Burana by Carl Orff in the Laufenmühle.

ORTHOPAEDAGOGY

The field of orthopaedagogy (curative education) founded in 1924 by Rudolf Steiner is also practised in many countries where anthroposophic medicine “per se” is of no major importance. This applies especially to the global Camphill Movement. In addition to a number of German institutions such as the Karl-Schubert School in Stuttgart, the MAHLE Foundation has also funded individual projects, e.g. in Portugal, Brazil and Israel. Since orthopaedagogy does not represent a focal point of the Foundation’s work, the financial support was limited to emergencies or specific development situations.

TEACHING

For all anthroposophic medical institutions, ensuring the next generation of well-qualified skilled workers is essential for survival. This applies to doctors, nurses and therapists alike. In this sense, the MAHLE Foundation has funded not only the Eugen-Kolisko Academy, but also university activities such as the Department for Complementary Medicine (KIKOM) at the Medical Faculty in Bern or the Integrated Supplementary Course in Anthroposophic Medicine (IBAM) at the University of Witten/Herdecke.

Particularly attractive are summer academies for hundreds of medical students, such as the event in Witten/Herdecke: “Medicine with heart and hand”.

Other training centres to receive subsidies were the Margarethe Hauschka School for Artistic Therapy and Rhythmic Massage in Bad Boll or the eurhythmic therapy training courses in Stuttgart and Dornach. Sometimes even a small sum provides important practical help. For example, a teaching film available in the form of a DVD from the Association for Anthroposophic Nursing initially shows rhythmic embrocation in a patient and then records the movements in the “second round” with coloured lipstick.

This enables the nurse to see what is difficult to follow at first glance and only hard to explain in words. The DVD cannot of course replace personal instruction, but represents an aid that can be used to follow up what has been taught. It also stimulates interest in nurses in the anthroposophic extension of their field of activity.

One promising project is AnthroMedics, which as a web-based specialist portal will make available a variety of publications in German and English.



Foot rubbing at the Filder Clinic

NURSING

In addition to the Free School of Nursing at the Filder Clinic and the Association for Anthroposophic Nursing, the MAHLE Foundation has supported projects that improve the situation of those affected locally. These include, for example, the Society for the Promotion of Anthroposophic Nursing in Ulm, the Winterbach Free Nursing Care Service or the Odilie Outpatient Hospice Service in Bonn. The Leonberg Hospice is dedicated to the care of those who are seriously and terminally ill, while the Ostfildern Neighbourhood House accommodates people who suffer from dementia.





WALDORF EDUCATION AND YOUTH TRAINING

TEACHER TRAINING AND EDUCATIONAL RESEARCH

When the establishment of the MAHLE Foundation was being prepared in 1964, the objectives relating to Waldorf education were defined. Support should be given to “investigations into the Waldorf education of Rudolf Steiner, insofar as these are of significance for contemporary education and appropriate for the interpretation of the educational work of Rudolf Steiner for the entire teaching staff”. This quote shows that the Waldorf education was not seen as an idyllic, perhaps even as a sectarian island in the school system, but should be flexible in facing up to the challenges of the time and at the heart of society.

In this sense, the MAHLE Foundation promotes long-standing teaching and research in the field of Waldorf education.

Here, particular mention should be made of the teacher training college of the Federation of Free Waldorf Schools, from which the “Waldorf Teachers College of Stuttgart” emerged, which was recognised by the state in 1999. At times the college has experienced major increases in growth; in 1971 the number of students doubled, and soon there were three – and indeed four – times as many graduates. Property had to be acquired in order to accommodate the growing college. This was followed in 1973 by the Institute for Waldorf Education in Witten-Annen and in 1978 by the School of Anthroposophic Education in Mannheim, which also received funding. For the training of teachers in

Waldorf education experienced a further upswing in the former GDR after the fall of the Berlin Wall.

Scandinavia, the Rudolf Steiner Teacher Training College in Jarna became important. Those in charge appreciated the fact that the MAHLE Foundation took its decisions quickly and with little bureaucracy. This meant that it was possible to get projects under way before – in some cases – cumbersome coordination processes were completed in the school movement. Waldorf education experienced a further upswing in the former GDR after the fall of the Berlin Wall. In the first few months of 1990, more than 2,500 visitors came to West German Waldorf schools, including many teachers and professors, in order to learn more about this alternative to the highly regulated East German school system. This led to the establishment of numerous schools in the former East German federal states, with the demand for trained Waldorf teachers rising again. Another challenge then constituted the foundation of Waldorf educational seminars in Eastern Europe and Russia.

Good teaching always requires suggestions from research. For this reason the Federation of Waldorf Schools founded the Educational Research Centre in the early 1950s. This was supposed not only to follow the current discussions on educational science – fully in line with the above MAHLE citation – but also contribute to the further development and improved teachability of the Waldorf education system. By 1990, 54 volumes had appeared in the “Anthropology and Education” book series, as well as 16 publications in “Education before the Forum of Time”. In 1991, Albert Schmelzer published his doctoral thesis “The 1919 Threefold Movement”, which – in a manner which is historically accurate and exciting to read (!) – examines precisely those years that

were groundbreaking for the Mahle brothers. In 2012, an expanded re-issue of the standard work “Mammals and Man” appeared in which Wolfgang Schad et al. bring to fruition the idea of the threefold nature of man for a deeper understanding of wildlife.

The topics dealt with by the Pedagogical Research Centre included, among others, dyslexia, dyscalculia, hyperkinetic children, set theory in mathematics lessons, sex education and the increasing use of the computer in everyday life. The “Education CVs project” traced how Waldorf pupils develop their career after graduating.

Fundamental preparation was also required for the teaching of science and the didactics of foreign languages. After all, numerous publications had to be translated into foreign languages in order to be able to provide assistance to the strong global growth in the Waldorf movement from Stuttgart.

Since 2013, the MAHLE Foundation has been subsidising a visiting professorship at the Waldorf Teachers College of Stuttgart, which – among other things – serves the purpose of the constructive encounter between the Waldorf educational system and “conventional” education.

Waldorf Teachers College of Stuttgart



SUPPORT FOR INDIVIDUAL SCHOOLS

The MAHLE Foundation has supported individual Waldorf schools and kindergartens, especially in emergency situations or specific development situations.

Special attention has been given to facilities that work towards achieving a connection between school education and practical vocational experience.

These included the “parent school” in Uhlandshöhe, the Kräherwald School located in the west of Stuttgart and the Engelberg Waldorf School in

Rems Valley. The Waldorf School in Nuremberg helped the

Foundation after a devastating fire in the school building. Special attention has been given to facilities that work towards achieving a connection between school education and practical vocational experience, such as the Hibernia School in Herne or the Waldorf School in Kassel. Through the “Freunde der Erziehungskunst Rudolf Steiners” (Friends of Rudolf Steiner’s Waldorf Education) Association, the MAHLE Foundation is involved in activities worldwide.

FREIE INTERKULTURELLE WALDORFSCHULE IN MANNHEIM

The Freie Interkulturelle Waldorfschule (Free Intercultural Waldorf School) in Mannheim, which was established in 2003, faces one particular challenge. It lies in the west of the city, which is considered to be a socially deprived area: the proportion of foreigners is approximately 50 per cent, with this figure being even higher among children and adolescents. From an early age the residents are faced with homelessness, prostitution and drug addiction.

In 2007, 180 children from 12 nations attended the Free Intercultural Waldorf School; in 2012 there were 300 from over 30 countries of origin.

*Images on the left and right:
Pupils at the Free Intercultural Waldorf School in Mannheim*



The teachers also come from all over the world; their home was Brazil, the United Kingdom, Russia, Poland, Turkey, Bosnia or Spain. The school has introduced the “language of encounter”, i.e. from the first school year Polish, Russian, Turkish, Croatian

The teachers also come from all over the world; their home was Brazil, the United Kingdom, Russia, Poland, Turkey, Bosnia or Spain. English. In this way the children become acquainted with and learn to appreciate other cultures and mentalities with songs, stories and festivities. In the afternoons the lessons deal with projects; an herb garden is created, for example, or bicycle stands are installed for the school. Practical craftsmanship activities promote fine motor skills, which are not practised enough in the iPhone era.

The Free Intercultural Waldorf School project is overseen scientifically, with two books already documenting the educational results. One of these is rightly called “School is colourful”.

The Mannheim Waldorf Initiative is radiating out into other troubled districts in German cities. For example, the ideas developed on the Neckar River are being taken up in the problem neighbourhoods of Wilhelmsburg in Hamburg and Neukölln in Berlin, and transformed in accordance with the local situation.



Of particular concern to the MAHLE Foundation were facilities aimed at young people in the transitional period between school and subsequent periods of study. An overview within the meaning of “general studies” provides a sense of security in the choice of one’s own subject and makes it easier to determine the position of one’s personal studies within a larger context.

As a consequence, the Foundation subsidised the Free Youth Seminars of Engen and Stuttgart, the

Waldorf Teachers College (Stuttgart) and the Johann Gottlieb Fichte House in Tübingen. The residence has a far-reaching effect well into the city, and many students have come into contact with anthroposophical ideas for the first time here.

The same was true for the “University Weeks”, which into the 1990s were successfully offered in Halle/Saale, Kassel Stuttgart, Dornach and Zurich, among other places, and attracted hundreds of interested students.

Female Korean students playing the piano at the Free Youth Seminar in Stuttgart



WALDORF EDUCATION – ORIGIN AND AIMS

49



Emil Molt (1876–1936)

Waldorf education was created in conjunction with the movement for the Threefold Social Organism (see pages 6 and 7). One of the goals of this movement was to ensure freedom in intellectual life. This also meant establishing independent schools so that the curricula and tuition structure could not be determined directly by the state. The goal was to achieve the autonomy of the schools through the teachers with the active participation of the parents. When the threefold movement failed in society as a whole at the beginning of the 1920s, it was a major concern of Rudolf Steiner to rescue the Waldorf School from the “bankrupt’s estate” so to speak, which was successfully achieved. With respect to the “parent school” of the entire movement, the Free Waldorf School in Uhlandshöhe, the greatest possible merit was attributed to the Stuttgart industrialist Emil Molt (1876–1936).

The Threefold Nature of Man (see page 22) represents an essential foundation of the Waldorf educational system. The teachers at the first school in Uhlandshöhe were given an impressive image by Steiner in



*Excursion destination: Uhlandshöhe in Stuttgart.
The first Waldorf School*

1919 to take with them: the nerve-sense system is centred in the sphere-like shape of the head, while the limbs radiate out into the world. These two poles are mediated by the rhythmic system, enveloped by the rib cage, which appears to be spherically enclosed at the top and opens radially towards the abdomen.

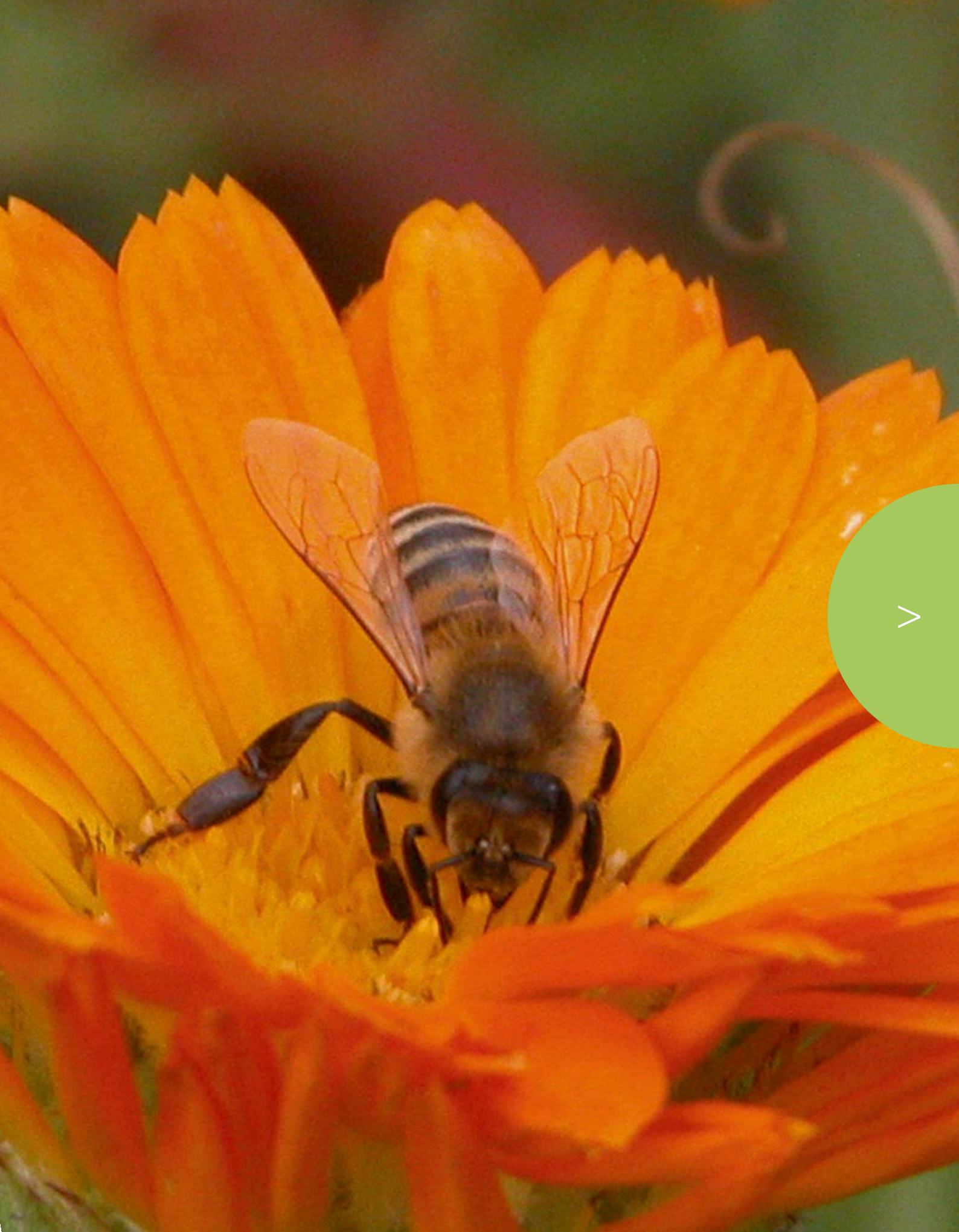


*Drawing from the
“Study of Man”**

With this image in the background (Figure), a truly “holistic” education was developed which appeals equally to the thinking, feeling and will of the pupils. In this sense, the Waldorf education aims at a balanced mixture of the development of intellectual abilities, artistic activities and craftsmanship.

** Rudolf Steiner, Study of Man as the Foundation of Pedagogy (full version no. 293), Rudolf Steiner Verlag Dornach/Switzerland 1980, p. 151*





BIODYNAMIC FARMING

“Silent Spring” was the title of a work that the American biologist Rachel Carson (1907–1964) published in 1962 in the USA. In 1963, the book also appeared as “Stummer Frühling” in German and quickly became a bestseller. After the carefree years of the economic miracle, Carson’s work was seen by large sections of society in the Federal Republic – which had already been sensitised by the Thalidomide catastrophe in 1961 – as a long overdue wake-up call and warning: in her book, Rachel Carson impressively describes the consequences of the unbridled use of pesticides, which ultimately suffocates the wildlife. The Mahle brothers read the “Silent Spring” and saw this as confirmation of their decision also to devote

their planned foundation to the promotion of bio-

It should be noted that agricultural scientific studies often require a lot of time. Five to ten years for a project are not uncommon.

dynamic farming. This goes back to the “Agriculture Course” held in 1924 in Kobierzyce near Wrocław by Rudolf Steiner, who founded the world’s first system in the direction of ecological agriculture.

Even though Steiner provided a large number of fertile ideas

in this course, there remained

many practical questions to be clarified for the farmers. A research ring was formed,

which found a new home after the Second World



War in Darmstadt and has been operating the Institute for Biodynamic Research (IBDF) since 1952. Furthermore, the research ring advises farmers who want to convert their farm to the biodynamic method, which is also known as Demeter cultivation. Since its establishment in 1965, the MAHLE Foundation sponsored research work into, for example, fruit production, compost preparation, combating weeds, insects and fungi, the treatment of liquid manure or the problem of pesticide residues. It should be noted that scientific agricultural studies often require a lot of time. Five to ten years for a project are not uncommon, with some questions – for example on soil fertility or fertilisation –

only capable of being reliably answered after some decades.

In the early 2000s, the MAHLE Foundation was added to by the Research Institute of Organic Agriculture (FiBL) in Frick, Switzerland, which is one of the most renowned institutions in this field internationally. It determined, inter alia, the form of husbandry which is appropriate for cattle which are allowed to – or even “must” – keep their horns, as required by the Demeter guidelines.



Harvest at Dottenfelderhof



Cereal breeding at Dottenfelderhof

Particular foresight was displayed by the Foundation with the funding of seed breeding, which represents a difficult task for organic farming. The reason for this is that today's hybrid seeds cannot be reproduced by the farmer, so that the farm has to purchase new seed every year. Often the hybrids have been "coordinated" during their development with the use of artificial fertilisers and pesticides which must not be used in organic farming. Genetically modified seeds appear to be even more problematic. There is therefore an urgent need for alternatives that are suitable for organic cultivation and meet today's nutritional needs.

Martin Schmidt (1892–1964) was already working in the 1950s on his own rye varieties, and his son Georg Wilhelm continued their development. On the Breitlen farm in the Swiss municipality of Hombrechtikon, Peter Kunz cultivates locally adapted wheat and spelt varieties. Each variety requires approximately 15 years of persistent development

work, with each variety incurring around 600,000 euros in costs. In 2011 there were already 18 wheat and spelt varieties, with more than half of Swiss organic wheat now coming from varieties that Peter Kunz has developed. Kunz has also been successful in the cultivation of wheat which is resistant to the dangerous fungal disease bunt. Berthold Heyden from the Keyserlingk Institute (named after the Kobierzyce host of the aforementioned "Agriculture Course") in Salem has devoted himself since 1988 to the preservation and further development of regional wheat varieties that have proven themselves over many years in the area of Lake Constance. Bakers and consumers are involved through the "GoodSeed" campaign and pay a small charge of 10 cents per loaf for the breeding work. The campaign follows the notion of "association" described on page 8.

Two other men who are actively and successfully involved in breeding are Karl-Josef Müller (Dachsberg) and Hartmut Spiess (Bad Vilbel), whose research

work has been supported for several years by the MAHLE Foundation.

As with other anthroposophical fields, the issue of the next generation is also of utmost importance with respect to Demeter cultivation. Here, the MAHLE Foundation has been subsidising the Dottenfelderhof School of Farming in Bad Vilbel near Frankfurt/Main, which trains not only agricultural assistants and master agriculturalists,

It is important to stop the extinction of bee colonies by the dangerous Varroa mite and other factors. Since 1975, more than 2,000 people have attended the school, from which it is possible to be awarded a degree as a state-recognised “Specialist in biodynamic agriculture”. The Foundation Chair of Ton Baars at Kassel University, which is funded by MAHLE, among others, has acquainted many interested students of agronomy more closely with Demeter cultivation.

With Marienhöhe in Bad Saarow near Berlin and Juchowo in the Polish region of Pomerania, the Foundation supports the oldest and currently the largest Demeter farm in Europe. Marienhöhe, which has been operating without interruption since 1927, provides proof that even under the most adverse conditions of the dry and barren “Brandenburg sandbox” biodynamic cultivation can be successful. In Juchowo the situation was exactly the reverse. Here, a 1,900 hectare estate which – although huge – had been operated in a conventional manner over several decades, was to be transformed. In 2003 it was officially recognised as a Demeter farm.

“Organism agriculture”, as Steiner outlined in his course, includes not only healthy soil, good plant

varieties and cattle managed in a species-appropriate manner, but also the world of insects, as he took into account as long ago as 1924. The issue of bees was taken on by Melifera, the association founded in 1986 for species-appropriate beekeeping, which is based in Rosenfeld. Melifera operates a teaching and experimental apiary with 150 bee colonies. It is important to stop the extinction of bee colonies by the dangerous Varroa mite and other factors. The “Flourishing Landscapes” network opposes monocultures, which in the middle of summer virtually cause bees to starve to death due to the lack of flowers. The guidelines drawn up by Melifera for Demeter beekeeping have been officially in force in Germany since 1995, and worldwide since 2005. Melifera has mobilised the general public with respect to the problem of bee extinction and the issue of genetically modified plants as food for the bees.



*The miracle of honeycomb construction:
Only possible by a large number of bees working together.*





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At the Waldorf School pupils learn “to dance their name” – this is one of the typical clichés that is often heard about the artistic form of movement known as eurythmy that was founded by Rudolf Steiner. In fact, Steiner understood eurythmy to be visible speech and visible song, and even during his lifetime it was not only used for educational purposes, but also evolved into a genuine stage art. A major role in the expansion of eurythmy was played by the Stuttgart Eurythmeum, which was sponsored by the MAHLE Foundation. Under the direction of the now legendary Else Klink (1907-1994), the ensemble filled opera houses and theatres in Germany in the mid-1980s with performances such as “Peer Gynt” – right down to the very last seat. In 1986, Klink received the German Order of Merit “in appreciation of her contribution to eurythmy”. The MAHLE Foundation continues to promote eurythmy as stage art. Tours by various ensembles show a wide range of acts and interpretations.

At least as much attention as Else Klink’s Eurythmy Ensemble was enjoyed a few years ago by two exhibitions conceived by Wolfsburg Art Museum and the Vitra Design Museum in Weil on the Rhine River. The interest of the two prestigious museums focused on the themes of “Rudolf Steiner and Contemporary Art” and the “Alchemy of the Everyday”, i.e. the practical effectiveness of anthroposophic ideas. The reason for the world’s first retrospective exhibition outside of an anthroposophical context was Steiner’s 150th birthday in 2011. The exhibitions presented, inter alia, 45 items of furniture, 46 models, 18 sculptures, more than 200 original drawings and plans, as well as documents showing Steiner’s numerous contacts with his contemporaries – e.g. letters from Franz Kafka, Piet Mondrian, Richard Neutra or Else Lasker-Schüler. The exhibits were on

display in Wolfsburg, Weil on the River Rhine and Stuttgart, after which the exhibition travelled to various locations, including the northern Italian town of Rovereto, whose museum of modern art is well-known throughout the country.

Finally, mention should be made of two very different types of initiatives which are sponsored by the MAHLE Foundation.

The “Forum 3” youth and culture centre inspired by the 1968 movement presents up to 150 performances a year on its stage in Stuttgart, ranging from drama and musicals to chansons. Forum 3 is a permanent fixture in the cultural life of the state capital.

Since 2013, the Foundation has supported the preservation and cultural use of “Casa Stefan Zweig”, the last residence of the writer in Petrópolis, a town near Rio de Janeiro in Brazil. The reason: MAHLE has a very special relationship with Brazil.



Else Klink Ensemble







“COUNTRY OF THE FUTURE” – THE MAHLE FOUNDATION IN BRAZIL

“Country of the future” – is how the writer Stefan Zweig (1881–1942) saw Brazil and dedicated a work that bore this title to his new home in 1941. It is possible that the book – which to this day is widely read – also inspired Ernst Mahle, who by his own admission always enjoyed travelling. At all events, he set off for South America in the late 1940s with the agreement of his brother Hermann to help the MAHLE works gain a second foothold in Brazil – a country with an emerging industrial landscape, especially in the automotive industry. In 1950, Ernst Mahle founded the firm Metal Leve S.A. in São Paulo, and today about 15,000 people work at Brazilian MAHLE companies. Brazil has therefore become an important site for this group of companies. Ernst Mahle ensured as long ago as the 1960s that in South America, individual anthroposophic projects were supported by the MAHLE Foundation, particularly in the field of Waldorf education. But Brazil only developed into a genuine hotspot of financial

support in 2006 – the MAHLE Foundation wanted to fulfil its responsibilities towards a country in which substantial contributions for the earnings of the corporate group are generated. In 2007, the establishment of the ASSOCIAÇÃO BENEFICENTE MAHLE followed in São Paulo, a non-profit organisation that carries out the Foundation’s work locally, and which in 2013 was renamed INSTITUTO MAHLE.

While biodynamic agriculture in Brazil still leads a rather modest existence, Waldorf education is flourishing in this country (80 schools), and in particular anthroposophic medicine. After Germany, there is nowhere in the world with as many anthroposophic doctors as in Brazil – about 700 in number! They publish a periodical journal in Portuguese and – supported by INSTITUTO MAHLE – have translated the anthroposophic standard work “Internal Medicine” by the Berlin internist Matthias Girke into their own national language.

Youngsters during an international workcamp of the Aramitan Association – Sociocultural Development Center in Embu – São Paulo



The aim of the MAHLE activities in Brazil is to anchor anthroposophic medicine in the public health service and open up access to this branch of therapy to all sections of the population regardless of their income and insurance status. In the meantime, 10 “observatories”, i.e. outpatient departments with official scientific support, administer anthroposophic medicine. One “observatory” is located in the slums of “Monte Azul”, in which the Waldorf teacher Ute Craemer has been carrying out exemplary social work since 1975. In 2007, 35,000 inhabitants of the district had already been treated there! Another outpatient clinic is located on the campus of the University of São Paulo, which is also home to the most prestigious medical faculty in the country. The SIMA Institute represents anthroposophic medicine as part of the faculty. It is particularly active in the fields of obstetrics and gynaecology, and recently also in the field of neurology.

At the MAHLE site in Itajubá, the MAHLE company, the Foundation and many volunteers from the firm pulled together and restored the local Santa Casa Hospital, which had previously been relatively dilapidated. Here too, the focus is on obstetrics, because Brazil is particularly “striking” in this field: while poorer sectors of society suffer from high mortality rates among mothers and newborns, the “better classes” achieve the world’s highest percentage of medically unnecessary caesarean sections! After the new obstetrics ward was opened in 2009, the number of women giving birth tripled in the clinic in Itajubá.

Another facility which is dedicated to obstetrics is Casa Angela, the first state-recognised birthing centre on the outskirts of Monte Azul. Here, residents of



Casa Angela birthing centre in São Paulo – mother and baby group

the slums can safely give birth, although increasing numbers of wealthier women from São Paulo and surroundings are also coming who want a natural birth if possible without a Caesarean section – and are prepared to pay for this. This mixture facilitates the financing of the birthing centre subsidised by INSTITUTO MAHLE, which up to now does not receive any public funds whatsoever. Also worthy of note is the mother’s milk collection centre of Casa Angela, which is of benefit to premature babies in particular. It has been possible to reduce their mortality rate by around 50 per cent. The Casa Angela birthing centre, which was initially viewed very critically by the professionals, now also provides the state-approved training of midwives.

Perhaps it is no coincidence that in the “country of the future” it is anthroposophic obstetrics in particular which is thriving so well...

4 ATTACHMENT

FUNDING AMOUNTS SINCE THE BEGINNING OF THE SPONSORSHIP WORK:

AREA	ABSOLUTE LEVEL	SHARE OF TOTAL FUNDING
Filder Clinic	76,000,000 €	57,7 %
Schooling, adult and vocational education	21,700,000 €	16,5 %
Science (medicine, agriculture)	19,100,000 €	14,5 %
INSTITUTO MAHLE	7,400,000 €	5,6 %
Public healthcare (excluding the Filder Clinic)	5,300,000 €	4,0 %
Youth aid	1,200,000 €	0,9 %
Others	1,100,000 €	0,8 %
Total	131,800,000 €	100 %

31.12.2014

“We would like to thank the Executive Board and the employees of MAHLE for their outstanding work and their personal commitment. Only with the help of the dividend paid out on the basis of the annual consolidated net income has it been possible to carry out the Foundation’s work to this extent”.

*Jürgen Schweiß-Ertl
(Managing Partner of MAHLE-STIFTUNG GmbH)*

TIMELINE

- 1920** Hermann Mahle joins the Hellmuth Hirth Versuchsbau (Prototyping) company (test institute for two-stroke engines) in Bad Cannstatt, seven employees, as a businessman
- 1922** Ernst Mahle joins Hirth as a graduate engineer (Technical University of Stuttgart)
- 1933** The Mahle brothers become equal sole shareholders in Elektrometall GmbH (Ltd.), 220 employees, which emerged from Hirth
- 1945** Major war damage, followed by dismantling
- 1948** The Mahle brothers rejoin their company
- 1950** Establishment of Metal Leve S.A. in Brazil by Ernst Mahle
- 1964** MAHLE has 5,500 employees, DM 200 million in annual sales, the largest European manufacturer of pistons.
Establishment of the non-profit firm MAHLE-Stiftung GmbH ("MAHLE Foundation Limited") on 18 December 1964
Establishment of the non-profit "Filder Clinic Association (Registered Association)"
- 1965** In February, first shareholders' meeting of MAHLE Foundation
- 1971** Death of Hermann Mahle
- 1975** Opening of the Filder Clinic
- 1983** Death of Ernst Mahle
- 1990** MAHLE has 15,000 employees, DM 2 billion in sales, subsidiaries in France, Spain and Italy, branch factories in the USA and Brazil.
The MAHLE Foundation has distributed a total of DM 55 million.
- 1996** Extension of the Filder Clinic
- 2005** MAHLE has 70 production sites in 22 countries, 38,000 employees worldwide, 4.1 billion euros in sales.
First public Annual Report of the MAHLE Foundation
- 2006** Opening of Central Patient Admissions, the outpatient emergency departments and the new foyer of the Filder Clinic
MAHLE Foundation acquires a 40 percent stake in the newly founded non-profit Filderklinik GmbH.
- 2007** Establishment of INSTITUTO MAHLE in Brazil
- 2014** MAHLE has 75,000 employees at over 170 production sites, 13 large research and development centres, turnover of 11.5 billion euros

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PHOTOS

Alexander Lerch: Page 27

Bernd Eichenmüller: Page 14

Carl Gustav Carus Institute,
 Angelika Heinze (photographer): Pages 33, 35

Charlotte Fischer: Pages 40, 45, 52, 53, 54

Christopherus Lebens- und Arbeitsgemeinschaft
 Laufenmühle: Page 20

City Archive in Stuttgart: Page 6

Eurythmeum: Pages 58, 59

Free Intercultural Waldorf School
 Mannheim: Pages 43, 46, 47

Free Youth Seminar Stuttgart: Page 48

Free Waldorf School Uhlandshöhe:

Page 49 (Emil Molt, excursion destination Uhlandshöhe/
 First Waldorf School)

INSTITUTO MAHLE: Pages 61, 62, 63

Farming School Dottenfelderhof: Pages 52, 53

MAHLE GmbH: Title, pages 2, 4, 5, 8, 9, 10, 11, 12, 14

Mellifera: Pages 51, 55

Private University of Witten/Herdecke gGmbH: Page 38

Reiner Enkelmann: Pages 16, 17

Rudolf Steiner Archive, Dornach, Switzerland: Page 7

Rudolf Steiner Verlag (Publishers), Basel, Switzerland:
 Page 49 (drawing)

Shining Eyes: Pages 36, 37

Summer Academy for Integrative Medicine 2014: Page 48

studios dell'arte: Pages 21, 28

The Filder Clinic: Pages 19, 20, 21, 24, 25, 29, 41

Waldorf Teachers College of Stuttgart: Page 45

WELEDA AG, David Voelkel (photographer): Page 39

YEP! Young Eurythmy Performance: Page 57

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