

# Annual and impact report 2021

in accordance with the Social Reporting Standard

## Our Vision:

A world where JOBLINGE becomes redundant because young people can build their future without the barriers of background.

## Our Mission:

JOBLINGE boldly thinks resistance further by:

- empowering young people - regardless of their background - to recognise their potential and work towards finding their own training or employment opportunities
- dares to break new ground for the success of young people and can be measured in terms of effectiveness
- brings together the strongest social forces from the state, business and civil society for this purpose

# 2021: A new normal. For us, a new dawn.

In the second year of the Corona pandemic, we experienced a pandemic déjà vu at the end of the year. And we at JOBLINGE still have to live with severe restrictions in the social and professional context throughout Germany. Nevertheless, our experience since the spring of 2020 has equipped us well to meet any renewed challenges. In contrast to 2020, Corona continued to determine the events of JOBLINGE nationwide, but we could and had to think further. Because: Important changes for the entire initiative were on the horizon with the transition 2021/2022.



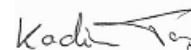
Dear supporters, dear partners,

With the year 2021, my time at JOBLINGE also comes to an end. The decision had to mature, but the JOBLINGE project is now so stable that I am turning to new challenges. What I associate with JOBLINGE and which topics I am now turning to can be read in detail in our annual report. In the last few months, I was pleased to see how the structures were reorganized without me. JOBLINGE will always remain a project close to my heart. Yours sincerely



Dear supporters, dear partners,

The departure of Ulrike Garanin marks the end of an era for JOBLINGE. But every end has a beginning. Even if I don't like these theatrical phrases - in this case it is very true. I am transitioning from a dual leadership position to the sole leadership position of JOBLINGE, supported by the leadership in all JOBLINGE regions, supported by a management team of experienced leaders from our umbrella organization. This is how we come together as a new leadership group. What this means for the transition in 2022 and how we will streamline ourselves in the future. You can read about this in detail on page 24. I look forward to continuing our work together against youth unemployment!



# A constant says goodbye.

## Ulrike Garanin devotes herself to new challenges.

Our board member Ulrike Garanin was there from the very beginning. As a management consultant at the Boston Consulting Group with the desire to dedicate her knowledge and commitment to a good cause, she helped make JOBLINGE a reality as an idea. Thirteen years later and enriched by many experiences and unique encounters, a new challenge now awaits.

Ulrike Garanin will build up an initiative around the topic of Green Construction at the Boston Consulting Group. She will be able to apply some of the things she has already learned and experienced at JOBLINGE: Formulating a clear vision and then staying true to it, building an impact-oriented organization, cross-sector win-win engagement, and the ability to see hurdles not as obstacles but as incentives for innovation. appeal. With this attitude, she has shaped JOBLINGE and, together with Kadim Tas, made us the organization we are today. Thirteen years of JOBLINGE are difficult to pack into one article, so we asked Ulrike herself. She shared the highlights of her time at JOBLINGE with us:

### **From vision to reality - piloting in Zwiesel**

"My - rather our - vision was and is to create a professional future for every young person - regardless of origin, education and social background. We do not accept that there are young people who are left behind. And that we, together, tear down the hurdles along the way that we, as a society, have built up ourselves."

### **Always focusing on young people - more than 13,000 participants since the initiative began**

"First and foremost, the young people taught me humility: we have so many young people in the program who deserve the greatest respect - and don't get it because the grid we use to measure success as a society is so one-dimensional. But I also learned that one of the biggest obstacles on one's own path is not taking responsibility for one's own destiny - no matter how difficult the external circumstances make it. And I got to experience that deep down inside many young people is a core that can blossom and grow in an amazingly fast time."

**Scaling and transferability - new approaches and ideas**

"We agreed that - contrary to all published statistics - there is no real reason why refugee participants could not be just as successful as all other JOBLINGE participants with the right support. But the beginning wasn't easy. We learned a lot in the pilots and the circumstances have changed partly daily. But relatively soon it became clear: it works! In the meantime, we have been able to reach over 2,000 refugees - and with a placement rate of 70 percent and a sustainability rate of over 90 percent, they are our pride and joy.

**From start-up to medium-sized organisation - 350 colleagues at over 30 locations nationwide**

"Most of all, I will miss the colleagues, the incredible JOBLINGE team I was able to work with! The humour, the enthusiasm to jump into new things, the unconditionality with which they were pushed forward. I am very aware of what a rare privilege it is to be able to work with such a troupe. And I'm incredibly grateful for all the trust, hard work and friendly bonds."

**Resist.Courageously.Thinking.Forward - together through the Corona Crisis**

"Last year, we had to answer the most existential question yet: Can we stay true to our mission when force majeure - the pandemic - causes the need for support for our young people to skyrocket overnight, while jeopardizing the very foundations of our work? To this day, I'm very proud of how, through radical digitisation, the courage to invest rather than economise, and with an incredible nationwide team effort, we were able to maintain support throughout, so that even in the pandemic our participants were able to navigate their way into training at their usual high level."



"Most of all, I will miss my colleagues, the incredible JOBLINGE team I was able to work with! The humour, the enthusiasm to jump into new things, the unconditionality with which they were pushed forward. I am very aware of what a rare privilege it is to be able to work with such a troupe."

**Ulrike Garanin**

Managing Director (until 2021)

JOBLINGE e. V.

## 13 years for social justice

Since its founding, Ulrike Garanin, as managing director of the JOBLINGE initiative, has driven the strategic orientation and the integration into economic networks. The business expertise and knowledge of the management consultant combined with the pedagogical convictions of the operating director Kadim Tas have led JOBLINGE to success. In this interview, we look back and forward.

### **Do you still remember the start of JOBLINGE? What was your vision back then?**

**Ulrike Garanin:** When we launched the JOBLINGE project in Zwiesel, our vision was that we had to create a professional future for all young people. Regardless of their origin, their educational qualifications and their social background. In Germany, there are many hurdles on the way to a self-determined future. But we as a society have built up these hurdles, which is why we can tear them down again together. For us, it has always been about not accepting that young people are left behind by society.

### **Has your vision come true / fulfilled?**

Yes, as far as "our" young people are concerned, she has. And that makes me incredibly happy! Our participants have fulfilled this vision in the first place

myself. It always commands my greatest respect when I see how young people - often in the face of the most adverse circumstances - master their path to training. But of course there is also another part to it that was more of a vision than a reality in the beginning: the targeted support and close cooperation across sectors. In the meantime, we can look back on the overwhelming joint - and crisis-proof! - of over 2,400 partner companies, over 50 public sector partners, over 30 foundations and social innovation drivers, 50 cultural and sports institutions and over 3,000 volunteers. Every day, this shows how previously insurmountable hurdles can be overcome in concrete cooperation.

But that we have dismantled these hurdles at the system level in our society - unfortunately we cannot (yet) attest to that. Still

there are great - and in recent years through Corona of course even greater - hurdles for many children, youth and young adults. There is still a "nevertheless" in the successes of our participants. But the fact that these successes have become possible over 13,000 times gives hope - and at least the radiance at system level has often been confirmed to us.

**What has changed most at JOBLINGE in the last 13 years?**

Along with the labour market, the framework conditions for our work have also changed significantly: We started in the middle of the financial crisis. Youth unemployment was also clearly noticeable in Germany. Today, 75 percent of companies see a shortage of skilled workers and applicants as one of their central problems, and formal recruitment requirements have been adjusted accordingly. At the same time, youth unemployment in Germany has fallen significantly overall.

In fact, however, this does little to change the need for support of our target group - the long-term unemployed, low-skilled young people. Their challenges are not solved automatically by the labour market cycle or the shortage of skilled workers. Their number has hardly decreased and they still need intensive and individual support. Nevertheless, these developments have resulted in new focal points for us: We are much stronger in approaching and initially motivating



of our young people, but also in the training support.

**And in the organization itself?**

As an initiative, we have grown from a small start-up to the size of a medium-sized company. This is not possible without processes, tools, infrastructure and standards. Without a common understanding of quality and a clearly defined pedagogical approach. But the greatest art is to keep the agility, the entrepreneurial ideas, the impetus and enthusiasm of the initial start-up culture alive. This is not an easy and perhaps

a never-ending development - but one that I'm optimistic about, given the great nationwide team.

**What did you learn from the participants?**

Many young people have a potential within themselves that can blossom in an astonishingly short time and immensely can grow. However, we as a society often stand in the way of this potential because the grid in which we measure success is very one-dimensional. Because young people often don't get any credit for what they do.



to little respect, which I believe they deserve in spades. This has taught me de- courage. That young people manage to motivate themselves despite these obstacles.

I learned how disarmingly honest questions can be that we often don't dare to ask. But also that the spectrum of creative out-talks can be almost inexhaustible. For many young people, taking responsibility for their own fate is the greatest obstacle.

No matter how hard the external circumstances make it.

**What are your career plans "after JOBLINGE" - what projects do you have lined up?**

To open a new chapter in one's career after 13 years, to dare something new, is generally regarded as (over)due.

In my case, however, the decision is primarily driven by content: Like so many others, I am extremely concerned about the issue of climate change. Not only as the greatest threat and challenge, but as a real opportunity for solutions that give us, and especially our children, a more hopeful view of the future.

I would like to see a future in which climate stability and biodiversity are not in conflict, but in harmony with growth and increasing global well-being. The urgency and what is at stake in the





The stakes are so high that I can't just demand that others step up. I want to contribute something myself.

**Will you stay in contact with JOBLINGE?**

Of course I do! Even though I am stepping down from my role as managing director of the umbrella organization, JOBLINGE and the many people very close to me there remain close to my heart. I look forward to experiencing and supporting the further development of the initiative. In the past few weeks, I have been able to see for myself how great the space that my change opens up is being filled, played with and further developed by my colleagues. I am very fortunate to be able to count on my colleague Kadim Tas, who burns for the young people and JOBLINGE with all his heart and soul and without whom many successful developments would not have been possible.

would not have taken place in the last few years. At the same time, there is also an incredibly committed and capable senior team and our regional managers, with whom I know the initiative is in the very best hands. I feel it is a great privilege to be able to hand over the baton "carefree" and with great gratitude.

**What will you miss the most?**

The colleagues, the unbelievable JOBLINGE team I was allowed to work with! The humour, the enthusiasm to plunge into something new, the unconditional commitment to the common cause. - and the professionalism with which it was driven. I am very aware of what a rare privilege it is to be able to work with such a team. And I am incredibly grateful for all the trust, the hard work and the friendly bond.



"The way JOBLINGE, our colleagues and managers have dealt with the pandemic has shown that we have grown up: We know what makes us tick and where we want to go.

Ulrike Garanin helped build JOBLINGE, now we're taking big steps towards a vision of JOBLINGE 2030."

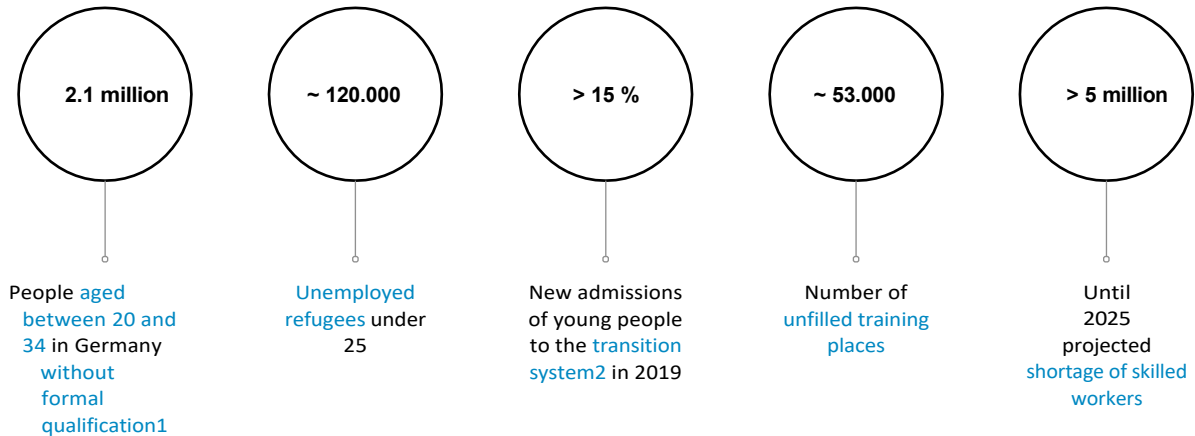
**Kadim Tas**  
CEO  
JOBLINGE e. V.

# The JOBLINGE model

## Challenge: Why we (still) need JOBLINGE

Even though youth unemployment in Germany is very low, our participants do not benefit from the good situation on the labour market. Around 500,000 young people are unemployed or stuck in measures of the transition system - 2.13 million people up to the age of 34 are thus left without vocational qualifications: young people and young adults, but we cannot do without them.

### Youth unemployment remains a social challenge



This costs the state 4.3 billion euros annually. <sup>3</sup>

<sup>1</sup> Source: BiBB Datenreport 2020, p. 279; "non-formally qualified (NFQ)" or "unskilled" refers to all (employable) persons who have not had "successful, certified participation in formal (standardised, state-regulated or recognised) educational courses" (Volkmar Gottsleben [1987]: Randgruppe in der zertifizierten Arbeitsgesellschaft? On the declining importance of the non-formally qualified [NFQ] in the labour market. In: Mitteilungen aus der Arbeitsmarkt- und Berufsforschung, Jg. 20, H. 1, pp. 1 - 14), i.e. not having completed dual or purely school-based vocational training or a course of study at a university of applied sciences or university (or an equivalent qualification). This term does not include pupils, students, trainees and persons doing voluntary service.

<sup>2</sup> Source: BiBB Data Report 2019, p. 383.

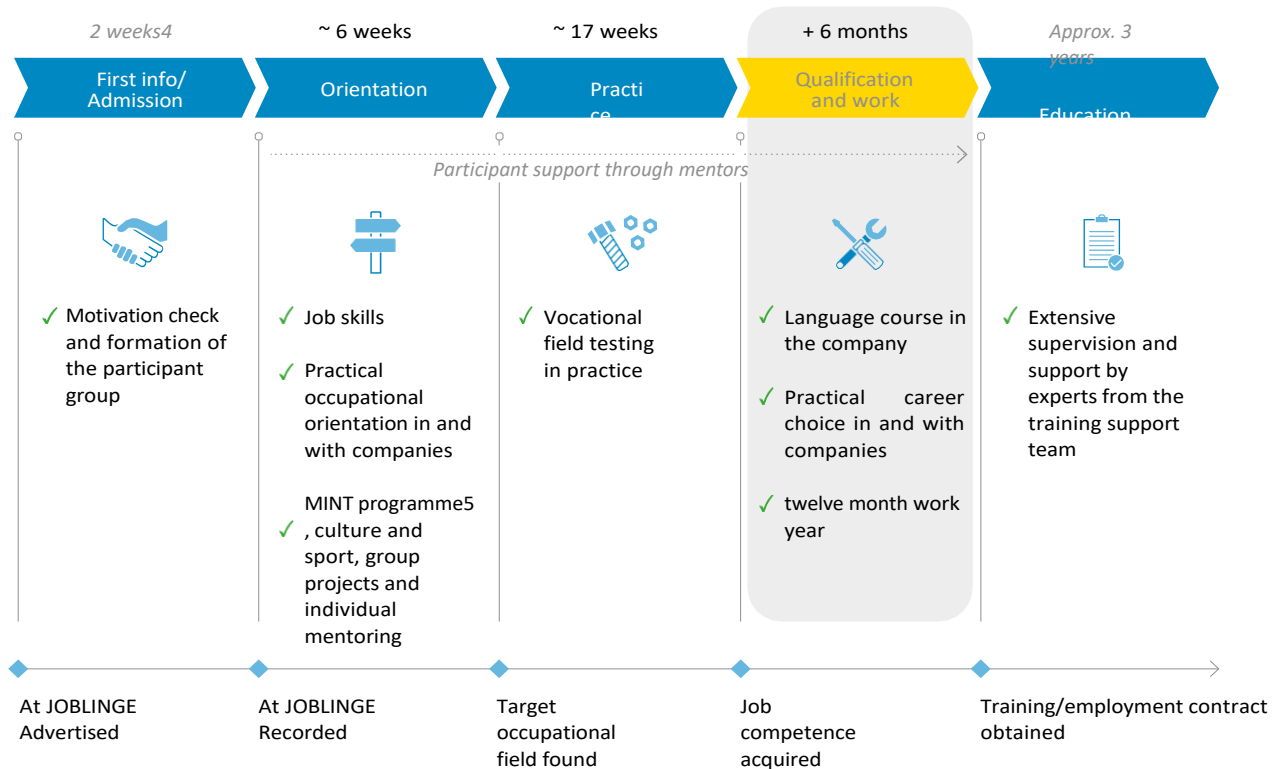
<sup>3</sup> Klaus Klemm (2012): What are the costs of a training guarantee in Germany? Bertelsmann Foundation. Costs without social benefits.

Note: Possible differences due to rounding.

## Solution approach: How JOBLINGE works

In the non-profit initiative JOBLINGE, business, government and private individuals are jointly committed to supporting young people with difficult starting conditions. The goal: real job opportunities and sustainable integration into the labor market and society. In our two six-month programs, "Classic" and "Compass," young people can demonstrate their skills in practice - beyond school grades and traditional job interviews.

### The JOBLINGE program: Intensive preparation for the working world in six months



Four group starts per year, each with approx. 20 participants

<sup>4</sup> Preceded by the official JOBLINGE programme - participation voluntary; admission phase not remunerated by public authorities.

<sup>5</sup> The JOBLINGE MINT program focuses on teaching scientific knowledge in the fields of mathematics, computer science, natural sciences and technology

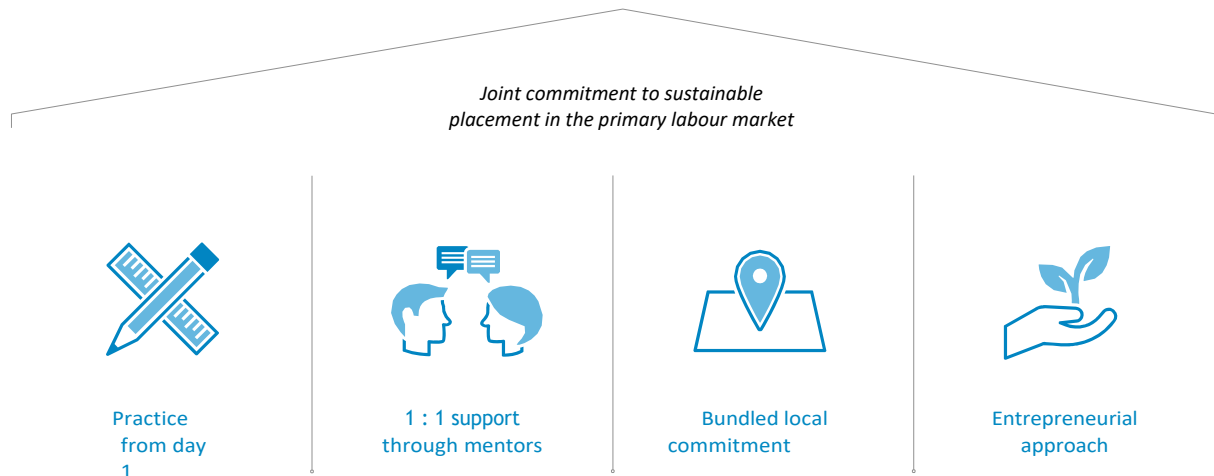
## What makes the JOBLINGE program special?

- Practical learning of important key qualifications: in the MINT programme
- Train social skills and dare to try something new: in the cultural and sports programme
- Vocational language qualification
- To work out the training or job in a targeted way
- Work in group projects and several internships

All our participants receive personal, volunteer mentors (1 : 1 support) -  
People who listen, motivate and, especially in difficult phases, help you not to give up.

The goal is to find the right placement in a training or employment program. In addition, we provide further support afterwards: with the JOBLINGE training support - experts who support young people and companies as contact persons.

### The success of the JOBLINGE program is based on four pillars



## Success factors: Who JOBLINGE works with

Companies ranging from DAX corporations to handicraft businesses, the public sector, foundations, cultural and sports institutions as well as private volunteers form a strong network for the young people. We would like to express our sincere thanks to all local, regional and national supporters.



### Partner network

- More than **2,400** corporate partners
- More than **2,000** volunteers, more than **50** public institutions

### Initiators

In 2007, the Boston Consulting Group and the Eberhard von Kuenheim Foundation of BMW AG joined forces in a project to investigate how low-skilled young people can be better integrated into the labor market. After the joint concept and pilot phase, the initiators continue to support JOBLINGE today in a variety of ways.





**Thank you**  
to all nationwide partners  
and supporters!



### The partner model from 2021

It doesn't work without partners - we at JOBLINGE know this very well after more than ten years of experience. Because since day one, we have relied on close cooperation with our partner companies to successfully place our participants. Whether small or large, local or nationwide - we are thankful for the support of each individual. And the various commitments at JOBLINGE are just as individual as our partners: Our partners support us with training positions, enable their employees to work for us as mentors, support us financially, with their expertise and much more.

In order to provide an ideal framework for all our current and future partners and their commitment, we have introduced four JOBLINGE partner categories in 2021: Partner, Regional Partner, Impact Partner and Premium Partner. You can read about how our partners support us on the next pages.



JOBLINGE Partner

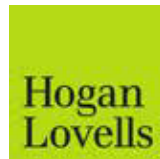
## JOBLINGE Premium Partner

Premium Partners form a long-term and strategic partnership and support the JOBLINGE initiative annually with significant financial support for the implementation and further development of the program. Your commitment: As a financially strong partner, you support the initiative annually with a donation of 100,000 euros or more. Other support services - such as mentoring or training positions - are also optionally included.

**2021**

**JOBLINGE**  
**Premium·**  
**partner**

JOBLINGE Partner



JOBLINGE Partner

## JOBLINGE Impact Partner

Impact Partners form a long-term and strategic partnership and support the JOBLINGE initiative annually by providing significant financial support for the implementation and further development of the program. Your commitment: With the help of significant donations starting at 50,000 euros as well as other support services, you enable the sustainable success and nationwide further development of the JOBLINGE initiative. Your commitment should contribute to the impact of JOBLINGE in the long term.

2021

# JOBLINGE Impact Partner

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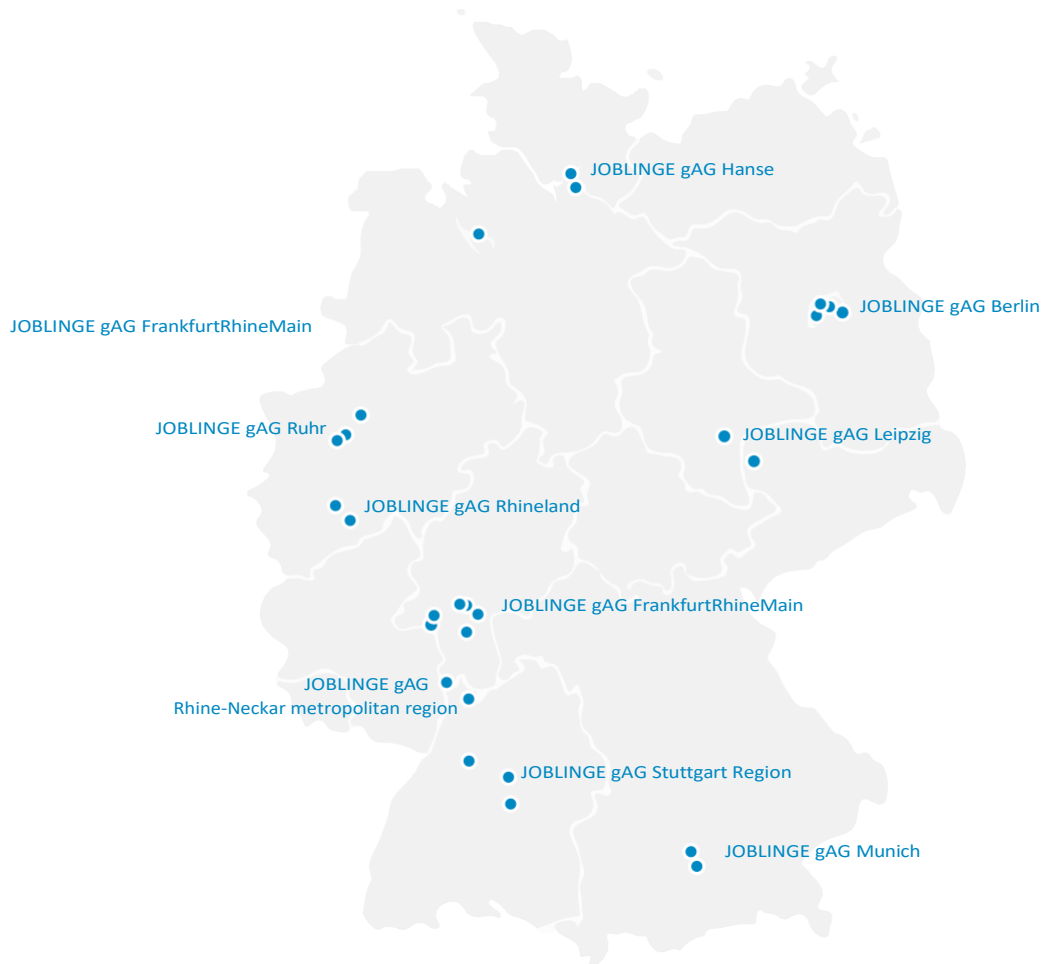


HAYS Recruiting experts worldwide



## JOBLINGE Partner

The JOBLINGE Regional Partner and JOBLINGE Partner awards are presented nationwide by the individual independent JOBLINGE gAGs. They reflect the diverse partnerships of our locations with local and regional companies, foundations and institutions.



*Through their extensive commitment, regional partners have an essential significance for the work and the success of the respective JOBLINGE locations in the region.*



*Partners support our local sites and gAGs on a recurring basis with various commitments. Whether in the form of training, tutoring, mentoring or individual positions - the possibilities are manifold.*

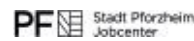
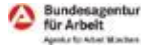
## JOBLINGE Partner

### Public sector

The implementation of the JOBLINGE programme would not be possible without the strong partners at municipal, state, federal and European level. The public sector provides the framework for the joint commitment to young people and is the first point of contact when it comes to setting up a new location.



## JOBLINGE Partner



# More than just a gAG

## Prospects for JOBLINGE in Germany and Europe.

With the departure of Ulrike Garanin, JOBLINGE is entering a new phase of development. Until now, the initiative has been steered in many areas by the dual leadership from Munich and Frankfurt. In close coordination with the regional managements in the nine non-profit stock corporations throughout Germany. With a view to a strategy that should bring JOBLINGE to 2030, some changes were also initiated in the management structure of JOBLINGE in 2021. As the future CEO of JOBLINGE e. V., Kadim Tas will take over sole leadership of the initiative in 2022.

In order to enable the individual regions to dovetail even more closely with a nationwide strategy and to accompany the flow of information from the locations to the entire initiative even more closely, a team of six long-standing executives from the JOBLINGE umbrella organization will support the CEO as a management team in formative development areas of the organization. The involvement of regional management will also be intensified. Task forces made up of the management team and regional leaders will be given a decision-making mandate for specific topics in order to drive forward the future development of the initiative in small, agile team decisions.

In view of the first rapprochements with initiatives outside Germany, the title structure in the Initiative will also be adjusted. A clearer mandate for our regional management will be represented by the new title "Managing Director". Communicative friction with international companies, which often depended on contact, will thus be cushioned.

What this means for JOBLINGE by 2030 will be worked out in 2022 in close cooperation between the management team, Managing Directors and our new old CEO Kadim Tas. We look forward to taking this step with you towards a more equal opportunity future.





**Kadim Tas**  
CEO JOBLINGE  
e. V.



**Stefanie Baic**  
Director Strategy &  
Development  
JOBLINGE e. V.



**Belén Pérez**  
Director Finance & HR  
JOBLINGE e. V.



**Nicole Scherschun**  
Director Public Relations  
Impact Partnerships  
JOBLINGE e. V.



**Jan Boskamp**  
Director Collective Impact  
JOBLINGE e. V.



**Fiona v. Prónay**  
Director Digitalisation &  
Organisational Development  
JOBLINGE e. V.

"In 2015 and 2016, we pushed ahead with the expansion of the original concept with JOBLINGE Kompass. We now integrate young refugees into the regular JO-BLINGE concept at many locations. Young parents are a new target group. JOBLINGE will continue to adapt and work for new target groups".

**Stefanie Baic**

Director Strategy & Development  
JOBLINGE e. V.



JOBLINGE Vision 2030



"From the very beginning, a core principle of JOBLINGE has been to bring together the strongest partners from business, government and civil society. At the same time, we have learned that complex challenges and systemic change need more. In addition to continuous innovation and scaling of solutions, it is above all the real work in the network is central: We want to develop a common and cross-sector impact logic and also empower actors in the system to change."

**Jan Boskamp**  
Director Collective Impact  
JOBLINGE e. V.

"JOBLINGE is an innovative employer, but due to our public funding, our leeway in hiring and developing good employees is not as great. We are not as flexible as other employers can be. To retain our employees over the long term, it's not enough just to be good at what we do. That's why we're increasing our focus on sustainable HR concepts to retain knowledge within the organization."

**Belén Pérez**  
Director People & Culture  
JOBLINGE e. V.







"In the future, the non-profit stock corporations throughout Germany will cooperate even more closely than before. Because Corona has shown: In supra-regional closely networked task forces, we can solve major challenges very quickly. And the nationwide bundled knowledge from the work with young adults gives us the ability to make sustainable, forward-looking decisions."

**Lavan Sabir**  
Managing Director  
JOBLINGE Metropolitan  
Region  
Rhine-Neckar

## What JOBLINGE achieves

*The year 2021 was also marked by Corona. But after more than a year of Corona, JOBLINGE has arrived at a new normality as an initiative. JOBLINGE is reflecting on the qualities that have led to success for over ten years. Because as social entrepreneurs, we know how to leave well-worn paths and quickly think in new ways. We have also used these qualities in 2021 to further advance our work for young adults with difficult starting conditions throughout Germany.*

For society, the greatest measurable effect of our initiative continues to be the economic benefit. In times of apparent social division, this is even more true than before: young people become active members of society and pay taxes and social contributions instead of receiving benefits. The direct, publicly funded programme costs (just under 3,600 euros per participant plus the costs of social benefits during the programme period) are already cheaper for the state after 17 months than simply continuing to pay social benefits. After three and a quarter years, full amortisation is achieved. After ten years, there are total savings of just under 140,000 euros for each sustainably placed young person.



- Placement rate remains stable despite Corona restrictions 2021
- Normalization of blended learning concepts in order to achieve a more flexible opportunity work with JOBLINGE.
- Intensification of forward-looking formats such as PLAN A and basecamp

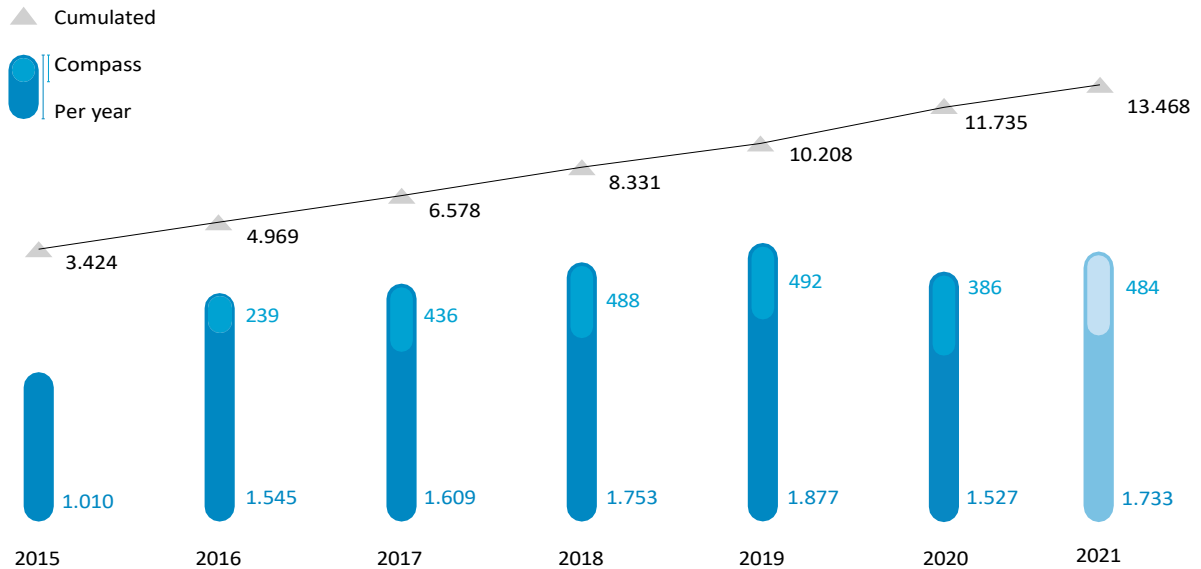
# Facts and figures

## Locations

In 2020, the Berlin Pankow location was closed. This means that JOBLINGE is active nationwide this year with 30 locations including the umbrella organization. Seven of these are Compass locations.

## Participating

1,733 participants in 2021, including 484 in the Compass program:

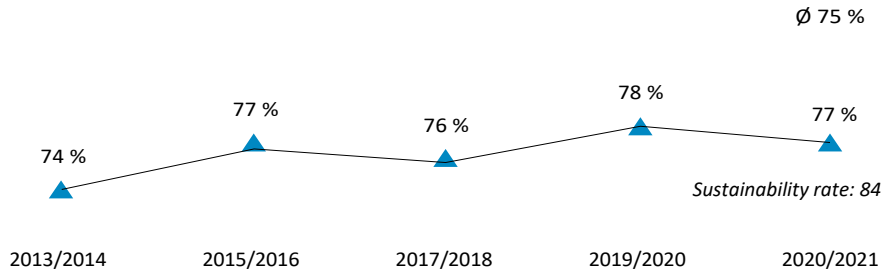


Placement rate

- Placement rate classic, first training or labour market: 75 percent (cumulated over all locations since start 2008)
- Placement rate classic in 2021: 77 percent<sup>6</sup>
- Placement rate Compass, first training market: regular 64 percent (cumulative across all locations since the start of 2016 until the end of the training year 2020/2021)
- Compass placement rate in 2021, first training market: regular 67 percent
- Compass placement rate with training preparation measures 2021: 73 percent
- Compass placement rate with training preparation measures: 72 percent (cumulative across all locations since start in 2016 until end of training year 2020/2021)



Placement rate  
JOBLINGE Classic



Sustainability ratio

- Sustainability rate classic: 84 percent<sup>7</sup> (cumulative across all locations since start 2008)
- Sustainability ratio classic in 2021: 84 percent
- Compass sustainability rate: 88 percent<sup>7</sup> (cumulative across all sites since launch in 2016)
- Compass sustainability rate in 2021: 89 percent

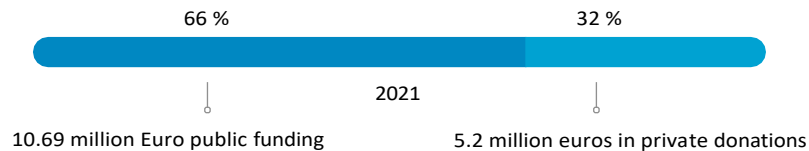
<sup>6</sup> Placement rate always calculated for the 2020/2021 training year (November 1, 2020 to October 31, 2021). The rate is based on the number of all participants who completed the programme in this period.

<sup>7</sup> Number of participants still in training (or work) six months after the start of training - related to the number of participants who started training/work more than six months earlier. Sustainability values include all locations except for the pilot location Bayerwald (2008 - 2012), where there was no systematic training monitoring and recording of sustainability figures yet.

### Donate

Funding is one of the biggest challenges of any non-profit initiative - and it's the same for us. It is the basis for the development of further locations and for more support for the young people.

With more locations and participants, we need more internships and apprenticeships, more commitment from volunteers, and we are always happy to gain new partners. In 2021, JOBLINGE was supported with 293,000€ in other donations in addition to public funding and private donations.



### Employees

- 206 employees (corresponds to 182 full-time equivalents)
- Of which 58 new employees added in 2021

**"In 2021, we have made the transition from emergency mode to a new normal. Digital learning is now a permanent part of it, both for our participants and for our employees."**

**Kadim Tas**  
CEO  
JOBLINGE e. V.



"Corona has shown us how important and forward-looking our focus on the digitization of the initiative was. We will not lose sight of this in the future, because digital skills are just as important for us as an initiative as they are for our participants. We will grow closer together in the years to come, in the development of our organization and in our day-to-day operations."

**Fiona of Prónay**

Director Digitalisation & Organisational Development  
JOBLINGE e. V.

"Only through innovation, pioneering spirit and unbureaucratic ad hoc support is it possible to counteract the developments of the last two years in a timely manner. Corona has caused many young adults to slip into a lack of perspective. Our target groups are therefore no longer just the 'typical' job centre clients. What is needed now is flexibility and faster cooperation between the public sector, business and initiatives. It is close to my heart to achieve this goal."

**Mirosław Kania**  
Managing Director  
JOBLINGE Rhineland







"Do good and talk about it. JOBLINGE wants to be louder. We want to show others why we can work so effectively and engage more strongly in exchange with all stakeholders in the political decision-making process. Our work since the initiative was founded has shown that good work alone does not go far. Structural change doesn't just come from setting a good example, but from talking out loud to decision-makers."

**Nicole Scherschun**

Director Public Relations & Impact Partnerships  
JOBLINGE e. V.

# How JOBLINGE works in detail

## Input - Output - Impact

### JOBLINGE level model



### Stages 1 - 3: Input = resources used in 2019

#### Support by:

- More than 2,400 local and national companies and businesses of all sizes and industries
  - 50 public sponsors
  - More than 2,000 private individuals, foundations, educational institutions as well as associations and institutions from the fields of culture and sport.
  - 117 mandate holders, who volunteer their time in the committees of the gAGs and in the
- JOBLINGE Foundation as a member of the board of directors, supervisory board or advisory board.
  - 206 employees
  - Public-private co-financing: €5.2 million in private donations in 2021 and €10.69 million in public funding and €293,000 in other donations

## HOW JOBLINGE WORKS IN DETAIL

### Levels 4 - 6: Output = services rendered

- 1,733 participants in 2021, of which 484 in the Compass programme
- Placement rate classic, first training or labour market: 75 percent (cumulated over all locations since start 2008)
- Placement rate classic in 2021: 77 percent<sup>8</sup>
- Placement rate Compass, first training market: regular 64 percent (cumulative across all locations since the start of 2016 until the end of the training year 2020/2021)
- Compass placement rate in 2021, first training market: regular 67 percent
- Compass placement rate with training preparation measures 2021: 73 percent
- Compass placement rate with training preparation measures: 72 percent (cumulative across all locations since start in 2016 until end of training year 2020/2021)
- 119 Group launches of the Classic and Compass programmes in 2021
- More than 1,300 internships
- Individual support for young people by staff
- 1:1 support of the young people by mentors in over 140 mentor trainings
- In 2020, JOBLINGE employees, together with the companies, have more than 1,250 training and job opportunities offered

### Level 7: Impact = change in society

#### **Effects that cannot be measured in numbers:**

- Participants experience individual development by demonstrating their skills in practice to themselves and others.
- Through "help for self-help", the young people are given the opportunity to lead an independent and self-determined life. life made possible
- The mentors see the work with the young people as a great enrichment, also for themselves.

#### **The greatest measurable effect is the economic benefit:**

- Young people enter or complete vocational training and become active members of society, paying taxes and social contributions.
- After ten years, the state will save a total of 140,000 euros for each sustainably placed young person.

<sup>8</sup> Placement rate always calculated for the 2020/2021 training year (November 1, 2020 to October 31, 2021). The rate is based on the number of all participants who completed the programme in this period.

## Evaluation and quality assurance

JOBLINGE aims to achieve sustainable placement in the primary labour market for as many participants as possible and to be measured by the results. Therefore, all locations commit to the collection and use of transparent indicators. Together with the umbrella organisation, each gAG regularly reviews and discusses these indicators. In regular reports, the following quality indicators are considered on a quarterly basis:

### 1. Operating result indicators

- Key performance indicators: Integration or placement rate and sustainability rate
- Placement rate = number of participants who are placed in unsupported training or work through the JOBLINGE programme.
- Sustainability rate = proportion of former participants who are still in training or work six months after the end of the programme.
- In addition, the utilisation rate (= proportion of places filled in the programme), the rate of participation in the training module and the internship rate are checked.

### 2. Operational process indicators

- Survey of the mentor quota
- Survey of young people on their satisfaction with the programme

### 3. Financial targets

*Close observation of*

- Profit and loss (no budget overrun)
- Solvency (sustained positive liquidity)
- Balance sheet (maintenance of the necessary equity base)

### 4. Certification

- In 2018, all locations successfully achieved certification as a provider in accordance with AZAV (Accreditation and Licensing Ordinance for Employment Promotion). The annual certification is a legal requirement for funding by the Federal Employment Agency.

JOBLINGE sees itself as a learning system and wants to continuously develop itself and the program. For this purpose, individual program elements, such as the cultural program or JOBLINGE Compass for Young Refugees, are evaluated.

# The organization of JOBLINGE

## Social Franchise I: Structure and cooperation

JOBLINGE is organized as a social franchise system: In close cooperation with the national umbrella organization as the "franchisor", the local locations as "franchisees" implement the concept of the initiative in their work with young people.

### The gAGs/Franchisees

The framework for local commitment is formed by non-profit stock corporations (gAGs), which are founded with partners from business and the public sector. Companies, foundations and organisations, but also municipalities and districts participate as shareholders. For gAGs, the same conditions essentially apply as for stock corporations - with one important difference: instead of a financial dividend, the shareholders receive a non-material dividend. Shareholder representatives volunteer their time as board members or on the supervisory board of the gAG or the advisory board of a branch.

### The umbrella organization/nonprofit JOBLINGE e.V./franchisor

The initiative is managed on a supra-regional basis by the JOBLINGE umbrella organization. As the franchisor, it sets standards, drives the further development of the con-

and manages the growth of the initiative. At the same time, it provides central services such as communication and public relations, reporting systems, database and IT infrastructure. It prepares certification, supports fundraising and the exchange of best practices. The umbrella organization is also responsible for the onboarding of new site teams and organizes training courses for employees.

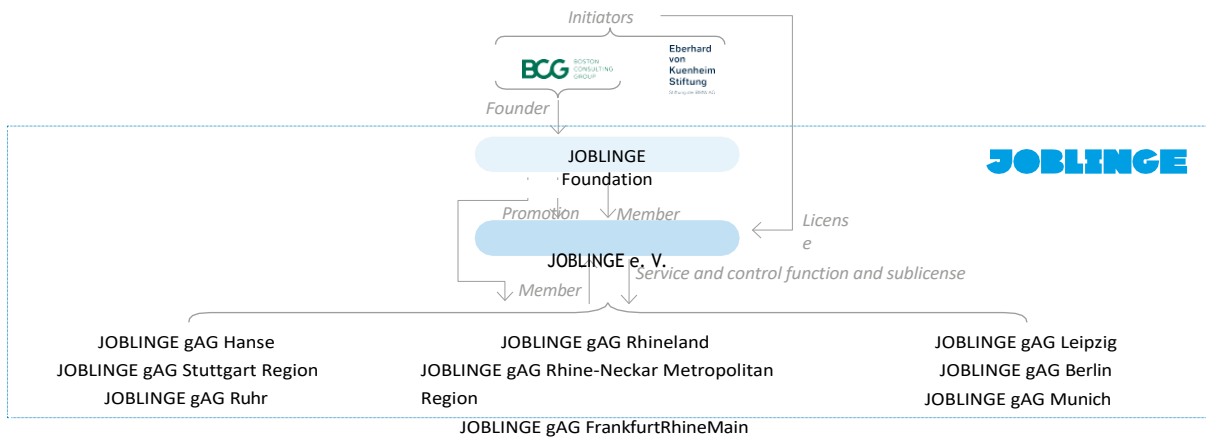
### The JOBLINGE Foundation

The Boston Consulting Group established the JOBLINGE Foundation in 2011 to provide long-term support for the initiative. Unlike the locations and the umbrella organization, the foundation has no employees. As a sponsoring foundation, it bundles the donations of the initiators, premium partners and other private sponsors. Depending on the donor's intention, these donations benefit either individual locations or the initiative as a whole.

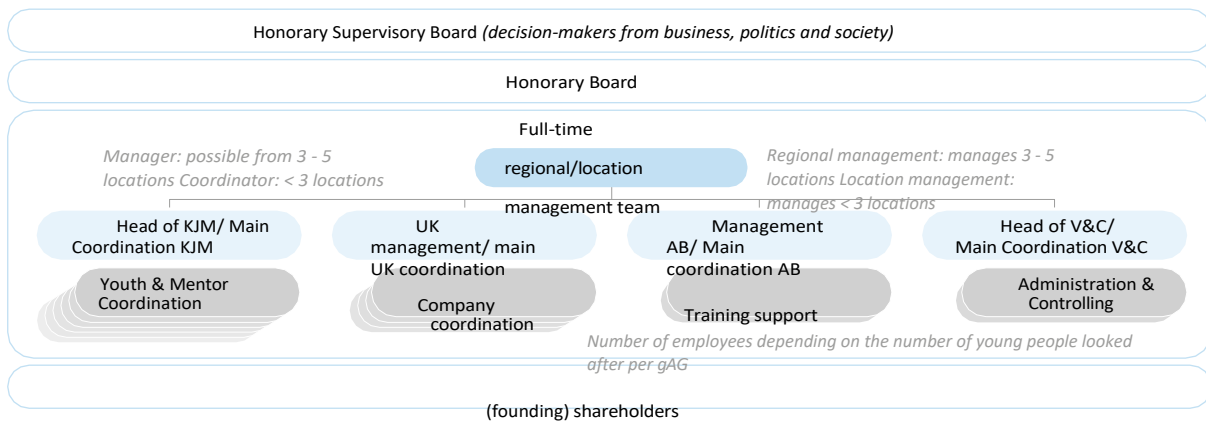
## THE ORGANIZATION OF JOBLINGE

All organizations involved in the JOBLINGE initiative - the local gAGs, the umbrella organization and the JOBLINGE Foundation - are non-profit. They pursue the charitable purposes of promoting youth welfare (§ 52 para. 2 sentence 1 no. (n) 4 AO) and promoting education (§ 52 para. 2 sentence 1 no. (n) 7 AO).

### Organisational structure of the JOBLINGE initiative



### Structure of the JOBLINGE non-profit stock corporations (gAGs)





## Social Franchise II: Who is behind it? The profiles of the participating organizations

### The gAGs/franchisees\*

- Full-time team of a gAG: site management or regional management, main and management coordination, administration & controlling, company coordination, coordination of young people & men- talists as well as training supervisors.
- Several local sites are represented in the regions under the umbrella of a gAG
- Tasks: Direct implementation of the concept, daily work with the participants, direct cooperation with the public sector and local/regional partner companies and voluntary supporters.
- The general meeting takes place twice a year and decides on the election of the board as well as its discharge. It receives the reports of the board, elects the auditors, decides on the setting of contributions, passes resolutions on the amendment of the statutes, the admission and exclusion of members in cases of appeal, etc. The general meeting is held twice a year.
- Areas of responsibility: Controlling and quality management, marketing and communication, business development, concept development, program development (culture and sports program, MINT program, development of JOBLINGE Compass for refugees and language concept) and team assistance.

### The umbrella organization/non-profit JOBLINGE e. V./franchisor

- Headquarters in Munich
- Managing Director until the end of 2021: Ulrike Garanin, co-initiator; released for this task as Principal of Boston Consulting Group
- Chief Operating Officer, from 2022 CEO: Kadim Tas, also Regional Manager of JOBLINGE gAG Frankfurt/RheinMain
- Both members of the Management Board are full-time employees and are authorised to represent and sign on behalf of the company.
- Supervisory body: the General Meeting, in which the gAGs and the JOBLINGE Foundation are represented by their Boards of Directors

### The JOBLINGE Foundation

- Non-operational
- Honorary Board Members: Carsten Kratz (Senior Partner Bridgepoint DACH), Georg Sticher (Senior Adviser, Boston Consulting Group), Oliver Dany (Managing Director and Senior Partner, Boston Consulting Group), Astrid Rauchfuß (Board Member and Senior Advisor, Boston Consulting Group) and Birgit Dengel (Chief Communications Director Telefónica Germany)

\*Title adjustment in early 2022: title "Managing Director" instead of Regional and Site Manager, Team Leads or Office Leads instead of Managers and consultants with a corresponding focus for all employees in the individual disciplines.

## JOBLINGE locations

**JOBLINGE gAG Munich**  
with Munich and Kompass location

*Board of Directors:* Daniel Huber - *Managing Director:* Ilse Schmücker - *Start:* April 2009 - *Staff capacity:* 15.36 - *Young people supported:* 115 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 Munich - Englischer Garten Gemeindienst e. V. - SAHLBERG GmbH - The Boston Consulting Group GmbH - TÜV SÜD AG

**JOBLINGE gAG Berlin**  
with Friedrichshain,  
Westend and  
Tempelhof-Schöneberg

*Board of Directors:* Dr. Johanna Puetz - *Managing Director:* Jonas Hettwer - *Start:* June 2010 - *Employee capacity:* 17.64 - *Young people supported:* 220 per year - *Shareholders:* Arbeitgeberverband Nordostchemie e. V. - BMW AG - GIG Holding GmbH - GRG Services Berlin GmbH & Co. KG - Mining, Chemical and Energy Industrial Union - Northeast Regional District (IG BCE) - PUK Group GmbH & Co KG - The Boston Consulting Group GmbH - Vereinigung der Unterein in Berlin and Brandenburg e. V.

**JOBLINGE gAG FrankfurtRhineMain**  
with Mainz, Darmstadt, Frankfurt,  
Offenbach, Wiesbaden,  
Kompass site and *basecamp*  
(since 2021)

*Management Board:* Dr. Oliver Dany - *Managing Director:* Kadim Tas - *Managing Director:* Christiane Schubert  
• *Start:* March 2011 - *Employee capacity:* 44.69 - *Young people cared for:* 383 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

**JOBLINGE gAG Metropolitan Region  
Rhine-Neckar**  
with Ludwigshafen and  
Heidelberg

*Board of Directors:* Dr. Matthias Becker - *Managing Director:* Lavan Sabir - *Start:* May 2016, with change of year 2017/18 independent gAG - *Staff capacity:* 12.55 - *Young people cared for:* 98 per year - *Shareholders:* Anpiff ins Leben e. V. - Magna International Inc. - WISAG Industrie Service Holding GmbH - The Boston Consulting Group GmbH

**JOBLINGE gAG Ruhr**  
with Essen,  
Gelsenkirchen,  
Recklinghausen and  
Ruhr Kompass

*Board of Directors:* Jens Stefan Baier - *Managing Director:* Raphael Karrasch - *Start:* January 2013 - *Staff capacity:* 24.05 - *Young people supported:* 225 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 ORGANIZATION OF JOBLINGE

**JOBLINGE gAG Rhineland** with Cologne, Troisdorf and Kompass location  
*Board of Directors:* Markus Hepp - *Managing Director:* Miroslaw Kania - *Start:* January 2012 - *Employee capacity:* 12.68 - *Young people supported:* 200 per year - *Shareholders:* CARGLASS GmbH - CMS Hasche Sigle - Ebner Stolz Mönning Bachem GmbH & Co KG - Festkomitee des Kölner Karnevals von 1823 e. V. - Platinion GmbH - REMONDIS Group - Sparkasse KölnBonn - The Boston Consulting Group GmbH - WISAG Industrie Service Holding GmbH

**JOBLINGE gAG Leipzig** with Leipzig, Leipzig Compass and Halle (Saale)  
*Board of Directors:* Dieter Schliek - *Managing Director:* Matthias Kretschmer - *Start:* January 2012 (Founded in 2011) - *Staff capacity:* 19.86 - *Young people supported:* 155 per year - *Shareholders:* Apax Foundation (until 2018) - Bau- und Verwaltungsgesellschaft mbH (since 2019) - BMW AG - CMS Hasche Sigle (from 2017) - Dr. Uwe Teichert (since 2012) - Eberhard von Kuenheim Foundation of BMW AG - JOBLINGE Foundation (since 2018) - Leipziger Stadtbau AG (since 2012) - Offizin Andersen Nexö Leipzig GmbH (until 2017) - Sparkasse Leipzig - Stadtwerke Leipzig GmbH - The Boston Consulting Group GmbH

**JOBLINGE gAG Stuttgart Region** with Stuttgart, Stuttgart Kompass, Reutlingen and Pforzheim  
*Board of Directors:* Dr. Rolf Kilian - *Managing Director:* Duygu Utku - *Start:* May 2014 - *Employee capacity:* 27.58 - *Young people supported:* 303 per year - *Shareholders:* CMS Hasche Sigle - compentus/gmbh - JOBLINGE-Stiftung (since September 2019) - The Boston Consulting Group GmbH - TRUMPF GmbH & Co. KG (since September 2019) - Stiftung Bildung und Soziales der Sparda-Bank Baden-Württemberg (since March 2022)

**JOBLINGE gAG Hanse** with Hamburg, compass location and Bremen  
*Board of Directors:* Dr. Matthias Krühler - *Managing Director:* Simon Busch - *Start:* October 2014 - *Employee capacity:* 16.86 - *Young people served:* 226 per year - *Shareholders:* CMS Hasche Sigle - Deutsche See GmbH - Olympus - Philips Deutschland GmbH - The Boston Consulting Group GmbH

**JOBLINGE umbrella organization (JOBLINGE e.V.)**  
*Board members:* Ulrike Garanin (until 2021) - Kadim Tas - *Start:* March 2012<sup>9</sup> - *Employee capacity:* 18.36 - *Members:* JOBLINGE Foundation - JOBLINGE gAG Munich - JOBLINGE gAG Berlin - JOBLINGE gAG FrankfurtRheinMain - JOBLINGE gAG Rhine-Neckar Metropolitan Region - JOBLINGE gAG Rhineland - JOBLINGE gAG Leipzig - JOBLINGE gAG Ruhr - JOBLINGE gAG Stuttgart Region - JOBLINGE gAG Hanse.

*Board members:* Carsten Kratz - Georg Sticher - Oliver Dany - Astrid Rauchfuß - Birgit Dengel - *Start:* November 2011 - *Staff capacity:* none - *Founder:* The Boston Consulting Group GmbH

### JOBLINGE Foundation

<sup>9</sup> Continuation of the team of initiators since 2007.

Note: The figures refer to the end of 2021.

## Environmental and social profile

For JOBLINGE as a non-profit initiative, impartiality is a core value that determines our work and attitude towards all partners and employees involved. Respectful treatment of the individual and our environment is always the basis of our actions. In addition, our funding agreements with the public sector contain clauses on equality, anti-corruption, exclusion of Scientology and transparency obligations, which we naturally ensure are complied with.



# Finance

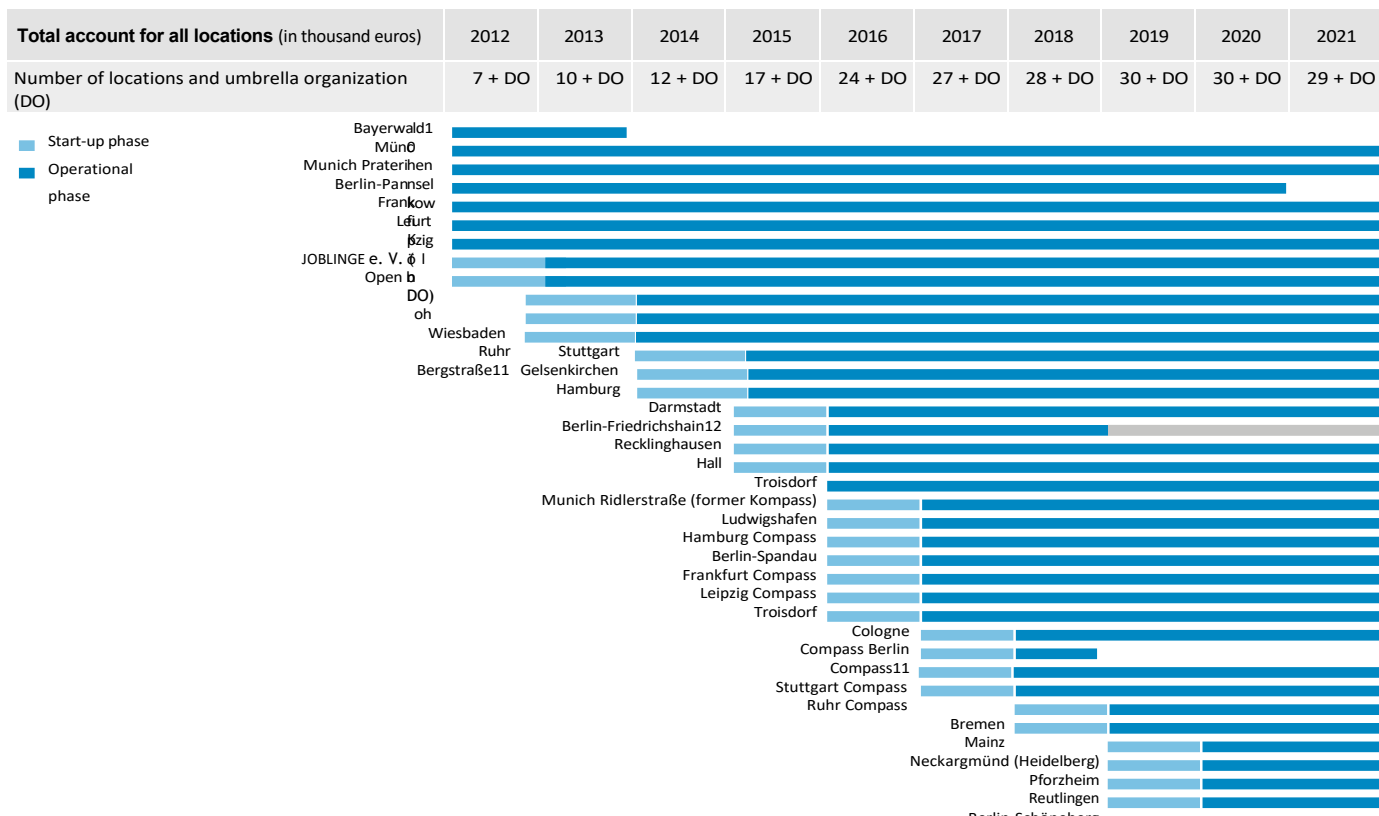
At the locations and in the umbrella organization JOBLINGE e. V., work is carried out according to the principles of double-entry bookkeeping. The annual financial statements of the JOBLINGE gAGs are prepared by local tax consultants in accordance with the German Commercial Code (HGB). The annual audits are carried out by KPMG. The accounting and annual financial statements of JOBLINGE e. V. and the JOBLINGE Foundation are prepared by Haus des Stiftens gGmbH. The annual financial statements of JOBLINGE e. V. for 2019 and 2020 were audited by KPMG. Controlling is ensured by the umbrella organization. All locations work with a uniform financial controlling tool, with the help of which budget planning is prepared and the P&L, equity and cash flow are controlled.

## Loan

As a supraregional partner of the initiative, BMW Bank GmbH grants interest-free loans to the locations as needed to bridge liquidity bottlenecks that can arise due to the delayed payment of public grants and the irregular inflow of private donations. In 2016 and 2017, gAG Berlin and gAG Rheinland took out interest-free loans from BMW Bank to bridge liquidity bottlenecks. gAG Berlin will repay the loan of € 130,000 taken out in November 2016 in full in 2022. gAG Rheinland fully repaid the liquidity loans taken out in October 2016 and March 2017 in the total amount of 150,000 euros in January 2019. gAG Leipzig took out a loan in the amount of 130,000 euros in 2021, which will be repaid in full in 2023.

## FINANCES

# Revenue and expenditure of the overall organisation



Yield											
government grants	1.577	2.208	2.861	3.708	5.606	7.304	8.793	9.650	9.705	10.690	
Donate	1.033	1.431	1.869	2.514	3.064	3.740	3.854	3.923	4.230	5.237	
Other income	31	54	51	22	33	9	102	249	309	293	
<b>Total income</b>	<b>2.641</b>	<b>3.692</b>	<b>4.782</b>	<b>6.243</b>	<b>8.703</b>	<b>11.053</b>	<b>12.749</b>	<b>13.822</b>	<b>14.244</b>	<b>16.220</b>	
Effort											
Personnel costs	1.751	2.323	2.996	3.820	5.298	6.891	8.007	9.119	9.832	10.946	
Material costs	880	1.252	1.629	2.072	3.206	4.316	4.258	4.879	4.386	5.154	
Financing costs	-	-	-	-	-	-	-	-	-	-	
<b>Total expenditure</b>	<b>2.631</b>	<b>3.575</b>	<b>4.625</b>	<b>5.891</b>	<b>8.504</b>	<b>11.208</b>	<b>12.265</b>	<b>13.998</b>	<b>14.218</b>	<b>16.100</b>	
<b>Annual result</b>	<b>10</b>	<b>118</b>	<b>157</b>	<b>352</b>	<b>199</b>	<b>-155</b>	<b>484</b>	<b>-176</b>	<b>26</b>	<b>120</b>	

<sup>10</sup> Operations ceased at the end of September 2013. <sup>11</sup> Operations ceased at the end of December 2018.

<sup>12</sup> No participants since 2019.

Note: Possible differences due to rounding.

## FINANCES

### Financial situation of the organisation as a whole

<b>Total account for all locations</b> (in thousand euros)	2013	2014	2015	2016	2017	2018	2019	2020	2021
Number of locations and umbrella organization (DO)	10 + DO	12 + DO	17 + DO	24 + DO	27 + DO	28 + DO	30 + DO <sup>13</sup>	30 + DO <sup>13</sup>	30 + DO <sup>13</sup>
<b>Assets (assets, use of funds)</b>									
A Fixed assets	25	30	38	78	76	125	135	107	212
I. Intangible assets (e.g. software)	-	-	-	-	2	7	31	25	110
II. property, plant and equipment	25	30	38	78	74	118	104	82	102
B Current assets	1.410	1.872	2.858	3.642	4.173	4.739	4.816	5.708	3.950
I. Receivables	155	427	417	682	967	1.167	1.097	1.237	1.066
II. liquid funds (cash, bank balances)	1.255	1.445	2.441	2.960	3.206	3.572	3.719	4.471	2.884
C Prepaid expenses and deferred charges	25	27	31	47	39	41	38	41	61
<b>Total assets</b>	<b>1.439</b>	<b>1.929</b>	<b>2.927</b>	<b>3.767</b>	<b>4.288</b>	<b>4.905</b>	<b>4.989</b>	<b>5.856</b>	<b>4.223</b>
<b>Liabilities (source of funds)</b>									
A Equity <sup>14</sup>	533	875	1.463	1.115	1.286	1.841	1.334	1.361	1.436 <sup>16</sup>
B Special item for unused grants and donations <sup>15</sup>	0	564	824	1.622	1.923	1.983	2.133	3.105	2.368 <sup>17</sup>
C Accruals	204	214	255	316	392	375	442	573	452
D Liabilities	121	259	270	440	602	598	559	601	490
I. Loans taken out	-	98	30	91	127	69	47	9	176
II. trade payables	35	68	98	121	110	246	236	198	141
III. other liabilities	86	93	142	260	365	282	274	394	173
E Accruals and deferred income	143	17	115	274	86	107	521	216	157
<b>Total liabilities</b>	<b>1.439</b>	<b>1.929</b>	<b>2.927</b>	<b>3.767</b>	<b>4.288</b>	<b>4.905</b>	<b>4.989</b>	<b>5.856</b>	<b>4.903</b>

<sup>13</sup> From 2019 without JOBLINGE Foundation

<sup>14</sup> In the case of JOBLINGE e. V. and JOBLINGE Foundation, including funds carried forward and foundation capital.

<sup>15</sup> For JOBLINGE e. V. and JOBLINGE Foundation including free reserves.

<sup>16</sup> incl. presentation of funds JOBLINGE e. V.

<sup>17</sup> incl. free reserves JOBLINGE e. V.

Note: Possible differences due to rounding.

## FINANCES

## Income and expenses of the sites

Income and expenses 2020 Location-specific (in thousand euros)	Total	gAG Munich	gAG Berlin	gAG FrankfurtRhineMain	gAG Rhineland	gAG Leipzig	gAG Ruhr	gAG StuttgartRegion	gAG Hanse	gAG Rhine-Neckar	e. V.	Foundation
<b>Yield</b>												
government grants	9.705	776	760	1.923	823	1.243	967	1.577	981	655	-	-
Donate	4.230	157	194	767	195	90	571	439	284	68	1.465	1.813.600
Other revenue	309	8	40	-	-	-	18	-	41	2	200	40.000
<b>Total income</b>	<b>14.244</b>	<b>941</b>	<b>994</b>	<b>2.690</b>	<b>1.018</b>	<b>1.333</b>	<b>1.556</b>	<b>2.016</b>	<b>1.306</b>	<b>725</b>	<b>1.665</b>	<b>1.853.600</b>
<b>Effort</b>												
Personnel costs	9.832	742	689	1.754	758	969	1.167	1.361	867	464	1.061	-
Material costs and other related expenses	4.386	191	348	935	260	364	389	655	439	261	544	2.083.240
Statutory expenditure DO (e.g. financing gAGs)	-	-	-	-	-	-	-	-	-	-	-	-
Total expenditure	14.218	933	1.037	2.689	1.018	1.333	1.556	2.016	1.306	725	1.605	2.083.240
<b>Annual result</b>	<b>26</b>	<b>8</b>	<b>-43</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60</b>	<b>-229.640</b>
Withdrawals from reserves	95	-	95	-	-	-	-	-	-	-	-	-
appropriation to reserves	5	-	-	5	-	-	-	-	-	-	-	54
Profit/loss carried forward from previous year	607	168	-52	115	2	-	-	-	-	-	374	-
<b>Unappropriated profit/loss</b>	<b>723</b>	<b>176</b>	<b>-</b>	<b>111</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>434</b>	<b>-229.695</b>

Note: Possible differences due to rounding.



## FINANCES

## Financial situation of the sites

<b>Balance sheet of the locations as of the reporting date 31.12.2020</b> (in thousand euros)	Total	gAG Munich	gAG Berlin	gAG FrankfurtRhineMain	gAG Rhineland	gAG Leipzig	gAG Ruhr	gAG Stuttgart	gAG Hanse	gAG Rhine-Neckar	e. V.	Foundation
<b>Assets (assets, use of funds)</b>												
A Fixed assets	107	9	-	61	3	1	17	8	4	1	3	50
I. Intangible assets (e.g. software)	25	-	-	25	-	-	-	-	-	-	-	-
II. property, plant and equipment	82	9	-	36	3	1	17	8	4	1	3	50
B Current assets	5.708	554	296	752	257	355	541	609	706	218	1.420	695
I. Receivables	1.237	172	280	152	46	5	121	150	166	53	92	-
II. liquid funds (cash, bank balances)	4.471	382	16	600	211	350	420	459	540	165	1.328	695
C Prepaid expenses and deferred charges	41	4	-	-	5	5	1	8	1	3	14	-
<b>Total assets</b>	<b>5.856</b>	<b>567</b>	<b>296</b>	<b>813</b>	<b>265</b>	<b>361</b>	<b>559</b>	<b>625</b>	<b>711</b>	<b>222</b>	<b>1.437</b>	<b>745</b>
<b>Liabilities (source of funds)</b>												
A Equity (funds carried forward and foundation capital) at foundation and e. V.)	1.361	266	103	171	102	80	55	50	50	50	434	17918
B Special items for unused grants and subsidies Donations (incl. free reserves foundation and e. V.)	3.105	243	-	372	101	-	393	421	583	136	856	54219
C Accruals	573	48	19	179	35	38	67	79	45	19	44	-
D Liabilities	601	10	174	91	27	55	44	47	33	17	103	24
I. Loans taken out	9	-	-	-	9	-	-	-	-	-	-	-
II. trade payables	198	3	5	66	6	6	11	33	19	5	44	-
III. other liabilities	394	7	169	25	12	49	33	14	14	12	59	24
E Accruals and deferred income	216	-	-	-	-	188	-	28	-	-	-	-
<b>Total liabilities</b>	<b>5.856</b>	<b>567</b>	<b>296</b>	<b>813</b>	<b>265</b>	<b>361</b>	<b>559</b>	<b>625</b>	<b>711</b>	<b>222</b>	<b>1.437</b>	<b>745</b>

<sup>18</sup> Funds carried forward and endowment capital at JOBLINGE e. V. and JOBLINGE Foundation <sup>19</sup> Free reserves JOBLINGE e. V. and JOBLINGE Foundation

Note: Possible differences due to rounding.

## Management Report

The financial situation of the overall organization is largely stable, despite the increasing need for funding due to the opening of new locations. With the exception of gAG Berlin, all JOBLINGE gAGs closed the 2020 financial year with neutral or positive results. Also the

Retained earnings/reserves are still in neutral or positive territory at all locations. The annual financial statements of JOBLINGE e. V. were positive in 2020. The JOBLINGE Foundation recorded a negative result. The annual financial statements for the 2021 financial year are still being processed in part, but a predominantly positive trend is emerging. The annual results of JOBLINGE e. V. and the Foundation are positive, as expected.

The annual result of gAG Berlin will also be negative, but the losses can also be compensated for by the profit carried forward and the release of reserves. Since its inception, a key success factor of JOBLINGE has been its joint, cross-sectoral commitment, which is also reflected in its financing. Within the framework of public-private co-financing, the running costs of the JOBLINGE locations are largely borne by the public sector.

The share of public funding varies greatly from location to location. Calculated over the entire initiative, it amounts to 68 percent. Around 32 percent of the costs are financed by donations. In fiscal year 2021, the amount of private donations raised was around 5.2 million euros.

They are particularly important for the innovative components of the concept that are crucial for the sustainable success of the participants, such as the professional training of our more than 1,700 volunteer mentors, the cultural programme and JOBLINGE 4.0, a funded project in which young people learn about different elements of the digital world of work in a practical way. Or 2020: the funding of the digital implementation of the JOBLINGE project with the financing of investments in software and hardware for the support of participants in digital form as well as ensuring the best possible digital collaboration of the JOBLINGE teams nationwide. This funding has made a significant contribution to mastering the extreme challenges during the Corona pandemic without existential losses and at the same time has significantly strengthened the initiative's goal of enabling as many young people as possible to enter the world of work. That is why, since 2021, it has been more important than ever: every euro counts. Especially in times of

## FINANCES

from lower numbers of participants, because it is even more difficult to reach young people via digital channels. Funding that is not available because of a lower number of participants or fewer hours of supervision due to the restriction of personal contact is not available.

The funds that have failed to materialize must also be compensated for. This is only possible with a strong network of private sponsors. We are therefore very pleased that we have again succeeded in 2021 despite all the circumstances,

to increase the total amount of private donations. Although the amount of donations to be raised is considerable and will increase continuously in the future due to growth and further development of the content, the JOBLINGE initiative is optimistic about the future thanks to the generous support and the growing willingness to support and is looking forward to working with existing and new sponsors.



"The Corona pandemic showed how strong our business network is in supporting good causes. Especially in 2020 and 2021, our support from business stakeholders was immensely important. Because the digital implementation of the JOBLINGE program through our investments in software and hardware for the support of participants and the basic assurance of the best possible digital collaboration of the JOBLINGE teams nationwide was strongly supported by the business community."

**Belén Pérez**  
Director Finance & HR  
JOBLINGE e. V.





This is another way to support JOBLINGE.

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