



Annual Report and Impact Report 2018

In Accordance with the Social Reporting Standard

Our vision:

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

Our mission:

JOBLINGE boldly confronts these hurdles by

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



Our anniversary publication
“10 Years – 10 Theses”:

*Just scan the QR code with
your mobile device!*

TEN YEARS OF JOBLINGE— THE ANNIVERSARY YEAR



“JOBLINGE takes courage. The courage to believe that these young people can make it. But they need the courage to believe it, too—and to make it reality. Job integration doesn’t happen without courage. Otherwise you end up managing failure instead of doing everything you can to succeed.”

Ulrike Garanin

Managing Director and co-initiator,
JOBLINGE e. V.



“At JOBLINGE, we look ahead, not back; respond to trends; and figure out solutions early together with our partners, such as for digitization: How can we prepare a target group that sees learning as a form of punishment for what they think is the maximum penalty—lifelong learning? These are the kinds of questions we’re asking ourselves after ten years of experience—and where we want to change things.”

Kadim Tas

Operational Director,
JOBLINGE e. V.

It all started with 34 young people. That was the size of the first group at the first location, Zwiesel, in 2008. Since then, we have continuously developed the program—first with the initiator team from the Eberhard von Kuenheim Foundation and Boston Consulting Group, and now with the umbrella organization and our currently 30 locations. But our focus is still the same: Impact and measurability. And over the last ten years, 34 participants have become more than 8,000.

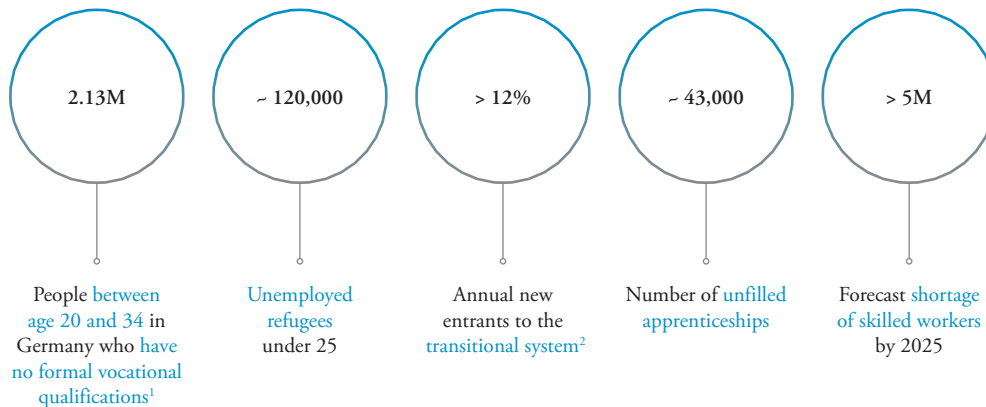
That’s not the only reason 2018 was a special year for JOBLINGE. Under the motto “Widerstände. Mutig. Weiterdenken” (“courageously thinking ahead against resistance”), we summarized and reflected on our experience, insights, and convictions in the publication “10 Years – 10 Theses.” On the following pages, we review the numbers and facts from our anniversary year.

THE JOBLINGE MODEL

The challenge: Why we (still) need JOBLINGE

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

Youth unemployment remains a challenge for society



This costs the state €4.3 billion annually³

¹ BiBB 2018 data report, p. 313—reference year 2016; people are classified as “not formally qualified (nfQ)” or “untrained” who are able to work but have not experienced “successful, certified participation in formal (standardized, state-regulated or recognized) education” (Volkmar Gottsleben [1987]: “Randgruppe in der zertifizierten Arbeitsgesellschaft? Zur abnehmenden Bedeutung der nicht formal Qualifizierten (NFQ) am Arbeitsmarkt,” in Mitteilungen aus der Arbeitsmarkt- und Berufsforschung, vol. 20, issue 1, p. 1 – 14), i.e., who have not completed dual or purely academic vocational training or a degree from a university or polytechnic college (or equivalent). School and college students, trainees, and volunteers are not included.

² The increase can be attributed largely to integration measures for young refugees. Roughly 32% of new entrants to the transitional system were not German citizens.

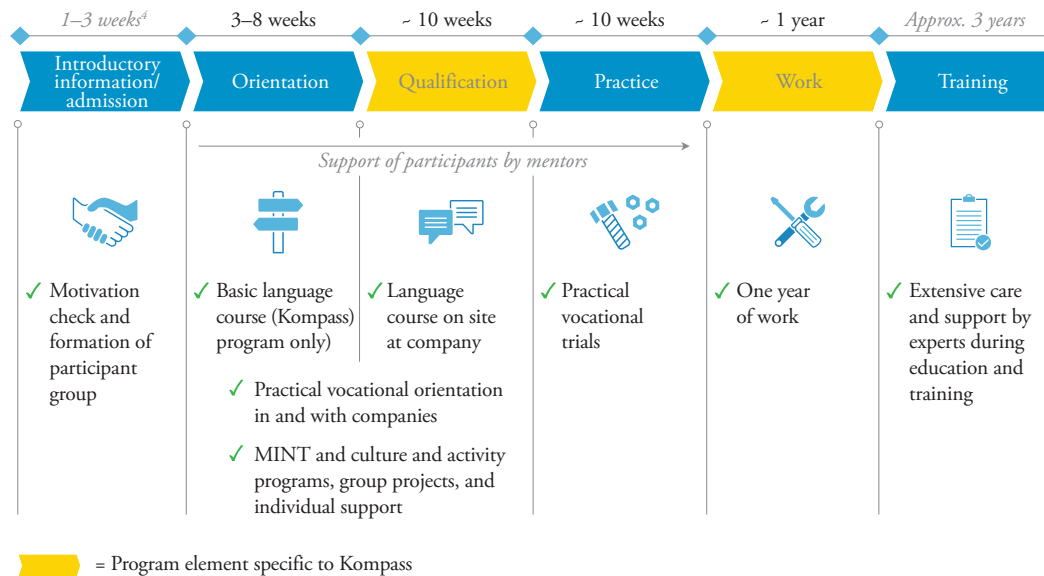
³ Klaus Klemm (2012): Was kostet eine Ausbildungsgarantie in Deutschland? Kosten ohne Sozialleistungen, Bertelsmann Stiftung.

THE JOBLINGE MODEL

Our approach: How JOBLINGE works

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

Youth unemployment remains a challenge for society



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

THE JOBLINGE MODEL

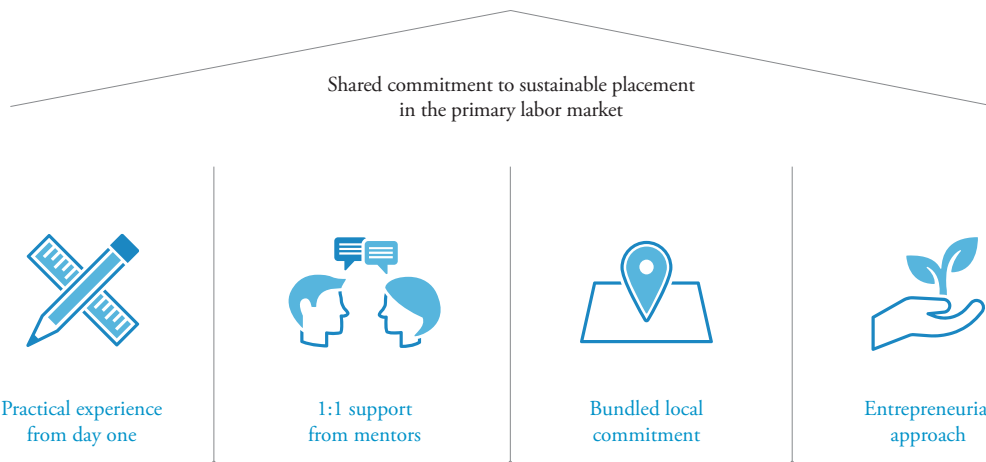
What makes our program unique?

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

All of our participants receive personal volunteer mentors (1:1 support)—who listen, provide motivation, and above all, help them to keep going when things get tough.

The goal is the placement of each and every participant in the perfect apprenticeship or job. But we don't stop there: With JOBLINGE's apprenticeship support, our participants and the companies where they are placed have experts at their side throughout.

The success of the JOBLINGE program is based on four pillars



THE JOBLINGE MODEL

Success factors: JOBLINGE partners

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



**Partner
network**

- › 2,400 partner companies
- › 1,700 volunteers and over 50 public sector institutions

Initiators

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



**Eberhard
von
Kuenheim
Stiftung**
Stiftung der BMW AG



“I always thought I wanted to work in a chemicals lab. But JOBLINGE taught me that you have to be open to new things. That’s how I discovered my true dream job as a food technologist, along with the apprenticeship I was really always looking for.”

Rasha Khalili,
former participant from Hamburg

Rasha Khalili has gotten a big step closer to her dream job: Through JOBLINGE Kompass in Hamburg, she first became acquainted with the job of machine and plant operator. After completing an internship at a food company, she did an apprenticeship in the industry. Now in her third year, she is specializing in food technology.

*Thank you to all of our
partners and supporters
throughout the country for
ten years of JOBLINGE!*

THE JOBLINGE MODEL

2018 premium partners

In a special way, our premium partners stand for the sustainability of the initiative: With their long-term sponsorship and support, they not only enable us to plan and build professional structures, but also to grow by establishing new locations and to further develop the program with innovative projects, continuously improving it for participants and also making a difference beyond JOBLINGE. Our premium partners are essential especially to the umbrella organization, which unlike our local branches is 100% financed by private donations.

Eberhard
von
Kuenheim
Stiftung
Stiftung der BMW AG

BCG
BOSTON
CONSULTING
GROUP

Apax
FOUNDATION

aqtivator

Bank of America
Merrill Lynch

barclaycard

BARCLAYS

Berliner
Sparkasse

BMW
GROUP

C/M/S/
Law, Tax

COMMERZBANK

Deutsche Bank

Hogan
Lovells

HypoVereinsbank
Member of UniCredit

UniCredit Foundation

J.P.Morgan

KPMG

PHILIP MORRIS
GMBH

RAG
STIFTUNG

REWE
GROUP

salesforce.org

Schöpfung Stiftung:

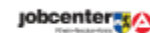
Stiftung
Bildung und Qualifizierung
der Sparkasse Ostallgäu-Württemberg
Sparda-Bank

Stiftung
TalentMetropole
Ruhr

THE JOBLINGE MODEL

Public sector

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



THE JOBLINGE MODEL





“You have to attempt the impossible to achieve the possible—that’s been my motto ever since JOBLINGE changed my life.”

Firaas Alkhaliefa,
former participant from Stuttgart

The former JOBLINGE participant Firaas Alkhaliefa (23) of Stuttgart was immediately offered an apprenticeship as a machine and plant operator after his initial qualification at the Stuttgart-based cable manufacturer Lapp. Now that Firaas has successfully completed his apprenticeship, he is going on for further training to become an industrial foreman.

THE JOBLINGE MODEL

What JOBLINGE achieves

“You have to attempt the impossible to achieve the possible—that’s been my motto ever since JOBLINGE changed my life,” says Firaas Alkhaliefa, 23, of Stuttgart. He’s one of over 8,000 participants in JOBLINGE—and one of the 70 percent of them who managed to get an apprenticeship. Firaas successfully completed his apprenticeship, too. Our participants’ success lays the foundation for their futures. But numbers don’t always adequately express the impact their success has.

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



- › JOBLINGE app “Math as a Mission” received the Comenius-EduMedia Award
- › “JOBLINGE goes MINT” received the “PHINEO Wirkt” seal
- › JOBLINGE was awarded the bitkom innovation prize for digital learning

“Without JOBLINGE, I would have rusted in place. It taught me to believe in myself.”

Participant Laura Ziberi,
of Ludwigshafen, as quoted in the newspaper Mannheimer Morgen

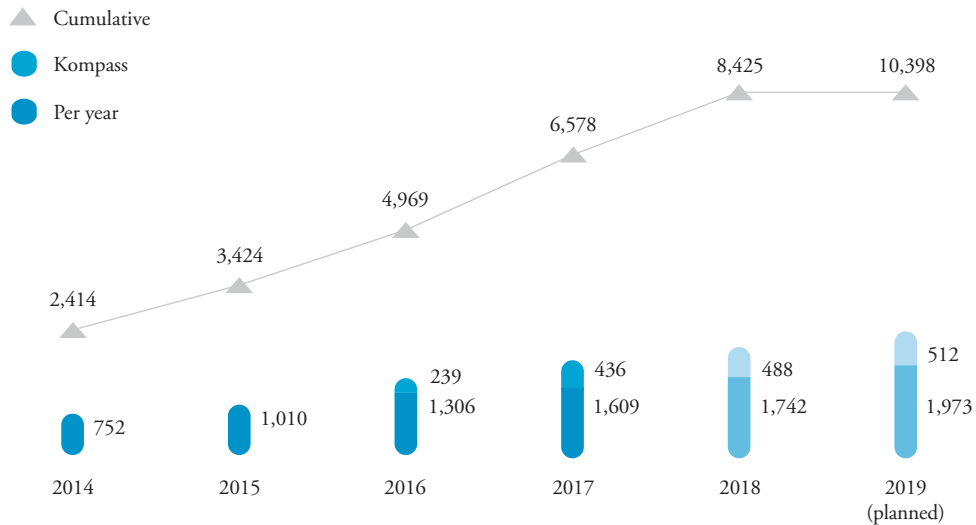
2018 FACTS AND FIGURES

Locations

2018 saw the addition of two new locations in Bremen and Mainz. JOBLINGE thus grew to a total of 30 locations across Germany in its anniversary year, including eight for refugees.

Participants

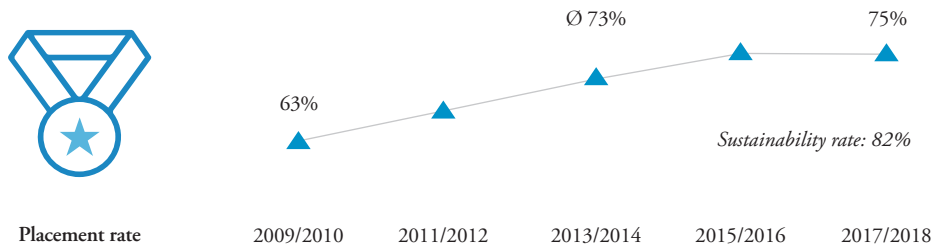
We had 1,742 participants in 2018, 488 of whom were in the Kompass program:



2018 FACTS AND FIGURES

Placement rate

- › Rate of placement in primary vocational training or the job market: 73 percent (cumulative across all locations since the program's launch in 2008)
- › Classic program placement rate in 2018: 75 percent⁵



- › Kompass placement rate in the primary vocational market in 2018: 59 percent regular placement
- › Kompass placement rate in preparatory measures for training: 71 percent
- › Kompass placement rate in the primary vocational market: 53 percent regular placement (cumulative over all locations from the start of 2016 through the end of the training year 2017/2018)
- › Kompass placement rate in preparatory measures for training: 67 percent (cumulative over all locations from the start of 2016 through the end of the training year 2017/2018)

Sustainability rate

- › Sustainability rate after six months in training or on the job: 82 percent⁶ (cumulative across all locations since the program's launch in 2008)
- › Sustainability rate in 2017: 84 percent

⁵The placement rate is calculated for the training year 2017/2018 (November 1, 2017, through October 31, 2018) and based on the number of all participants who completed the program within this period.

⁶The number of JOBLINGE participants who are still in their apprenticeship (or job) six months after starting, relative to the number of participants who started their apprenticeship/job more than six months ago. Sustainability rates are for all locations except the pilot location Bayerwald (2008–2012), where there was no systematic apprenticeship support or capture of sustainability numbers.

2018 FACTS AND FIGURES

Donations

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



Employees

- › 195 employees (equaling 155 FTE).
- › This includes 66 new employees who joined us in 2018.



OUR HIGHLIGHTS IN 2018

Two years of Kompass (since the program's launch in April 2016)

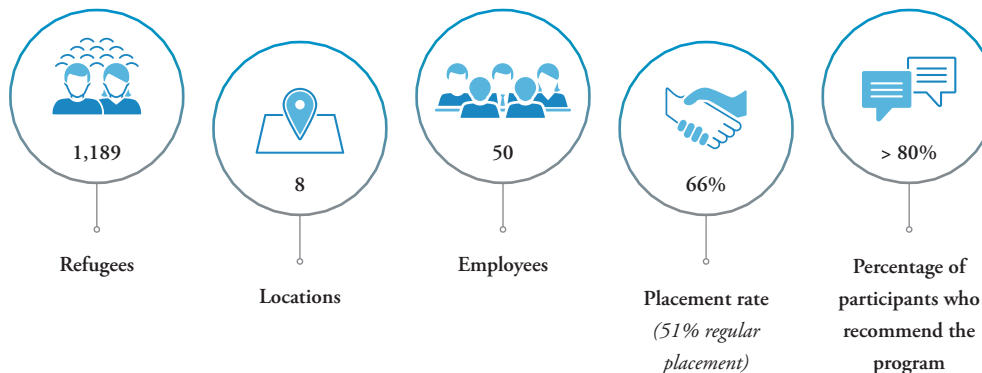
People say the refugee crisis divided the country. At JOBLINGE, we had a different experience: In early summer 2015, all of our locations, along with the umbrella organization, jointly resolved to use their experience and core competence to support young refugees.



Video highlights: Two years of Kompass.
Just scan the QR code with your mobile device.

Our longstanding partners—whether businesses, public sector agencies, foundations, cultural and sports organizations, or our many volunteers—also immediately got on board. And many new partners have joined us. In April and May 2016, the first two locations started a Kompass program: Munich and Hamburg. In 2018, we looked back at two years of the program.

Two years of Kompass—in figures



Ten years of JOBLINGE: Our anniversary year

700 guests accepted the invitation to our big ten-year anniversary conference on October 24, 2018, in Frankfurt am Main. A fantastic celebration at the Gibson Club brought a special day to the perfect end. But our anniversary was more to us than just a celebration. We also used it as an occasion to provide new, shared inspiration for integration. Because our goal is for many more young people to profit from the program—and we want to help them courageously take on all the challenges that entails.

We summarized our experience, insights, and convictions from ten years of JOBLINGE in our anniversary motto “Widerstände. Mutig. Weiterdenken.” We’ve learned that inspiration takes courage: A pedagogical approach that encourages self-responsibility rather than dependency, recruiting where selections are made in person rather than on paper, and the provision of support based on impact, not standards.

You may agree with us in some areas, while in others we might provoke you to challenge us. This is exactly the point. We’d like to invite you to join us in dialogue to advance the topic of integration. We look forward to this—and to our shared commitment to what is simultaneously one of society’s biggest challenges and opportunities: Integration.



Join the party—the official video from our anniversary celebration:
Just scan the QR code with your mobile device.

In an expert panel and 17 inspiration sessions, we discussed our ten anniversary theses with employees, partners, mentors, volunteers, and guests from public agencies, along with numerous ideas, approaches, and concepts—all with the goal of making JOBLINGE even better and providing inspiration within and beyond the program.







Exclusive expert panel and over 100 guests

“Position and program,” “Cross-sector involvement,” and “Management and financing”—these are the three areas along which our ten theses are structured. We discussed them together with an expert panel comprised of some of the best minds from business, politics, and civil society. But we want the dialogue to continue beyond our anniversary year.

Welcome and keynote

- › **Carsten Kratz**, Managing Director Germany and Austria, Boston Consulting Group, and voluntary JOBLINGE Foundation Chair
- › **Dr. Bettina Orlopp**, Executive Board member responsible for Group Human Resources, Commerzbank

Expert panel

- › **Milena Pighi**, Head of Corporate Social Responsibility, BMW Group
- › **Ralf Hempel**, CEO, WISAG Facility Service Holding
- › **Heinrich Alt**, former Federal employment agency job classification
- › **Ulrike Garanin**, Managing Director, JOBLINGE umbrella organization
- › **Kadim Tas**, Operational Director, JOBLINGE umbrella organization, and Regional Manager, JOBLINGE gAG FrankfurtRheinMain

Moderation

- › **Roman Pletter**, Deputy Head Business and Economics Section, DIE ZEIT

Where?

- › Clubhaus Germania





Thesis 01

Position and program

Venture, not lecture

How do you reach young people who are fed up with school and socially disadvantaged? And how do you awaken in them the social skills relevant for employment? Not by sending them back to school, but letting them try learning by doing. At places of learning that prepare them for everyday training. With practical tasks and emotional experiences that draw them out of their shells and expand their personal horizons.

Session

Inspiration session 1

Active use or passive consumption? Inspiring lasting enthusiasm for the productive and goal-oriented use of digital (learning) media.

How can young people learn skills relevant for work? With new learning methods rather than traditional classroom instruction—such as our app “Math as a Mission.”

Sources of inspiration—JOBBLINGE with ...

Städel Museum, Frankfurt

Reality Twist, Munich

muthmedia, Frankfurt

Where?

Boston Consulting Group

Session

Inspiration session 2

More than fries: Social franchise—a model for scaling social enterprises.

How the franchise model can be successful in the social sector.

Sources of inspiration—JOBBLINGE with ...

Deutscher Franchiseverband e. V.

ROCK YOUR LIFE! gGmbH, Munich

aktivator gGmbH

Where?

Senckenberg Naturmuseum

Thesis 02

Position and
program

Challenges, not caretaking

Why does work with disadvantaged youth always have to be reduced to the lowest common denominator? If we expect them to overcome the ultimate hurdle—successfully starting an apprenticeship—we have to teach them to take hurdles. We have to take them seriously and insist that they do, too. Let them grow into meeting real-life demands. This doesn't mean taking responsibility for them, but enabling them to take it for themselves.

Session

Inspiration session 3

Neither pal nor schoolmaster: Developing the right professional attitude for working with young people.

How JOBLINGE brings the real requirements of working life into the program: Challenging and enabling young people to take responsibility for themselves.

Sources of inspiration—JOBLINGE with ...

Städel Museum, Frankfurt

Where?

Städel Museum, Frankfurt

Session

Inspiration session 4

*All that counts is what you do on the field.
Perfecting job skills with soccer.*

Team spirit, discipline, self-initiative—
how soccer can contribute to skills
and placement.

Sources of inspiration—JOBLINGE with ...

LitCam, Frankfurt

SouveränPlus, RheinFlanke gGmbH, Cologne

Where?

*The junior athletics center of the soccer club
Eintracht Frankfurt*

Thesis 03

Position and
program

Ballet, not boxing

Why is the focus usually on meeting youths where they are—with foosball, boxing, and a youth club atmosphere—instead of preparing them for where they need to go? How can we approach work integration from the intended goal instead of from the starting point? Our cultural program draws participants out of their comfort zones, enabling them to become aware of their strengths and weaknesses.

Session

Inspiration session 5

The art of education. Modern dance as a step towards a career.

Modern dance communicates over body language, posture, and presence—and can therefore strengthen professional bearing.

Sources of inspiration—JOB LINGE with ...

Alan Brooks, choreographer and community dance worker, Munich

Where?

Frankfurt Zoo

Session

Inspiration session 6

Be rad! Using humor and being quick on the uptake in pedagogical work.

Learning how to use humor and make effective comebacks.

Sources of inspiration—JOB LINGE with ...

Flamur Ramani, Boxing meets Personality, CircleBoxing®, Munich

Where?

Boxing center of the soccer club Eintracht Frankfurt

Thesis 04

Cross-sector
involvement

Cooperation, not charity

How can cross-sector support be effectively and sustainably organized? With non-profit initiatives that understand themselves not as recipients of aid, but as partners and providers of win-win solutions. This requires an understanding of the needs of all involved and the development of solutions using their combined competencies—together.

Session

Inspiration session 7

JOBLINGE as a long ball. A win-win partnership with junior talent programs in soccer.

A look behind the scenes of the junior talent program of the soccer club Eintracht Frankfurt.

Sources of inspiration—JOBLINGE with ...

The junior athletics center of Eintracht Frankfurt

Where?

The junior athletics center of the soccer club Eintracht Frankfurt

Session

Inspiration session 8

No cure-alls! How individual solutions enable successful partnerships.

To make training placements work, you need more than classic partnership models.

Sources of inspiration—JOBLINGE with ...

TalentMetropole Ruhr

Head of HR Development, REWE Group

Hochtief AG

Where?

Messe Frankfurt



“Companies should support integration not only financially, but also with their time—and in both cases, they should aim for maximum impact.”

Milena Pighi,
Head of Corporate Social Responsibility,
BMW Group

Thesis 05

Cross-sector
involvement

Target-oriented, not boundless

How can we mobilize more volunteer engagement? And be attractive for people whose professional support could be a major success factor, but available time is limited? With clearly defined structures, a beginning and an end, an understanding of one's role and objectives, all backed up with professional preparation and support, volunteering is more results-oriented and satisfying for everyone.

Session

Inspiration session 9

Motivators, listeners, sparring partners—employees as mentors.

Why and how companies encourage their employees to volunteer.

Sources of inspiration—JOBLINGE with ...

Commerzbank, Frankfurt

Where?

Commerzbank, Frankfurt

Session

Inspiration session 10

How long is five minutes? Everyday standards on thin intercultural ice.

In the Kompass program, it's all about the individual—not about sweeping differences under the rug.

Sources of inspiration

JOBLINGE

Where?

Kulturverein Familie Montez

Thesis 06

Cross-sector involvement

Proving, not applying

How can we prepare our target group for the job market? And how can we recognize and develop their talents? Not by filtering them through a process in which they are bound to fail, but by getting to know them personally and allowing them to prove themselves in practice before they have to do so on paper. When we dare to turn the process around, 70 percent succeed. When we don't, 100 percent fail to make the cut.

Session

Inspiration session 11

Catch me if you can: (Practical) Aptitude tests beyond the measure of grades.

How can skills and talents relevant to training be identified?

*Sources of inspiration—JOBBLINGE with ...
two4science, Darmstadt
Talentfabrik, Minden-Lübbecke*

Where?

Literaturhaus Frankfurt

Session

Inspiration session 12

Winning hearts! On emotions as a component of company strategies for building new bridges to young people.

What makes young people connect with the companies where they do their training? WISAG reports on its experience in recruiting young talent.

*Sources of inspiration—JOBBLINGE with ...
WISAG Facility Service, Frankfurt*

Where?

WISAG

Thesis 07

Governance
and funding

Innovation, not administration

How can dynamic developments like digitalization be translated into innovative solutions for disadvantaged youths? Where do new ideas and partnerships come from? Only from working closely with the young people, employers, and partners involved. Locally and hands-on. Not one of our innovations was the objective or result of a public call for bids with a predefined concept.

Session

Inspiration session 13

Languages that no one speaks—new paths into the job market.

How CodeDoor and JobUFO prepare young people for future trends on the job market.

Sources of inspiration—JOBBLINGE with ...

CodeDoor, Frankfurt

Where?

WeWork

Session

Inspiration session 14

Work 4.0: How can socially disadvantaged youth get lasting opportunities in the work world of the future?

How we use digitization to sensitize young people to topics and changes.

Sources of inspiration—JOBBLINGE with ...

*The Walt Disney Company Germany,
Switzerland and Austria, Munich
Bitkom e. V., Berlin*

Where?

Literaturhaus Frankfurt

Thesis 08

Governance
and funding

Impact financing, not input financing

Why do public sector management and financing still include incentives to keep the unemployed “in the system” longer rather than finding them a lasting occupation? The focus of quality management and cost indicators isn’t long-term integration, but providing apprenticeships. Measuring impact rather than input would free up significantly more resources and innovation for society’s real goal—sustainable work integration.

Session

Inspiration session 15

*How can the hurdles of impact-based funding
be overcome?*

How do we make funding more results-oriented?

Sources of inspiration—JOBBLINGE with ...

Barclays Bank PLC, Hamburg

Where?

Jobcenter Frankfurt

*In particular, we would
like to thank the following
for making our anniversary
year possible:*

OUR HIGHLIGHTS IN 2018

Anniversary year partners and patrons



Thesis 09

Governance
and funding

Transparency, not transcendence

Why is the transitional system so opaque—despite the measurability of placements for young people and how long they last? And why is it still acceptable to use sayings like “people first, numbers second” to push the question of impact into the background? A common standard for measuring the effectiveness of pro-grams is both necessary and possible. And it is the prerequisite for learning from one another based on facts.

Session

Inspiration session 16

*A market worth billions—with no industry standard?
How can we use consistent performance measurement
and regular experience sharing to learn from one other
and improve the transitional system?*

How do we create a standard for learning, program development, and target-group-specific intervention? An internationally successful role model in health care is the International Consortium for Health Outcomes Measurement (ICHOM).

Sources of inspiration—JOBBLINGE with ...

Boston Consulting Group

PHINEO gAG, Berlin

Where?

Literaturhaus Frankfurt

Thesis 10

Governance
and funding

Social business, not educational provider

Is the concept of social business, where recipients of aid become contributors, really superfluous in a state with a social safety net? Particularly where the state has yet to find satisfactory solutions, the concept of social business may have them. Such as in innovative entrepreneurial approaches to the achievement of social goals, including in particular that of work integration. At the same time, social business could also provide an urgently needed sustainable financing model for non-profit initiatives, where the state still has ultimate responsibility—but which it could then better fulfill.

Session

Inspiration session 17

Social business in a welfare state—a pitch

With our premium partner Hogan Lovells and the experts from Yunus Social Business Funds, we selected the most convincing social business from five pitches. The award, recognized with a prize of €5,000, went to a Munich startup called “Überkochen,” which develops cooking carts for training purposes in school classes and produces them in cooperation with JVA Niederschönenfeld.

Sources of inspiration—JOBBLINGE with ...

*Yunus Social Business Funds gGmbH,
Frankfurt am Main*

Where?

Hogan Lovells



“Considering today’s labor shortages, recruiting has to be transformed from the bottom up—with the courage to judge applicants on things other than grades.”

Ralf Hempel,

VCEO of WISAG Facility Service Holding
and voluntary Chair of the Supervisory Board
of JOBLINGE gAG FrankfurtRheinMain

Ten years of JOBLINGE: Our anniversary year



“Venture, not lecture: We can’t change our participants’ grades. But considering the lack of skilled workers, we have focus on finding the kind of talent that can’t be seen on a report card. And this can be done only in practice—only at companies!”

Raphael Karrasch,
Ruhr JOBLINGE gAG



“Target-oriented, not boundless—that’s our motto in the Rhineland, too. Ever since our entry into the trade register on 11/11/2011, we’ve started more groups than there are floats in the Karneval parade in Cologne.”

Petra Balzer,
Rhineland JOBLINGE gAG



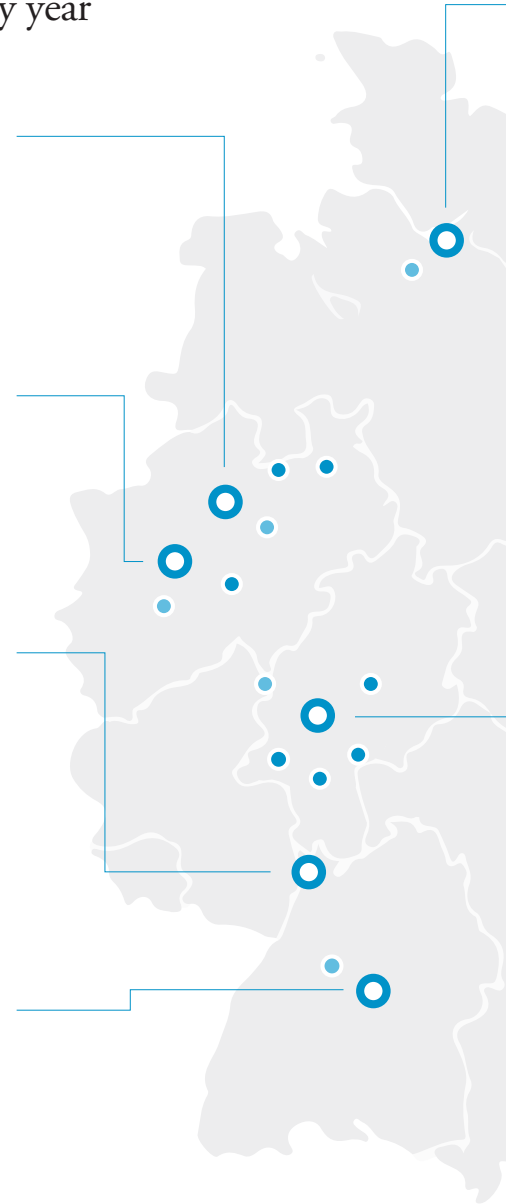
“Our regional ambition for excellence is always ‘We can do better.’ So we turned the Ludwigshafen location into a gAG for the entire Rhine-Neckar metropolitan region. Together with our strong partners and great mentors—support with humor and wit.”

Lavan Sabir,
Rhine-Neckar Metro Region JOBLINGE gAG

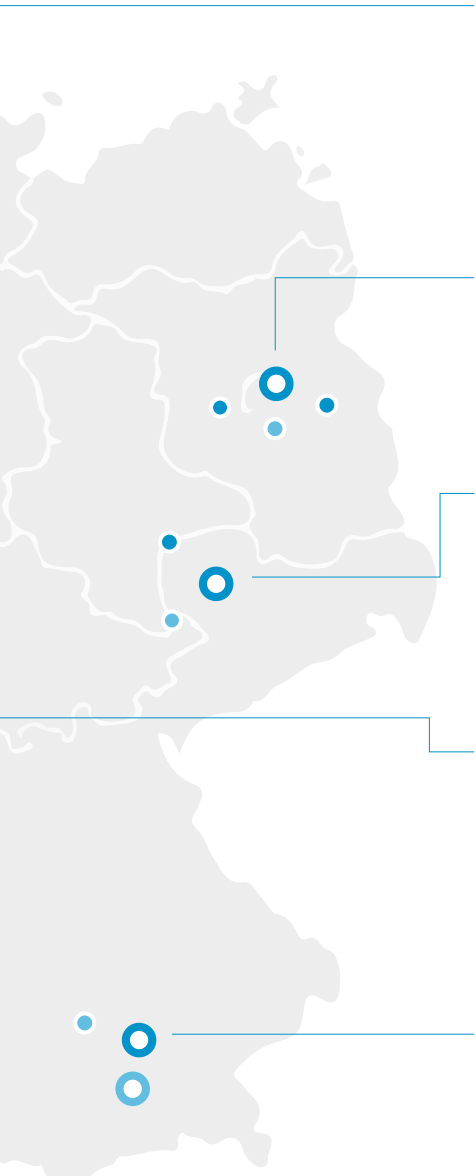


“We say cooperation, not charity. Because partnership isn’t a one-way street where companies give money and the interaction ends. In Stuttgart, we work together toward our social goals.”

Duygu Utku,
Stuttgart Region JOBLINGE gAG



OUR HIGHLIGHTS IN 2018



“Together with our partners, we’ve held to our course for over four years now, awakening the potential of our program participants. This approach has also made our JOBLINGE Kompass program a nationwide success. It’s helped many young refugees find work and training.”

Anja Meyfarth,
Hanse JOBLINGE gAG



“Unlike the construction of the new Berlin airport, JOBLINGE’s eastward expansion has progressed apace: We’ve made the most of scarce resources—giving nearly 600 young people in Berlin the opportunity at a fresh start since 2010.”

Jonas Hettwer,
Berlin JOBLINGE gAG



“Before JOBLINGE, my job was mostly about keeping kids funded up to seven years in a row at an educational institution. Today, I’m proud to say that in Leipzig, we place young people in training after a maximum of only six months.”

Matthias Kretschmer,
Leipzig JOBLINGE gAG



“Eight years—eight regional locations. We know that young people need a chance to show what they can do—including in the digital world.” We want to help them stretch beyond their boundaries and do things they never thought they could.”

Christiane Schubert,
Frankfurt Rhine-Main JOBLINGE gAG



“As the pilot location and oldest existing gAG, we set certain standards in Munich. Such as offering participants challenges, not caretaking: Hard work in the program to earn a training slot on their own.”

Ilse Schmücker,
Munich JOBLINGE gAG





“Someday I can even see myself getting a college degree.”

Valeria Seredin,
former participant from Berlin

This is how career orientation is supposed to be: Valeria Seredin originally wanted to become a cook. After JOBLINGE career orientation and talks with our Berlin staff members, she decided to go a different direction and do an internship at a tax accounting firm. It was a resounding success. In September 2018, Valeria began training as a tax clerk.

HOW JOBLINGE WORKS

Input – output – impact

JOBLINGE's step-by-step model



Steps 1 – 3: Input = resources deployed in 2018

Supported by

- › 2,400 local and cross-regional companies and organizations of all sizes and industries
- › 50 public-sector sponsors
- › Over 1,700 private individuals, foundations, educational institutions, and cultural and sports clubs and organizations
- › 130 officeholders who volunteer in gAG committees and the JOBLINGE Foundation management, supervisory, and advisory boards
- › 195 employees
- › Public-private co-financing: €3.78M in private donations in 2018 and €8.57M public funding

HOW JOBLINGE WORKS

Steps 4 – 6: Output = services provided

- › We had 1,742 participants in 2018, 488 of whom were in the Kompass program
- › Rate of placement in primary vocational training or the job market: 73 percent (cumulative across all locations since the program's launch in 2008)
- › Classic program placement rate in 2018: 75 percent⁷
- › Kompass placement rate in the primary vocational market: 59 percent regular placement
- › Kompass placement rate in preparatory measures for training: 71 percent
- › Kompass placement rate in the primary vocational market: 53 percent regular placement (cumulative over all locations from the start of 2016 through the end of the training year 2017/2018)
- › Kompass placement rate in preparatory measures for training: 67 percent (cumulative over all locations from the start of 2016 through the end of the training year 2017/2018)
- › 69 group starts in the classic and Kompass programs in 2018
- › Over 3,000 internships
- › Individual support of young people by our employees
- › 1:1 coaching provided by mentors in over 150 mentor trainings of 2 × 4 hours each
- › Rollout projects: MINT and the culture and activity programs
- › In 2018, JOBLINGE employees, together with our partner companies, provided more than 1,300 apprenticeships and jobs.

Step 7: Impact = societal change

Effects not measurable in numbers:

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

The biggest measurable effects are economic:

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

⁷The placement rate is calculated for the training year 2017/2018 (November 1, 2017, through October 31, 2018) and based on the number of all participants who completed the program within this period.

Evaluation and quality assurance

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

1. Operational outcome indicators

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

2. Operational process indicators

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

3. Financial objectives

Close monitoring of

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

4. Certification

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

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

THE JOBLINGE ORGANIZATION

Social franchise I: Structure and collaboration

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

The gAGs/franchisees

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

The umbrella organization/non-profit JOBLINGE e. V./franchiser

The initiative is managed cross-regionally by the JOBLINGE umbrella organization. As the franchiser, it sets standards, develops the concept, and steers the initiative’s growth. It also maintains central services such as communication and public relations, reporting systems, and database and IT infrastructure. It prepares certification and supports fundraising and best-practice sharing. Finally, the umbrella organization is responsible for onboarding new location employees and arranging regular training for experienced staff members.

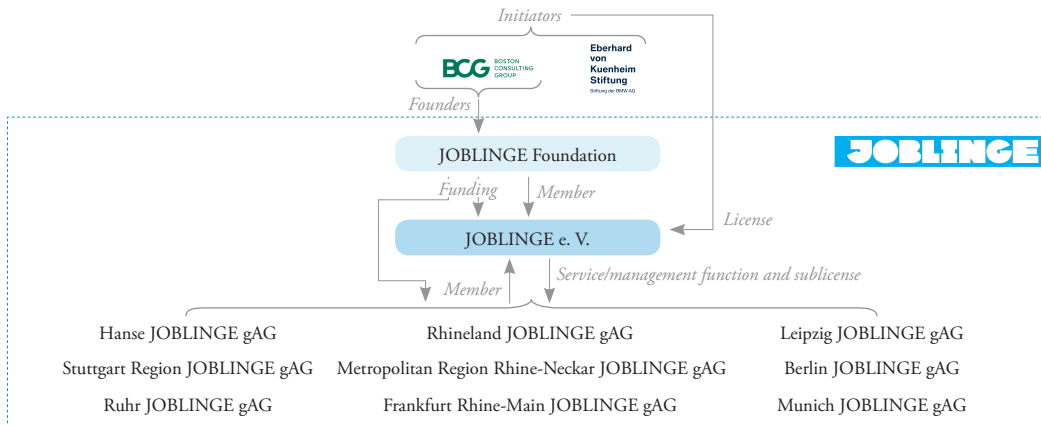
The JOBLINGE Foundation

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

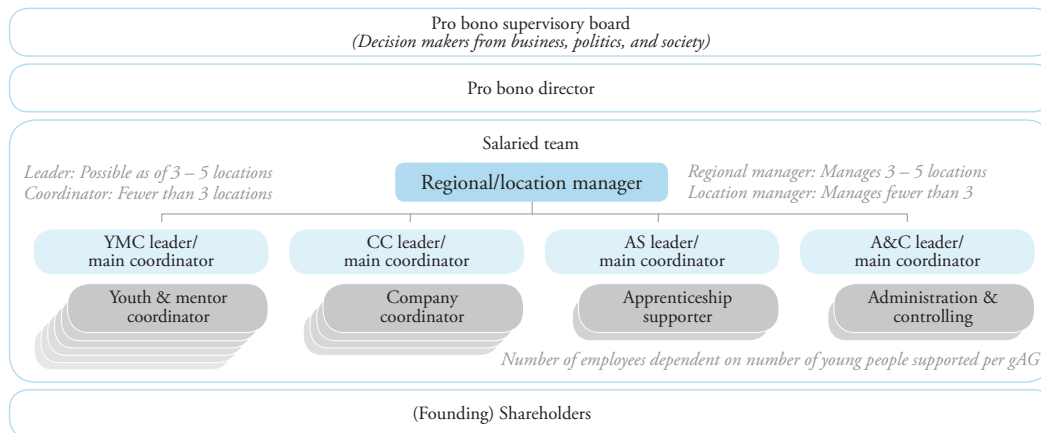
THE JOBLINGE ORGANIZATION

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

The organizational structure of the JOBLINGE initiative



The structure of the JOBLINGE nonprofit corporations (gAGs)



Social franchise II: Profiles of involved organizations

The gAGs/franchisees

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

The umbrella organization/non-profit JOBLINGE e. V./franchiser

- › Headquartered in Munich
- › Managing Director and co-initiator Ulrike Garanin is a Principal at Boston Consulting Group and has been released from her consulting duties to exercise her role at JOBLINGE
- › Operational Director Kadim Tas is also the Regional Manager of the Frankfurt Rhine-Main JOBLINGE gAG
- › Both are full-time directors and authorized to represent and sign.
- › The supervisory body of JOBLINGE e. V. is the general meeting, in which the branches and the JOBLINGE Foundation are represented by their respective directors.
 - › *The general meeting is held twice a year, where the election and discharge of the director are decided. It hears the directors' reports, selects the auditors, decides on the amount of contributions, passes resolutions on changes to the articles of association or on the admission or exclusion of members in appealed cases, etc.*
- › Its tasks include controlling and quality management, marketing and communication, business development, concept and program development (culture and activity program, MINT program, JOBLINGE Kompass for refugees, and language concept), and team assistance

The JOBLINGE Foundation

- › No operative activities
- › Volunteer board members: Carsten Kratz (BCG Senior Partner and Managing Director Germany and Austria), Georg Sticher (Senior Partner and Managing Director), Andreas Dinger (Senior Partner and Managing Director), Astrid Rauchfuß (Partner and Managing Director) and Frank Salzmann (Head of Finance and Accounting)



“We know that personal networks are the biggest sources of jobs in Germany. People with no network have a harder time finding a job.”

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

JOBLINGE locations

Munich JOBLINGE gAG

with the Munich and Kompass locations

Director: Daniel Huber • **Regional Manager:** Marijana Bralo (substituting for Ilse Schmücker, on parental leave since March 2019) • **Founded:** April 2009 • **Employees:** 13.51 • **Supported youths:** 141 per year • **Shareholders:** Apax Foundation (until 2018) • Betten Rid GmbH • BMW AG • Eberhard von Kuenheim Stiftung der BMW AG • Grunwald Kommunikation & Marketingdienstleistungen GmbH & Co. KG • JOBLINGE-Stiftung (seit 2019) • Loden-Frey Verkaufshaus GmbH & Co. KG • Rotary Club München-Bavaria • Rotary Club München – Englischer Garten Gemeindienst e. V. • SAHLBERG GmbH • The Boston Consulting Group GmbH • TÜV SÜD AG

Berlin JOBLINGE gAG

*with Friedrichshain,
Pankow, Spandau and
Schöneberg*

Director: Heinrich Rentmeister • **Regional Manager:** Jonas Hettwer • **Founded:** June 2010 • **Employees:** 17,44 • **Supported youth:** 140 per year • **Shareholders:** Arbeitgeberverband Nordostchemie e. V. • BMW AG • GIG Technologie und Gebäudemanagement GmbH • GRG Services Berlin GmbH & Co. KG • Industriegewerkschaft Bergbau, Chemie, Energie – Landesbezirk Nordost (IG BCE) • PUK Werke KG • The Boston Consulting Group GmbH • Vereinigung der Unternehmensverbände in Berlin und Brandenburg e. V.

Frankfurt Rhine-Main JOBLINGE gAG

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

Director: Oliver Dany • **Regional Manager:** Kadim Tas • **Acting Regional Manager:** Christiane Schubert • **Founded:** March 2011 • **Employees:** 29.8 • **Supported youth:** 380 per year • **Shareholders:** Gonder Facility Services GmbH • HessenChemie Arbeitgeberverband Chemie und verwandte Industrien für das Land Hessen e. V. • Mainova AG • The Boston Consulting Group GmbH • WISAG Beteiligungsmanagement GmbH & Co. KG

Rhine-Neckar Metropolitan Region JOBLINGE gAG

*with Ludwigshafen and
Heidelberg (since 2019)*

Director: Matthias Becker • **Regional Manager:** Lavan Sabir • **Founded:** May 2016, becoming an independent gAG at the turn of the year 2017/18 • **Employees:** 8.10 • **Supported youth:** 130 (planned for 2019) • **Shareholders:** Anpfiff ins Leben e. V. • Magna International Inc. • WISAG Industrie Service Holding GmbH • The Boston Consulting Group GmbH

Rhineland JOBLINGE gAG

*with the Cologne, Troisdorf,
and Kompass locations*

Director: Markus Hepp • **Regional Manager:** Miroslaw Kania (since March 2019); previously Petra Balzer • **Founded:** January 2012 • **Employees:** 12.25 • **Supported youth:** 200 per year • **Shareholders:** CARGLASS GmbH • CMS Hasche Sigle • Ebner Stolz Mönning Bachem GmbH & Co. KG • Festkomitee des Kölner Karnevals von 1823 e. V. • Generali Deutschland Holding AG • Platinion GmbH • REMONDIS-Gruppe • Sparkasse KölnBonn • The Boston Consulting Group GmbH • WISAG Industrie Service Holding GmbH

THE JOBLINGE ORGANIZATION

Leipzig JOBLINGE gAG

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

Director: Dieter Schliek • **Regional Manager:** Matthias Kretschmer • **Founded:** February 2012 • **Employees:** 17.56 • **Supported youth:** 180 per year • **Shareholders:** Apax Foundation (until 2018) • BMW AG • CMS Hasche Sigle (from 2017) • Dr. Uwe Teichert • Eberhard von Kuenheim Stiftung der BMW AG • JOBLINGE Stiftung (since 2019) • Leipziger Stadtbau AG • Offizin Andersen Nexö Leipzig GmbH (until 2016) • Sparkasse Leipzig • Stadtwerke Leipzig GmbH • The Boston Consulting Group GmbH

Ruhr JOBLINGE gAG

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

Director: Jens Stefan Baier • **Regional Manager:** Raphael Karrasch • **Founded:** January 2013 • **Employees:** 20 • **Supported youth:** 265 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

Stuttgart Region JOBLINGE gAG

*with the Stuttgart, Reutlingen (since 2019),
Pforzheim (since 2019), and
Kompass locations*

Director: Rolf Kilian • **Regional Manager:** Duygu Utku • **Founded:** May 2014 • **Employees:** 10.63 • **Supported youth:** 160 (planned for 2019) • **Shareholders:** CMS Hasche Sigle • compentus/ gmbh • L-Bank, Staatsbank für Baden-Württemberg • The Boston Consulting Group GmbH

Hanse JOBLINGE gAG

*with the Hamburg, Kompass,
and Bremen locations*

Director: Matthias Krühler • **Regional Manager:** Anja Meyfarth through July 2019; Simon Busch as of August 2019 • **Founded:** October 2014 • **Employees:** 15 • **Supported youth:** 240 per year • **Shareholders:** CMS Hasche Sigle • Deutsche See GmbH • Olympus • Philips Deutschland GmbH • The Boston Consulting Group GmbH

JOBLINGE umbrella organization (JOBLINGE e. V.)

Directors: Ulrike Garantin • Kadim Tas • **Founded:** March 2012⁸ • **Employees:** 15,1
Members: JOBLINGE Foundation • JOBLINGE gAG Munich • JOBLINGE gAG Berlin • JOBLINGE gAG Frankfurt Rhine-Main plus gAG Metropolitan Region Rhine-Neckar • JOBLINGE gAG Rhineland • JOBLINGE gAG Leipzig • JOBLINGE gAG Ruhr • JOBLINGE gAG Region Stuttgart • JOBLINGE gAG Hanse

JOBLINGE Foundation

Directors: Carsten Kratz • Georg Sticher • Dr. Andreas Dinger • Astrid Rauchfuß • Frank Salzmann • **Founded:** November 2011 • **Employees:** keine
Founder: The Boston Consulting Group GmbH

⁸ Initiator team institutionalized since 2007.

Note: Figures are for the end of 2018.

Environmental and social profile

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

FINANCING

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

Loans

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

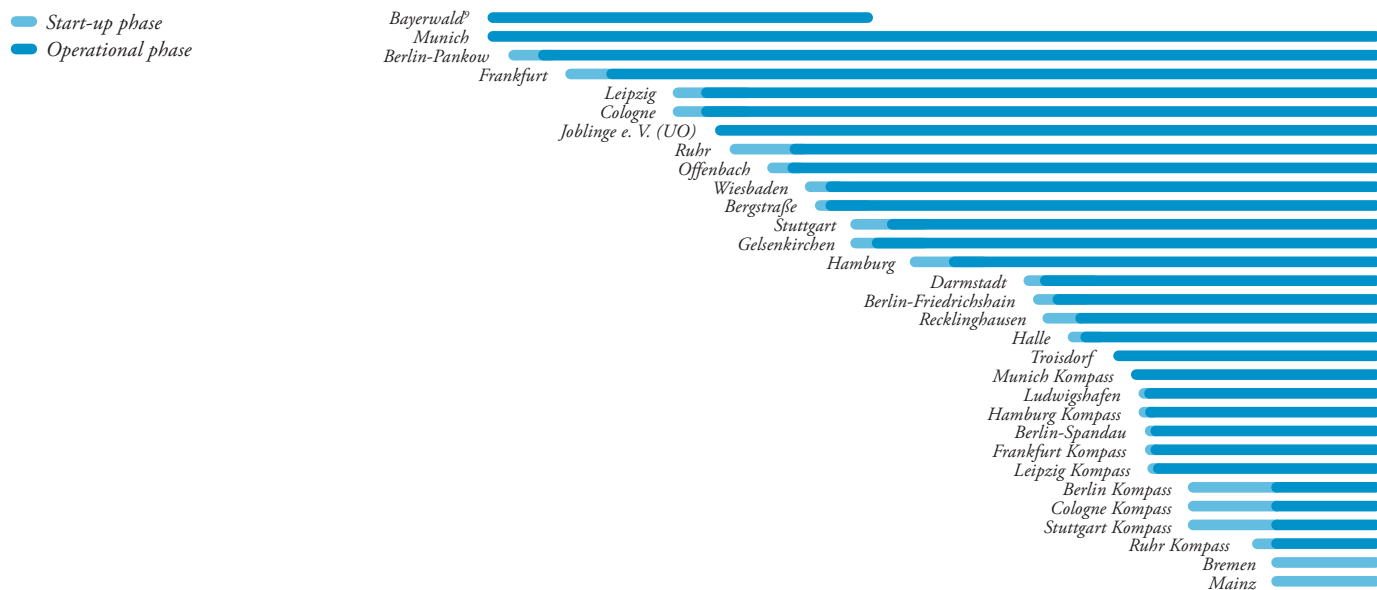
“For me, JOBLINGE is a way to contribute in a small way to improving the lives of others.”

Mentor Daniel Westhoff,
HVB Key Account Region North in Hamburg

FINANCING

Organization receipts and expenditures

Total account for all locations (in thous. euro)	2010	2011	2012	2013	2014	2015	2016	2017	2018 (preliminary)
Number of locations and umbrella organization (UO)	4	6	7 + UO	10 + UO	12 + UO	17 + UO	24 + UO	27 + UO	29 + UO



Receipts									
Public-sector subsidies	643	1,070	1,577	2,208	2,861	3,708	5,606	7,304	8,574
Donations	225	492	1,033	1,431	1,869	2,514	3,064	3,740	3,789
Other receipts	1	1	31	54	51	22	33	9	1
Total receipts	869	1,564	2,641	3,692	4,782	6,243	8,703	11,053	12,364
Expenditures									
Personnel costs	567	1,004	1,751	2,323	2,996	3,820	5,298	6,891	8,128
Non-personnel costs	332	465	880	1,252	1,629	2,072	3,206	4,316	3,865
Financing costs	1	3	–	–	–	–	–	–	–
Statutory UO expenditures (e.g., gAG financing)	–	–	–	–	–	–	–	–	–
Total expenditures	899	1,472	2,631	3,575	4,625	5,891	8,504	11,208	11,993
Annual result	-31	92	10	118	157	352	199	-155	371

⁹ Operations ceased end of September 2013.

Note: Possible differences due to rounding.

FINANCING

Financial circumstances of the organization

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

¹⁰ At JOBLINGE e. V. and the JOBLINGE Foundation, including funds carried forward and foundation capital. ¹¹ At JOBLINGE e. V. and the JOBLINGE Foundation, including free reserves. Note: Possible differences due to rounding.

FINANCING

Location receipts and expenditures

2017 receipts and expenditures ¹² Location-specific (in thous. euro)	Total	Munich gAG	Berlin gAG	Frankfurt Rhine-Main gAG	Rhineland gAG	Leipzig gAG	Ruhr gAG	Stuttgart gAG	Hanse gAG	UO (e. V.); and foundation
Receipts										
Public-sector subsidies	7,304	817	466	2,022	714	1,055	915	662	653	–
Donations	3,740	229	629	488	203	85	409	179	246	1,272
Other receipts	9	–	–	–	33	–	–	–	9	–
Total receipts	11,053	1,046	1,095	2,510	917	1,140	1,324	841	908	1,273
Expenditures										
Personnel costs	6,891	701	815	1,480	579	760	942	502	525	587
Non-personnel costs and other operating expenses	4,316	341	330	936	308	379	382	340	382	919 ¹³
Statutory expenditures by the UO (e.g., gAG financing)	–	–	–	–	–	–	–	–	–	–
Total expenditures	11,208	1,042	1,145	2,416	886	1,140	1,324	841	908	1,506
Annual result	-155	4	-50	94	31	–	–	–	–	-234¹³
Allocation to reserves	30	–	–	–	30	–	–	–	–	–
Profit/loss carried forward from prev. year	916	53	123	16	–	–	–	–	–	724
Net profit/loss	730	56	73	110	1	–	–	–	–	490

¹² Since no audited financial statements for the individual gAGs for the fiscal year 2018 were available in early 2019, the figures shown here are from 2017.

¹³ Including allocation to free reserves in the amount of 295 thous. euro.

Note: Possible differences due to rounding.

FINANCING

Financial circumstances of the locations

Balance sheets of the locations on 12/31/2017 ¹⁴ (in Tsd. Euro)	Total	Munich gAG	Berlin gAG	Frankfurt Rhine-Main gAG	Rhineland gAG	Leipzig gAG	Ruhr gAG	Stuttgart gAG	Hanse gAG	UO (e. V.); and foundation
Assets (assets, use of funds)										
A Fixed assets	76	6	–	27	6	9	5	7	–	15
I. Intangible assets (e.g., software)	2	–	–	2	–	–	–	–	–	–
II. Fixed assets	74	6	–	25	6	9	5	7	–	15
B Current assets	4,173	457	290	405	243	233	652	405	239	1,249
I. Accounts receivable	967	133	203	164	147	12	165	25	103	15
II. Liquid assets (cash on hand, bank bal.)	3,206	325	88	241	96	221	486	379	136	1,234
C Accrued and deferred items	39	3	4	9	6	4	2	2	9	–
Total assets	4,288	467	294	442	254	246	659	414	249	1,264
Liabilities (source of funds)										
A Equity capital ¹⁵	1,286	140	129	165	81	75	55	50	50	540
B Special items for unused subsidies and donations ¹⁶	1,923	214	–	119	–	31	510	299	133	616
C Reserves	392	79	27	84	29	43	52	47	18	13
D Accounts payable	601	33	138	73	144	10	42	18	47	95
I. Received loans	243	–	116	–	127	–	–	–	–	–
II. Trade payables	140	25	5	54	10	10	–	12	25	–
III. Other liabilities	218	8	17	20	8	–	42	6	22	95
E Accrued and deferred items	86	–	–	–	–	86	–	–	–	–
Total liabilities	4,288	467	294	442	254	246	659	414	249	1,264

¹⁴ Since no audited financial statements for the individual gAGs for the fiscal year 2018 were available in early 2019, the figures shown here are from 2017.

¹⁵ At JOBLINGE e. V. and the JOBLINGE Foundation, including funds carried forward and foundation capital. ¹⁶ At JOBLINGE e. V. and the JOBLINGE Foundation, including free reserves. Note: Possible differences due to rounding. **Anmerkung:** Mögliche Differenzen aufgrund von Rundungen.

Status report

The development of the organization's financial situation is largely stable, despite the growing need for subsidies due to the opening of new locations. All gAGs except the Berlin gAG ended the financial year 2017 with a neutral or positive result. In Berlin, there were difficulties in allocation due to the change in the subsidy agreements with the public sector, which resulted in a negative annual result of 50 thousand euro. However, the profit carried forward is still neutral or positive at all locations. The consolidated annual accounts of JOBLINGE e. V. and the JOBLINGE Foundation were also negative in 2017, as both organizations made use of the right to form free reserves. The free reserves can be found in the balance sheet of the foundation and the e. V.

The annual financial statements for the fiscal year 2018 are currently still being prepared, but a positive trend is already discernible. From the start, a key success factor for JOBLINGE has been the joint, cross-sector commitment that is also reflected in our funding. Under a public-private co-funding framework, the running costs of the JOBLINGE locations are borne largely by the public sector. The share of public funding varies widely from one location to the next, but is 69 percent for the entire initiative. Approximately 31 percent of the costs are financed through donations. In the fiscal year 2018, the private donations to be raised amounted to €3.78 million.

Especially, the innovative elements of the concept that are decisive to our participants' long-term success, such as professional training for our more than 1,700 volunteer mentors and our culture program, are enabled through private donations. Every euro counts. We are therefore delighted to have increased the total amount of private donations again in 2018. Although the amount of donations we need to raise is considerable and will continue to grow in the future due to the growth of the initiative and development of new content, JOBLINGE looks to the future with confidence thanks to the generous support and growing willingness to donate, and looks forward to the future collaboration with existing and new sponsors.

So many ways to
support JOBLINGE ...



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

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Newsletter: www.joblinge.de/newsletter

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Twitter: @_Joblinge

Instagram: @joblingeazubiberlin

Company details

Authorized representatives

Ulrike Garanin, Managing Director JOBLINGE e. V.

Kadim Tas, Operational Director JOBLINGE e. V.

Register of associations number

VR 204183, Munich district court

VAT identification number

Debtor account

Address of JOBLINGE e. V.

Kapuzinerstraße 9 d

80337 Munich

Phone: 089 1250-1410

Editorial office

Nicole Scherschun, Christina Schinz, Eva Pfeiffer

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JOBLINGE FOUNDATION

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