

Annual Report 2014

Development of the Initiative and Its Finances

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.

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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 (during the reporting period, Joblinge gAG Munich, Joblinge gAG Berlin, Joblinge gAG FrankfurtRhineMain, Joblinge gAG Cologne, Joblinge gAG Leipzig, Joblinge gAG Ruhr, Joblinge gAG Stuttgart Region, and Joblinge gAG Hanse), 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.

Gender equality statement:

For the sake of improved readability, we have chosen to use either the masculine or feminine form of personal pronouns. This in no way implies any discrimination against the other sex. This annual report addresses men and women equally. Thank you for your understanding.

Development of the initiative

Dear JOBLINGE partners and supporters,

"I didn't believe anymore that I would amount to anything," Hamza's reflection, while holding his certificate after completing his vocational training in the summer of 2014, was one of the special moments at JOBLINGE that you made possible last year.

Alongside the youths' impressive development, a major anniversary, and the opening of three new locations, receiving the "Golden Victoria" was one of this year's highlights. At the German Federal Foreign Office, Minister of State Aydan Özoğuz presented us with the award of Deutschlandstiftung Integration (German foundation of integration). "JOBLINGE is a signal in the right direction," said the Federal Commissioner for Migrants, Refugees, and Integration.

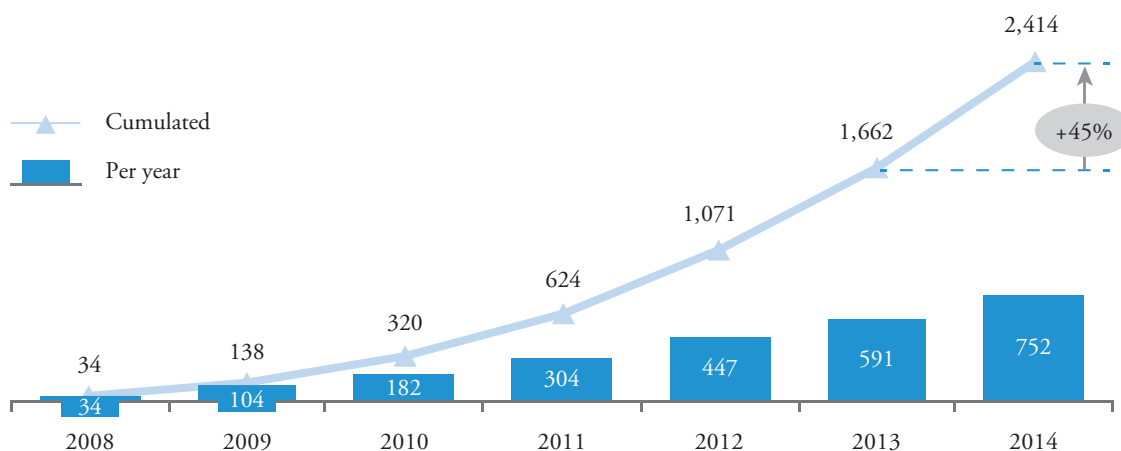
"The concept is exemplary and also inspiring for the sustainable integration and equal opportunity of young people in the labor market." This award of "Integrationsprojekt des Jahres" (integration project of the year) goes to all of you and shows what successes can be achieved when working together.

Seven hundred fifty-two young people participated in the JOBLINGE program last year, meaning not only an increase in the number of participants to 2,414 total mentored youths, but also our placement rate increased further as well. Since the beginning of 2008, 70% of program participants have made the leap into the primary labor market, 80% of them sustainably.

As an initiative, we want to be judged by the numbers—because they stand for each and every one of our youths who has settled into working life and found his place in society. Just like Hamza who came to the JOBLINGE program in 2011 after poor grades on his lower-secondary transcripts and two years at a juvenile correctional facility. Today, he is a trained employee in warehouse logistics. Or Herwig, an alumnus from Munich. He was selected as "Top Trainee 2014" by the nationwide Verband Technischer Handel e. V. (professional association for German industrial distributors) for his excellent final examination result in business.

With willpower and targeted support, youths are able to take their lives into their own hands—the same youths that, due to "multiple placement barriers," are considered unable to be placed or only with difficulty.

Participants



Of the 2,400 participants thus far,

- the average age is over 20,
- more than 60% have a migration background,
- more than 70% come from households receiving welfare,
- almost 60% have no higher than a lower secondary certificate or no school-leaving certificate at all,
- anywhere from 10% to 60% have a criminal record—depending on the location (disclosure voluntary).

And although Germany seems like an "island of blessed" by European comparison with a positive economic climate, a lack of skilled workers, and youth unemployment of 7%, the number of young people that fall through the cracks remains virtually constant at 550,000.

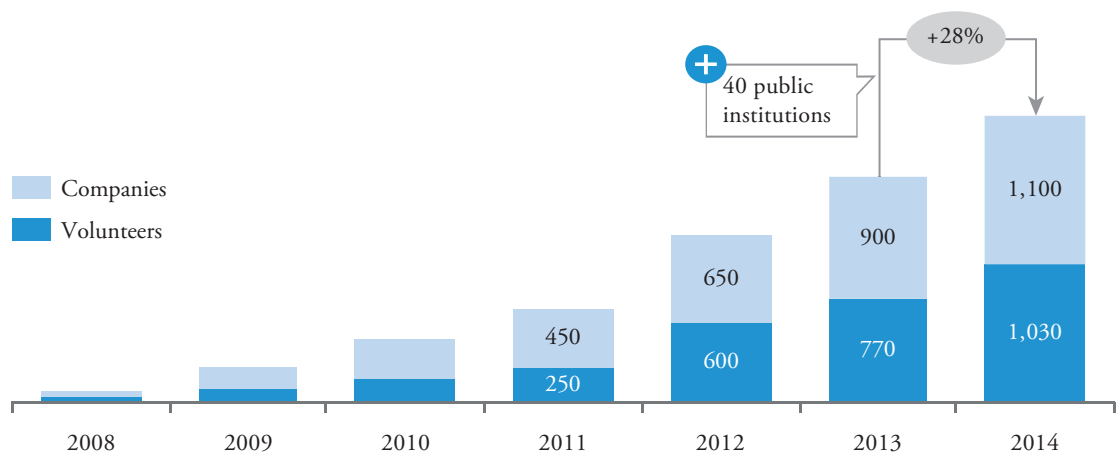
We are delighted that we were able to gain many other partners and supporters who strengthen our network for our youth. More than 1,100 companies from DAX-listed groups all the way to local handicraft businesses, over 1,000 volunteer mentors, trainers, experts, and committee members, as well as 40 sponsors from the public sector (on a European, national, regional, and municipal level) are involved in JOBLINGE all over the country. With the initiative's win-win concept, companies open them-

selves to new target groups, covering their demand for young employees. Smaller businesses are able to take on trainees, some for the first time, others after a long hiatus, thanks to the support during the training process. Mentors report how much the collaboration with "their" participant enriches them and how much they also learn about themselves. With this in mind, more and more—especially large—companies are integrating JOBLINGE mentoring into their staff development programs.

The enthusiasm for our joint involvement during the festivities of "5 Years Joblinge gAG Munich" in May 2014 was electrifying. Partners who had been with us from the beginning and new supporters, numerous, often multiple mentors, representatives of the employment office, job centers, ministry of labor, and European Social Fund came together to celebrate the projects of current participants and the success stories of former participants with standing ovations at the end of the program.

Another event that provoked us to give pause was achieving the "dozens": JOBLINGE went from 9 to 12 locations and grew to 67 voluntary employees in 2014. After our FrankfurtRhineMain location, our Ruhr location began with finalization and, under the auspices of an existing local office, expanded involvement in the region.

Network



Just one year after starting in Essen, we opened another office in Gelsenkirchen in February of 2014. The first participants began the program with a boost of motivation and personal wishes for success from North Rhine-Westphalia's minister for economy Garrelt Duin, the patron of the Ruhr location. In addition to the expansion in the Ruhr region, JOBLINGE now has presence in Southwest and Northern Germany with the opening of two new locations. Beginning in May 2014, the Stuttgart regional office supports youths from Stuttgart, Ludwigsburg, and Rems-Murr county on their way to vocational training. Its patron is Stuttgart's mayor, Fritz Kuhn. Under the patronage of Hamburg's mayor Olaf Scholz, our Hanse location has been active since October 2014. In the context of the Jugendberufsagentur (youth vocational agency), our Hanse office makes a special contribution for so-called "old applicants": unemployed youths who left school several years ago and are still without a training spot.

Even more than opening new locations, ensuring the quality of the program, combined with its continued advancement, is our number one priority. In 2014, one of our focuses was on strengthening training support. To ensure sustainability for the participants and our partner businesses, each office will have an employee as a contact for alumni and businesses. Up until the end of the traineeship, the JOBLINGE training mentor doesn't just support in personal issues, but also offers targeted training measures and workshops for trainees as well as field-specific seminars and general exchange for vocational trainers. At the same time, we piloted an internal expert model on the topic of traineeship support. This expert model was developed jointly at location leader conferences to make use of the experience and know-how of selected colleagues beyond a single location and to develop topics relevant to the entire initiative in a structured manner.

The expansion of our cultural and athletic program across Germany commenced last year. At some locations, the program was implemented together with artists, museums, theaters, institutions of higher education, and athletic clubs—with a tremendous effect on the personal development of our youths. The workshops in the culture and athletics

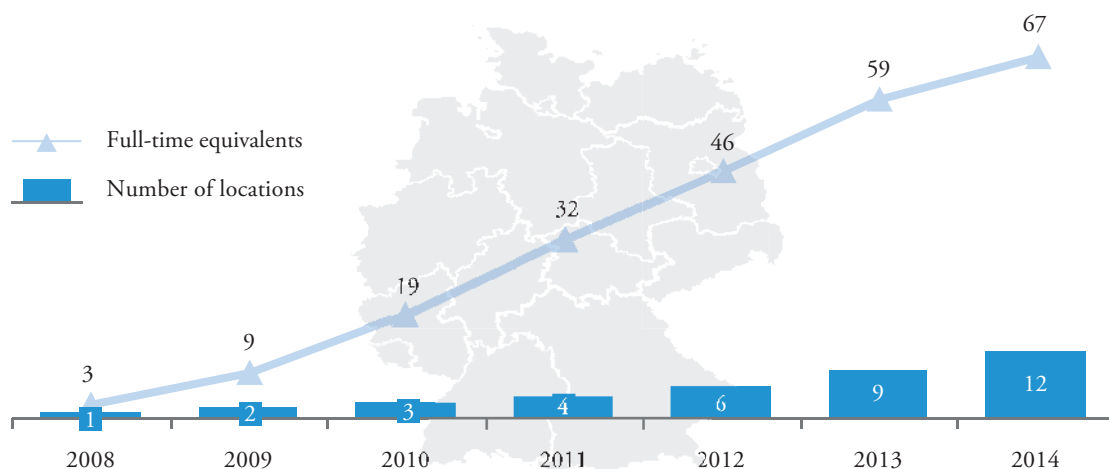
area challenge participants to overcome their own limitations and to extend themselves. The youths learn to also project their positive experiences onto their professional environment. Analyzing culture and taking part in sports serve as indirect levers and promote a willingness to take on social responsibility and to participate in civic life.

The further development of the concept and growth would not be possible without our partners. In 2014, €2.8 million in public grants and €2 million in private donations formed the foundation on which JOBLINGE was able to build last year. For us, the involvement of each and every supporter, from donations to volunteer work, means commitment and self-understanding, and creating transparency for all contributed resources, fund usage, and targeted impacts. That's why we published our second annual report for the JOBLINGE initiative according to the Social Reporting Standard. More than the numbers and facts, the detailed description of the six-month JOBLINGE program and organizational structure, additional plans and the youths' stories are at the forefront. For the overall package, the association Social Reporting Initiative and the Vodafone Foundation awarded the "JOBLINGE Annual Report and Report on Effectiveness 2013" with a design grant! We plan on preparing that comprehensive report every two years and, in the meantime, informing you of current developments and financial figures with a brief report.

Furthermore, in 2014 we joined Initiative Transparente Zivilgesellschaft (transparent civil society initiative). The initiative is supported by renowned institutions such as Transparency Deutschland and the Association of German Foundations and incorporates organizations that understand part of their responsibility for the public good to be public and easily accessible data. As a supplement to "traditional" JOBLINGE channels, our website, and regular newsletters, we have also been reporting using our newly designed, national Facebook page since the end of 2013—it saw a growing number of fans and active response in its first year.

Regional and national media have reported on the initiative in 130 articles. JOBLINGE was even present in academic publications in 2014: The Europe-

Growth



an Business School introduces JOBLINGE and the social franchise system, which makes the interplay of players possible, as best practice for "social innovations in Germany."

We would like to warmly thank you all for the many highlights, and what's more important, your great involvement in JOBLINGE's everyday work. For your impartiality, committed involvement, and for offering prospects to our participants. A big thank-you to all our employees who, when focusing on our common goal of successful placement, see each and every youth whom they individually support. We would like to especially thank our program participants who are ready to take their lives into their own hands, not giving up on the way despite their difficulties. Each and every success story, just like being awarded the "Golden Victoria," is the best evidence that the intensive involvement is worth it—and certainly motivation to reach even more youths and to expand that involvement in 2015. Neither economically nor considering the ever widening social gap can we as a society afford not to put over a half a million young people into the job market and leave their potential unrealized.

In a European context, with an extremely high youth unemployment rate, there is an even greater challenge manifesting itself. We are increasingly receiving inquiries into the JOBLINGE program from other countries, especially from Southern

Europe. This is an issue we would be delighted to apply our experience to help solve. If JOBLINGE is able to integrate a supposedly not placeable target group sustainably into the primary labor market, then that makes us confident that the program's key factors can also be transferred to other target groups and systems.

At JOBLINGE there is still more we want to accomplish. In order to do so, we need you as well as other strong partners. On behalf of the entire initiative, we would like to sincerely thank you for your support.

We are looking forward to further collaborating with you to make a difference.

Sincerely yours,

Ulrike Garanin
Director
JOBLINGE e. V.

Kadim Tas
Operational
Director
JOBLINGE e. V.

Acknowledgements

Each internship and traineeship position, each grant, each sponsorship, every volunteer commitment in a committee, as a mentor or trainer make the work of the initiative possible in the first place. More than 1,100 companies and foundations and over 1,000 volunteers work together to support our young people: On behalf of the entire initiative, we would like to warmly thank all local and nationwide partners as well as all those who are committed to the initiative.

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

Initiator and Nationwide Steering



THE BOSTON CONSULTING GROUP

After the joint concept and pilot phase with the Eberhard von Kuenheim Foundation, BCG took over control of the initiative and enabled its further development. Through the JOBLINGE Foundation, BCG provides the majority of the staffing and financial resources to the JOBLINGE umbrella organization. BCG is a guiding force in the setup of new locations by supporting in the expansion of nationwide fundraising. In addition, numerous BCG employees volunteer for JOBLINGE: as director or in the supervisory board of a local office and the JOBLINGE Foundation, as a mentor or trainer for our young people or by contributing 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 in solution models for current issues together with partners from busi-

ness, academia, politics, and the public sector. After the completion of their pilot phase, projects transition to independent operation. With the founding of the JOBLINGE umbrella organization in 2012, the foundation also stepped back from operational management. However, it continues to support JOBLINGE on a local and national level, is involved in committees, and supports as a multiplier in propagating the initiative.

Premium partners



BMW Financial Services

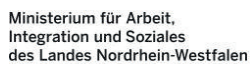
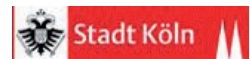


Schalke hilft!

With many years of sponsorship and significant pro bono support, our premium partners make a major contribution to the success of the initiative. They enable consistent advancement of our offering and lay the foundation for local and national growth.

Public sponsors

We thank all our public sponsors for their valuable support and for also making our joint effort possible in 2014 by sponsoring one or more local offices.



Finances

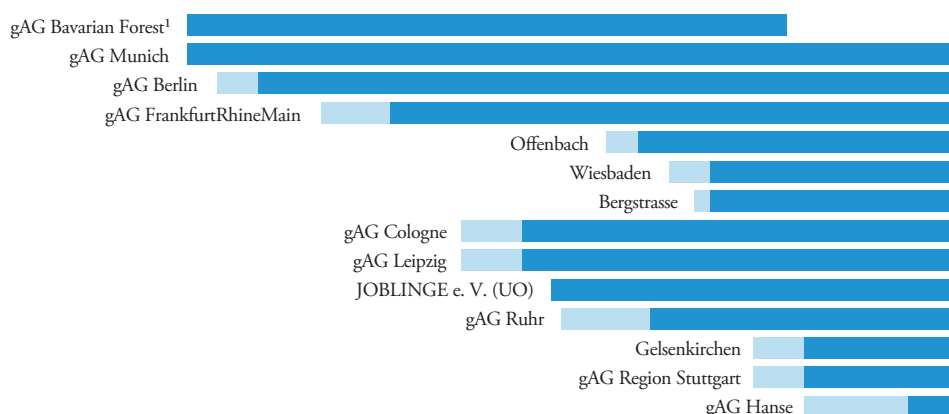
At the locations and in the JOBLINGE umbrella organization, we work according to the principles of double entry accounting. The (optional) annual financial statements of the Joblinge locations are issued by local tax advisors according to German commercial code. The annual audits are conduct-

ed 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	2014 est.
Number of locations and umbrella organization (UO)	4	6	7 + UO	9 + UO	12 + UO

- Beginning stage
- Operational phase



Income					
Grants from the public sector	643	1,070	1,577	2,091	2,813
Donations	225	492	1,033	1,343	2,048
Other income	1	1	31	52	46
Total income	869	1,564	2,641	3,486	4,907
Expenditures					
Staff costs	567	1,004	1,751	2,181	3,076
Material costs	332	465	880	1,175	1,437
Financing costs	1	3	–	–	–
Statutory expenses of the umbrella organization (e.g., financing locations)	–	–	–	–	87
Total expenditures	899	1,472	2,631	3,356	4,599
Annual result	-31	92	10	130	307

¹ 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	Dec. 31, 2013
Number of locations and umbrella organization (UO)	4	6	7 + UO	9 + UO
Assets (assets and use of funds)				
I. Immaterial assets (e.g., software)	2	1	–	–
II. Tangible assets	14	21	32	25
III. Fixed assets (capital reserve)	–	–	50	5
IV. Accounts receivable	135	239	187	150
V. Liquid assets (cash in hand, bank balances)	252	522	968	1,215
VI. Accruals and deferrals	6	11	16	25
Total assets	410	794	1,255	1,419
Liabilities (source of funds)				
I. Equity	122	368	498	514
II. Special subsidies for subsidies and donations not yet used	27	84	233	438
III. Reserves	111	141	194	204
IV. Accounts payable	150	200	250	121
A. Contracted loans	71	115	95	–
B. Trade payables	14	15	21	35
C. Other payables	65	70	134	86
V. Accruals and deferrals	–	–	80	143
Total liabilities	410	794	1,255	1,419

Possible differences due to rounding.

Income and expenditures of the locations

Income and expenditures 2013 ² Location specific (in K€)	Total	gAG Bavarian Forest	gAG Munich	gAG Berlin	gAG FrankfurtRhine/Main	gAG Cologne	gAG Leipzig	gAG Ruhr	UO (e. V.) and foundation
Income									
Grants from the public sector	2,091	–	374	188	765	228	382	154	–
Donations	1,343	–	121	61	193	182	75	258	453
Other income	52	–	18	2	4	24	4	–	–
Total income	3,486	–	512	251	963	434	461	412	453
Expenditures									
Staff costs	2,181	–	320	141	563	308	296	276	277
Material costs and other operational expenses	1,175	–	171	92	392	126	165	137	93
Statutory expenses of the umbrella organization (e.g., financing locations)	–	–	–	–	–	–	–	–	–
Total expenditures	3,356	–	491	233	954	434	461	412	370
Annual result	130	–	21	18	8	–	–	–	82
Profit/loss carried forward	96	-87	14	-15	43	–	9	–	132
Net earnings/losses	225	-87	35	3	50	–	9	–	214

Possible differences due to rounding.

² Since for the financial year 2014 there were no audited annual statements from the individual local offices at the beginning of 2015, the numbers from 2013 are listed here.

Financial circumstances of the locations

Balance sheet of the locations on Dec. 31, 2012 ³ (in K€)	Total	gAG Bavarian Forest	gAG Munich	gAG Berlin	gAG FrankfurtRhine/Main	gAG Cologne	gAG Leipzig	gAG Ruhr	UO (e. V.) and foundation
Assets (assets and use of funds)									
I. Immaterial assets (e.g., software)	–	–	–	–	–	–	–	–	–
II. Tangible assets	25	–	5	1	7	1	6	5	–
III. Fixed assets (capital reserve)	5	–	–	–	–	–	–	–	5
IV. Accounts receivable	150	–	93	27	26	3	–	1	–
V. Liquid assets (cash in hand, bank balances)	1,215	–	120	71	209	99	199	238	279
VI. Accruals and deferrals	25	–	3	1	11	5	2	3	–
Total assets	1,419	–	220	100	253	108	207	247	284
Liabilities (source of funds)									
I. Equity	514	–	117	53	104	50	84	55	50
II. Special subsidies for subsidies and donations not yet used	438	–	66	–	17	1	–	140	214
III. Reserves	204	–	21	17	69	29	23	37	8
IV. Accounts payable	121	–	16	30	16	28	5	14	11
A. Contracted loans	–	–	–	–	–	–	–	–	–
B. Trade liabilities	35	–	12	–	10	8	5	–	–
C. Other liabilities	86	–	4	30	6	20	–	14	11
V. Accruals and deferrals	143	–	–	–	47	–	96	–	–
Total liabilities	1,419	–	220	100	253	108	207	247	284

Possible differences due to rounding

³ Since for the financial year 2014 there were no audited annual statements from the individual local offices at the beginning of 2015, the numbers from 2013 are listed here.

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Donate to the future.

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Thank you for your support.