

Annual Report and
Report on Effectiveness 2013
Under Application of the Social Reporting Standard

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Subject and scope of the report

The following report refers to the activities of the JOBLINGE initiative—represented nationally by JOBLINGE e. V., which jointly represents the activities of the JOBLINGE locations (currently Joblinge gAG Bavarian Forest, Joblinge gAG Munich, Joblinge gAG Berlin, Joblinge gAG FrankfurtRhineMain, Joblinge gAG Cologne, Joblinge gAG Leipzig, and the newly founded Joblinge gAG Ruhr), as well as the JOBLINGE foundation. This report refers to the calendar year 2013. The report is published annually. The JOBLINGE umbrella organization (JOBLINGE e. V.) is headquartered at Ludwigstraße 21, 80539 Munich and is registered at the Munich district court under the register of associations number 204183. The contact person in the umbrella organization is Ulrike Garanin, Director JOBLINGE e. V. This report was compiled under application of the SRS standard.

Vision: JOBLINGE—Joining Forces to Address Youth Unemployment

The vision of the JOBLINGE initiative is to make a visible and sustainable contribution to the fight against youth unemployment. We pursue this objective by mobilizing the strongest social powers under JOBLINGE and bundling different competencies to enable disadvantaged, unemployed youths earn themselves a job or apprenticeship. "Helping people to help themselves" is thus at the center of our concept, which aims to demonstrate an innovative and transferable path to the solution of social challenges.

Preface

Dear stockholders, sponsors, and supporters of the JOBLINGE initiative:

In 2013, one topic dominated economic summits and political debates like no other: youth unemployment in Europe. From time to time, numbers of over 50% as in Spain or Greece gave cause for concern. At 8%, Germany has the lowest rate in the European Union; the dual training system is considered exemplary.

And yet—even here we have a "lost generation" of young people who despite vacant positions and an increasing demand for trained workers hardly have a chance in the job market. We're talking about young people between 15 and 24 years of age who for numerous reasons have difficulty finding their way and competing in the labor market. Some have no educational qualifications, others received poor grades; some have a migration background and others live in very challenging social circumstances, and they often lack support from home. Our participants each have their own individual story. Each one has been missing out on individual support and a network that has their back, en-

courages them, and offers them opportunities. We are very proud to collaborate with you in creating such a strong network of business, government, and civil society with which we have already been able to support more than 1,600 youths.

For JOBLINGE, 2013 was a very special year. In addition to our fifth anniversary, some of the highlights included the opening our Ruhr location, the introduction of franchising as a growth model, and our FrankfurtRhineMain location increased its impact to include Wiesbaden, Offenbach, and the Bergstrasse region. With each new location, we have been able to admit more participants into the program, and while doing so we even exceeded our own placement goal of 65%.

These successes would not have been possible without the many supporters and committed people who actively participate in several ways at our locations and across the nation on behalf of our young participants. We would like to express our sincere thanks to all of you—and also our full-time employees—for your outstanding work and genuine commitment. We look forward to helping many more youths find their way to a self-determined life.

Sincerely yours,



Ulrike Garanin
Director JOBLINGE e. V.



Kadim Tas
Deputy Director JOBLINGE e. V.



Bullet For My
Valentine



The social problem and our solution approach

The social problem

Do we even need an initiative against youth unemployment here in Germany? At first glance, the problem seems small: Youth unemployment in Germany is the lowest it has been since the country's reunification, the number of unemployed under the age of 25 from 2005 to 2012 has gone down by more than half¹, the economic situation and employment are better than they've been for a long time.

When the idea of JOBLINGE originated in 2007—in the midst of the financial crisis—the situation was quite a different one. Regardless of age and qualification, many faced an uncertain professional future. Today, however, the main issue is a lack of skilled workers, and the answer to the job entry question is certain. The target group of the JOBLINGE initiative, young people ages 15 to 24, is not profiting from these positive developments. Their chances of entering the job market are and remain slim.

Approximately 550,000 youths have not made the transition between school and work or vocational training, are unemployed², or are currently in the so-called transition system.³ Half of students at lower secondary school (*Hauptschule*) still do not have a training position one year after graduating. At the same time, 33,534 traineeships remain vacant.⁴

What marks these youths who are apparently not at all "marketable?" The insipid phrase "socially disadvantaged" hardly does justice to the moving destiny and experiences of these youths. The number of young people that have been on their own

for years or neglected or traumatized by years of emotional and physical abuse is alarming.

Participants of the JOBLINGE program exhibit "multiple placement obstacles."

Of the currently over 1,600 JOBLINGE participants

- the average is over age 20,
- 30% have been considered nonintegrable in an apprenticeship for five years,
- more than 70% have a immigrant background,
- more than 60% receive social welfare,
- more than 60% have graduated with no more than a lower secondary school diploma or have no diploma at all,
- and between 10% and 60%—depending on the location—have a criminal record.⁵

The target group is considered to be impossible to place or only with great difficulty. On average, our participants have already been in the transition system for two years without success—the bureaucratic jungle has long since become a carousel for them. Often, it hasn't just been society that has given up on them, but they have also lost faith in themselves. They all need support, impartiality, and individual attention to discover their talents and regain confidence in themselves and their abilities.

Even from an economic perspective, there is a need for action: Not only are the direct costs of the German transition system and the many vocational preparation programs considerable for the state (€4.3 billion annually)⁶, but also the indirect costs of youth unemployment. Instead of receiving income from unsubsidized, insurable employment, costs are incurred for social welfare benefits, state-subsidized employment, and consequential costs due to a higher susceptibility to drug abuse, crime, or illness. Thus, despite a good economic situation, youth unemployment is still an issue that is of importance for all of society, even in Germany.

¹ Brenke, Karl: Jugendarbeitslosigkeit in Deutschland, DIW Wochenbericht Nr. 19.2013, DIW Berlin – German Institute for Economic Research, http://www.diw.de/documents/publikationen/73/diw_01.c.420926.de/13-19.pdf (16.04.2014).

² Federal Employment Agency, Grundsicherung für Arbeitslose in Zahlen, Report month January 2014, 271.368 unemployed from 15 to under 25 years of age, pg. 28, <http://statistik.arbeitsagentur.de/Statistikdaten/Detail/201401/iiii7/grusi-in-zahlen/grusi-in-zahlen-d-0-pdf.pdf> (April 16, 2014).

³ Federal Ministry of Education and Research, Berufsbildungsbericht 2014, in 2013 257.626 young people in the transition area, pg. 38, http://www.bmbf.de/pub/bbb_2014.pdf (16.04.2014).

⁴ Ibid., S. 44.

⁵ Information on criminal record based solely on voluntary information of participants.

⁶ Klemm, Klaus: Was kostet eine Ausbildungsgarantie in Deutschland?, Bertelsmann Stiftung, Gütersloh 2012.

In contrast to the Southern European countries where especially university graduates cannot find jobs, the unemployment in Germany is less a problem stemming from a lack of jobs, but rather an increasing lack of qualification. And the problem continues: Young people who do not complete some kind of vocational training will hardly have a chance when it comes time to find work. Long-term studies show: Regardless of the economic or labor market situation, education and training are the best protection against unemployment.⁷

From an employer's perspective, even today a lack of qualified employees is the biggest problem. More than every third company (36%) considers itself threatened in its economic development due to a shortage of qualified employees, according to a survey by the Association of German Chambers of Industry and Commerce.⁸

With reference to the shortage of skilled workers and demographic change—the sharp drop in the absolute number of unemployed youth in recent years is simply due to the fact that the number of youths as a whole has also diminished⁹—the training and qualification of these young people need urgent investment.

Such a highly developed country like Germany cannot afford to leave its youth behind—not only for economic reasons, but also especially for reasons of social responsibility: Everyone should have the opportunity to lead a self-determined life regardless of their background and starting point.

Our solution approach

JOBLINGE set a goal to make a notable and sustainable contribution to fighting youth unemployment. With this in mind, the initiative would like to contribute to the solution in two ways.

On the one hand, the initiative offers youth prospects: through qualifications, real job prospects, and being enabled to assume responsibility for one's own life. Training and work are not just the foundation of a self-determined life, they also allow one to participate in society. Time and time again, participants proudly tell us of the first time they pay taxes—they go from being welfare recipients to contributors and thus become active members of society. Self-reliance and "helping people help themselves" are at the core of the concept, whether group projects or intensive individual coaching: Participants are always held responsible. They receive a lot of trust, impartiality, very ambitious goals, and highly professional support along their way.

On the other hand, JOBLINGE would like to initiate reforms in the transition system based on its experience. From an economic standpoint, current governance (cost per youth per month) even offers incentives to keep youth in the transition system as long as possible. A so-called output-oriented benefit logic (cost per sustainable placement) would contribute to more effectiveness, transparency, and quality in the transition system—and thus not only stop the ongoing carousel for participants, but it would also result in significant cost savings.

JOBLINGE's success factors

JOBLINGE builds on four key success factors to achieve its goals.

Practice from day one

During the entire JOBLINGE program, the youths are active in practice. They are thereby gradually prepared for working life—first in the "protected space" of the JOBLINGE locations in practical entrepreneurial projects, then through closely supervised internships in partner companies. After the hands-on internship, at the end of the program comes the tangible training or job position at the

⁷ Weber, Brigitte; Weber, Enzo: Qualifikation und Arbeitsmarkt: Bildung ist der beste Schutz vor Arbeitslosigkeit, Institute for Employment Research, IAB report, 04/2013, Nuremberg 2013.

⁸ Borstel, Stefan from: Jede dritte Firma durch Fachkräftemangel gefährdet, Die Welt, January 30, 2014, <http://www.welt.de/wirtschaft/article124373725/Jede-dritte-Firma-durch-Fachkraeftemangel-gefaehrdet.html>.

⁹ See Brenke 2013 (comment 1).

company. The participants are able to "earn" their apprenticeship with their own effort.

One-on-one support

Due to its challenging situation, JOBLINGE's target group needs individual support to master everyday professional life. In addition to intensive one-on-one coaching from full-time employees, all participants are accompanied along their way by personal volunteer mentors. The mentor serves as a role model and confidant who is there for his or her assigned youth, offering support in each of the phases. Additionally, mentors serve as "crisis managers," meaning that when difficulties arise over the course of the program, as they almost always do, they help make sure that their youth does not drop out. Mentors bring professional and life experience to the table, and they're prepared for their task with professional trainings.

Bundled social commitment

Bundling social competences is of central importance to the JOBLINGE approach. Both core elements of the program, practice from day one and one-on-one support—and thus the success of the participants—can only be realized by closely integrating committed partner companies, volunteer work of private persons, and close cooperation with the public sector, especially the Federal Employment Agency and job centers. This commitment is made possible by financing from the public sector and private sponsors.

Professional management and support

Achieving the shared objective of placing youths for the long term requires the professional management and support of all partners involved. This is enabled by the social franchising system of the JOBLINGE initiative: Local partner networks can use the proven concept and implement it on-site in the organizational framework of a local charitable stock corporation, supported by a national, nonprofit umbrella organization. Both the local corporations and the umbrella organization exhibit a high level of quality, transparency, and effectiveness.

The core of the JOBLINGE concept is comprised of the intensive, six-month program and the mutual commitment of business, the state, and civil society bundling their competences.

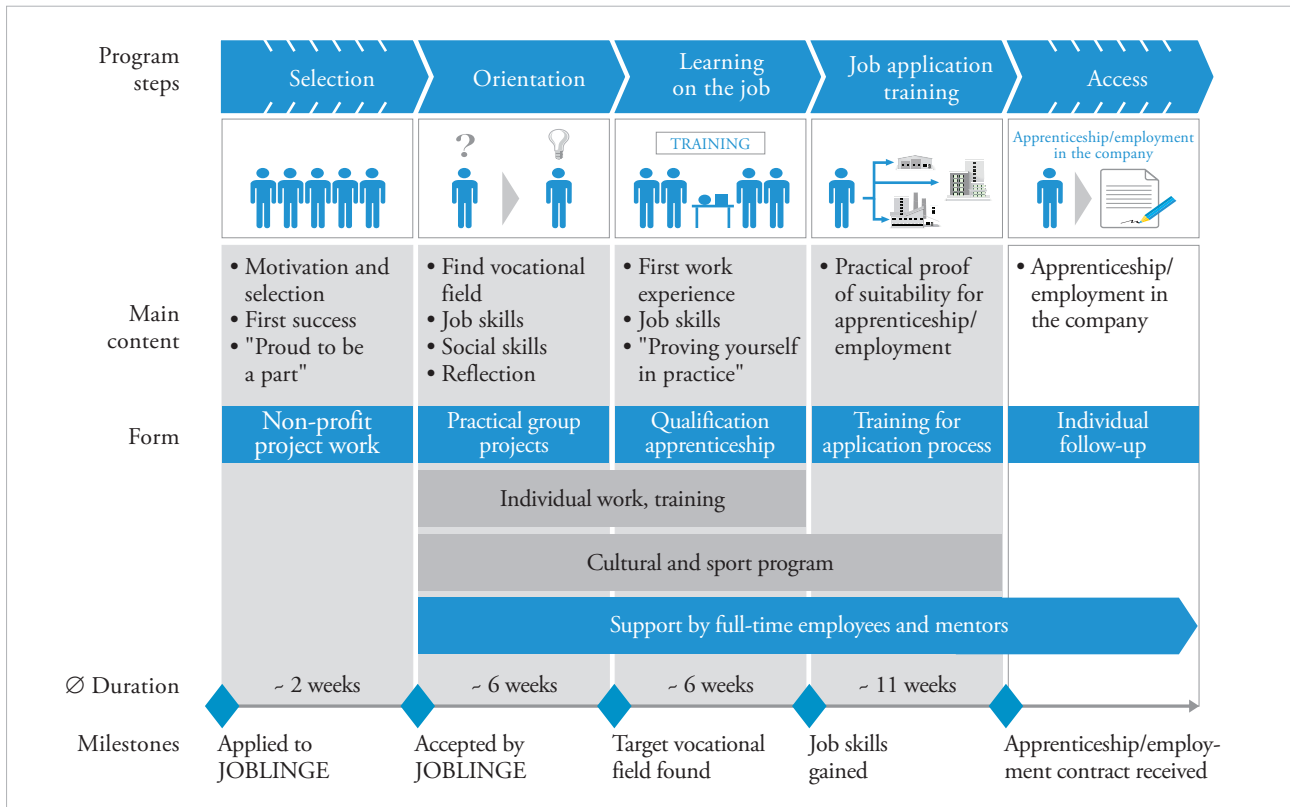
The JOBLINGE program in detail

Hands-on work at JOBLINGE is the order of the day starting from the admission phase: Participants who come to JOBLINGE from the local employment agencies or job centers start by working on a charitable project over multiple days. In the group, the youths, e.g., renovate children's homes, clean a city park or animal stalls at the zoo or support other nonprofits without pay.

The point is not to make a selection in a strict sense—the program does work quite deliberately with those that are most in need—but rather to bring out the right attitude and basic motivation in the youths. Instead of a forced assignment, participation in JOBLINGE is preceded by a conscious decision. What's more, something that they have to work for will have a completely different value in their eyes. Furthermore, this is where the first paradigm shift takes place: Participants go from being receivers of aid to contributors and are proud to have made it into the program with their effort.

The goal of the orientation phase is for the youths to find a vocation that suits them and to prepare specifically for an apprenticeship in their desired occupation. Employees help them to find the right occupation through intensive talks and reflection as well as shadowing at companies, but the mentors also help "their" participants with whom they are put together in this phase. Getting a feeling for personal circumstances and difficulties that have made it difficult to start an apprenticeship takes place in this phase.

In business projects, the youths become acquainted with their strengths and gain key qualifications. For example, they gather information from interviews they conduct regarding their desired occupation, make a movie together, or develop their own catering concept for its premiere. Workshops with professional trainers (e.g., application and communication training) support the learning effects as does the accompanying cultural and athletic program. During theater and dance workshops, at the climbing gym, or museum, participants have to open



themselves up to new things, overcome prejudices and limits, demonstrate teamwork, solve conflicts together—and at the end of it all—present themselves and their results in front of an audience.

With boosted self-confidence, they go from the next practice phase into the world of work: The youths gain initial work experience in a closely supervised qualification internship at a JOBLINGE partner company. During this time, they learn professional and social competences—at the workplace and in supplemental trainings.

Then it gets serious: In the probationary phase, the participants work for their apprenticeship position or job at a partner company. If they fulfill the requirements that were agreed on, then they will have made it. Choosing the right company is an individual decision for each participant—and an important key to the success of the program. Only if the participant and the company suit each other can an unemployed youth become a young person with future prospects. To keep it that way, even in the follow-up phase participants are not left alone after they have started their traineeship or job. The JOBLINGE

employees and personal mentors remain contacts for the participants and corporate partners until the apprenticeship has been completed.

Proliferation of the JOBLINGE solution approach

In order to support as many young people as possible in leading a self-determined life and also to demonstrate a transferrable concept to tackle social challenges, JOBLINGE has been designed with a social franchise model. The different locations implement the concept on-site with support from the nonprofit, cross-regional umbrella organization.

Since the first pilot location was established in Bavarian Forest in 2008, JOBLINGE has grown to include ten locations across Germany in Munich, Berlin, Frankfurt, Cologne, Leipzig, Essen, Wiesbaden, Offenbach, and the Bergstrasse region. The latter four alone were opened in 2013. The successes of our youths are clear: We are receiving a growing number of requests to offer JOBLINGE in other cities and regions.

In order to effectively and especially sustainably proliferate the JOBLINGE concept—with the quality of the program for its participants being the ultimate priority—we focus on three topics that interact closely and are mutually reinforcing: the growth of the initiative, the continual development of its organizational structure and its concept as well as public awareness.

Growth

Transferring the concept happens in two ways:

- By establishing new, legally independent charitable stock corporations. In February 2013, Joblinge Ruhr with its headquarters in Essen opened; in the summer of 2013, the establishment of Joblinge Stuttgart and Joblinge Hamburg started.
- Based on the franchising model, existing Joblinge locations expand their sphere of influence and build branches in their regions. Starting from the FrankfurtRhineMain location (formerly Joblinge Frankfurt), the locations in Offenbach, Wiesbaden and the Bergstrasse region were opened. Piloted in Hesse, there are also definite plans for growth through franchising, for example, in the spring of 2014, the Gelsenkirchen office was opened as a branch of Joblinge Ruhr.

For both approaches, the growth of the initiative is only possible thanks to the numerous partners and supporters that, in addition to their operational dedication and enthusiasm, also provide their networks and support JOBLINGE financially—locally and nationally. Thus, the initiative's financing was not only stabilized, but it was expanded:

- In addition to the €2.1 million in public funding, €1.7 million in private donations was collected (compared to €1.0 million the year before).
- In a newly initiated recruitment wave, we were able to gain more cross-regional partner companies that will ensure the future growth and success of the initiative with our long-standing supporters.
- We are especially delighted that in 2013, we were able to establish new forms of collaboration. A growing number of partner companies integrates JOBLINGE mentoring as a module in their per-

sonnel development programs and thus support volunteer mentoring across Germany as part of corporate volunteering.

Continual development of organizational structure and the concept

As a result of the initiative's growth and each new location, we continue to reflect on and develop the organizational structure and the concept—in order to keep our promise behind JOBLINGE both for the participants and partners and volunteer supporters. To ensure placement success and quality:

- The team at the locations and in the umbrella organization has grown to over 50 full-time employees currently that regularly connect with each other regardless of location to address specific questions systematically;
- The JOBLINGE umbrella organization realigned itself in the fall of 2013 and changed the position of the Deputy Director to the role of an operational manager whose focus lies especially on the quality of the work with the youths and volunteers, on the development of the concept from a pedagogical standpoint, and on supporting internal processes during franchising;
- In addition to continually improving the concept handbook by including experience and best practices, we have put our focus on follow-up support. Since 2013, each Joblinge location has an employee who serves as a contact person for the youth and the company even after the end of the JOBLINGE program and throughout the entire duration of the apprenticeship—one of the most significant factors in proliferating our solution approach sustainably;
- In 2013, we started with the cultural and athletic program that will be expanded and become an integral part of the six-month JOBLINGE program in the future. Being exposed to culture and sports is key in bringing out responsible and strong personalities that can then sustainably integrate socially and take part in society;
- We not only continually improve the professional side of things, but also controlling and quality management. We measure our solution approach (especially placement, sustainability, and costs) according to clear criteria and offer transparency. For internal analyses and external reporting duties as part of supervisory board meetings, shareholder-

ers' meetings, and meetings of members as well as funding reports vis-à-vis the public sector or foundations, we have continued to adjust the JOBLINGE database that was introduced the previous year and financial controlling tools to our needs.

JOBLINGE in public

With the growth of the program, its strong local presence, and an ever larger network of companies, the public sector, cultural and athletic establishments, and more than 900 dedicated, private volunteers, public interest in JOBLINGE is growing tangibly.

In 2013,

- More than 70 pieces about the initiative were published/broadcast in local and national press (e.g., FAZ, Spiegel, and Handelsblatt), on the radio (e.g., Deutschlandradio), and on TV (e.g., Sat.1);
- JOBLINGE received the Fairness-Initiativpreis award that the Fairness-Stiftung foundation annually awards organizations that promote transparency and equal opportunity in society;
- The Bertelsmann Stiftung foundation and the European Business School portrayed JOBLINGE as a successful social innovation in studies and publications;
- We published our first annual report, drafted according to the Social Reporting Standard;

- Joblinge Leipzig and Joblinge Berlin designed their Facebook pages together with their participants as part of project-oriented learning groups. Even the nationwide Facebook page was relaunched and in its new design reports to partners, sponsors, mentors, participants, alumni, and interested youths on news from the overall initiative, admission to the program, and opportunities for engagement.

In turn, the presence and public awareness of the initiative lead to continued requests and interest in the program: for engagement as a partner company, mentor, or trainer—or to establish a new location.

We would also like to take this opportunity to thank our partners, sponsors, supporters, and those who dedicate their time making our growth and success possible.

A special thanks goes to the partners and supporters of Joblinge Bavarian Forest. After five successful years, our first pilot location ceased operation in September 2013. The local youth unemployment rate decreased to under 3%. Despite moving from Zwiesel to the county seat of Deggendorf, not enough participants could be found to justify maintaining our local offer. With our local partners, we are proud to have been able to have helped 135 young people enter the workforce and create new prospects for life.



Social impact

Resources deployed (input)

JOBLINGE depends on the dedication that each and every stakeholder and supporter brings to the table in many different ways. Business, the public sector, and civil society bundle their competence to create the network that young people are missing.

Companies provide internship and apprenticeship positions, gain their employees as mentors and trainers, finance the initiative, or codetermine the fate of their location as a stockholder. Numerous partners support JOBLINGE with pro bono services, e.g., IT, accounting, auditing, legal advice, interest-free loans, or facilities for events and committee meetings. This includes nonmonetary resources such as IT hardware or office equipment. Approximately 1,100 companies and establishments of all sizes and from all industries support the initiative on a local and national level.

Along with the number of locations, the number of public sponsors has also grown. Without the support of over 20 sponsors on a European, national, regional, and municipal level, the work of the JOBLINGE initiative would not be possible. In addition to financial support, the Federal Employment Agency and job centers are important partners for supplying participants.

The network is complemented by civil society: dedicated private individuals, foundations, educational institutions, and clubs as well as other institutions from the areas of culture and athletics. More than 900 private individuals volunteer their time, for example, as trainers for half-day communication or presentation trainings, as leaders of multiday, entrepreneurial, hands-on projects, or as the personal mentor of a participant. Mentors are there for "their" protégés during the six-month program, lending support and advice and helping them find their way into the job market. For about two hours per week, a mentor and participant meet—most tandems establish such a personal relationship that they stay in contact after the JOBLINGE program and during the apprenticeship.

At the locations and in the umbrella organization, approximately 50 experts also support the initiative by consulting in areas such as IT, legal, graphics, or social media, or helping to organize and stage events.

Moreover, in 2013 a total of 75 mandate holders volunteered in the committees of the local branches and the supraregional JOBLINGE foundation as members of the board of management and the supervisory board and the advisory council.

To coordinate the complex volunteer work, create a win-win situation for all involved, and especially design the intensive youth program and enable the youths to lead a self-determined life, 51 full-time employees were employed as of December 2013 at the umbrella organization and the local branches (in the year previous the number was 38).

The total cost of the local offices and the national umbrella organization, JOBLINGE e. V., in 2013 came to €3.5 million, with 66% staff costs and 34% material expenses. The overall cost distributed among the locations and the umbrella organization comes to 89% for the local branches and 11% for the umbrella organization.

The work of the initiative is made possible by public and private cofinancing. In 2013, public financing totaled €2.1 million, and we received donations from companies and private individuals totaling €1.7 million.

Performance (output)

Since our first location opened in 2008 to the end of 2013, 1,626 youths have participated in the JOBLINGE program. With the opening of four new locations in Essen, Wiesbaden, Offenbach, and the Bergstrasse region as well as the increase in annual participant capacity from 60 to 70 in Leipzig, 591 youths were admitted in 2013 alone.

Working together, we have been able to increase the placement rate even further. Cumulatively across all locations and since the start of the initiative, 68% of participants have been successfully placed in unsubsidized vocational training or work

(cumulatively 65% in the year previous). The goal of the initiative is to enable young people to lead a self-determined life. For that reason, this placement rate only covers those who were placed in the primary labor market.

JOBLINGE's aim is to make a lasting contribution and sustainably integrate participants into society. During vocational training, an employee is available as a dedicated contact for the alumni and the companies. The sustainability rate—measured six months after alumni start vocational training or a job—is currently 80%.

Prior to these successes of our youths is the intensive, six-month JOBLINGE program that is run with a consolidated effort and all the resources mentioned above. Four times a year, the participant groups begin the program with about 15 to 20 participants depending on the size of the location. They start by learning important social and professional skills in group projects. Thanks to the support of companies and private individuals, hands-on projects from various areas can be implemented: drawing workshops, drafting a newspaper, radio interviews, theatrical performances, dance and music workshops as well as planning and catering concepts for presenting results are just some of the examples of the around 150 projects that were carried out in 2013 at the locations.

In addition to team experience, youths receive assistance in one-on-one conversations with full-time employees regarding their strengths and suitable occupations. Volunteer trainers role play job interviews with participants, giving them tips on dress code and behavior or help with creating a budget for after their first paycheck. Companies introduce occupations in more detail and give the youths a chance to learn about everyday work in internships. To ensure the best possible qualification and a well suited placement, each participant completes two to three internships. After the application internship at the end of the program, they have the apprenticeship position and the chance to "earn" it themselves.

In 2013, JOBLINGE employees were able to organize 1,500 internships and together with the com-

panies, over 420 apprenticeship and job positions for our young people.

Impact

The most significant successes of the JOBLINGE initiative have been those that cannot be measured in numbers. It is the personal successes of our young people and the development they go through in just six months' time. Youths that start in the JOBLINGE program have quite moving, sometimes devastating backgrounds and by anyone's measure have the most unfavorable circumstances to make a successful entry into the labor market. These same youths possess a strong will and are capable of taking advantage of the opportunities given to them.

Through the commitment of all parts of society, participants acquire a new perspective, and through vocational training and a job a self-determined life becomes possible. At the core of the JOBLINGE concept is empowerment and "helping people help themselves." The full-time employees prepare the young participants intensively and individually for professional life and give aid in dealing with deeply rooted experiences; the mentors are role models and provide significant orientation to life and values that many of the youths lack from home and mention time and time again when asked what they want for their future: structure, a regular working day, their own apartment, family, and children.

With support, but also on their own, the youths are able to turn around 180 degrees: One participant who initially had trouble maintaining eye contact is one of the best in his apprenticeship to become a retail salesman. A young woman who was all alone and out of a lack of orientation slipped into the right-wing extremist scene found new strength in her vocational training and through colleagues. Another participant who after two years in prison didn't know if he would ever get another chance is now working hard on himself—and is very reliable and motivated.

This turnaround is also successful due to fact that participants are required to be open to new things, reflect on preconceived notions, and get out of their

comfort zone. The supplemental cultural and athletic program provides an "invisible" lever. Participating in a workshop for contemporary dance, for example, allows one to gain a new perspective and sharpens skills that are essential in professional life: trying out new approaches, "sticking to it" even in unpleasant situations, being punctual and a team player in order not to compromise the group's result. A young man that gives an impromptu speech in a museum about a work of art and his interpretation of it not only practices capturing his own thoughts and articulating them, but is also able to present himself in a corporate environment with a completely different presence and confidence.

In addition to its application to the job market, being exposed to culture and sports, in our opinion, plays an important role in engendering responsibly minded and strong personalities that can sustainably integrate socially and participate in society.

We are delighted that also in 2013, many other artists, museums, theaters, academies, and sports clubs became supporters of the JOBLINGE initiative, laying the foundation for the meaningful cultural and athletic program to now be systematically implemented across the country. With their support, affiliated institutions are able to help include and open up a group that, due to its often educationally disadvantaged background, is difficult to reach.

The positive impact is also felt by companies that with their trainee positions not only counteract their lack of skilled workers, but also train their leaders further. In one-on-one youth support, facets of leadership are required that, in the words of a partner company, "cannot be duplicated by all the role plays in the world": recognizing strengths and potential, pointing out room for development, leading feedback talks, motivating, and encouraging. Some large partner companies have made volunteer mentoring part of the elective modules in their staff development programs and find it to be an ideal supplement of social involvement and targeted employee qualification. Many mentors have already supported multiple young people on their way and report learning a lot from their mentees and finding themselves reflecting on their own background more deeply as a result of the person-

alities and stories of the youths. One mentor said, "Each meeting with my mentee is an experience that enriches my life."

The focus is on the successful personal development of each and every youth. But there is also the economic impact of the JOBLINGE initiative that is significant. Because our young people become active members of society and pay taxes and social contributions instead of receiving welfare, an enormous, positive impact on society and public finance results.

Through the joint involvement of stakeholders and supporters, JOBLINGE is able to achieve an above-average placement rate for the target group, leading to clear short-, medium-, and long-term financial relief for the public sector. Due to the intensive program and individual support for each participant, the cost for each youth of €1,070 per month is relatively high—however, with a short program duration and high placement rate, the cost per participant placed is low by comparison.

Looking beyond that at the sustainability of the JOBLINGE program, long-term cost savings and additional tax income of about €120,000 per participant placed can be achieved (over the course of ten years). Costs and savings can only be approximately derived, since there is little transparent information on costs and contributions to pension and health insurance when switching from the second to the primary labor market. Similarly not taken into account are also subsequent costs for illness, addiction, and criminality—with new prospects, the risk of these is reduced dramatically.

JOBLINGE would like to help initiate a model for improved tax and benefit logic, e.g., with so-called "Social Impact Bonds" and thus contribute to increased effectiveness, transparency, and quality in the transition system in the interest of young people.

Evaluation and quality assurance

JOBLINGE has as its goal to achieve sustainable placement in the primary job market for as many participants as possible and to let the results speak

for themselves. For those reasons, all locations are obligated to record and use transparent performance indicators. Together with the umbrella organization, each local office regularly reviews and discusses these indicators. As part of regular reporting, the following quality indicators are monitored monthly:

1. Operational result indicators

Making a sustainable and substantial contribution to fighting youth unemployment based on the JOBLINGE vision results in two main success indicators: the integration/placement rate and the sustainability rate. The former focuses on the number of participants that have been placed by the JOBLINGE program in an unsubsidized vocational training or job position, the latter on the share of former participants that are still in training or at their job six months after the end of the program. In addition, the fill rate, i.e., the percentage of positions filled in the program, the rate of participation in the training module, and also the internship rate are reviewed.

2. Operational process indicators

When ascertaining results, the process is also looked at closely. We ascertain the mentor quota and also participant satisfaction (the youths are asked at two separate times during the course of the program).

3. Financial goals

In addition to result and process indicators, the finances of the individual locations are monitored closely. As a charitable stock corporation, especially gains and losses (not exceeding the budget), solvency (constantly positive liquidity), and the balance sheet (maintaining the equity base necessary) are of importance.

Because JOBLINGE considers itself to be a learning system, the constant development of the concept and the systematic exchange of experience—not just between locations and the umbrella organization, but also among locations—are part of our identity. This can take the form of our annual fall conference with all our employees, the quarterly location director conferences, or monthly exchange meetings of our pedagogical employees.

In addition, in 2013 the locations Munich, Cologne, Ruhr, and FrankfurtRhineMain successfully earned their certification under AZAV, the German ordinance governing the accreditation and approval for employment promotion. After the reform of the labor market policy instruments in April 2012, the annual certification became a legal requirement for continued subsidization by the Federal Employment Agency, which we receive for these four locations.



Further planning and outlook

Planning and objectives

To further put JOBLINGE's vision into practice, we want to focus on three main topics for 2014: quality, growth, and financing.

Observing developments in society and the job market as well as employer requirements, and building on the experience from our five years in operation we will continually develop our concept. We want to ensure quality and effectiveness for the participants and all involved. Thus, one key area is the best possible qualification of our young people—especially in times of vacant trainee positions. Targeted preparation and placement are followed by follow-up support that we want to record according to best practices in our concept handbook, also in 2014. Since 2013, there has been one employee responsible for the follow-up support of both alumni and companies who serves as a contact partner offering alumni and trainer meetings. Due to the direct support and assistance, smaller companies have been able to supply additional trainee positions or even for the first time. In addition to follow-up support, the systematic expansion of the cultural and athletic program is a goal for 2014. We would like to fill a new position for establishing new partnerships on a national level and supporting youth development and the acquisition of key competences through culture and athletics.

In 2013, we also realigned our national umbrella organization in the context of the growth of the initiative and the resulting increased requirements. The role of the Deputy Director was changed in terms of content to the role of an operational manager of the initiative, clearly oriented to the quality of the work with youths and volunteers, the development of the concept pedagogically, and the support of internal processes during franchising.

In order to support as many young people as possible, we want to continue the growth of the initiative—on the one hand, by establishing new loca-

tions such as in Stuttgart and Hamburg and on the other hand with the franchising model. Piloted in 2013 by the FrankfurtRhineMain office, the Ruhr location will open an office in Gelsenkirchen, in addition to Essen. Other offices are in talks with neighboring cities and municipalities. The franchising model enables existing networks, resources, and expertise to be employed in an ideal way for the youths and for their influence to be increased in the regions. Before a new location is established and an office planned, a detailed analysis of the local labor market situation, youth unemployment, the supply of traineeships, and support from the public sector must be conducted. We are receiving an increasing amount of requests for the JOBLINGE program, which we would love to offer everywhere where there is a need. For this reason, we will continue to pursue our Vision 2020 with the objective of offering young people new prospects at 20 locations throughout Germany.

This will only be possible when working together—also in a financial sense. In the framework of co-financing, financial support from the public sector makes up 65% of a location's budget on average, making it the most important source of financing. Public financing, however, must be reapplied for regularly and is often contingent upon very specific regulations not related to our concept. To protect against all risks and unpredictability, we want to continue with our multipillar strategy: the good cooperation with public stakeholders, but also expand private fundraising. In 2014, we would like to deepen existing partnerships locally and nationally and gain new supporters to perpetuate financing and increase plannability for the local offices and the development of the initiative as a whole.

Opportunities and risks

Increasing awareness and growth offer a great opportunity to further strengthen the initiative's social impact.

Although at the same time, it poses a great challenge: keeping the JOBLINGE promise for the participants and also all others involved. The quality of the program, intensive one-on-one talks,

A look inside

When Mesut was 18, his family fell apart. To escape being charged with drug offenses, his father had to leave Germany. While he was rebuilding his life in Turkey, establishing a new family, and cutting off all contact, the mother and two children remained behind. Their savings weren't enough; welfare and a move to an area that is considered a problem neighborhood followed. Mesut, a very intelligent young man with good grades dropped out of school and assumed the role of "head of the family." While trying to uphold tradition and cultural background, there were conflicts with his mother and especially his older sister. Mesut was torn between cultures and religions, between his role as head of the family and son—who wants nothing more than the acceptance of his father. Although the father—even when the mother became ill—blocked all attempts at contact, he was still the big role model. Mesut emulated him, lost his way, and began committing small crimes, then larger ones including armed robbery; he was arrested many times. Threatened with a sentence, Mesut drew the line: He wanted to change his life. He registered at the employment agency, wrote multiple applications. But without a school diploma and with a long criminal record, his chances were slim. His father rejecting him yet again, Mesut was about to commit another offense.

At the same time, Mesut, now 21, began the JOBLINGE program. He is not only intelligent and quick, but also productive. During all the internships he completed, he made a good impression already in the first few days. But getting out of old patterns and roles is something he couldn't do on his own—in certain situations, he feels offended and his values attacked, conflicts with managers and colleagues were inevitable. The internship with the prospect of a traineeship as an HVAC technician was ended prematurely. The youth and mentor coordinator at JOBLINGE, Mesut's mentor, and also the coordinator of the internship did not give up. They went into a round of intensive relationship work and reconditioning, sharpened his perception of himself and others, increased his conflict skills and tolerance. Mesut accepted the support and worked hard on improving himself and received a second chance from the trainer and company.

In the fall of 2013, Mesut started his traineeship. He successfully changed himself and is stable.

Looking out for number one. Dominik had already internalized this principle as a child. He grew up in very impoverished circumstances; his mother lived alone on welfare and child benefits with her three kids from three different fathers, her acquaintances continued to change. In his neighborhood, Dominik became a victim of bullying. He had always had a learning disability and left school without graduating. At 17 and fighting once again with his mother about her new boyfriend, she kicked him out. His only confidants were two boys from similar circumstances; the three stuck together. For six months they lived and slept in a basement, getting by sometimes for two days without food—that could happen at home, too. Then Dominik registered at the employment agency and received support and an apartment that he ended up losing because he didn't go to the required courses and didn't adhere to the reporting schedule. Instead of going to an emergency shelter, Dominik disappeared. In the meantime, his ex-girlfriend had a baby from him, but they didn't have contact anymore.

Needing money, he registered at the employment agency again and was placed in the JOBLINGE program. The 19-year-old boy wasn't thinking about a traineeship—his only goal was to find food and a place to sleep.

With the help of private donations, the employees bought Dominik new clothes, went with him to a check-up at the doctor's, and supported him in finding an apartment and filling out paperwork. This trust gave him security and helped him to get used to structure. During the orientation phase with the group projects and one-on-one talks, he positively thrived! He began to gain confidence in himself. With the support of all involved, but under his own steam he successfully worked toward an apprenticeship as a machine and equipment operator. The first couple of weeks went very well, then difficulties arose. He fell back into old patterns and withdrew himself instead of facing the problems, fleeing back to his old environment. Employees and his mentor motivated and strengthened him to carry on.

Since the fall of 2013, Dominik has been in his apprenticeship and is being supported by JOBLINGE as part of the follow-up support.

and individual support for the youths as well as close collaboration and professional support for volunteers, sponsors, and partners are our first priority. Once these factors that form the basis for sustainable placement are secured, growth will follow. This is a common objective of the local offices and the umbrella organization.

Apart from the quality requirements, the further development of the initiative is also accompanied by changes for the organization itself. With 10 locations across the country and over 50 full-time employees, elements such as coordination, exchange, and a culture of connectedness are becoming more and more important. The concept and the positive experience, for which JOBLINGE also stands as a brand, should apply equally to all participants and supporters at every location. This requires a special consciousness of seeing oneself as part of a greater initiative even given the simultaneous, strong, local presence and independence of the local offices. Essential components of this are our comprehensive concept handbook, intensively onboarding new employees, and regular exchange opportunities not just among location leaders, but also increasingly among functions. With a growing number of companies engaged nationwide and the acquisition of new partners, close coordination is crucial—the company coordinators keep each other informed about contacts and select a main coordinator for each partner, similar to a key account manager. With the establishment of new offices in 2013, a new dimension of our coordination needs has been added. Just as the Frankfurt-RhineMain office has multiple locations in the region under one roof. Not only within the entire initiative, but also within single offices we need to ensure an exchange of information and a common culture, even if team members work at different locations and not directly together every day.

In addition to these challenges, there are also great advantages to this organizational growth. All employees bring their competences and experience and especially their personality to the initiative. This results in a great amount of diversity and knowledge that make it possible for us to continuously improve our work for the benefit of our young people. Especially in the area of ped-

agogy, there are individual specialties at the different locations based on the obligatory concept elements, such as pedagogical work in media or drama. Other locations can benefit from methods that are effective and approaches that have already been developed and tested. The same goes for all other functions. In order to systematically foster this exchange, we expanded the idea of the expert model in 2013, in which one main employee responsible coordinates the knowledge transfer and works to further develop the topics in their respective area together with colleagues on-site and in the umbrella organization. For example, under the direction of the Munich office, a detailed concept for follow-up support and support during a participant's traineeship was created jointly and included as a set element of JOBLINGE's concept handbook.

Less plannable are the "external" developments and challenges JOBLINGE faces especially in the area of financing. Besides expanding private fundraising, we would also like to perpetuate our collaboration with the public sector—and also initiate reforms in the transition system and new aid models. Current benefit logic, by which billion-euro budgets are spent based on the program costs per youth, financially incentivizes participants to remain in the system for as long as possible. Switching to a benefit logic according to cost per successfully placed youth could make a significant contribution to more transparency and efficiency, relief for the state and tax payers, and especially an improvement in the offer to the benefit of those affected.

In the US and Great Britain, success-based benefit models have already been established. Through "Social Impact Bonds," private investors finance a project and carry the risk; the public sector covers the costs and a premium that makes up a small part of the targeted savings, only if the agreed objectives were met. For the first German Social Impact Bond initiated by the Benckiser Stiftung Zukunft foundation together with the Bavarian State Ministry for Labor and Social Affairs, Family and Integration JOBLINGE is also providing its expertise—by including the Munich office as one of four project partners in integrating disadvantaged youths into apprenticeships or work. If

such a model of success-based benefits can be established with the public sector, it would be a great boon for JOBLINGE and other initiatives that want to contribute with innovative approaches to solving social dilemmas. Financing would no longer be coupled with the uncertainty of needing to reapply regularly or having to conform to strict guidelines, and also the sometimes high administrative expenditure, e.g., for regular reports, would be substantially reduced. The target group could be more effectively supported than before: with a focus on each youth and the best approaches for sustainably integrating them into the labor market and society.

The organization of JOBLINGE

Structure and status of the organizational development

To be able to offer the concept in all regions with a need and to reach as many young people as possible, JOBLINGE is organized as a social franchise system. The local offices (franchisees) work closely with the nationwide umbrella organization (franchisor), implementing the concept in their direct work with our youths. Charitable stock corporations (*gemeinnützige Aktiengesellschaft [gAG]* in German) form the framework of our local work and are established together with partners from business and the public sector. Companies, foundations, and organizations, but also municipalities and counties actively participate as stockholders, and together they control the fate of "their" charitable stock corporations. For charitable stock corporations, the same basic conditions apply as for conventional stock corporations—with one significant difference: Instead of financial dividends, stockholders receive nonmaterial ones. Represen-

tatives of the stockholders volunteer as directors or in the supervisory board of the corporations or in the advisory board of an office. Aside from the interplay of supporters from all areas of society, the German legal form of the charitable stock corporation also reflects the high expectations of professionalism and transparency of the initiative.

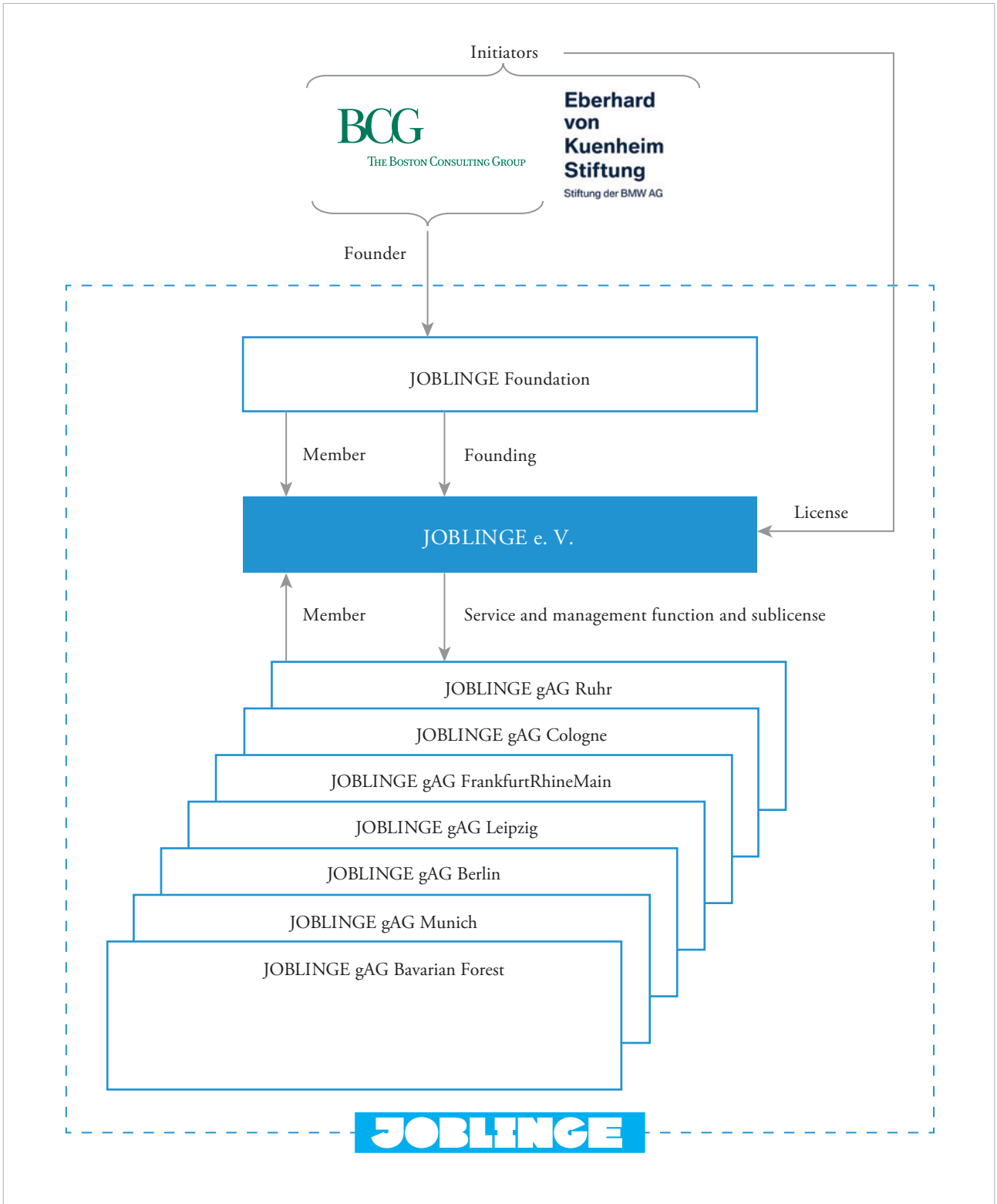
The professional implementation of the concept is secured by our full-time team that conducts the intensive program with our youths and creates the framework for numerous players to volunteer. The initiative is steered nationwide by the JOBLINGE umbrella organization (*gemeinnütziger JOBLINGE e.V.*). In close coordination with the locations, the umbrella organization ensures the continuous development of the concept, secures fundraising across the nation, coordinates the growth of the initiative, establishes new charitable stock corporations, and supports the existing locations, e.g., in controlling and quality management, IT topics, PR work, and pedagogical supervision.

The cooperation between locations and the umbrella organization is regulated by cooperation contracts based on the social franchise system, which contain the mutual obligations for implementing and developing the JOBLINGE concept. Even between the umbrella organization and the initiators, the Eberhard von Kuenheim Foundation of BMW AG and The Boston Consulting Group (BCG), there is a trademark license agreement that names the umbrella organization as the franchisor and obligates it to ensure the concept is passed on and implemented.

In 2012, the locations formally became affiliated within the JOBLINGE umbrella organization. In addition to the seven Joblinge locations (as of 2013), the JOBLINGE Foundation is also a stockholder of the umbrella organization.

The JOBLINGE Foundation was launched as a grant-making foundation by The Boston Consulting Group to enable permanent support for the initiative. In contrast to the local offices and the umbrella organization, the foundation does not have any employees.





Profiles of the involved organizations

All of the organizations involved in the JOBLINGE initiative—the local offices, the umbrella organization, and the JOBLINGE Foundation—are non-profit. They pursue the charitable aim of supporting youth welfare (§ 52 paragraph 2 subsection 1 no. (n) 4 AO) and supporting in upbringing (§ 52 paragraph 2 subsection 1 no. (n) 7 AO).

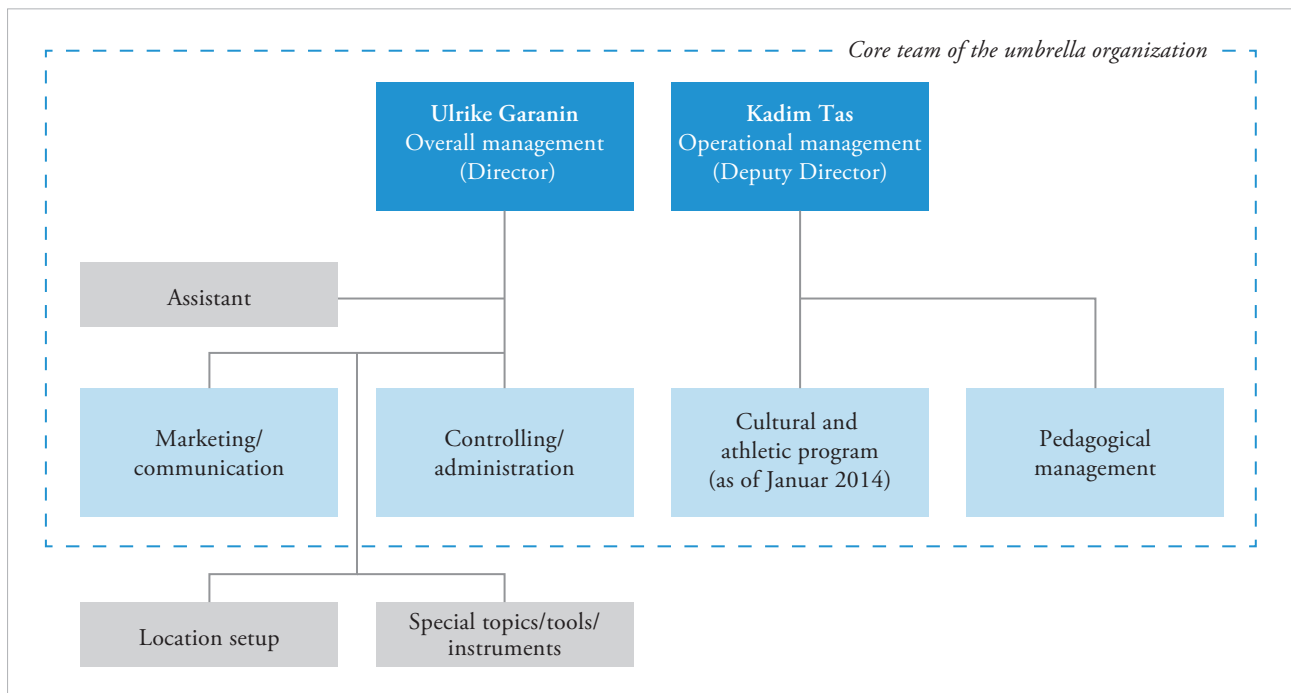
The Director of the JOBLINGE umbrella organization headquartered in Munich is Ulrike Garanin. She is a coinitiator and has been one of the driving forces of the initiative since its inception in 2007. As Principal of The Boston Consulting Group, she has been released from duty to lead this initiative. Deputy Director Operational Management of the initiative is Kadim Tas, who has been serving in the position since November 2013. Starting in 2011, Kadim Tas has led the Joblinge FrankfurtRhine-Main office. Both directors are engaged full time and authorized to represent and sign.

According to company articles and rules of procedure, the Director is particularly responsible for day-

to-day management of the organization, according to law, the articles of the organization, and the rules of procedure. The supervising body of JOBLINGE is the general assembly in which the locations and the JOBLINGE Foundation are represented by their respective directors. The general assembly meets twice a year and decides on who becomes Director and easing his/her workload. It receives reports from the Director, selects auditors, decides on setting contributions, makes decisions on changes in the articles of the organization, admitting and excluding members in appointment cases, etc.

In the umbrella organization there are three other employees other than the Director: for the areas of administration and controlling, marketing and communication (as of April 2013), and pedagogical management. The pro bono assistant to the Director and a project team of consultants provided by BCG that, e.g., support in setting up new locations and two working students (IT and comprehensive support) make up the rest of team of the umbrella organization. In 2014, the coordination of the cultural and athletic program will be added.

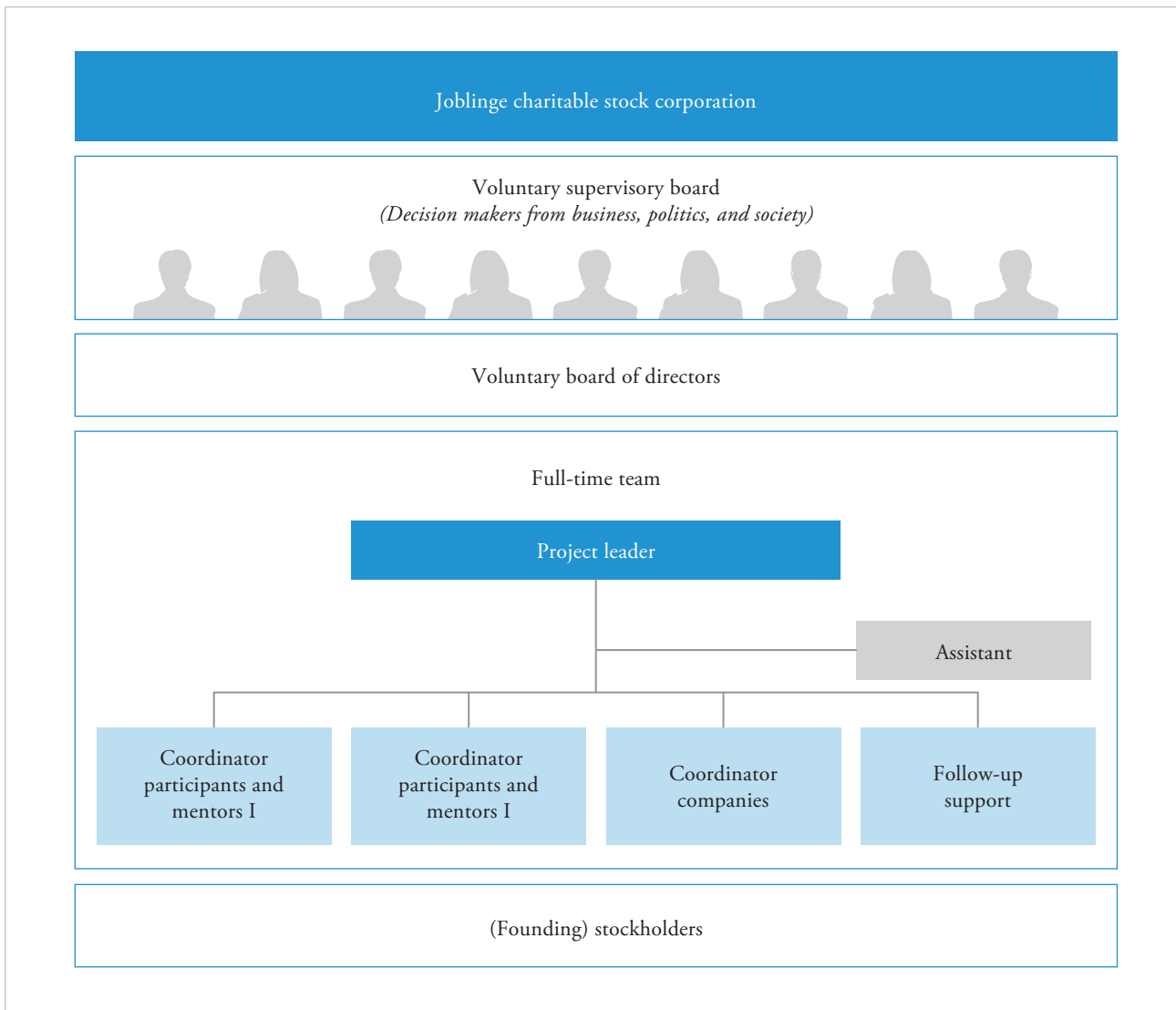
While the locations are cofinanced with public and private funds, the umbrella organization is fi-



nanced only privately. The lion's share is provided by BCG through the JOBLINGE Foundation and pro bono capacity. The foundation was established in 2011 as the first and only foundation of BCG to date to permanently secure the initiative and develop it further. The foundation itself is not operational and does not have any employees. Volunteer directors of the JOBLINGE Foundation include Carsten Kratz (Head of BCG Germany and Austria, Senior Partner and Managing Director), Georg Sticher (Senior Partner and Managing Director), Astrid Rauchfuss (Partner and Managing Director), and Frank Salzmann (Head of Finance and Accounting). As a grant-making foundation, the JOBLINGE Foundation bundles donations

from the initiators, premium partners, and many other private sponsors that benefit single locations or the entire initiative according to the wishes of the donor.

At the local offices, the volunteer work of the directors and supervisory boards combines directly with the commitment of the full-time employees, who work every day with our young people and ensure professional operation and support for all involved. The full-time team at a local office is made up of the location leader, assistant/controlling, company coordinator, coordinators of youth and mentors, and traineeship supporter/follow-up support.



Joblinge gAG Ruhr
with Essen and Gelsenkirchen (starting February 2014)

Director
Jens Stefan Baier

Location Leader
Raphael Karrasch

Began January 2013

Full-time equivalent
5.5 (7.5 starting Feb. 2014)

Youth supported
80 per year (125 starting Feb. 2014)

Stockholders
CMS Hasche Sigle
Initiativkreis Ruhr GmbH
RAG-Stiftung
The Boston Consulting Group GmbH
Trimet Aluminium AG
Westdeutscher Wach- und Schutz-
dienst Fritz Kötter GmbH & Co. KG

Joblinge gAG Leipzig

Director
Dieter Schliek

Location Leader
Matthias Kretschmer

Began February 2012

Full-time equivalent
7

Youth supported
80 per year

Stockholders
Apax Foundation
BMW AG
Dr. Uwe Teichert
Eberhard von Kuenheim Stiftung
der BMW AG
Leipziger Stadtbau AG
Offizin Andersen Nexö Leipzig GmbH
Sparkasse Leipzig
Stadtwerke Leipzig GmbH
The Boston Consulting Group GmbH

Joblinge gAG Cologne

Director
Dr. Harald Rubner

Location Leader
Petra Balzer

Began January 2012

Full-time equivalent
5.5

Youth supported
80 per year

Stockholders
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

Joblinge gAG FrankfurtRhineMain
with Frankfurt, Offenbach, Bergstrasse, and Wiesbaden

Director
Dr. Oliver Dany

Location Leader
Kadim Tas

Began March 2011

Full-time equivalent
14.5

Youth supported
250 per year

Stockholders
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 Berlin

Director
Richard Gaul

Location Leader
Christine Beck-Limberg
(Bettina Pela until
March 2014)

Began June 2010

Full-time equivalent
4.5

Youth supported
80 per year

Stockholders
Arbeitgeberverband Nordostchemie e. V.
Berliner Stadtreinigungsbetriebe,
Anstalt des öffentl. Rechts (BSR)
BMW AG
GIG Technologie und Gebäude-
management GmbH
GRG Services Berlin GmbH & Co. KG
Industriegewerkschaft Bergbau, Chemie,
Energie – Landesbezirk Nordost (IG BCE)
The Boston Consulting Group GmbH
Vereinigung der Unternehmensverbände
in Berlin und Brandenburg e. V.

Joblinge gAG Munich

Director
Johann Stiessberger

Location Leader
Anja Reinhard

Began April 2009

Full-time equivalent
7

Youth supported
80 per year

Stockholders
Apax Foundation
Betten Rid GmbH
BMW AG
Eberhard von Kuenheim Stiftung
der BMW AG
Grunwald Kommunikation & Marketing-
dienstleistungen GmbH & Co. KG
Loden-Frey Verkaufshaus GmbH & Co. KG
Rotary Club München-Bavaria
Rotary Club München – Englischer
Garten Gemeindienst e. V.
SAHLBERG GmbH & Co. KG
The Boston Consulting Group GmbH
TÜV SÜD AG

Joblinge gAG Bavarian Forest

**Director and
Location Leader**
Toni Fischer

Began October 2008

Ended September 2013

Full-time equivalent
5

Youth placed
135

Stockholders
BMW AG
Eberhard von Kuenheim Stiftung
der BMW AG
Landkreis Regen
Sparkasse Regen-Viechtach
Stadt Zwiesel
Stahlbau Regenhütte GmbH
VR-Bank eG
Zwiesel Kristallglas AG

Initiators and premium partners

Each and every internship, traineeship, scholarship, grant, volunteer in a committee, as a mentor or trainer makes the work of the initiative possible. More than 1,100 companies and foundations and over 900 private volunteers work hard for our youths. On behalf of the entire initiative, we would like to thank all local and nationwide partners and all those who work so hard for the initiative.

We would like to take this opportunity to make particular mention of the initiators and our premium partners.

Initiator and nationwide manager



After the joint concept and pilot phase with the Eberhard von Kuenheim Foundation, BCG assumed the management and enabled the further development of the initiative. Through the JOBLINGE Foundation, BCG provides the majority of the staff and financial resources of the JOBLINGE umbrella organization. When setting up new local offices, BCG acts as a driving force, supporting the expansion of national fundraising with networks and contacts.

Moreover, numerous BCG employees volunteer at JOBLINGE as directors, in the supervisory board of a local office, and in the JOBLINGE Foundation, as a mentor or trainer of our youths, or by providing their expertise to the initiative.

Initiator

**Eberhard
von
Kuenheim
Stiftung**

Stiftung der BMW AG

The Eberhard von Kuenheim Foundation of BMW AG develops, tests, or supports solution models for current issues together with partners from business, science, politics, and the nonprofit sector. After the pilot phase is complete, projects are made independent. Thus, the foundation withdrew from operational support once the JOBLINGE umbrella organization was established in 2012. It continues, however, to support JOBLINGE on a local and national level, volunteering in committees and supporting as a communicator in proliferating the initiative.

Premium partners



With their long-standing grants and considerable pro bono support, our premium partners make a significant contribution to the success of the initiative. They enable it to be developed further and lay the foundation for local and national growth.

Public sponsors



Bayerisches Staatsministerium für Arbeit und Soziales, Familie und Integration



Bundesagentur für Arbeit
Agentur für Arbeit München



EUROPÄISCHE UNION
EUROPÄISCHER SOZIALFONDS

ESF IN BAYERN
WIRKUNGSBEREICH IN MENSCHEN



Xenos
Integration und Vielfalt



ESF
Europäischer Sozialfonds
für Deutschland



EUROPÄISCHE UNION



Bundesministerium
für Arbeit und Soziales



Hessisches
Sozialministerium



Europäischer Sozialfonds
Für die Menschen in Hessen



STADT FRANKFURT AM MAIN
- Dezernat Soziales, Senioren, Jugend und Recht -



Frankfurt am Main



EUROPÄISCHE UNION
Europäischer Sozialfonds



WIESBADEN
Amt für Soziale Arbeit



Der Kreis
Groß-Gerau



Jobcenter Stadt Offenbach



KOMMUNALES JOBCENTER



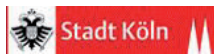
Region
der Zukunft
Landkreis
Darmstadt-Dieburg



neue wege
in den Arbeitsmarkt



KÖLN



Stadt Köln



SAB
Sächsische AufbauBank



Stadt Leipzig



Europa fördert Sachsen.
ESF
Europäischer Sozialfonds



Bundesagentur für Arbeit
Agentur für Arbeit Essen



JobCenter Essen



metropol Ruhr
Regionalverband Ruhr

We thank all our public sponsors for their valuable support and for making our cooperation possible in 2013 by sponsoring one or more locations.

Environmental and social profile

For JOBLINGE as a nonprofit initiative that is pursuing the goal of placing disadvantaged youths in

a traineeship or a job to enable them to lead a self-determined life, impartiality is a central value that shapes our work and attitude toward all partners and employees involved. Treating others and our environment with respect forms the basis of what we do. Furthermore, our sponsorship contracts with the public sector contain clauses on equal opportunity, anticorruption, Scientology exclusion, and transparency obligations that we certainly ensure.



Finances

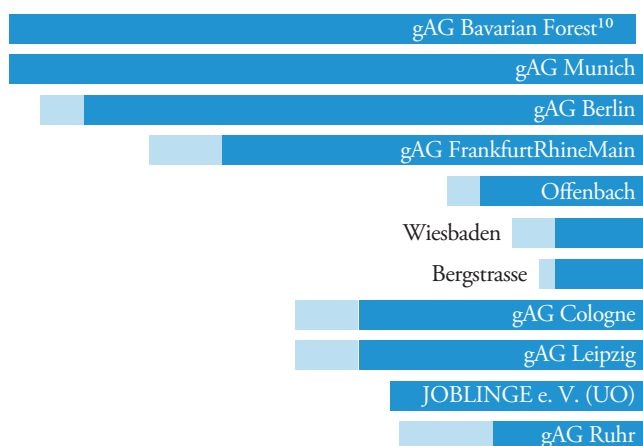
At the locations and in the JOBLINGE umbrella organization, we work according to the principles of double entry accounting. The (optional) annual financial statements of the Joblinge locations are issued by local tax advisors according to German commercial code. The annual audits are conducted

by KPMG at each location. The accounting and annual statements of the JOBLINGE umbrella organization and the JOBLINGE Foundation are done by stiftungszentrum.de Servicegesellschaft mbH. The umbrella organization takes care of controlling. All local offices work with a standardized financial controlling tool that helps control budget planning, income statements, equity base, and cash flow.

Income and expenditures of the overall organization

Total account for all locations (in K€)	2010	2011	2012	2013 est.
Number of locations and umbrella organization (UO)	4	6	7 + UO	10 + UO

■ Beginning stage
■ Operational phase



Income				
Grants from the public sector	643	1,070	1,578	2,118
Donations	225	492	1,031	1,613
Other income	1	1	31	21
Total income	869	1,564	2,639	3,752
Expenditures				
Staff costs	567	1,004	1,751	2,335
Material costs	332	465	880	1,176
Financing costs	1	3	–	–
Total expenditures	899	1,472	2,631	3,511
Annual result	-31	92	8	241

¹⁰ Operation ended at the end of September 2013.

Possible differences due to rounding. Other income includes interest and similar earnings. Financing costs are interest expenses and account fees.

Financial circumstances of the overall organization

Total account for all locations (in K€)	Dec. 31, 2010	Dec. 31, 2011	Dec. 31, 2012
Number of locations and umbrella organization (UO)	4	6	7 + UO
Assets (assets and use of funds)			
I. Immaterial assets (e.g., software)	2	1	–
II. Tangible assets	14	21	32
III. Fixed assets (capital reserve)	–	–	50
IV. Accounts receivable	135	239	187
V. Liquid assets (cash in hand, bank balances)	252	522	968
VI. Accruals and deferrals	6	11	16
Total assets	410	794	1,255
Liabilities (source of funds)			
I. Equity	122	368	498
II. Special subsidies for subsidies and donations not yet used	27	84	233
III. Reserves	111	141	194
IV. Accounts payable	150	200	250
A. Contracted loans	71	115	95
B. Trade payables	14	15	21
C. Other payables	65	70	134
V. Accruals and deferrals	–	–	80
Total liabilities	410	794	1,255

Possible differences due to rounding.

Income and expenditures of the locations

Income and expenditures 2012 ¹¹ Location specific (in K€)	Total	gAG Bavarian Forest	gAG Munich	gAG Berlin	gAG FrankfurtRhineMain	gAG Cologne	gAG Leipzig	gAG Ruhr (short fiscal year)	UO (e. V.) and Foundation
Income									
Grants from the public sector	1,578	232	297	152	371	196	330	–	–
Donations	1,031	96	178	70	149	179	108	37	523
Other income	31	–	4	8	–	18	–	–	–
Total income	2,639	328	478	230	520	393	439	37	523
Expenditures									
Staff costs	1,751	268	329	142	308	277	260	23	145
Material costs and other operational expenses	880	119	149	75	211	116	154	14	40
Statutory expenses of the umbrella organization (e.g., financing locations)	–	–	–	–	–	–	–	–	309
Total expenditures	2,631	386	478	217	519	393	415	37	494
Annual result	8	-58	–	13	1	–	24	–	28
Profit/loss carried forward	-20	-29	14	-31	42	–	-15	–	–
Net earnings/losses	-11	-87	14	-17	43	–	9	–	28

Possible differences due to rounding.

¹¹ Since for the financial year 2013 there were no audited annual statements from the individual local offices at the beginning of 2014, the numbers from 2012 are listed here.

Financial circumstances of the locations

Balance sheet of the locations on Dec. 31, 2012¹² (in K€)	Total	gAG Bavarian Forest	gAG Munich	gAG Berlin	gAG FrankfurtRhineMain	gAG Cologne	gAG Leipzig	gAG Ruhr (short fiscal year)	UO (e. V.) and Foundation
Assets (assets and use of funds)									
I. Immaterial assets (e.g., software)	–	–	–	–	–	–	–	–	–
II. Tangible assets	32	7	2	1	5	1	6	7	3
III. Fixed assets (capital reserve)	50	–	–	–	–	–	–	–	50
IV. Accounts receivable	187	48	50	41	30	9	10	–	–
V. Liquid assets (cash in hand, bank balances)	968	83	116	39	143	126	159	139	163
VI. Accruals and deferrals	16	2	1	3	–	4	3	2	–
Total assets	1,255	140	169	85	179	140	178	148	216
Liabilities (source of funds)									
I. Equity	498	33	96	35	96	50	84	55	50
II. Special subsidies for subsidies and donations not yet used	233	–	5	–	9	6	–	80	132
III. Reserves	194	29	56	3	46	27	20	2	11
IV. Accounts payable	250	78	12	47	11	57	12	11	23
A. Contracted loans	95	55	–	40	–	–	–	–	–
B. Trade liabilities	21	3	7	1	6	3	2	–	–
C. Other liabilities	134	20	5	6	5	54	10	11	23
V. Accruals and deferrals	80	–	–	–	17	–	63	–	–
Total liabilities	1,254	140	169	85	179	140	178	148	216

Possible differences due to rounding

¹² Since for the financial year 2013 there were no audited annual statements from the individual local offices at the beginning of 2014, the numbers from 2012 are listed here.

Loans

As a nationwide partner of the initiative, the BMW Bank GmbH grants the locations with interest-free loans as needed to bridge any gaps in liquidity that may arise due to the delayed payment of public funds and the irregular influx of private donations. In 2011, three loans totaling €180,000 were granted. In 2012, four loans totaling €217,000 were given. In 2013, one loan of €40,000 was granted to the Berlin location. All loans were paid off in full and on time as agreed.

Status report

The financial status of the overall organization is progressing steadily despite an increasing need of funding from opening new locations. All local offices are anticipated to achieve their income goals through cofinancing with public and private funds.

Funding from the public sector amounts to an average of 65% of the local budget and is thus the most important source of financing. The participation of multiple public institutions at each location has proven effective.

We are especially pleased about the generous participation of our private donors. This year's target of over €1.7M in donations income was achieved securing the ongoing operation of the initiative. Many donors have guaranteed their sponsorship for the next three years, which contributes considerably to the planning security of the individual locations.

Although the donation amount to be collected is substantial and will continue to rise in the future as the program is expanded, JOBLINGE looks to the future with optimism thanks to the generous support and growing willingness to donate, and looks forward to collaborating with existing and new sponsors.

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Donate to the future.

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Thank you for your support.

