

Annual Report 2019

In Accordance with the Social Reporting Standard

Our vision

A world in which JOBLINGE is no longer needed, because young people can build their futures without having to overcome hurdles from their past.

Our mission

JOBLINGE boldly confronts these hurdles by

- enabling young people—no matter what their background is—to recognize their potential and earn their own apprenticeship or job,
- forging new paths to success for participants and measuring itself on the initiative's impact, and
- mobilizing and bundling the greatest strengths of government, business, and civil society to these ends.

2019: Courageously thinking ahead.



“JOBLINGE’s success is founded on the overwhelming cross-sector commitment of our partners. This very year, labor market experts told me that a placement rate for our target group of over 20 percent was too ambitious. But our participants exceed that by a wide margin with a placement rate in 2019 of 77 percent and a sustainability rate of 87 percent! We can be proud of the job we’ve done.”

Ulrike Garanin,

Managing Director, JOBLINGE e. V.



“JOBLINGE introduced tools in 2019 to guarantee our support for our young people in the long term. Beyond just placement in the public sector, beyond the handicap of ‘measures.’ Continuous innovation and regularly and critically questioning old ways of doing things ensure participants in our program the best outlook for their future.”

Kadim Tas,

Operational Director, JOBLINGE e. V.

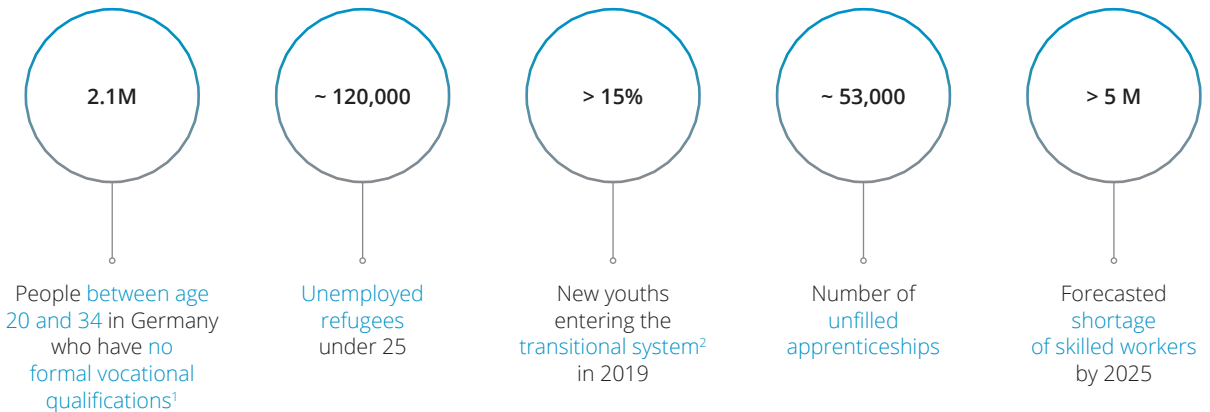
“Widerstände. Mutig. Weiterdenken.” (“courageously thinking ahead against resistance”). After our 10th anniversary year, 2019 followed as a year reflective of our motto with lots of courage and thinking ahead. New ideas, second chances and especially: development. The restaffing of two JOBLINGE Regional Manager positions with two of our own people was a clear sign of the quality of our personnel. Four new locations were opened in 2019, thus allowing us to aid more youths in jump-starting their futures. Through our international network, we have connected with experts both within and outside Europe. With our recruiting campaign Plan A, we initiated a successful pilot project to excite young people about our program in a new way. Last but not least, we were able to welcome the 10,000th participant to JOBLINGE. Once again, 2019 was a special year for us. We'll report here in detail about some of our highlights.

The JOBLINGE Model

The challenge: Why we (still) need JOBLINGE

Even though youth unemployment in Germany is very low, our participants often don't see the benefits of the healthy job market. Around 500,000 young people are without a job or stuck in a holding pattern in the programs of the transitional system—with 2.13 million people up to age 34 never receiving vocational qualifications. But we need these kids and young adults.

Youth unemployment remains a challenge for society



This costs the state €4.3 billion annually³

¹Source: BiBB 2020 data report, p. 279; people are classified as “not formally qualified (NFQ)” or “untrained” who are able to work but have not experienced “successful, certified participation in formal (standardized, state-regulated or recognized) education” (Volkmar Gottsleben [1987]: “Randgruppe in der zertifizierten Arbeitsgesellschaft? Zur abnehmenden Bedeutung der nicht formal Qualifizierten (NFQ) am Arbeitsmarkt,” in *Mitteilungen aus der Arbeitsmarkt- und Berufsforschung*, vol. 20, issue 1, p. 1-14), i.e., who have not completed dual or purely academic vocational training or a degree from a university or polytechnic college (or equivalent). Students at any level, apprentices, and those completing a voluntary year do not fall under this category.

²Source: BiBB 2019 data report, p. 383.

³Klaus Klemm (2012): Was kostet eine Ausbildungsgarantie in Deutschland? Bertelsmann Stiftung. *Kosten ohne Sozialleistungen*.

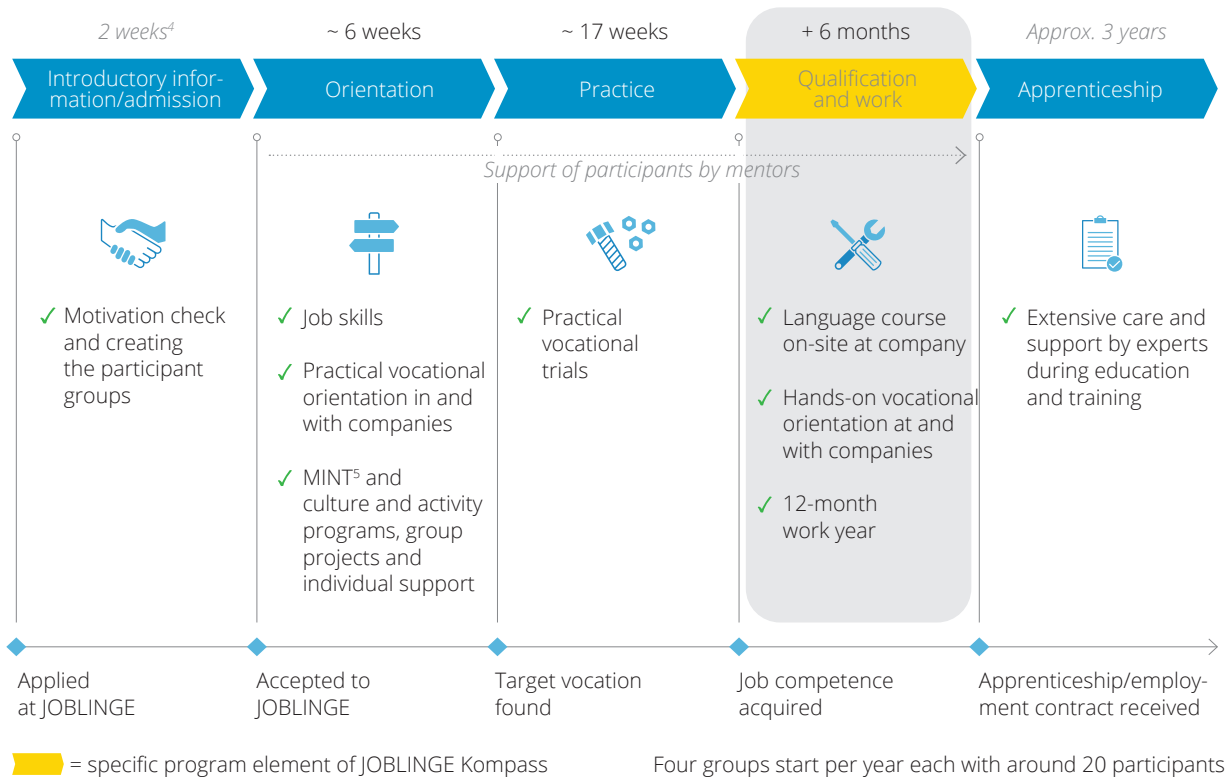
Note: Possible differences due to rounding.

THE JOBLINGE MODEL

Our approach: How JOBLINGE works

In our nonprofit initiative, business, government and private individuals work together to support young people who have had a rough start. The goal: real job opportunities and sustainable integration into labor market and society. In both our six-month programs, “Classic” and “Kompass,” young people can prove themselves and their skills in a real-life context—far from school grades and conventional job interviews.

The JOBLINGE program: Intensive preparation for the world of work in six months



⁴Before official JOBLINGE program—participation voluntary; admission phase not compensated by public agencies.

⁵The JOBLINGE MINT program (MINT is equivalent to STEM) focuses on teaching about mathematics, computer science, natural science, and technology.

THE JOBLINGE MODEL

What is special about the JOBLINGE program?

- Learning key skills in practical setting in the MINT program
- Practicing social skills and trying out new things in the culture and activity program
- Getting profession-specific language training
- Putting in the effort to earn your own apprenticeship or job
- Participating in group projects and doing various internships

All of our participants receive personal volunteer mentors (one-on-one support)—who listen, provide motivation, and above all, help them to keep going when things get tough

The goal is the placement of each and every participant in the perfect apprenticeship or job. We also provide support afterward as well: with JOBLINGE's apprenticeship support, our participants and the companies where they are placed have experts at their side throughout.

The success of the JOBLINGE program is based on four pillars



Success factors: JOBLINGE partners

Companies that range from DAX corporations to local craftspersons, along with foundations, cultural, sports, and public sector institutions and private volunteers, work together to create a strong network for JOBLINGE participants. We are grateful to all of our local, regional, and cross-regional supporters.



Partner network

- More than **2,400** partner companies
- More than **2,000** volunteers, more than **50** public-sector institutions

Initiators

The management consultancy Boston Consulting Group and the Eberhard von Kuenheim Foundation of BMW AG joined forces in 2007 to launch a project addressing the question of how to better integrate poorly qualified young people into the job market. After jointly developing the concept and conducting a pilot, the initiators continued to support JOBLINGE in various ways and still do so today.





“JOBLINGE gave me back my self-confidence. I didn’t just look for an apprenticeship to be on the job market. I’ve found a good apprenticeship and have gotten help from all over. Not just for my apprenticeship but also for social things. I’ve always found someone who’s willing to listen. JOBLINGE was a lifesaver for me.”

Sebastian,
former JOBLINGE participant,
energy and facility systems apprentice



Thank you

to all partners and supporters
throughout the country!

THE JOBLINGE MODEL

2019 premium partners

In a special way, our premium partners stand for the sustainability of the initiative: With their long-term sponsorship and support, they not only enable us to plan and build professional structures but also to grow by establishing new locations and to further develop the program with innovative projects, continuously improving it for participants and also making a difference beyond JOBLINGE. Our premium partners are essential especially to the umbrella organization, which unlike our local branches is fully financed by private donations.



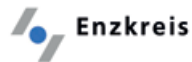
THE JOBLINGE MODEL

Public sector

The JOBLINGE program would not be possible without our strong partners on the municipal, state, federal and European levels. The public sector sets the framework for our shared work on behalf of young people and is the first point of contact when it comes to establishing new locations.



THE JOBLINGE MODEL



What JOBLINGE achieves

“JOBLINGE has given me the opportunity to talk directly to staff councils about the options I have. Seeing companies, taking a look at jobs, so that I could even say what I wanted to be,” says Sebastian, 24, from Hamburg. He’s one of over 10,000 participants in JOBLINGE—and one of the 74 percent of them who managed to get an apprenticeship. Our participants’ success lays the foundation for their futures. The figures alone don’t always speak enough to the actual impact of that success on the everyday lives of JOBLINGE participants.

The greatest measurable effect is economic: These young people become active members of society, paying taxes and social security instead of drawing benefits. After just 17 months, the cost of the direct, publicly subsidized program (at just under €3,600 per participant plus the cost of social services for the duration of the program) is already lower for the state than continued welfare support would be. After three and a quarter years, the program has paid for itself. And after ten years, the savings total nearly €140,000 for each young person with a long-term placement.



- New recruiting campaign Plan A launched
 - Over 10,000 participants throughout Germany since the JOBLINGE program began
 - JOBLINGE 4.0—increased focus on digital competences in the JOBLINGE program
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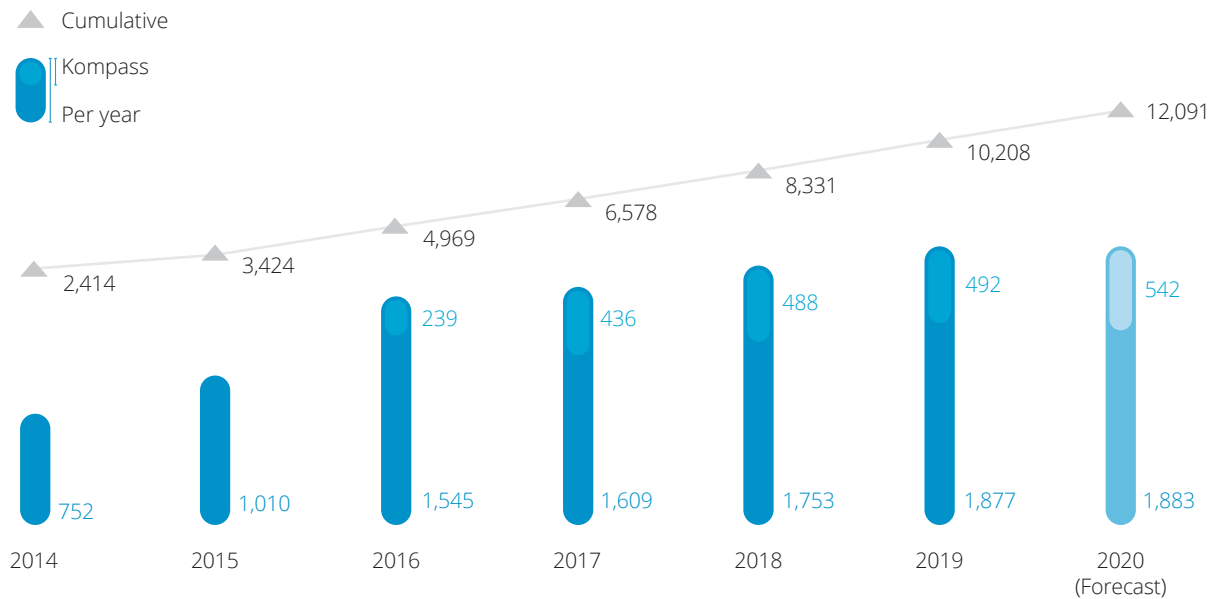
Facts and figures

Locations

In 2019, we added four new locations: Berlin Tempelhof-Schöneberg, Reutlingen, Pforzheim, and Rhine-Neckar County in Heidelberg. That means JOBLINGE grew this year to 32 locations nationwide including the umbrella organization, seven of which are Kompass locations.

Participants

1,894 participants in 2019, with 495 of those in the Kompass program:



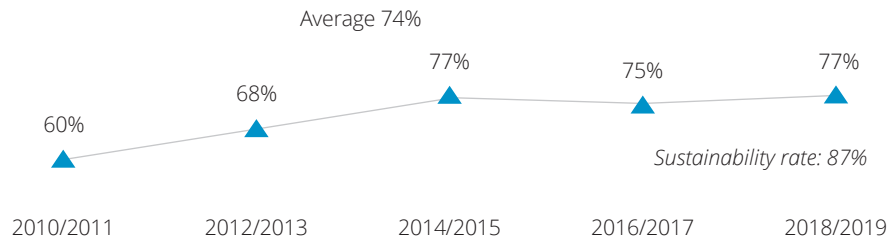
2019 FACTS AND FIGURES

Placement rate

- Classic program placement rate, primary apprenticeship and job market: 74 percent (cumulative across all locations since the program's launch in 2008)
- Classic program placement rate in 2019: 77 percent⁶
- Kompass program placement rate, primary apprenticeship market: 57 percent regular placement (cumulative over all locations from the start of 2016 through the end of the apprenticeship year 2018/2019)
- Kompass program placement rate in 2019, primary apprenticeship market: 58 percent regular placement
- Kompass placement rate in preparatory measures for apprenticeship in 2019: 70 percent
- Kompass placement rate in preparatory measures for apprenticeship: 69 percent (cumulative over all locations from the start of 2016 through the end of the apprenticeship year 2018/2019)



Placement rate
JOBLINGE Classic



Sustainability rate

- Classic program sustainability rate: 85 percent⁷ (cumulative across all locations since the program's launch in 2008)
- Classic program sustainability rate in 2019: 87 percent
- Kompass program sustainability rate: 87 percent⁷ (cumulative across all locations since the program's launch in 2016)
- Kompass program sustainability rate in 2019: 84 percent

⁶The placement rate is calculated for the training year 2018/2019 (November 1st, 2018, through October 31st, 2019) and based on the number of all participants who completed the program within this period.

⁷The number of JOBLINGE participants who are still in their apprenticeship (or job) six months after starting, relative to the number of participants who started their apprenticeship/job more than six months ago. Sustainability rates are for all locations except the pilot location Bayerwald (2008–2012), where there was no systematic apprenticeship support or capture of sustainability numbers.

2019 FACTS AND FIGURES

Donations

Funding, in particular, is one of the greatest challenges for any nonprofit initiative—and we are no exception. It provides the basis for establishing further locations and thus providing more support to more young people. As the number of locations and participants increases, we need more internship and apprenticeship slots, more time from volunteers and more donations. We are always pleased to acquire new partners with a wide range of competences.



Employees

- 206 employees (corresponding to 182 full-time equivalents)
- This includes 66 new employees who joined us in 2019

“From a start-up to an initiative with more than 250 employees. Without our colleagues and their spirited work, we wouldn’t be where we are today.”

Ulrike Garanin,
Managing Director, JOBLINGE e. V.



“After graduating from school, I had no idea what I should do. Once I finished my military service, I started looking for the right path for me. You can’t give up or be afraid of making mistakes. You can only find your way once you move, not by standing still.”

Abdul,
former JOBLINGE participant
and chemical technician





A look at what we achieve

Interview with Heinrich Alt

JOBLINGE's most significant impact is enabling young people, who have been given up on by society and often enough by themselves, to successfully find their way into a vocational training program. That impact influences the whole range of personal highs and lows and affects the biography of each individual youth in the most basic way.

The impact of the JOBLINGE initiative can be clearly measured and economically qualified. The direct costs incurred by participating in the publicly funded JOBLINGE program (almost €3,600 per participant plus welfare benefits during the duration of the program) are, after just 17 months, less than the cost the state would bear continuing to pay welfare benefits. By starting an apprenticeship, JOBLINGE alumni pay taxes and social security contributions instead of receiving welfare benefits. After three and a quarter years, the program has paid for itself, and the total savings after ten years amounts to nearly €140,000 for each sustainably placed JOBLINGE participant.



“There are many who have had enough experiences for three biographies; people I’m almost surprised even decide to take another step. If you can provide such young people with prospects, then that’s brilliant.”

Heinrich Alt,
former member of the executive board of
Germany's Federal Employment Agency

OUR HIGHLIGHTS IN 2019

But for JOBLINGE participants, an apprenticeship means something other than welfare costs saved: individual development, self-determined life, breaking free from the stigma of receiving welfare money. Heinrich Alt, former director of the German Federal Employment Agency, Ulrike Garanin, Managing Director JOBLINGE e. V., and Kadim Tas, Operational Director JOBLINGE e. V., discussed the difficulties and challenges JOBLINGE as well as its participants face.

The labor market situation in Germany in 2019 is good. Is that good news for those who are unemployed?

Alt: Of course, the basic condition of the job market is good. Young people are needed, and the average age at many companies is currently very high. In some segments, it is 50 years of age in my experience. Younger employees are required, whether in the craft sector or public sector. Most youths with good grades and a normal educational path have every opportunity to get into whatever vocational training or university program they want.

But those young people where things look different, youths whose lives have thrown them a curve ball, who had to take time off due to illness, had to take care of parents, had to organize a move—these young people will have a hard time even in a fully functioning labor market. The ideal solution would be if we didn't need the transitional system.

Garanin: But we still need this very transitional phase between high school graduation and employment, even if our major goal is to make the so-called transi-

tional system and thus we as an educational initiative superfluous. That, even without private educational initiatives like JOBLINGE, young people with difficult backgrounds wouldn't just be sorted out but rather supported and get a chance to prove themselves. Currently, that is not the case despite a surplus of apprenticeship vacancies and a shortage of skilled workers: A person's background—in the broadest sense—is too often an insurmountable obstacle when trying to enter the job market.

Alt: What these young people lack is a positive, supporting network. Because such a network in Germany is still the best aid. It's not always an issue of not having a network—no, there are plenty of youths who have a negative network as it were. The wrong neighborhood, the wrong friends, the wrong past. That's when it becomes problematic.

Tas: That is where we come in with JOBLINGE. We offer that very network, challenges, and structures that these young people, who fall through the cracks, often lack. The supposed placement obstacles that by way of prejudice block the way of our participants into the job market are what we clear out of the way.

OUR HIGHLIGHTS IN 2019

Are they the only obstacles?

Tas: No. Naturally, we affect changes in behavior: We teach these young people what it means to be reliable and how to get motivated. But the individuals themselves bring the foundation. We get involved and show what's possible.

So is the transitional system in its current form necessary?

Alt: The transitional system shows the shortcomings of the school system and while trying to enter the workforce. It's needed as a buffer to ensure a transition, solve problem, and prepare young people for the job market.

Garanin: Our participants often don't see the benefits of the healthy job market. For the most part, they are stuck in the transitional system. When they come to us, they have unsuccessfully completed or dropped out of three to four measures on average, don't know

the direction they want to go, or have a false idea of what they're capable of. Young people who no one currently wants to have, but who—in our opinion—as a society cannot afford to do without. But who we as a society can only reach together—in close cooperation of business, the public sector, and civil society.

Tas: And the transitional system is frequently not set up for their needs. The cases of a “negative network,” as you call it, usually need more intensive support, more expertise, more effort.

Simply throwing a young person into an educational opportunity: Here, take it—sink or swim—that doesn't work. There needs to be a pedagogical concept with a clear focus. It needs to be clear from the get-go that it's commitment that counts and not one's past. Show me that you want to achieve something now, then I don't care what trouble you've caused before.



“There needs to be a pedagogical concept with a clear focus.”

Kadim Tas,
Operational Director, JOBLINGE e. V.

OUR HIGHLIGHTS IN 2019



“Even seasoned educational experts assume that there are groups of kids and young adults who cannot be reached and enabled—regardless of what you do. We do not accept this guideline—we specifically advocate for those who others see as a lost cause.”

Ulrike Garanin,

Managing Director, JOBLINGE e. V.

What is unique about JOBLINGE in the transitional system?

Alt: For many of our young participants, it's already an enormous success to have even found their way to JOBLINGE. There are many who have had enough experiences for three biographies; people I'm almost surprised even decide to take another step. If you can provide such young people with prospects, then that's brilliant. They start to believe again in solidarity and standing together and suddenly no longer see society as cold and dismissive but rather as receptive and approachable.

It's a considerable challenge that employers only see the risks in an applicant. When weighing risk and opportunity, for many companies the risk always outweighs the opportunity—they're to ready to take that on. If someone stands up for the young people, and the companies see there's a support structure in place, many are then willing to say, "Okay, I'll give it a try."

Garanin: In many instances, the idea of the "lost generation" hovers in the background. Even renowned educational experts assume that there are groups of kids and young adults who cannot be reached or activated—regardless of what you do. We do not accept this guideline—we specifically advocate for those who others see as a lost cause. And we prove year after year that nothing has to be lost with these young people.



“I had no idea what suited me, what I was good at. Before JOBLINGE, I didn’t know what I wanted to do. I didn’t have a secure future. Soon I’ll be starting my apprenticeship as an office management clerk.”

Nazanin,
former JOBLINGE participant,
office management apprentice



TYRISCH ATYRISCH
PLAN A



Plan A—Typically Atypical: Enabling participants differently

From the street right to an apprenticeship—that is the objective of our recruiting campaign Plan A. The innovative recruiting concept brings unemployed young people and employers together faster than ever before. After a pilot phase at gAG Frankfurt Rhine-Main in September 2019, we officially introduced the concept “Plan A—Typically Atypical” to industry, the public sector, and prominent figures at the end of October.

The focus remains squarely on young people without jobs and with limited prospects. Because while in the apprenticeship year 2017/2018 57,700 slots remained vacant, 24,500 young people were not able to find an apprenticeship. Already in the traditional JOBLINGE program, we address that conflict, as not all youth who need support can be reached by the standard channels of the public sector.

Evidently, the right way to bring all vacant positions together with the young people was missing until now. Furthermore, many young people need orientation and support to begin their professional future. With the digital platform “Plan A—Typically Atypical”, we advertise various apprenticeship programs, enable young people to start the apprenticeship, and, at the same time, offer a modern recruiting channel for companies.

Prominent supporters such as Fredi Bobic, the comedy duo Frankfurter Klasse and industry figures like Armin von Falkenhayn, CEO Bank of America Germany, are the face of the initiative and tell in video interviews how they made it to where they are now. Even through convoluted paths, sometimes more, sometimes less stringent. Examples young people can use to get their bearings while they're finding their own path.

The former national soccer player and now sports director of Eintracht Frankfurt, Fredi Bobic, appeals to the youth: “STICK WITH IT Be resilient! And be brave!”

The idea of Plan A is simple: Young people not reached previously are approached by social workers on the ground and provided with videos to get them interested in an apprenticeship. On the online platform www.plan-a.jetzt, exciting videos inspire the young adults with vocational biographies. Whether top manager, master carpenter, chemical technician, or artist: The website doesn't show polished CVs but rather genuine stories that enable and inspire. Young people can register on the website to sign up for a three-day job camp where they receive basic qualifications. Then they're connected with firms and apprenticing companies in a speed-dating format.

“Plan A is a plan for everyone!
Everyone who wants to get involved in
apprenticeship. Everyone who wants to
get going. Everyone who wonders how
things will continue for society. With
JOBBLINGE, we’re looking ahead, reacting
to trends, and shaping solutions with
our partners early on.”

Kadim Tas,

Operational Director, JOBBLINGE e. V.

Through a digital interface with the Federal
Employment Agency’s Jobcenter, we can check
whether the young people can receive public aid.

The first test of the concept started in Frankfurt in
September 2019 with great success: Of 300 young

people approached, 30 subsequently participated
in a job camp. And of those, 20 are now in an
apprenticeship or are working, doing an internship,
or are being supported and trained at JOBBLINGE or
another qualification program on their way into the
job market.

OUR HIGHLIGHTS IN 2019

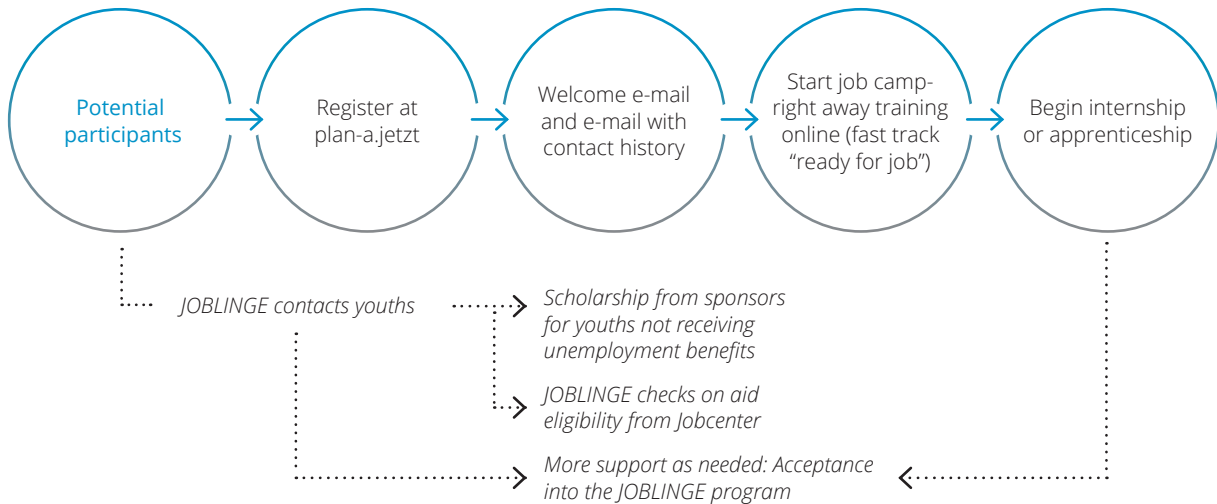
Plan A: The Process

Step 1: Young people register at www.plan-a.jetzt

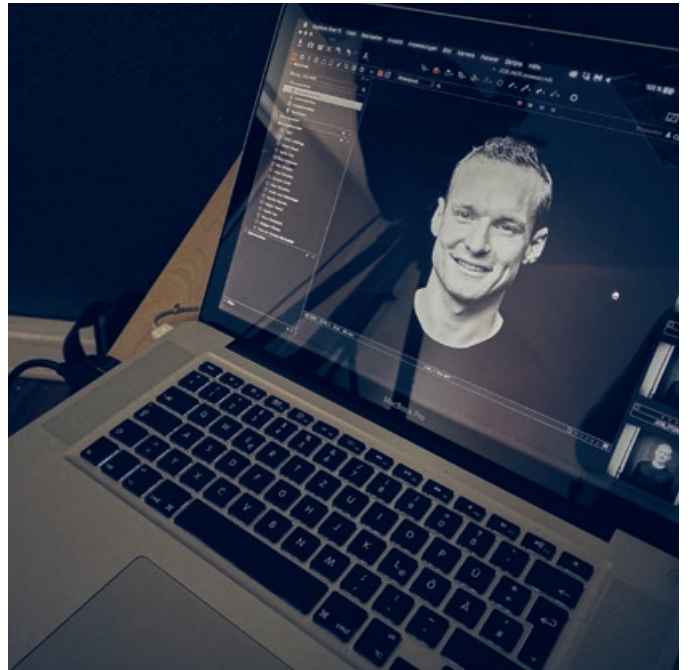
Step 2: Automatic confirmation of registration with direct link to digital learning

Step 3: JOBLINGE makes contact and checks whether the individual is registered with the Jobcenter

Regardless of whether individuals are already registered with the Jobcenter, they can take advantage of our digital offers.







“JOBLINGE is good at finding creative approaches to strengthening youth. The approach of active learning, mutual understanding, and new ways of communication, such as Plan A, are what I think makes the concept so special.”

Claudia Czernohorsky-Grüneberg,
Managing Director, Jobcenter Frankfurt





“For me, JOBLINGE is like my family and has changed my whole life in Germany. My mentor was a friend to me, not just my mentor. I have talked to him about my life, my goals, and we have just gotten along really well. I have learned so much from him.”

Maier,
former JOBLINGE participant,
automotive mechatronics apprentice

JOBLINGE 4.0: Our Way to New Learning

What does the job world of the future look like? How does digital learning work? And most importantly, what opportunities and challenges arise for the JOBLINGE program from the changes in the labor market caused by digitalization?

The core mission of JOBLINGE is not only to recognize trends on the job market, but also to find their relevance for our target group. The topics of digitalization and Work 4.0 have been part of JOBLINGE's work since 2015. Under the title of "JOBLINGE 4.0", we perpetuate the topic and bundle individual initiatives, the further development and the rollout.

“The topics of digitalization and Work 4.0 have been part of JOBLINGE’s efforts since 2015. Under the title of ‘JOBLINGE 4.0’, we perpetuate the topic and bundle individual initiatives, the further development, and the rollout.”

Fiona von Pronay,

Project Head MINT Program and Digital Learning, JOBLINGE e. V.



OUR HIGHLIGHTS IN 2019

The digital revolution is not a bubble and not a temporary phenomenon—it's here to stay. Our participants should have the chance to prepare well for Work 4.0. Because, unfortunately, many of our participants, especially young women, don't believe their capable of succeeding in apprenticeship vocations in Work 4.0; for example, as an IT specialist. But we must all learn to overcome obstacles— for a world that's becoming more and more digital, requiring new competences. So, our program participants are informed about digitalization and enabled in terms of requirements. We challenge our participants, so they engage consciously and independently with the changes and tools of the work world 4.0, and support them in doing so. We encourage them to develop new digital skills and continuously improve their qualifications. Whether we speak at big-data workshops on the dangers of data collection online, provide gamified digital learning offers, or teach ICT competences: In JOBLINGE 4.0, we integrate current IT trends and promising developments and start thinking about tomorrow today— because digital education is more important than ever.

Against this backdrop, we have asked ourselves what implications digitalization and Work 4.0 have for JOBLINGE . The new world of work changes to requirements both for our participants and for our employees and the entire organization. JOBLINGE 4.0 doesn't just mean changing program content, it's about the way in which we teach and fill JOBLINGE with life. So as a first step, we sensitize to and qualify

all JOBLINGE employees for Work 4.0, using digital technologies, and the reflected use of new media. In addition, applying digital learning media and tools for sharpening digital skills requires coming up with new (digital) concepts and methods for learning. In order to implement these concepts, setting up an adequate (digital) infrastructure is crucial. That's why in 2019, the group of Regional Heads presented a clear investment concept to improve the initiative's basic infrastructure.

In our program JOBLINGE 4.0, we have focused on the needs of our participants, and we'll continue that without compromise. For our participants, the practical aspects of the changes in the curriculum of the JOBLINGE program are more important than the conceptual ones. For JOBLINGE as an educational initiative, there are many questions. How is digitalization changing jobs and apprenticeships? How do we prepare our future apprentices for the dynamic labor market? To clarify for JOBLINGE what introducing new, digital learning formats means for our pedagogical concept and the roles and responsibilities of our educators, we also need to take a look at ourselves as an organization. For that purpose, we in 2019 we had a trial run of new modules to test the capabilities of our young people for the new world of work. The focus was on modules for working and learning in a digital world and gaining information- and communication-related skills. The first test of the digital concepts with JOBLINGE participants showed that using the mobile learning modules posed

OUR HIGHLIGHTS IN 2019

unexpected difficulties. It became clear that providing a technical learning environment isn't in and of itself of benefit to the target group and the opportunities and added value from using digital educational offers comes to bear only once the learning environment is embedded in a comprehensive pedagogical concept.

The JOBLINGE participants can't make much of a purely digital program; a combined approach of digital modules and tried-and-true JOBLINGE concepts—in terms of blended learning—seems more promising.

“At the beginning of the week, I thought I didn't belong here, because I don't even know how to use Excel. I didn't want to come anymore. Now, at the end of the week, I'm so excited about everything we've learned, and through the program I've really gained the desire to learn more about the digital world.”

Manal,
JOBLINGE participant







“My grades weren’t always the best. I really threw myself into my internship to show that I really wanted it. I would like to have a good life. Support my family without having financial problems.”

Nuru,
former JOBLINGE participant,
hotel clerk apprentice

OUR HIGHLIGHTS IN 2019

“For gAG Ruhr, the seventh year was the most successful. We were able to raise our placement rate to 75 percent and, despite the somewhat difficult job market conditions in the Ruhr area, achieve a sustainability rate of 86 percent. Implementing our digital strategy #digi4ce was a particular milestone that brought digitalization to life for our participants and prepared our team for the future with new and modern equipment.”

Raphael Karrasch, JOBLINGE gAG Ruhr



“I am so happy as the new Regional Head of gAG Rhineland to have joined a fantastic and ambitious team. In 2019, gAG Rhineland had redesigning as its motto: The network between locations and partners in the Rhineland area was strengthened, and we have focused on new JOBLINGE projects within the guidelines of public tenders.”

Mirosław Kania, JOBLINGE gAG Rhineland



“The year 2019 was a successful one for gAG Rhine-Neckar Metropolitan Region, with a clear focus: expansion. With the opening of our new Rhine-Neckar County location in Heidelberg, we greatly expanded our capacity, strengthened our network, and we are spreading the JOBLINGE concept throughout the region.”

Lavan Sabir, JOBLINGE gAG Metropolregion Rhein-Neckar



“For us, 2019 was an extraordinary year. Thanks to support from Sparda-Bank Baden-Württemberg and the Vector Foundation, we were able to open two new locations and bring JOBLINGE to Reutlingen and Pforzheim for the first time. More support, more opportunities, and more impact for a total of 280 young people every year.”

Duygu Utku, JOBLINGE gAG Stuttgart Region



OUR HIGHLIGHTS IN 2019



“The commitment of our partners in gAG Hanse remains high—that’s evident in the volume of donations we were able to increase again in 2019. Of particular note is the fact that hanseWasser got involved in 2019 as the first major donor with good prospects for the future for our Bremen location, which was established in 2018.”

Simon Busch, JOBLINGE gAG Hanse



“In 2019 we at gAG Berlin joined forces with the Jobcenters Tempelhof-Schöneberg, Neukölln, and Steglitz-Zehlendorf and opened a new location in the south of Berlin. We have integrated the Kompass program into the classic JOBLINGE program and broadened our partnerships in all areas. We are particularly happy about our partners from Diversicon supporting autistic persons in their professional journey on our premises in Friedrichshain since the beginning of 2019. That allows us to continue building the bridge between background and future.”

Jonas Hettwer, JOBLINGE gAG Berlin



“JOBLINGE gAG Leipzig has seen positive developments. In all three projects, there were new records that were broken in terms of placement and sustainability rates. Additionally, our location in Halle welcomed over 90 guests from the regional management and human resources space of different companies as part of a thematic event *Gemeinsam gegen den Fachkräftemangel* (Joining forces against the lack of skilled workers).”

Matthias Kretschmer, JOBLINGE gAG Leipzig



For gAG Frankfurt Rhine-Main, the year 2019 was characterized by new recruiting methods and strengthening our apprenticeship support. By piloting the recruiting project Plan A, launching the base camp, and developing an app for on-the-job learning, we have laid the foundation for our work in the coming years.”

Christiane Schubert, JOBLINGE gAG Frankfurt Rhine-Main



“For our tenth anniversary, we were able to significantly increase our placement rate. Even though we had politically turbulent times in Munich, our gAG Munich is well positioned thanks to its highly committed team and strong partners. “

Marijana Bralo, JOBLINGE gAG Munich



“Before JOBLINGE, I didn’t know how to write an e-mail or find a job ad on my own. Now I know lots of professions, have an apprenticeship, and have really gotten ahead.”

Elena,
former JOBLINGE participant,
office management apprentice

How JOBLINGE Works

Input—output—impact

JOBLINGE's step-by-step model



Steps 1–3: Input = resources deployed in 2019

Supported by:

- More than 2,400 local and nationwide companies and firms of all sizes and industries
- 50 public-sector sponsors
- Over 2,000 private individuals, foundations, educational institutions, and cultural and sports clubs and organizations
- 124 mandate holders who volunteer in the committees of our gAGs and the JOBLINGE
- Foundation on the board of directors, supervisory board, or advisory board
- 206 employees
- Public-private cofinancing: €5.04M in private donations in 2019 and €9.56M in public funding

HOW JOBLINGE WORKS

Steps 4–6: Output = services provided

- Total of 1,894 participants in 2019, 495 of whom were in the Kompass program
- Rate of placement in primary vocational training or the job market: 74 percent (cumulative across all locations since the program's launch in 2008)
- Classic program placement rate in 2019: 77 percent⁸
- Kompass placement rate in the primary vocational market in 2019: 58 percent regular placement
- Kompass placement rate in preparatory measures for apprenticeship in 2019: 70 percent
- Kompass placement rate in the primary vocational market: 57 percent regular placement (cumulative over all locations from the start of 2016 through the end of the training year 2018/2019)
- Kompass placement rate in preparatory measures for apprenticeship: 69 percent (cumulative over all locations from the start of 2016 through the end of the apprenticeship year 2018/2019)
- 130 groups began the classic and Kompass programs in 2019
- Over 3,000 internships
- Individual support of young people by our employees
- One-on-one support of young people by mentors in almost 200 mentor trainings with 2 × 4 hours each
- In 2019, JOBLINGE employees, together with our partner companies, provided more than 1,400 apprenticeships and jobs.

Step 7: Social impact = societal change

Effects not measurable in numbers:

- Participants develop personally by proving their abilities to themselves and others in practice.
- With help in learning to help themselves, young people in the program are enabled for independence and self-determination
- Our mentors experience their work with young people in the program as a major enrichment for themselves.

The biggest measurable effects are economic:

- These young people take part in and complete apprenticeships, becoming active members of society and paying taxes and social security instead of drawing benefits.
- And after ten years, the savings for the state come to €140,000 for each young person with a long-term placement.

⁸The placement rate is calculated for the training year 2018/2019 (November 1st, 2018, through October 31st, 2019) and based on the number of all participants who completed the program within this period.

Evaluation and quality assurance

JOBLINGE's aim is to ensure the long-term placement of as many participants as possible in the primary labor market, and to be measured on its results. All locations have therefore committed to collecting and using transparent KPIs. Together with the umbrella organization, each gAG regularly reviews and discusses these indicators. Regular reporting charts the following quality indicators quarterly:

1. Operational outcome indicators

- Main performance indicators: Integration/ placement rate and sustainability rate
- Placement rate = the number of participants JOBLINGE places in unsubsidized apprenticeships or jobs
- Sustainability rate = the percentage of former participants who are still in their apprenticeship or job six months after the end of the program
- Utilization is also tracked (the percentage of program spots filled), as is participation in training modules and the internship rate

2. Operational process indicators

- Capture of mentor ratio
- Participant surveys of satisfaction with the program

3. Financial objectives

Close monitoring of

- Profits and losses (no budget overruns)
- Solvency (constantly positive liquidity)
- Balance sheet (maintenance of the necessary equity base)

4. Certification

- In 2018, all locations were successfully certified as AZAV institutions according to Germany's regulation for the accreditation and approval of employment promotion (AZAV). Annual certification is a legal prerequisite for funding by the Federal Employment Agency.

JOBLINGE sees itself as a learning system and aims to continuously develop itself and its program. Individual program elements, such as the culture program and JOBLINGE Kompass for refugees, are also evaluated for this purpose.

The JOBLINGE Organization

Social franchise I: Structure and collaboration

JOBLINGE is organized as a social franchise system: In close collaboration with the cross-regional umbrella organization, as “franchiser,” the individual locations, as “franchisees,” implement the concept in their work with young people.

The gAGs/franchisees

The framework for local work is formed by nonprofit corporations (gAGs) founded jointly with private- and public-sector partners. Companies, foundations, and organizations, but also municipalities and districts, contribute as shareholders. The locations operate largely under the same rules as regular stock corporations, with one important difference: Instead of a financial dividend, shareholders receive a nonmaterial one. Shareholder representatives volunteer to be members of gAG managing or supervisory boards or of the locations’ advisory boards.

The umbrella organization/nonprofit JOBLINGE e. V./franchiser

The initiative is managed Germany-wide by the JOBLINGE umbrella organization. As the franchiser, it sets standards, develops the concept, and steers

the initiative’s growth. It also maintains central services such as communication and public relations, reporting systems, and database and IT infrastructure. It prepares certification and supports fundraising and best-practice sharing. Finally, the umbrella organization is responsible for onboarding new location employees and arranging regular training for experienced staff members.

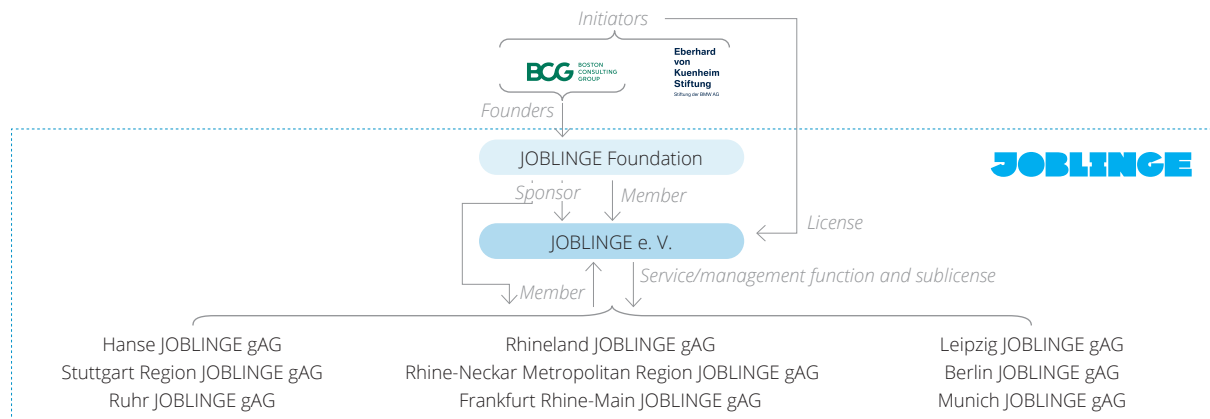
The JOBLINGE Foundation

Boston Consulting Group established the JOBLINGE Foundation in 2011 to enable long-term support of the initiative. Unlike the locations and the umbrella organization, the foundation has no employees. As a charitable foundation, it bundles donations from initiators, premium partners and numerous other private sponsors. These donations go to either individual locations or the initiative as a whole and its development, depending on the donor’s wishes.

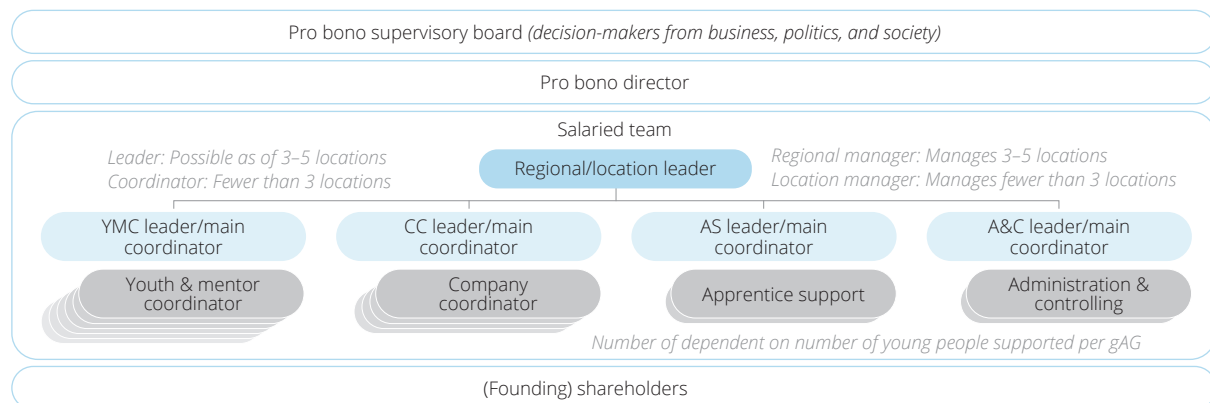
THE JOBLINGE ORGANIZATION

All organizations involved in the JOBLINGE initiative—the branches, the umbrella organization, and the JOBLINGE Foundation—are nonprofit. They pursue the charitable purposes of promoting youth welfare (German Fiscal Code [AO] § 52 [2] sentence 1 no. [n] 4) and advancing education (AO § 52 [2] sentence 1 no. [n] 7).

The organizational structure of the JOBLINGE initiative



The structure of the JOBLINGE nonprofit corporations (gAGs)



Social Franchise II: Who's behind it all?

Profiles of involved organizations

The gAGs/franchisees

- The salaried team of a gAG is comprised of a location manager or regional manager, the leaders/main coordinators, administration and controlling, company coordinators, youth and mentor coordinators, and apprenticeship supporters.
- Our gAGs represent several locations within the respective region.
- Their tasks include the direct implementation of the concept, daily work with participants, and direct cooperation with public agencies and local/regional partners companies, and volunteer supporters.

The umbrella organization/nonprofit JOBLINGE e. V./franchiser

- Headquartered in Munich
- Managing Director: Ulrike Garanin, coinitiator, is a Principal at Boston Consulting Group and has been released from her consulting duties to exercise her role at JOBLINGE.
- Operational Director: Kadim Tas is also the Regional Manager of the Frankfurt Rhine-Main JOBLINGE gAG.
- Both are full-time directors and authorized to represent and sign.
- The supervisory body of JOBLINGE e. V. is the general meeting, in which the branches and the

JOBLINGE Foundation are represented by their respective directors.

- The general meeting is held twice a year, where the election and discharge of the director are decided. It hears the directors' reports, selects the auditors, decides on the amount of contributions, passes resolutions on changes to the articles of association or on the admission or exclusion of members in appealed cases, etc.
- Its tasks include controlling and quality management, marketing and communication, business development, concept and program development (culture and activity program, MINT program, JOBLINGE Kompass for refugees, and language concept), and team assistance.

The JOBLINGE Foundation

- No operative activities
- Pro bono board members: Carsten Kratz (Senior Partner Bridgepoint DACH), Georg Sticher (Managing Director and Senior Partner, Boston Consulting Group), Dr. Andreas Dinger (Managing Director and Senior Partner, Boston Consulting Group), Astrid Rauchfuß (Managing Director and Partner, Boston Consulting Group), and Birgit Dengel (Global Positioning and External Communications Director, Boston Consulting Group)

THE JOBLINGE ORGANIZATION

JOBLINGE locations

Munich JOBLINGE gAG

with the Munich and
Kompass locations

Director: Daniel Huber • *Regional Manager:* Ilse Schmücker until February 2019; since March 2019 Marijana Bralo (parental leave substitute) • *Founded:* April 2009 • *Employees:* 15.62 • *Supported youth:* 173 per year • *Shareholders:* Apax Foundation (until 2018) • Betten Rid GmbH • BMW AG • Eberhard von Kuenheim Foundation of BMW AG • Grunwald Kommunikation & Marketingdienstleistungen GmbH & Co. KG • JOBLINGE Foundation (since 2018) • Loden-Frey Verkaufshaus GmbH & Co. KG • Rotary Club München-Bavaria • Rotary Club München – Englischer Garten Gemeindienst e. V. • SAHLBERG GmbH • The Boston Consulting Group GmbH • TÜV SÜD AG

Berlin JOBLINGE gAG

with Friedrichshain,
Pankow, Spandau,
Schöneberg and
Tempelhof

Director: Dr. Johanna Puetz • *Regional Manager:* Jonas Hettwer • *Founded:* June 2010 • *Employees:* 16.7 • *Supported youth:* 157 per year • *Shareholders:* Arbeitgeberverband Nordostchemie e. V. • BMW AG • GIG Technologie und Gebäudemanagement GmbH • GRG Services Berlin GmbH & Co. KG • Industriegewerkschaft Bergbau, Chemie, Energie – Landesbezirk Nordost (IG BCE) • PUK Werke KG • The Boston Consulting Group GmbH • Vereinigung der Unternehmensverbände in Berlin und Brandenburg e. V.

Frankfurt Rhine–Main JOBLINGE gAG

with Mainz, Darmstadt, Frankfurt,
Offenbach, Wiesbaden, Bergstraße
(through the end of 2018)
and Kompass locations

Director: Dr. Oliver Dany • *Regional Manager:* Kadim Tas • *Acting Regional Manager:* Christiane Schubert • *Founded:* March 2011 • *Employees:* 29.4 • *Supported youth:* 372 per year • *Shareholders:* Gonder Facility Services GmbH • HessenChemie Arbeitgeberverband Chemie und verwandte Industrien für das Land Hessen e. V. • Mainova AG • The Boston Consulting Group GmbH • WISAG Beteiligungsmanagement GmbH & Co. KG

Rhine–Necker Metropolitan Region JOBLINGE gAG

with Ludwigshafen
and Heidelberg

Director: Dr. Matthias Becker • *Location Manager:* Lavan Sabir • *Founded:* May 2016, becoming an independent gAG at the turn of the year 2017/18 • *Employees:* 7,75 • *Supported youth:* 114 per year • *Shareholders:* Anpiff ins Leben e. V. • Magna International Inc. • WISAG Industrie Service Holding GmbH • The Boston Consulting Group GmbH

Ruhr JOBLINGE gAG

with the Essen, Gelsenkirchen,
Recklinghausen, and Ruhr
Kompass locations

Director: Jens Stefan Baier • *Regional Manager:* Raphael Karrasch • *Founded:* January 2013 • *Employees:* 20.33 • *Supported youth:* 211 per year • *Shareholders:* CMS Hasche Sigle • RAG-Stiftung • Stiftung TalentMetropole Ruhr gGmbH • The Boston Consulting Group GmbH • Trimet Aluminium AG • Westdeutscher Wach- und Schutzdienst Fritz Kötter SE & Co. KG

THE JOBLINGE ORGANIZATION

Rhineland JOBLINGE gAG

with the Cologne, Troisdorf,
and Kompass locations

Director: Markus Hepp • *Regional Manager:* Petra Balzer until February 2019; Miroslaw Kania since March 2019 • *Founded:* January 2012 • *Employees:* 12.6 • *Supported youth:* 163 per year • *Shareholders:* CARGLASS GmbH • CMS Hasche Sigle • Ebner Stolz Mönning Bachem GmbH & Co. KG • Festkomitee des Kölner Karnevals von 1823 e. V. • Generali Deutschland Holding AG • Platinion GmbH • REMONDIS-Gruppe • Sparkasse KölnBonn • The Boston Consulting Group GmbH • WISAG Industrie Service Holding GmbH

Leipzig JOBLINGE gAG

with Leipzig, Leipzig Kompass,
and Halle (Saale) locations

Director: Dieter Schliek • *Regional Manager:* Matthias Kretschmer • *Founded:* February 2012 • *Employees:* 18.2 • *Supported youth:* 178 per year • *Shareholders:* Apax Foundation (until 2018) • Bau- und Verwaltungsgesellschaft mbH (since May 2019) • BMW AG • CMS Hasche Sigle (since 2017) • Dr. Uwe Teichert • Eberhard von Kuenheim Stiftung der BMW AG • JOBLINGE Stiftung (since 2019) • Leipziger Stadtbau AG • Offizin Andersen Nexö Leipzig GmbH (until 2016) • Sparkasse Leipzig • Stadtwerke Leipzig GmbH • The Boston Consulting Group GmbH

Stuttgart Region JOBLINGE gAG

with Stuttgart, Reutlingen, Pforzheim,
and Kompass locations

Director: Dr. Rolf Kilian • *Regional Manager:* Duygu Utku • *Founded:* May 2014 • *Employees:* 25.58 • *Supported youth:* 269 per year • *Shareholders:* CMS Hasche Sigle • compentus/ gmbh • JOBLINGE-Stiftung (since September 2019) • L-Bank, Staatsbank für Baden-Württemberg (until September 2019) • The Boston Consulting Group GmbH • TRUMPF GmbH & Co. KG (since September 2019)

Hanse JOBLINGE gAG

with Hamburg, Kompass,
and Bremen locations

Director: Dr. Matthias Krühler • *Regional Manager:* Anja Meyfarth until July 2019; Simon Busch since August 2019 • *Founded:* October 2014 • *Employees:* 17.7 • *Supported youth:* 257 per year • *Shareholders:* CMS Hasche Sigle • Deutsche See GmbH • Olympus • Philips Deutschland GmbH • The Boston Consulting Group GmbH

JOBLINGE umbrella organization (JOBLINGE e. V.)

Directors: Ulrike Garanin • Kadim Tas • *Founded:* March 2012⁹ • *Employees:* 18.33 • *Members:* JOBLINGE Foundation • JOBLINGE gAG Munich • JOBLINGE gAG Berlin • JOBLINGE gAG Frankfurt Rhine-Main • JOBLINGE gAG Rhineland • JOBLINGE gAG Leipzig • JOBLINGE gAG Ruhr • JOBLINGE gAG Stuttgart Region • JOBLINGE gAG Hanse

JOBLINGE Foundation

Directors: Carsten Kratz • Georg Sticher • Dr. Andreas Dinger • Astrid Rauchfuß • Birgit Dengel • *Founded:* November 2011 • *Employees:* None • *Founder:* The Boston Consulting Group GmbH

⁹Initiator team institutionalized since 2007.
Note: Figures are for the end of 2019.

Environmental and social profile

For JOBLINGE, as a nonprofit initiative pursuing the objective of enabling disadvantaged youths to find training or jobs and thus lead self-determined lives, impartiality is a central value that defines our work and our conduct toward all partners and employees involved. Treating individuals and our environment with respect is the basis of all our actions. In addition, our sponsorship agreements with the public sector always include clauses on equality, anticorruption, exclusion of Scientology, and transparency obligation, with which we naturally comply.

“JOBLINGE provides real prospects for young adults who have thus far not stood a chance in the apprenticeship market. Giving young people a bit of future and confidence is more than a good feeling. It’s a real gain for all of us. That’s why I’m involved in JOBLINGE.”

Harald Kohl,

Department director of HR management, Stadt- und Kreissparkasse Leipzig;
Deputy Supervisory Board Chair, JOBLINGE gAG Leipzig

Finance

The locations and the umbrella organization JOBLINGE e. V. operate under the principles of double-entry bookkeeping. The (voluntary) annual financial statements of the JOBLINGE gAGs are prepared by local tax consultancies in accordance with the German Commercial Code (HGB). The annual audits are conducted by KPMG at the locations. The bookkeeping and financial statements of JOBLINGE e. V. and the JOBLINGE Foundation are handled by Stiftungs- zentrum.de Servicegesellschaft mbH. The annual report of JOBLINGE e. V. was also audited by KPMG for 2019. Controlling is provided by the umbrella organization. All locations work with a standardized financial controlling tool that manages budget planning, P&L, equity base, and cash flow.

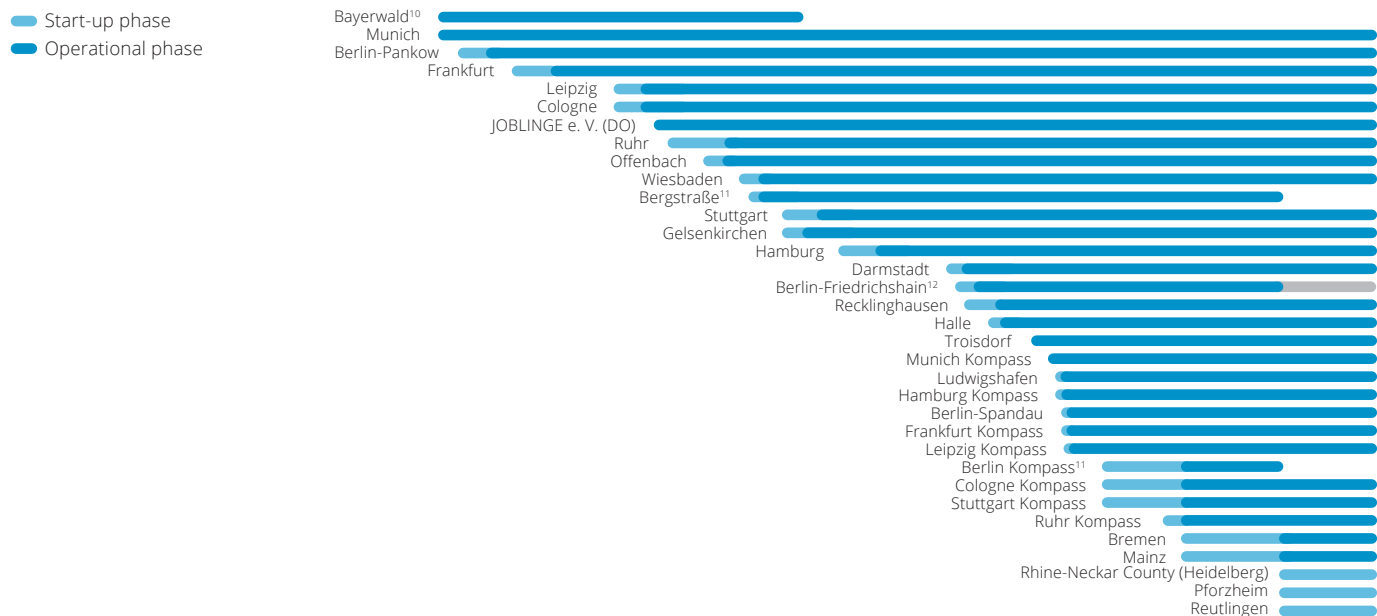
Loans

As a nationwide partner of the initiative, BMW Bank GmbH grants the locations interest-free loans as needed to bridge liquidity shortfalls that may arise due to delayed payment of public subsidies and irregular inflow of private donations. In 2016 and 2017, the Berlin gAG and Rhineland gAG took out interest-free loans from BMW Bank to bridge liquidity shortages. The Berlin gAG plans to repay its €130,000 loan of November 2016 in 2020. In January 2019, the Rhineland gAG fully repaid its liquidity loans totaling €150,000 of October 2016 and March 2017.

FINANCING

Organization receipts and expenditures

Total account for all locations (in K €)	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 (preliminary)
Number of locations and umbrella organization (UO)	4	6	7 + UO	10 + UO	12 + UO	17 + UO	24 + UO	27 + UO	28 + UO	31 + UO



Receipts										
Public-sector subsidies	643	1,070	1,577	2,208	2,861	3,708	5,606	7,304	8,793	9,514
Donations	225	492	1,033	1,431	1,869	2,514	3,064	3,740	3,854	4,106
Other receipts	1	1	31	54	51	22	33	9	102	432
Total receipts	869	1,564	2,641	3,692	4,782	6,243	8,703	11,053	12,749	14,052
Expenditures										
Personnel costs	567	1,004	1,751	2,323	2,996	3,820	5,298	6,891	8,007	9,190
Materials costs	332	465	880	1,252	1,629	2,072	3,206	4,316	4,258	4,712
Financing cost	1	3	-	-	-	-	-	-	-	-
Total expenditures	899	1,472	2,631	3,575	4,625	5,891	8,504	11,208	12,265	13,902
Annual result	-31	92	10	118	157	352	199	-155	484	150

¹⁰ Operations ceased end of September 2013. ¹¹ Operations ceased end of December 2018.

¹² No participants in 2019.

Note: Possible differences due to rounding.

FINANCING

Financial circumstances of the organization

Total account for all locations (in K €)	2010	2011	2012	2013	2014	2015	2016	2017	2018
Number of locations and umbrella organization (UO)	4	6	7 + UO	10 + UO	12 + UO	17 + UO	24 + UO	27 + UO	28 + UO
Assets (assets, use of funds)									
A. Fixed assets	16	22	32	25	30	38	78	76	125
I. Intangible assets (e.g., software)	2	1	-	-	-	-	-	2	7
II. Fixed assets	14	21	32	25	30	38	78	74	118
B. Current assets	387	761	1,206	1,410	1,872	2,858	3,642	4,173	4,739
I. Accounts receivable	135	239	237	155	427	417	682	967	1,167
II. Liquid assets (cash on hand, bank bal.)	252	522	968	1,255	1,445	2,441	2,960	3,206	3,572
C. Accrued and deferred items	6	11	16	25	27	31	47	39	41
Total assets	410	794	1,255	1,439	1,929	2,927	3,767	4,288	4,905
Liabilities (source of funds)									
A. Equity capital ¹³	122	368	498	533	875	1,463	1,115	1,286	1,841
B. Special items for unused subsidies and donations ¹⁴	27	84	233	-	564	824	1,622	1,923	1,983
C. Reserves	111	141	194	204	214	255	316	392	375
D. Accounts payable	150	200	250	121	259	270	440	602	598
I. Received loans	71	115	95	-	98	30	91	127	69
II. Trade payables	14	15	21	35	68	98	121	110	246
III. Other liabilities	65	70	134	86	93	142	260	365	282
E. Accrued and deferred items	-	-	80	143	17	115	274	86	107
Total liabilities	410	794	1,255	1,439	1,929	2,927	3,767	4,288	4,905

¹³At JOBLINGE e. V. and the JOBLINGE Foundation, including funds carried forward and foundation capital.

¹⁴At JOBLINGE e. V. and the JOBLINGE Foundation, including free reserves.

Note: Possible differences due to rounding.

FINANCING

Location receipts and expenditures

2018 receipts and expenditures ¹⁵ Location-specific (in K €)	Total	Munich gAG	Berlin gAG	Frankfurt Rhine-Main gAG	Rhineland gAG	Leipzig gAG	Ruhr gAG	Stuttgart gAG	Hanse gAG	Rhine-Neckar gAG	UO (e. V.); and foundation
Receipts											
Public-sector subsidies	8,793	870	858	1,880	869	1,101	1,134	871	946	264	–
Donations	3,854	230	342	570	122	94	387	148	218	5	1,738
Other receipts	102	–	1	–	19	42	12	19	8	–	1
Total receipts	12,749	1,100	1,201	2,450	1,010	1,237	1,533	1,038	1,172	269	1,739
Expenditures											
Personnel costs	8,007	724	811	1,527	636	850	1,100	684	730	165	780
Nonpersonnel costs and other operating expenses	4,258	259	322	919	354	387	433	354	442	104	684 ¹⁶
Statutory expenditures by the UO (e.g., gAG financing)	–	–	–	–	–	–	–	–	–	–	–
Total expenditures	12,265	983	1,133	2,446	990	1,237	1,533	1,038	1,172	269	1,464
Annual result	484	117	68	4	20	–	–	–	–	–	275
Allocation to reserves	98	5	73	–	20	–	–	–	–	–	–
Profit/loss carried forward from prev. year	730	56	73	110	1	–	–	–	–	–	490 ¹⁷
Net profit/loss	1,116	168	68	114	1	–	–	–	–	–	765¹⁷

¹⁵ Since no audited financial statements for the individual gAGs for the fiscal year 2019 were available in early 2020, the figures shown here are from 2018.

¹⁶ Including allocation to free reserves in the amount of 103 thousand euros.

¹⁷ Funds carried forward from e. V. and foundation.

Note: Possible differences due to rounding.

FINANCING

Financial circumstances of the locations

Balance sheets of the locations on December 31, 2018 ¹⁸ (in K€)	Total	Munich gAG	Berlin gAG	Frankfurt Rhine-Main gAG	Rhineland gAG	Leipzig gAG	Ruhr gAG	Stuttgart gAG	Hanse gAG	Rhine-Neckar gAG	UO (e. V.); and foundation
Assets (assets, use of funds)											
A. Fixed assets	125	7	-	30	8	5	4	6	3	-	62
I. Intangible assets (e.g., software)	7	-	-	7	-	-	-	-	-	-	-
II. Fixed assets	118	7	-	23	8	5	4	6	3	-	62
B. Current assets	4,739	590	365	285	206	229	641	384	341	177	1,521
I. Accounts receivable	1,167	144	299	139	99	9	116	45	204	96	16
II. Liquid assets (cash on hand, bank bal.)	3,572	446	66	146	107	220	525	339	137	81	1,505
C. Accrued and deferred items	41	1	-	6	10	4	1	2	16	1	-
Total assets	4,905	598	365	321	224	238	646	392	360	178	1,583
Liabilities (source of funds)											
A. Equity capital	1,841	257	198	169	102	75	55	50	50	50	835 ¹⁹
B. Special items for unused subsidies and donations	1,983	172	-	12	-	-	517	258	216	109	699 ²⁰
C. Reserves	375	45	29	65	32	43	53	64	33	11	-
D. Accounts payable	598	124	138	74	90	13	21	20	61	8	49
I. Received loans	69	-	-	-	69	-	-	-	-	-	-
II. Trade payables	246	116	9	58	12	11	-	10	26	4	-
III. Other liabilities	282	8	129	16	9	2	21	10	34	4	49
E. Accrued and deferred items	107	-	-	-	-	107	-	-	-	-	-
Total liabilities	4,905	598	365	320	224	238	646	392	360	178	1,583

¹⁸Since no audited financial statements for the individual gAGs for the fiscal year 2019 were available in early 2020, the figures shown here are from 2018.

¹⁹At JOBLINGE e. V. and the JOBLINGE Foundation, including funds carried forward and foundation capital. ²⁰At JOBLINGE e. V. and the JOBLINGE Foundation, including free reserves.

Note: Possible differences due to rounding.

Status report

The development of the organization's financial situation is largely stable, despite the growing need for subsidies due to the opening of new locations. The gAGs completed the 2018 financial year with neutral or positive results. The profit carried forward is also still neutral or positive at all locations. The consolidated annual accounts of JOBLINGE e. V. and the JOBLINGE Foundation were positive in 2018 and JOBLINGE e. V. also made use of the right to form free reserves. The free reserves can be found in the balance sheet of the foundation and the e. V.

The annual financial statements for the fiscal year 2019 are currently still being prepared, but a largely positive trend is discernible. The annual result of JOBLINGE e. V. is negative in 2019 due to a change in how the financial statements are prepared. The accrual of earmarked donations received in 2019 but not to be used until 2020 creates a supposed gap, but this is offset by the net income from 2018, since the net income for 2018 reflects the earmarked donations received in 2018 for 2019.

The annual results of the gAG Berlin will also be negative, however the losses can also be compensated by the profit brought forward and the release of reserves. From the start, a key success factor for JOBLINGE has been the joint, cross-sector commitment that is also reflected in our funding. Under a public-private cofunding framework, the running costs of the JOBLINGE locations are borne largely by the public sector. The share of public funding varies widely from one location to the next, but is 64 percent for the entire initiative.

Approximately 34 percent of the costs are financed through donations. In the fiscal year 2019, the private donations to be raised amounted to €4.37 million.

Especially, the innovative elements of the concept that are decisive to our participants' long-term success, such as professional training for our more than 1,700 volunteer mentors and our culture program, or JOBLINGE 4.0, a funded project in which our youths become acquainted with different aspects of the digital world of work, are enabled through private donations. Every euro counts. We are therefore delighted that we managed to further increase the total amount of private donations again in 2019. Although the amount of donations we need to raise is considerable and will continue to grow in the future due to the growth of the initiative and development of new content, JOBLINGE looks to the future with confidence thanks to the generous support and growing willingness to donate, and looks forward to the future collaboration with existing and new sponsors.

So many ways to
support JOBLINGE ...



Like JOBLINGE on Facebook, subscribe to our newsletter, follow our website, rate us on Google, and connect us with interested people and new partners.

Here's where to find us

Newsletter: www.joblinge.de/newsletter

Facebook: www.facebook.com/joblinge

Instagram: @_joblinge

LinkedIn: www.linkedin.com/company/joblinge

Twitter: @_Joblinge

Company details

Authorized representatives

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Pictures

Pages 6, 16, 18, 19, 24, 31–34, 37, 40–42, 46: Roberto Kressner

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