

The logo for Joblinge, featuring the word "JOBLINGE" in a bold, blue, sans-serif font. The background of the entire image is a photograph of three people (two men and one woman) walking down a modern staircase with a wooden handrail. The woman in the foreground is smiling and looking towards the man next to her. The man is also smiling and looking down. A third person is partially visible behind them. The staircase has a grey metal railing and a wooden handrail. There are some plants hanging from the top of the frame.

**JOBLINGE**

# Annual impact report 2023

According to the Social Reporting Standard

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## Introduction Kadim Tas

Social challenges are increasing, with climate change, globalization, digitalization and demographic change. The growing skills gap is one of these challenges, the lack of social justice is another. We have been meeting these challenges for 16 years. JOBLINGE has developed from a project initiated by the Boston Consulting Group and the Eberhard von Kuenheim Foundation over 16 years ago into an established social organization, the most measurably successful social organization in the school-to-work transition.

For us, entrepreneurial action and social impact are inextricably linked, and developments in our society prove that the days of "nice social organizations" are definitely over. JOBLINGE is no longer just a good example, we are currently scaling our impact massively. We need to develop, promote and grow ideas and measures that work measurably for young adults throughout the transition system. This is the only way we can solve the increasingly pressing social issues - such as sustainable labor market integration. To do this, we need cooperation, with business, politics and other social organizations that are part of civil society. Just as we have been doing for the past 16 years.

The JOBLINGE credo is: When we start something, we also want it to work in a scalable way. We set ourselves high goals, define impact figures and allow ourselves to be measured by results - critically and transparently. In this way, we can ensure that we find effective solutions to problems and can change the system.

In the end, we create a win-win-win situation: for the young adults looking for training, for companies that can close their skills gap

and for society as a whole. Our attitude towards the young adults taking part in our programmes is an essential success factor here: an attitude that does not look at deficits, but rather focuses on the strengths of young people during their journey into training and beyond.

This annual report represents an innovation for us in several respects: We initiated a strategic process in 2023 that will lead us to our goal by 2030. As an initiative, we want to have accompanied a total of 100,000 young people on their way into training by 2030. In order to achieve this, we will not only grow through our core programs in the future, but also focus on the further expansion of our offerings that take effect before and after the core program. PLAN A and basecamp are increasingly demonstrating their importance for the activation and sustainable placement of young adults in training.

We have defined five growth levers for this vision, which we present in detail in this annual report. At the same time, we describe the challenges that we will face on the way to our 2030 goal. This is because we are addressing additional target groups for which we also need an adapted impact logic. We are evolving from a single programme to a multi-programme organization, which will require and need more flexible funding channels and additional skills in the teams.

We are very thankful that we can rely on our valuable and long-standing partner network for this further development of JOBLINGE. Without these partners, without you, the development of JOBLINGE would be unthinkable.

**We are delighted that you will continue to walk this path with us in 2024.**  
Yours, Kadim Tas



JOBLINGE was initiated in 2008 by the Boston Consulting Group and the Eberhard von Kuenheim Foundation of the BMW AG. JOBLINGE is proof that measurably effective social work works. JOBLINGE demonstrates how the transition from school to work can succeed.



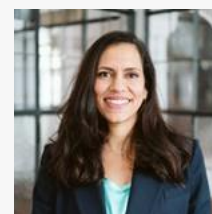
The vision of integrating young, disadvantaged people into the labor market in a transparent, measurable, and sustainable way gave way to the most successful social initiative in Germany. We at the Boston Consulting Group are proud to have launched JOBLINGE in 2008 together with the Eberhard von Kuenheim Foundation of the BMW AG. If transparent impact measurement at the transition from school to work were to be mandatory, the JOBLINGE principle would be the market leader."



Oliver Dany,  
BCG Managing Director & Senior Partner,  
Member of the Board of JOBLINGE gAG  
FrankfurtRheinMain, Chairman of the Board of  
the JOBLINGE Foundation.



It started in 2008 with a project at a single location and has since continuously developed into the most successful non-profit organization in the field of school-to-work transition. JOBLINGE impressively demonstrates how advocacy for often overlooked young people can - and must - continue to develop dynamically without ever losing sight of their mission: to help young people find a job. Placing people into training regardless of their background. JOBLINGE always places young adults at the center of its work. We are proud to work with the Eberhard von Kuenheim Foundation to support this important organization. and we are all the more pleased about the continuing close and long-standing partnership."



Dr. Heba Aguib,  
BMW Foundation Herbert Quandt  
(until March 2016 Eberhard von Kuenheim Foundation)



## How we measure effectiveness

Input - Output - Outcome - Impact: JOBLINGE has been working according to this model for a long time, but we are implementing it more and more in our work with the implementation of our Vision 2030. We are therefore currently focusing on strengthening the social effectiveness of our initiative and aligning the impact measurement of our various building blocks with the common goal of equal opportunities for sustainable careers.

The IOOI model enables us as a social entrepreneur to better focus our strategic orientation and efficiently use of resources for social projects. In the 2023 annual impact report, we therefore take a closer look at the individual fields of activity combined under the JOBLINGE umbrella, show how we will measure our effectiveness in the future beyond the pure key figure of placements and describe the various stakeholders with whom we achieve these results.

If we use this framework for ourselves, it is just as important for our partners. Thus, the input of personnel, finances and volunteer work is transformed into an output of workshops, coaching and training for our participants, as well as mentoring tandems and corporate development internships. These lead to successful career starts, which in turn have a direct impact on social development. Under the core brand umbrella, JOBLINGE consolidates the activation of young adults beyond the mechanisms of the public sector with PLAN A and the support of trainees in basecamp with our training support measures, either fully privately financed or now also through appropriate public funding instruments.



The IOOI model enables us as a social entrepreneur to better focus our strategic orientation and the efficient use of resources for social projects.

Jan Boskamp  
Director Collective Impact JOBLINGE e.V.



## Sustainable not only for our partners, but also for ourselves

For us as an initiative, the commitment to ESG criteria is obvious. While we strive to work as environmentally neutral as possible in the area of the environment, it is primarily our personnel indicators that we want to use to make our initiative more sustainable.

All information relates to the reporting date of 31.12.2023

Growth (number of permanent employees)	Beginning of 2023: 230 End of 2023: 243
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Entries	64 permanent positions
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Fluctuation rate	The fluctuation rate for the entire organization 2023 is 19.67 %. This figure includes all types of exits (employer or employee terminations, expiring contracts) and covers all permanent employees (full-time/part-time). It does not include student trainees, mini-jobbers, interns and trainees.
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Number of internal Promotions	37
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Number of anniversaries (in 2023)	5 years with JOBLINGE: 14 10 years with JOBLINGE: 4
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Total affiliation (how long are employees with JOBLINGE on average?)	3.63 years (corresponds to: 3 years and 7.56 months)
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Age structure of employees	18 - 20	0,42 %
	21 - 30	21,25 %
	31 - 40	49,17 %
	41 - 50	21,67 %
	51 - 60	6,25 %
	61 - 70	1,25 %

Currently in training at JOBLINGE	4 trainees
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Women in management positions	70,18 %
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Women's quota in the organization	70,83 %
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Total training courses offered	Number of training courses offered *	94
	Number of training courses offered *	62
	average number of participants incl. INSITE	12
	average number of participants incl. INSITE	14
	average number of JOBLINGE training places offered	43
	utilization of JOBLINGE training places	50%

\*Training offered both internally and via our external



## The challenge of the transition from school to work

With 15,000 participants and a placement rate of almost 80%, we have created a solid basis so far. However, in view of the alarming number of 630,000 young people not in employment, education or training (NEET) and over 2 million young adults under the age of 35 with no vocational qualifications, it is clear that we need to drastically increase our efforts. Our goal is to work with our partners to support and train significantly more young people by 2030.

Looking back to our establishment in 2008, our strategic orientation was completely different. Our main focus was on the direct placement of young disadvantaged future skilled workers in training positions. However, social conditions have changed dramatically. The corona pandemic has had a significant impact on the situation of our target group. Today, we are facing a reality in which digital and hybrid offers have become indispensable. We have now arrived in a reality in which activation tools and support during training need to be intensified.

In 2021, we initiated the JOBLINGE Vision 2030 as an entire organization. It marks a fundamental change in our approach. By the end of 2023, we will be able to look back proudly on the progress we have already made along the way.

We are expanding our efforts before and after the JOBLINGE program with new digital and hybrid offerings, the scaling of our PLAN A project and the basecamps and the development of further regions in Germany.

Our five strategic levers for JOBLINGE 2030 build on the building blocks developed since 2019, which enable our strategic expansion:

### 1. Understanding target groups

Our study "Youth on Standby", produced in collaboration with Bank of America, the Rheingold Institute and More in Common, offers valuable insights into the challenges and motivations of young people. These insights are essential to reach significantly more young people by 2030.

### 2. Financing

Outcome-based funds, such as the OFAF (Outcome first apprenticeship fund) set up by us in partnership with The Human Safety Net of the Generali Group, enable us to finance our core work based on the successes achieved. More than one million euros have been made available to support refugees in the Kompass program.

### 3. Activation

PLAN A is our key tool for reaching young people. By directly addressing them locally and running advertising campaigns on social media, we reach those who previously had no access to training opportunities. Corporate partners such as Deutsche Post DHL Group and foundations such as aqivator and the One Foundation are important cornerstones.

### 4. Placement

While our approach from 2010 to 2020 was based on opening new locations in metropolitan regions, we are focusing on hybrid and therefore faster approaches until 2030. This will allow us to reach young people in rural regions that previously not covered.

### 5. Support

Thanks to the support of JP Morgan, we have created real learning locations with the basecamps, which have been scaled beyond Frankfurt to Berlin, Mannheim and Essen. These offer trainees tutoring, workshops and interdisciplinary seminars to further strengthen the position of the training support that has always been part of JOBLINGE.

→ Our strategic realignment since 2021 is clear: we need to work more flexibly, digitally and preventively, to master the challenges of today and provide even more young people with a job by 2030 with a perspective.



## The Problem of Activation

The coronavirus pandemic has led to a quantitative collapse in the constant supply of participants by the public sector in the transition system, which many had taken for granted. The relationship between job centers and employment agencies and their customers has become more difficult. At the same time, the statistics show that existing measures are not reaching the target group. The number of NEETs reached a new high in 2022. There has also been little change in the number of young people who enter the transition system directly after leaving school. With PLAN A, we have already shown in the 2019 pilot that it is still possible to activate young adults looking for training. However, structurally only where we were able to find flexible funding instruments from the public sector or rely on financing from companies and foundations.

We need to be able to act flexibly and adapt to individual needs. Because our "Youth on Standby" study shows: Young people looking for training are not a homogeneous group and are therefore very diverse in terms of their challenges and needs. Public funding instruments have not yet reflected this heterogeneity. An effective activation of skilled labor potential for the labor market must therefore and not only become effective when young adults already become unemployed or are receiving benefits. We have therefore expanded our activation and the intensive career orientation that has always been firmly anchored in the JOBLINGE concept. Not only in the area after leaving school, but also proactively.





## School activities

Work in and with schools is of increasingly importance for the JOBLINGE initiative. In the past year, the majority of our independent JOBLINGE regions carried out projects of all kinds, primarily in graduating classes. The variety of activities carried out ranges from focused themed workshops to year-round support. This diversity is due to the different regional characteristics and needs as well as the way in which we develop, test and scale new offers as an initiative.

Part of the consolidation of our school activities is the uniform appearance under the PLAN A brand, which inspires and activates young people for training. In this way, we combine the school activities already carried out under this brand at some locations with JOBLINGE's other offers in the school sector. This does not include the TechTeens project in Saxony, which continues to exist as an independent brand.

As part of our Strategy #2030, we began last year to develop a basic framework for effective school interventions based on our experience to date, to launch further pilots in this area and to work with partners to define possible growth and impact levers in order to bundle and expand our school activities nationwide in the future. The basis for this includes the projects from 2023 presented below.



## School activities

### Berlin

In the Berlin region, a total of 40 workshops were held at schools in the first half of 2023 as part of the PLAN A @School project which reached around 150 pupils. Following on from this, 120 young people supported with a placement in training, pre-vocational training, a voluntary social year, or a secondary school. In the 2023/24 school year, around 170 pupils were reached with PLAN A @School offers by the end of 2023. In addition, at the end of the year, we were able to secure the expansion of our offering in Berlin for a further 1.5 years thanks to the support of the UniCredit Foundation.

### Hamburg Area

In Hamburg, the Jobcamp program reached 140 pupils last year, underwent several days of detailed vocational orientation including practical elements. In total 30 pupils received individual support in the context of PLAN A. In Hamburg, 440 pupils also took part in job fairs organized by JOBLINGE. In Bremen, a further 100 pupils were reached and individually supported through the PLAN A services.

### Ruhr area

Last year, three two-day job camps were offered for pupils in the Ruhr region, with 28 participants receiving individual guidance and preparation for their professional lives. A further 78 pupils were reached via other channels (including a vocational school and TalentTage Ruhr) and sensitized to specific topics (e.g. environment and climate) for the topic of training. Qualified volunteers from companies were also involved in coaching offers.

### Rhineland

With the JOBLINGE @School project at our Troisdorf location, we provided intensive support to a graduating class of 23 pupils until summer 2023 and prepared them for a successful transition, which in 15 cases took the form of an apprenticeship. In each case, four students decided to move on to a secondary school or a vocational college. The follow-up project with 20 pupils started in August 2023 and also includes a fixed weekly offer in a class group as well as 20 individual lessons (including coaching) per pupil. This project is linked to regular training sessions in conjunction with the PLAN A project at the JOBLINGE site in Troisdorf.

### Rhine-Neckar metropolitan region

In Mannheim and Ludwigshafen, we have already reached around 30 school classes with PLAN A in the past year. Kick-off workshops were held with a total of 16 classes resulting in 35 individual coaching sessions with the full-time team. A further 13 classes at a total of four schools in the region were supported with modular workshop offers. A total of 15 internships and seven placements in apprenticeships were achieved from 72 participants through additional digital training measures.

### Southwest

PLAN A workshops in schools reached a total of around 300 pupils in the south-west region last year, of which around 50 pupils took part directly in one of the associated training fairs (including individual preparation). 100 pupils have subsequently registered for further support via the PLAN A platform. With funding from the European Social Fund Plus, we also use PLAN A+ in the region to support caregivers of people with a history of immigration who are seeking training. Caregivers are, for example, family members, volunteers, teachers, and trainers who receive further training and advice via PLAN A+.

### Leipzig

We have been implementing the TechTeens project in Leipzig since 2019 and reached around 4.000 pupils at the twelve TechTeens partner schools during roadshows last year. A further 200 pupils were reached in additional workshops. The offer at the partner schools also includes a regular all-day program, which 120 students took part in last year.





Getting pupils excited about IT and technology, highlighting development trends, and making new technologies and software tangible - this and much more is the task of the STEM education initiative TechTeens, which has been coordinated and brought to life by JOBLINGE in Leipzig since the 2019/2020 school year.

Originally initiated by the IT company Comparex AG, now SoftwareOne Deutschland GmbH, as an idea generator in 2018 and started with a large number of volunteer company experts in Leipzig, the project, which initially focused on Leipzig, has developed into a Saxon educational initiative with a wide range of educational opportunities. TechTeens offers a variety of formats to inspire pupils in the field of IT and technology, from weekly all-day offers and digital learning formats to action formats on the topics of IT & technology, life skills and career entry. Supported by the City of Leipzig and awarded the Leipzig Future Prize, TechTeens was able to expand its sphere of activity to the Leipzig region and northern Saxony in 2023 thanks to funding from the Saxon State Ministry of Education and Cultural Affairs and has since been operating a mobile TechTeens Academy at secondary schools in rural, structurally weak areas in addition to Leipzig. To kick off the Mobile Academy, there were extensive TechTeens roadshows at 12 partner schools in the summer of 2023 to attract people interested in the all-day programs. The TechTeens team from JOBLINGE gAG Leipzig went through all classes with a 45-minute practical unit, reaching all

levels, and over 4,000 pupils and giving them their first taste of TechTeens. Designed with a maximum group size of 15 pupils, TechTeens then started in 2023 with over 120 pupils in weekly 90-minute all-day sessions and has been working with the young people on digital projects ever since.

In addition to TechTeens tutors for digital education as teachers on site, TechTeens relies on a mentoring concept as an important pillar. Together with a network of volunteer mentors from regional and supra-regional companies, freelancers and volunteers, TechTeens coaches students in the areas of programming, web development/design, robotics, social media, marketing and professional fields and motivates them to pursue a career in digital education in order to shape their professional future in a STEM profession. The mentors are a colorful reflection of the skilled workers in the regions and inspire the young people with their life paths and career profiles.

Nominated for the German Commitment Award in 2023, TechTeens will enter a new growth phase from the 2024/25 school year. After Central Saxony and North Saxony, TechTeens will be going to new schools in East Saxony, including grammar schools for the first time. This shows that TechTeens has the potential to grow, as future IT specialists are needed more than ever in an increasingly digitalized living and working environment.







PLAN A is a comprehensive training offensive for all young people who want to go into an apprenticeship. The aim is to activate young people who are often difficult to reach through conventional measures and to motivate them to work on their future.

The project was initially piloted in Frankfurt in 2019. In 2023, building on the experience gained from the pilot project and with significant support from the activator Foundation and the One Foundation, we were able to develop uniform implementation standards, set up the necessary infrastructure and implement appropriate quality management in order to scale PLAN A nationwide.

When approaching young people, we combine online and offline channels, addressing them via Instagram and TikTok, for example, but also via street approaches with as low a threshold as possible. Immediately after registering with PLAN A, the initial situation, goals, and support needs are determined in an initial meeting with our PLAN A training managers. The PLAN A target group benefits from the inspiration and motivation to take their professional future into their own hands. The presentation of concrete prospects and opportunities, also based on role models and careers, helps to identify opportunities, and strengthen self-motivation. The young people decide for themselves how much help they need and when they need it. In this way, we encourage them to take on a personal responsibility.

They often need individual and rather short-term support, for example when writing their CV or preparing for a job interview. The young people work with the training managers to participate in PLAN A training fairs held throughout Germany or in speed dating formats with our partner companies and are thus brought into contact with the world of work.



# EFFECTIVE GOALS

With PLAN A, we are pursuing two independent impact goals for the target group of people between the ages of 16 and 30 in Germany who are looking for training:

## GOAL 1 MOTIVATION & ENTHUSIASM FOR TRAINING

We use separate indicators for each of the two impact goals, which we break down for the 2023 report. With the development of PLAN A, we are taking several new steps for JOBLINGE, as on the one hand, we are taking a more active role in addressing participants ourselves and, on the other, the indicators and impact logic are changing for us.

## GOAL 2 PLACEMENT IN TRAINING OR FOLLOW-UP OFFERS

# MOTIVATION & ENTHUSIASM FOR TRAINING

Through PLAN A, we want to motivate and inspire as many young people as possible to consider training. We see PLAN A as a permanent offer that relationships and trust. We use the qualified registration rate indicator for this impact objective. This is calculated

from the proportion of successful first interviews among all registered young people.

- The qualified registration rate for 2023 was 42%. This is calculated from 2,829 young people approached and 1,477 initial interviews conducted
- In 2023, a total of 16 social media campaigns were played out to address the target group. These were run on Facebook, Instagram and TikTok. Over 1,030 young people registered for these.
- At the same time, 35 street interviews were conducted nationwide by specially trained staff ("training promoters"). In addition, over 25 workshops were held in graduating classes.

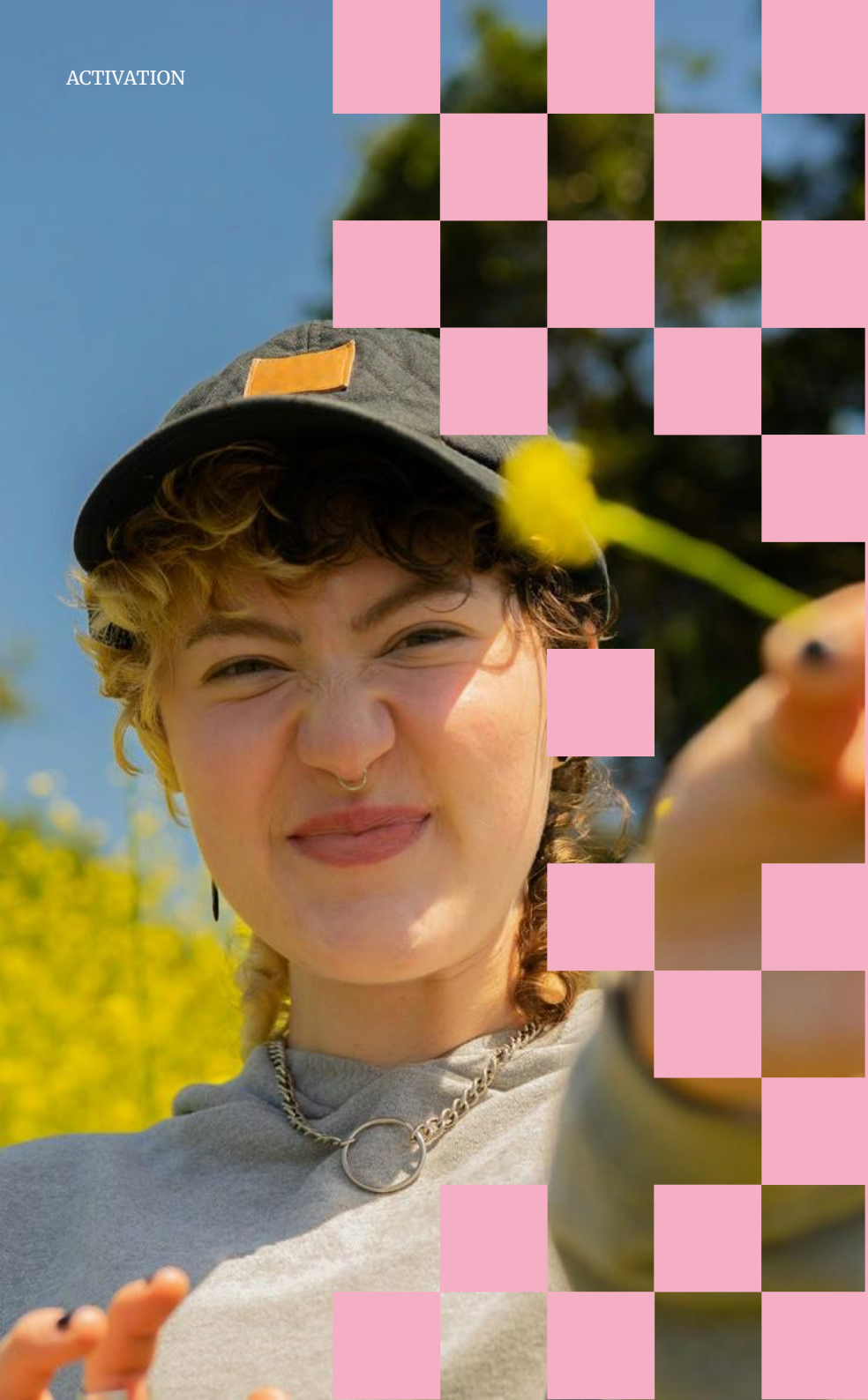
# PLACEMENT IN TRAINING OR FOLLOW-UP OFFERS

We offer the qualified registered young people a quick route into training or, if necessary, place them in appropriate follow-up and support services. We summarize the following results under "placement":

Reached individually set goal, placed into an apprenticeship, education, work, or entry into the JOBLINGE core program.

- In 2023, we offered 13 job fairs across Germany in the FrankfurtRhineMain, Rhine-Neckar Metropolitan Region, Berlin, Southwest, Munich, Ruhr, Rhineland and Hanseatic regions.
- 595 young people were placed in 2023
- We also work with young adults at PLAN A to help them achieve individual career orientation goals





## **NATIONWIDE CONSOLIDATION OF THE PROJECT**

After various pilot projects and due to different implementation options in some cases, caused by regional funding landscapes, the focus was on consolidation in 2023. The development of a toolkit for all locations was a key milestone here. The Development of a toolkit ensures high quality in concept implementation and is also the basis for a standardized infrastructure in the background. In the course of consolidation, all local PLAN A teams were qualified so that regional implementations are based on a completely standardized foundation. All of the associated factors contribute to the goal of being able to flexibly serve rural regions with the PLAN A concept, for example.

## **INSIGHTS OF THE PLAN A WORK 2023:**

### **TARGET GROUP**

Taking into account the JOBLINGE study "Jugend stand-by", strategies are being developed to address different sub-target groups of PLAN A even better.

### **INFRASTRUCTURE AND FRAMEWORK**

The nationwide implementation of PLAN A in a uniform concept meets regional peculiarities in terms of social structure and financial support - PLAN A is based on a foundation that allows for local peculiarities, from the concept to data collection.

## **CHALLENGES FROM 2023 FOR THE JOBLINGE VISION #2030**

The scaling of PLAN A affects us as an entire organization and thus nine regions that face different challenges and funding conditions throughout Germany. Strategically mapping these perspectives, experiences and external circumstances for each location is a challenge. Quality management for PLAN A is being expanded to ensure, monitor, and evaluate quality in greater depth.

With the introduction of centralized customer relation management in 2021, a total of 9,307 registrations were documented; a standardized documentation structure was only established with the further consolidation of PLAN A from 2023. Via our fairtrainer platform, we enable our regions to book specifically trained training promoters and training managers to support PLAN A activations.

In 2024, we will continue to drive forward the implementation of PLAN A in the regions, further optimize the offer for students in graduating classes and develop instruments for financing PLAN A through public funds.



JOBLINGE stands for responding quickly and effectively to social challenges. Our work4u project, which has been active since 2022, specifically supports Ukrainians who have been displaced by the war in their home country.

The war of aggression against Ukraine continues and the future of refugees from Ukraine remains uncertain. Integration into the labor market is an important issue - both for the refugees and for the German economy and society. Despite the skilled workers gap in Germany, refugees often continue to face numerous challenges and hurdles in their search for employment or training. With work4u, we also worked in 2023 to support refugees from Ukraine with their arrival in Germany and accessing the labor market.

Our goal: We provide quick and unbureaucratic support to overcome the hurdles of labor market integration and the search for a training position. More refugee's complete language and integration courses which should make it easier for them to enter the labor market. However, the reality shows that the need for support in integrating into the labor market and finding a training position is great - and has steadily increased over the course of 2023. This is also shown by the number of registrations, which amounted to 798 on our support platform ([www.work4u.org](http://www.work4u.org)) by the end of December 2023.

Furthermore, the greatest need is to solve challenges that make it difficult for them to access the labor market:

- Long and bureaucratic recognition procedures for professional qualifications
- Lack of knowledge about the German labor and training market

- Insufficient language skills (too few language courses on offer, traumatic experiences make language acquisition more difficult)
- Uncertainty due to bureaucracy and legislation

In 2023, work4u focused on providing individual and professional support for precisely these challenges. Native-language information events on the employment and training system in Germany were a focus topic. In workshops, we trained Ukrainians on the topic of job application preparation. As appropriate language skills remain the most important building block on the path to employment in Germany, we also work with Ukrainians specifically on acquiring German language skills. At digital language cafés, people supported by work4u can receive support from a professional language trainer. Depending on requirements, we also form suitable tandems of refugees and volunteers to provide closer support with professional orientation or language acquisition. The refugees will be accompanied by our Ukrainian- and Russian-speaking colleagues around the topics of

Education and work in Germany, preparation for job interviews and referral to relevant support services. For the "work4u" project, we were awarded the 2023 German Demography Prize in the "Working together - forging alliances" category.



A few weeks after the start of Russia's war against Ukraine, we extended our labor market support for Ukrainian refugees in our work4u platform: Native language advice, volunteers for language tandems and for initial orientation, as well as a workshop program specifically for starting a career in Germany were at the center of our efforts. The aim now is to consolidate this offer and meet the continuing high demand."



Stefanie Baic,  
JOBLINGE Management Team  
and Head of work4u



## The problem of placement into the primary labor market

Placing young people into the primary labor market is the challenge we have faced since JOBLINGE was founded in 2008. Our claim: With our concept, we achieve this more transparently and effectively than any other initiative and thus serve as a beacon for other initiatives in the transition from school to work. Our goal: More effectiveness for young adults. Regardless of whether they are supported by JOBLINGE or elsewhere. However, serving as an example alone is no longer the goal of our Vision #2030. During the coronavirus crisis it became clear how much our target group is not the focus of positive support measures. Placement is at the core of JOBLINGE. However, in order to be more effective for society and for our business partners, we are broadening our focus. Sustainable placement in the primary labor market remains JOBLINGE's core business and all of our measures contribute precisely to this goal. We actively engage target groups that are not or only insufficiently activated by existing public instruments. into contact with the world of work. In the short term, we enable them with PLAN A or, in the JOBLINGE core program, support them in getting into an apprenticeship in an average of just over three months. The young trainees receive exactly the support they need in our basecamps to successfully master their apprenticeship.



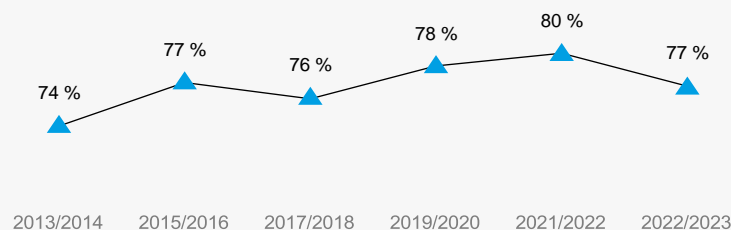
## Placement rate / numbers (JOBLINGE Classic and JOBLINGE Kompass)

The period 01.11.22 - 31.10.23 for Classic and 01.11.21 - 31.10.22 for Kompass was used for the analysis. The total of all participants in 2023 over all programme types include all group types.

- 1,631 participants in 2023, of which 245 participants were in Kompass
- Classic placement rate in 2023: 77 percent (79 percent would still be achievable at maximum)
- Placement rate classic, first training or labor market: 75 percent (cumulative across all locations since the start in 2008)
- Kompass placement rate in 2022, first training market: regular 72 percent
- Kompass placement rate, first training market: regular 69 percent (cumulative across all from the start of 2016 to the end of the 2021/2022 training year)
- Kompass placement rate with preparatory training measures in 2022: 77 percent
- Kompass placement rate with training preparation measures: 73% (cumulative across all locations from the start of 2016 to the end of the 2021/2022 training year)



Placement rate  
JOBLINGE Classic



## Sustainability ratio<sup>9</sup>

- Classic sustainability rate: 85 percent
- Cumulative sustainability rate for Classic since 2008: 84 percent
- Kompass sustainability rate in 2022: 95 percent
- Cumulative Kompass sustainability rate since 2016: 88 percent



- 3,925 local and national companies and businesses of all sizes and sectors
- 48 public sponsors
- 108 elected officials who volunteer on the committees of the gAGs and in the JOBLINGE Foundation as board members, supervisory board members or advisory board members
- 119 group launches of the Classic, Kompass and Integrative programs in 2023
- 1,642 internships in 2023
- 1:1 support for young people by mentors in 1,067 mentoring tandems
- In 2023, JOBLINGE employees together with the companies 1,060 apprenticeships and jobs offered

## Methods and principles of our quality management

The placement rates were calculated separately for the Classic and Kompass programs, with both the regular rate and the rate with training preparation measures being taken into account for Kompass. The sustainability rates were also calculated separately for the Classic and Kompass programs, with sustainability being defined as the proportion of participants who are still in training or employment after six months. The other facts and figures were from various views in the Company, Commitments, Groups, Job Appointments and Mentoring Tandems entity, each of which was adjusted for the year of the report.

For the 2023 annual report (as for all previous annual reports), the period under review is between 1.11.2022 and 31.10.2023 in order to reflect the training year relevant to us.



# What makes the JOBLINGE programme special?

JOBLINGE meets resistance boldly: we empower young people, regardless of their background, to find their apprenticeship or job. The young people go through a six-month program, at the end of which they have a real chance of finding an apprenticeship.

All our participants receive personal, voluntary mentors (1:1 support) - people who listen, motivate and, above all, help them not to give up in difficult phases.

The aim is to find the right placement in an apprenticeship or job. We also continue to provide support afterwards: with JOBLINGE training support - experts who act as contact persons for young people and companies.

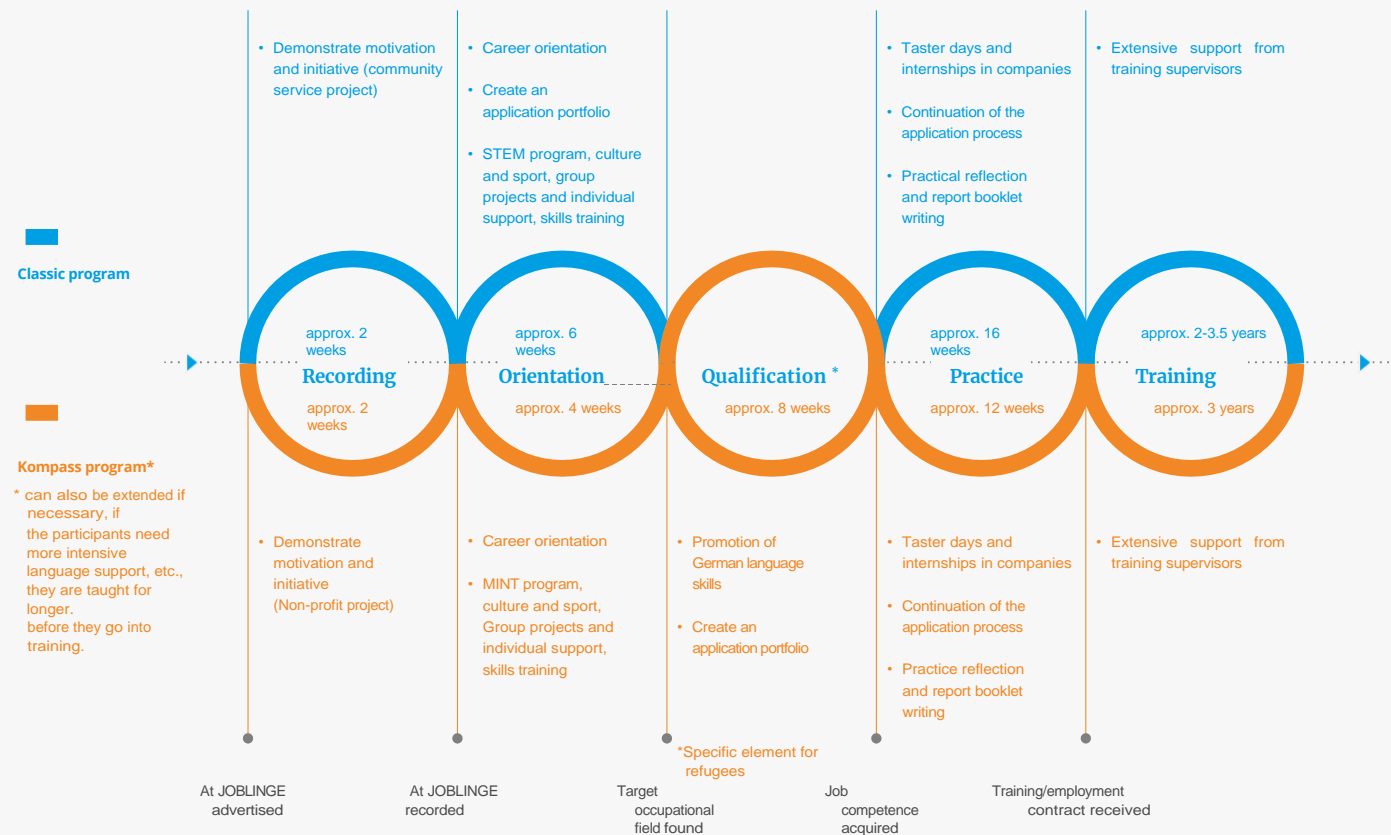
→ Learn important key skills in a practical way: in the MINT program

→ Train social skills and try new things: in the cultural and sports program

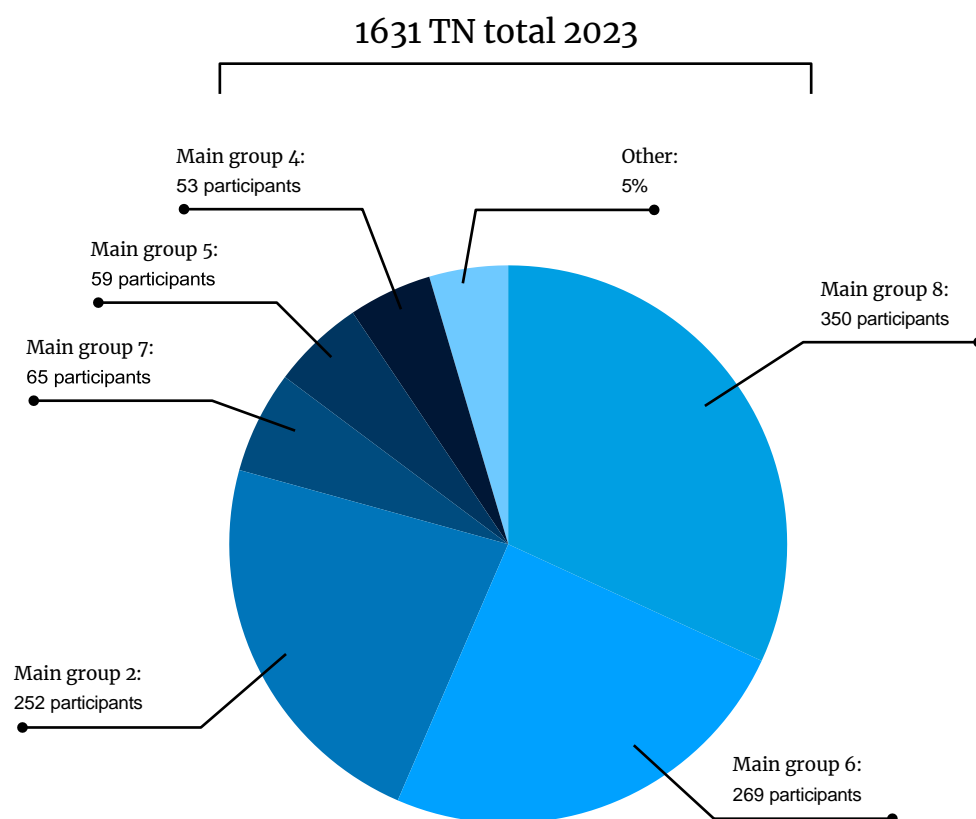
→ Job-related language qualification

→ Work hard to find a training position or job

→ Work in group projects and several internships



# JOBLINGE places people in shortage occupations



## The names of the main groups\*

Main group 8| Health, social affairs, teaching and education

Main group 6| Commercial services, trade in goods, distribution, hotel and tourism

Main group 2| Raw material extraction, production and manufacturing

Main group 7| Business organization, accounting, legal and administration

Main group 5| Transport, logistics, protection and security

Main group 4| Science, geography and information

Construction, architecture, surveying and building technology

Main group 9| Linguistics, literature, humanities, social and economic sciences, media, art, culture, design

Main group 1| Agriculture, forestry, animal husbandry and horticulture

## Educators

Following a nationwide pilot phase, our focus project for young adults is currently being continued in the Ruhr region under the title JOBLINGE family. The focus here is on the ongoing precarious living situation for over 200,000 young parents under 28 who are receiving benefits. This is because parents on benefits are not actively supported by the public sector in getting into work as long as their child is not yet of school age and not in care. We therefore specifically identify suitable people, make contact and offer an individual curriculum with the aim of (part-time) training.

In 2023, funding from the Edeka Future Foundation in the Ruhr region enabled 12 scholarship holders to be accepted and 2 further people to receive pro bono support. The following results were achieved:

- 8 Placed (5x training, 1x school, 2x work)
- 3 Active (application phase)
- 2 Demolition
- 1 Unable to attend (participation no longer possible, not included in placement rate)
- 62% placement rate (target rate was 50%, max. achievable 85%)

Flexible models of cooperation are particularly important when working with young parents (often single mothers). For example, sponsored parents can "run along" in the regular JOBLINGE core program, but we also use hybrid and purely digital learning formats to meet their individual needs. The biggest for our participants currently remains the lack of knowledge among companies about part-time training, but also the structural challenge of finding suitable childcare models.



## Support

The third growth lever of JOBLINGE Vision #2030 is the professional support of apprentices during their training. Support during training has always been a part of the JOBLINGE programme. Because for us, only a person who is sustainably placed in a job is a real success.

The shortage of skilled workers and the lack of matches between the training on offer and those seeking training were already foreseeable in 2008. But the problem remains unresolved in 2023. The economy is complaining about the lack of young talent: 69,000 training places remained unfilled in 2022. On the other hand, the pressure on young people is increasing, for example due to increased requirements for starting an apprenticeship. According to analyses by the Federal Institute\* for Vocational Education and Training, around 1/3 of all training contracts are terminated prematurely. The termination rate is not a dropout rate, as many young adults continue their training in other companies. However, the resulting losses for companies and trainees alike stand in the way of sustainable careers and a sustainable investment in trainees. This is where basecamp comes in.

Vocational schools and companies are responsible for training during the apprenticeship and often lack the time and expertise to provide individual support to trainees. However, especially in the first six months and before the relevant exams, many trainees need targeted support to improve their skills. The average drop-out rate is 27 percent. Trainees without a school-degree or with a lower secondary school degree (39%) and trainees without a German passport (35%) are particularly affected.

\*Federal Institute for Vocational Education and Training (2023): Contract termination rate in dual vocational training at a new high





# How did basecamp come about?

**We piloted the basecamp in Frankfurt 2019/2020. Further basecamps were opened in Berlin, Mannheim and Essen at the end of 2022 and in the first half of 2023 as part of an initial expansion phase. JP Morgan is the main sponsor of the basecamps. The initial facilitation of the concept, as well as the further rollout, is simply not doable without financial support.**

## Key figures for training support and basecamps

- Number of participants in training support in 2023: 631
- Connection rate of alumni from the JOBLINGE core program in training support: 86%
- Average number of participants at events/workshops: 11

## Formats:

- Workshops: Conflicts, soft skills, communication, motivation, finances, feedback, exam preparation, online platforms, rights & obligations, report booklet
- Events: StarterDay, trainee exchange, AB presentation, summer party, winter party, iftar, regulars' table, end of the year
- Events for trainers: Networking events, workshops (intercultural training, mental health, Generation Z, know your trainees)

## What is the basecamp?

basecamp - training together. The motto of basecamp makes it clear: this is where training takes place. This is where the strongest forces work together towards a common goal.

The primary aim is to help trainees successfully complete their training. To this end, we support them with services such as tutoring, language support, exam preparation and individual advice. In addition, we offer trainees further qualifications for their future careers. To this end, we offer universally applicable workshops - for example, to overcome mental challenges or broaden their professional horizons. Participants can take advantage of these offers both in an attractive learning environment on site and in the digital basecamp, which makes learning offers from all basecamps accessible regardless of location. The basecamp is also a place to inspire and activate young people for training - this could be graduating classes or young people who in a digital job fair at the basecamp via PLAN A. Last but not least, networking, knowledge transfer and the development of innovative approaches to labor market integration with various stakeholders in the field of training play a major role at basecamp. Because only through intersectoral work in the form of workshops for trainers or joint events can we think about training holistically and thus increase the value of training.

## The basecamps in detail

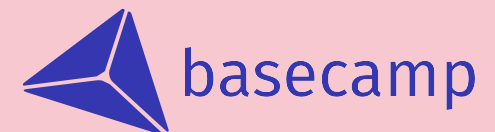
In addition to the core idea of "training together" as a focus, the four basecamps each focus on a specific topic, which varies depending on the regional core topics.

At the basecamp in Mannheim, the focus is on countering the shortage of skilled workers through interdisciplinary collaboration between various stakeholders. PLAN A makes an important contribution to this, as young people are individually sought out, advised and supported here.

In addition to training support, the Berlin basecamp also focuses on a wide range of offers for trainees and companies. In order to support the transition from school to vocational training, vocational orientation programs were completed at five different schools with 200 students.

The topic of climate/sustainability plays a central role at basecamp Essen. The aim is to sensitize young people to the topic so that they understand the fundamental processes of the climate and energy transition. By transferring the topics to the future job market and the resulting need for skilled workers, they recognize opportunities and potential for their own career choices.

At the Frankfurt basecamp, young people are empowered to become responsible and independent actors in society by using digital and participatory approaches and methods. In this sense, the basecamp is a unique place for a variety of actors to meet and learn together.





## Partner

Nationwide

Berlin

## Essen

Mannheim

Initiator of basecamp  
Frankfurt, nationwide sponsor  
and co-initiator:

J.P.Morgan



# Steelcase



# Steelcase



Baden-Württemberg  
MINISTERIUM FÜR WIRTSCHAFT, ARBEIT UND WOHNUNGSBAU



# Steelcase

## Understanding target groups

The lives of young people today are fundamentally different from those of previous generations. Today's youth is shaped by the experience of a global pandemic, climate change, digitalization, the questioning of traditional values and orders as well as the discovery of revolutionary new developments such as artificial intelligence. Without knowing these young people and understanding their needs, wishes and hurdles, adults usually develop their qualification and support offers.

However, it cannot be about young people becoming what we (perhaps) once were. Rather, our offers should become what young people really need in order to participate independently in society.

This insight was also a result of the JOBLINGE Hybrid project funded by the Hessian Ministry of Social Affairs and Integration, which we started at the beginning of 2022 with the following questions in mind: What can support for disadvantaged young people look like in the future? Is it enough to combine the most successful digital methods with the proven physical methods? In other words, are hybrid support services the right way forward? Because while the shortage of skilled workers becoming ever more serious, it is also becoming increasingly difficult, especially since the start of the coronavirus pandemic, to reach young people for offers to help them start their training and careers.

Together with the relevant stakeholders in the transition from school to work, we wanted to identify obstacles, recognize potential and - based on this - pilot initial solutions. In addition to questions about the attitude of those involved in the transition from school to work, the lack of relationships and the confusing bureaucracy, the participants kept coming back to one topic: in order to (better) reach young people and inspire them to actively shape their professional future, they themselves must be involved. As long as measures, recruitment campaigns and projects are designed and implemented without the participation of young people, they often fail to meet the needs of the target group or are not perceived by them.

This realization was a key moment and the foundation stone for the approaches that were to emerge in the further process. The fundamental question that accompanied us in the further course of the innovation process was:

What do we need to change in order to reach young people better and who is the group of supposedly hard-to-reach people?

### Milestone for a better understanding of target groups: publication of the first JOBLINGE study in October 2023

The social divide appears to be growing steadily - not least due to the coronavirus. As a result of corona, both public institutions and companies are complaining that it is becoming increasingly difficult to reach young people in particular for vocational training. While at the beginning of our work it was still a challenge to find companies that would give our target group a chance, companies are now grateful when we establish contact with young people who are becoming increasingly difficult to reach. Why is that? The research organization More in Common, which has set itself the task of strengthening social cohesion, already published the study "The other German division" in 2019, in which investigated the question of what is actually going on in society.

They have identified six types within society, each of which has its own characteristic view of society based on its values and basic convictions. The dynamics between the different social types result in a three-way division of society that runs across the previously discussed dividing lines in the population. Of particular interest to us: the so-called invisible third.

The authors of the study state: "The invisible third in particular (...) deserves attention, as they are the least supported in our society. This is to be understood quite literally: While 30 percent of all respondents say that they are lonely, this feeling is more than average in the invisible third. At the same time, the belief that are in control of their own destiny is particularly weak among the pragmatists and the disappointed (note: the invisible third consists of the pragmatists and the disappointed). But it is not only in their personal lives that they lack involvement; the democratic system also gives them less support than others. Categories such as "left"

and "right" give the invisible third significantly less, and the reference to politics noticeably weaker overall."

The idea that our young, hard-to-reach target group is also in this "invisible third" became increasingly important and was the starting signal for work on our first JOBLINGE study, which was published six months later. Together with the More in Common research team, we held several workshops to discuss their scientific findings in greater depth with our own team.

Thanks to the generous support of the Bank of America, it was possible to engage the renowned rheingold Institute to conduct our study. The aim was to gain an in-depth psychological understanding of the target group through a qualitative survey of NEETs and to bring their needs, wishes and fears with regard to vocational training into a broad social discourse. The study helps educational organizations, political decision-makers, companies and public institutions to develop effective solutions to reach young people for vocational training. The analysis of the interviewees covered their everyday lives, aspirations, social integration and use of communication channels.

The study "Young people on standby: What do they need to get into training?" thus closes an important gap in the previously scarce research on the group of NEETs.

[joblinge.de/ueber-uns/jugend-im-stand-by/](https://joblinge.de/ueber-uns/jugend-im-stand-by/)

\*More in Common (2019): The Other Division - Executive Summary.  
[https://www.deanderstellung.de/media/mud5g2imore-in-common\\_deanderstellung\\_executive-summary.pdf](https://www.deanderstellung.de/media/mud5g2imore-in-common_deanderstellung_executive-summary.pdf)

## 5 key findings from the study



**The target group of young people without training is difficult to reach.**  
Traditional approaches, offers and incentives do not appeal to this target group.



We are not talking about a homogeneous group of young people: **The study identifies six types with individual avoidance strategies in relation to vocational training.**



**The study participants fluctuate between a lack of self-esteem and self-confidence (hubris).**  
This makes it clear that personal support, trusting relationships and trained staff are needed to the target group for training.



**The study participants have little to do with the idea of a society social participation.** They feel cut off from society, distrust public institutions and assign themselves - if at all - to smaller social bubbles.



**The options after leaving school seem endless to the study participants - this leads to excessive demands, pressure and a tendency to withdraw.** They would like to have pre-structuring support services their private and professional lives.

## Six types of avoidance\*

The results of the 38 qualitative interviews with the young people surveyed paint a diverse picture of this much-discussed group, as the study clearly shows that NEETs are not a homogeneous group. On the contrary: the study identifies "six types of avoidance". These types describe various strategies that prevent young people from entering vocational education and training.

Spectrum of big dreams...

... to low self-confidence

a. Staying in feel-good worlds

d. Missing skills and qualifications

b. Self-Made-People

e. Treating fractures and trauma

c. Wanting to start as a boss

f. Experiencing yourself as a loser

\* The typification only provides a rough classification and is not exhaustive.  
We reject stigmatization and point out that these are heterogeneous groups.

This was the most difficult recruitment of my rheingold career: test persons were invited several times and repeatedly failed to show up, with and without cancellation. This makes it particularly clear how difficult it must be for companies, public institutions and other players involved in the transition from school to work.

Sabine Loch,  
Client Director of the rheingold Institute.

The study underlines our demands for innovative and target-group-oriented recruitment formats and for companies to open up to more diverse backgrounds of potential junior staff. The study confirms another finding that we experience on a daily basis in our work: The options after leaving school seem endless to the study participants - this triggers excessive demands, pressure and a tendency to withdraw. They want pre-structuring support services in their private and professional lives. Here, too, it is clear that businesses and public institutions need to seek contact with young people earlier and more regularly in order to place vocational training offers with the target group.

The tension between a lack of self-esteem and hubris reflects the diverse and complex challenges facing young people in the post-corona era. An essential part of the study is the conclusions that we can draw from the six types identified with regard to activation and motivation for vocational training. This shows that target group-specific approaches and channels form the cornerstone for accessing and building relationships with the target group.

At the same time, the study results provide important insights into the social position of the target group: they have little to do with the idea of society and social participation. Rather, feel isolated from society, mistrust public institutions and - if they are at all, they are part of

smaller social bubbles. Our initial assumption that the group of NEETs would be in line with the description of the social bubble is based on the assumption that civil society, business and the public sector must pull together to regain young people's trust in career prospects and social cohesion. The young people surveyed are obviously not adequately represented in current youth surveys. It is our responsibility to bring their voices into the broad social discourse and thus restore young people's confidence in society and its actors.

The "Youth on Standby" study confirms our operational JOBLINGE expertise from over 15 years of working with young people at the transition from school to work: trust and relationships are the basis of effective approaches. Anyone who designs offers for young people must deal with them, their individuality and their lifeworlds.

We want to integrate this knowledge even more into our work in the future: We want to involve young people systematically in the development of services and empower them to contribute their expertise, because: Genuine participation does not mean asking young people for their opinion and then leaving them to their own devices. Rather, it is about actively accompanying them, providing them with structures and guidelines and enabling genuine partnerships through their empowerment.

## The other side

Our target group often and regularly experiences being talked about - and usually negatively. That's why it's important for us to talk to the target group, or let them talk, and only then develop new program modules based on their wishes and demands. Here is an example of these thematic discussions. As part of a guided creative week, participants in the JOBLINGE core program in Frankfurt a look at the topics of career(s), opportunities and society.

“Once I've warmed up, I'm great with people. And I love new things! I've always enjoyed being with older people. For example, when I was little, in Afghanistan, I always preferred to be with adults who had a lot of experience. And if they say a thousand things, I can at least remember one of them, which helps me later in life.”

Muzamil



Muzamil





## Financing

We are a non-profit organization with public-private co-financing: nationwide, around 65% of our funding comes from public sources and around 35% is donations from companies, foundations and private individuals. The proportion of funding depends on local funding conditions and varies from location to location. However, public funding for successful placements is not outcome-based but input-based. How successfully an initiative works does not currently count as much as we would like it to. Furthermore, we cannot support young people in the way they need it. What counts are general social criteria - such as receiving a citizen's allowance. However, we know that the target group is diverse.

Our closest partner is the public sector, above all the employment agencies and job centers. We work together to activate and orient long-term unemployed young people and them into training and work. The work in JOBLINGE's core program is currently not funded by the public sector to cover costs, as the funding logic does not cover a number of elements of the JOBLINGE curriculum - services that we are convinced make us successful, but which go beyond what is required of us. Furthermore, the system logic at the school-to-work transition focuses on inputs instead of outcomes and pays for activities instead of successes.

We also have a large and constantly growing corporate network of over 2,400 companies. Whether as donors, training companies or mentors: Our partner companies support JOBLINGE in a variety of ways.

The partner network is immensely important to us, as it is the only way we can guarantee the best opportunities for JOBLINGE participants. Some elements of our offer are not or only partially funded by the public sector, which is why we are also dependent on donations. One special project that we have launched in cooperation with Generali and The Human Safety Net is the OFAF (Outcome First Apprenticeship Fund). The aim here is to support refugees' better access to training and thus to opportunities for advancement and a secure livelihood. The Outcome-First Apprenticeship Fund has been made available to all JOBLINGE locations since 2023. After each successful placement of participants with a migrant background, they receive a bonus from the fund, which covers part of the uncovered costs on an outcome basis. The fund was initiated together with The Human Safety Net and is financed for three years. On this basis, further donors are being sought in order to increase the volume and place more young refugees in training.



## Combining the strongest forces for the target group

We stand for transparency and close cooperation with all stakeholders who can offer our target group positive prospects for the future. That is why our relationships with the public sector, but also with business and civil society, are our most important instrument, which we maintain and whose effectiveness we are constantly expanding. With the "Mission Possible" format in Hannover in 2023 we showed how successful cooperation between job centers, employment agencies and the target group works. The workshop format, led by our colleagues from the Hanseatic region, resulted in contacts for us and concrete future prospects for young adults in the Hanover area. We would like to see more of this type of impact-oriented collaboration between different stakeholders.

We strive to work just as closely with all our partners. We don't just want to maintain these relationships, we want to continuously expand and strengthen them. To this end, we stay in constant contact - also personally.

One of our highlights in this context was our partner event in

October 2023 and the subsequent charity gala at the Gibson Club in Frankfurt.

For the first time, we shared and discussed our vision with our nationwide premium and impact partners and networked everyone together to talk about our Vision 2030 and the strategy to get there. Our goal: more cooperation with each other, more strategic focus in our funding and therefore more impact for everyone, because we reach more young people and get them into training.

It was also special that so many partners celebrated with us and another 400 guests from our network at our charity gala in Frankfurt's Gibson Club afterwards witnessed why it is so difficult to reach young people in the first place. The young people demonstrated this impressively on stage in a play. They are not seen, not heard and therefore not understood. Above all, they are confronted with their deficits and struggle with

prejudices. We then presented our study "Youth on Standby", sponsored by the Bank of America, to the general public for the first time.

We achieved our goal that evening: we want to pull together with our strong partner network and implement our Vision 2030 so that hundreds of thousands of young people do not have to continue waiting for the start of a self-determined life.



## Teach First Deutschland + JOBLINGE: Quality at the transition – Innovation Club

Together with Teach First Germany, we have been working for several years on the "Quality at the Transition" project to make the success factors at the transition from school to work transparent and thus highlight how effective support services and successful transitions into work can be derived from this. A large number of partners from science and practice are involved in the project, made possible by several years of funding from the Vector Foundation and the Fritz Henkel Foundation. Part of the project is the "Innovation Club" dialog format.

Although there is a wide range of offers, programs and approaches at the transition point, the number of young people without qualifications after school and the number of under-30s without a first vocational qualification has been rising continuously for years. The question of the quality of support services and interventions at the school-to-work transition is therefore rightly a focus not only from the perspective of education and labor market research, but also in view of the growing skills gap in Germany. In order to meet this challenge, the "Quality at the transition" project takes quantitative approaches such as (educational) progression data and transparent transition management, the focus is also on qualitative approaches, i.e. the question of success factors in the transition from school to work.

The success factors can be used both with regard to your own organization and work as well as provide crucial information for the design of funding programs and framework conditions in the ecosystem. The identified factors were summarized in nine thematic clusters.

They are therefore just as relevant for educational organizations as they are for foundations and the public sector. Each of the

### Focus of the intervention

Clear objectives with a priority placement mandate for young people

### Self-image of the organization

Identification with core values within the organization

### Cooperation with companies

Partner network with real working people behind it

### Multi-professional teams

Development of diverse expertise among teaching staff

### Career guidance measures for young people

including simulation discussions, strengths analysis, involvement of role models and peer-to-peer learning

### Outcome orientation for the target group

Prioritization of a specific transition as an outcome

### Support for educational staff

Internal team case consultation and external supervision for teaching staff

### Architectural conditions

Professional, orderly, neutral furnishing of the intervention rooms

### Trust in the target group

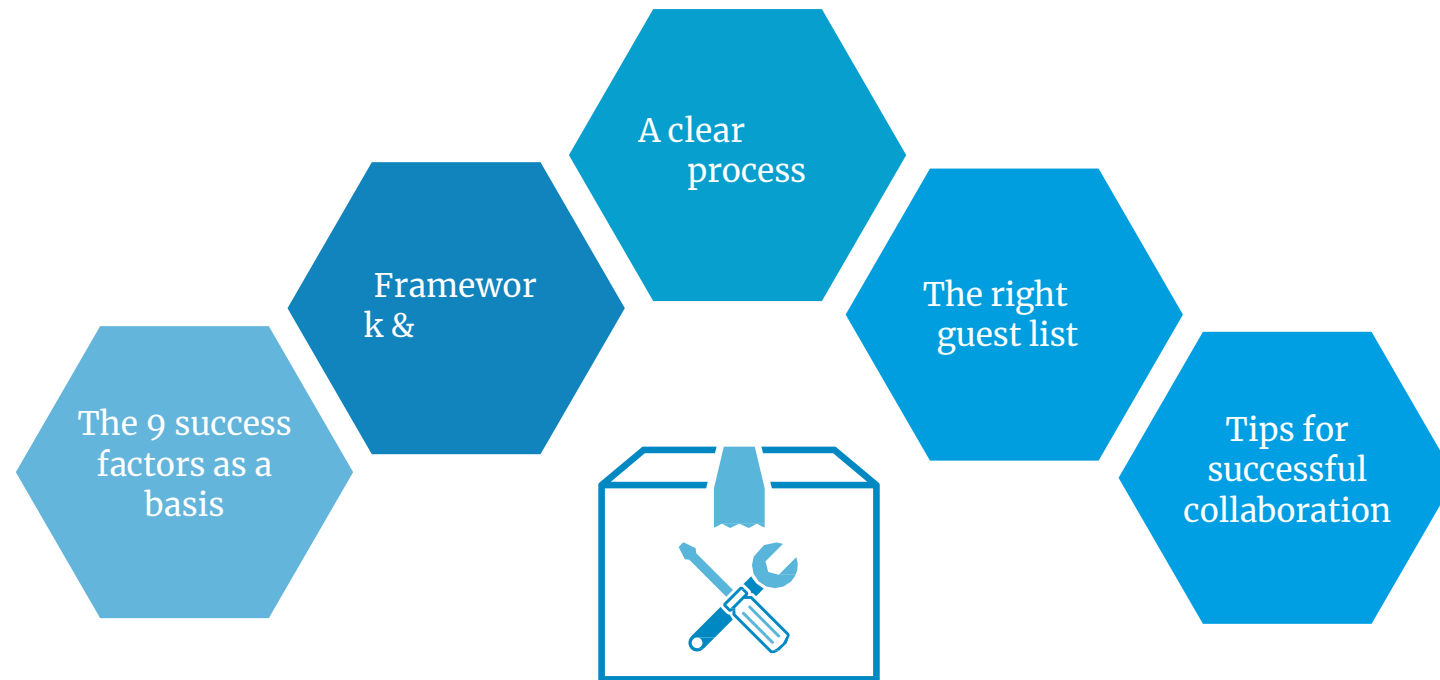
Advance of trust, confidence and empowerment by educational staff

factors can be used as a starting point for an analysis or redesign of offers at the transition from school to work and should initially be considered in isolation, as the individual success factors each focus on different elements (e.g. personnel, network or curriculum). While each of the factors mentioned can be fully influenced by the educational organizations themselves and can therefore be used to identify potential success factors.

changes to be implemented very directly and promptly, the next step is to look at the factors from the perspective of all relevant actors in the school-to-work transition ecosystem. In this case, the success factors can form the basis for a local dialog format that involves actors from all sectors and stakeholder groups, for which we have also jointly created a toolbox.

## Innovation Club

### Toolbox



## What you need for your local Innovation Club

The complete toolbox can be downloaded from [www.joblinge.de/innovation-club](http://www.joblinge.de/innovation-club). This gives all organizations in the field of school-to-work transition the opportunity to network and work together to identify what distinguishes successful initiatives. On this basis, we can further improve our work and achieve even greater success.

[www.joblinge.de/innovation-club](http://www.joblinge.de/innovation-club)



We would like to thank our funding partners, the Vector Foundation and the Fritz Henkel Foundation, for making this project possible.

**VECTOR**   
STIFTUNG

 **Fritz Henkel**  
Stiftung



# Locations

## gAG Rhineland

**Cologne**  
Classic (Connect until 30.09), Kompass (until 31.07), AsA flex (until 31.07) Integrative (from 01.10)

**Troisdorf**  
PLAN A (joblinge@school), Classic (digital+), AsA flex (until 31.07)

## gAG MRN

**Ludwigshafen Rheinuferstr.**  
AsAflex

**Ludwigshafen Ludwigsplatz**  
PLAN A, Classic

**Mannheim**  
PLAN A, Classic, basecamp

## gAG FRM

**Frankfurt Henschelstr.**  
basecamp, Successful in training, JOBLINGE booster

**Frankfurt Eschersheimerlandstr.**  
§16h, Integrative

**Darmstadt**  
Integrative

**Mainz**  
Integrative

**Offenbach**  
§16h, Integrative

**Wiesbaden**  
Integrative

## gAG Southwest

**Stuttgart Böblingerstr.**  
PLAN A, Classic

**Stuttgart Wilhelmsplatz**  
Kompass, BEQ4U

**Ulm**  
PLAN A, Integrative

**Pforzheim**  
Integrative

**Reutlingen**  
PLAN A+, Integrative

## gAG Hanse

**Hamburg**  
PLAN A, Classic, Kompass

**Bremen**  
PLAN A, Integrative

## gAG Ruhr

**Essen Heinrich-Reisner Platz**  
Kompass (from 1.10.), work4u (from 1.10.), basecamp (from 1.6.)

**Essen Altendorferstr.**  
Classic, PLAN A, Family, work4u (until 30.9.)

**Gelsenkirchen**  
Classic, Kompass (until 30.9.)

**Recklinghausen**  
Classic



## gAG Berlin

**Friedrichshain**

**Schöneberg**  
PLAN A, Integrative, basecamp, §16h, Plan A School

**Westend**  
Integrative

## gAG Leipzig

**Leipzig**  
Classic, Kompass, TechTeens, Peer2Work

## Headquarters

**Munich Kapuzinerstr.**

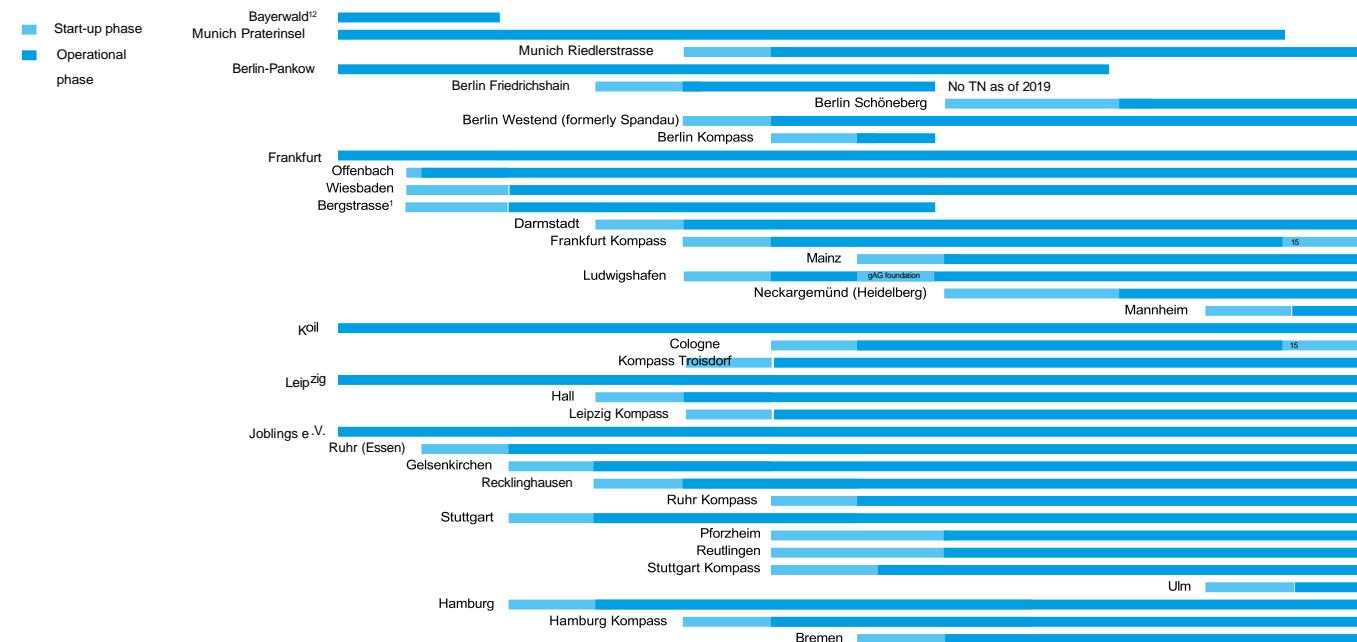
## gAG Munich

**Munich Ridlerstr.**  
PLAN A, Classic



# Income and expenses of the overall organization

Total account for all locations (in thousands of euros)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
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Yields											
Subsidies from the public sector	2.208	2.861	3.708	5.606	7.304	8.793	9.650	9.705	11.298	10.898	11.549
Donations	1.431	1.869	2.514	3.064	3.740	3.854	3.923	4.230	4.801	6.653	7.216
Other income	54	51	22	33	9	102	249	309	250	369	331
<b>Total income</b>	<b>3.692</b>	<b>4.782</b>	<b>6.243</b>	<b>8.703</b>	<b>11.053</b>	<b>12.749</b>	<b>13.822</b>	<b>14.244</b>	<b>16.349</b>	<b>17.920</b>	<b>19.096</b>
Expenditure											
Personnel costs	2.323	2.996	3.820	5.298	6.891	8.007	9.119	9.832	10.959	11.905	12.710
Material costs	1.252	1.629	2.072	3.206	4.316	4.258	4.879	4.386	5.422	6.029	5.906
Financing costs	-	-	-	-	-	-	-	-	-	-	-
<b>Total expense</b>	<b>3.575</b>	<b>4.625</b>	<b>5.891</b>	<b>8.504</b>	<b>11.208</b>	<b>12.265</b>	<b>13.998</b>	<b>14.218</b>	<b>16.381</b>	<b>17.934</b>	<b>18.616</b>
<b>Annual result</b>	<b>118</b>	<b>157</b>	<b>352</b>	<b>199</b>	<b>-155</b>	<b>484</b>	<b>-176</b>	<b>26</b>	<b>-32</b>	<b>-14</b>	<b>480</b>

<sup>1</sup>Without JOBLINGE Foundation

<sup>12</sup>Operations ceased at the end of September 2013.

<sup>13</sup>Operations ceased at the end of December 2018.

<sup>14</sup>Without participants since 2019.

<sup>15</sup>Integrative from January 2023.

**Note:** Possible differences due to rounding.

## Financial situation of the overall organization

Total account for all locations (in thousands of euros)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Assets (assets, use of funds)</b>										
<b>A Fixed assets</b>	25	30	38	78	76	125	135	107	121	115
I. Intangible assets (e.g. software)	-	-	-	-	2	7	31	25	17	15
II Property, plant and equipment	25	30	38	78	74	118	104	82	104	100
<b>B Current assets</b>	1.410	1.872	2.858	3.642	4.173	4.739	4.816	5.708	5.404	5.423
I. Receivables	155	427	417	682	967	1.167	1.097	1.237	1.441	1.528
II Cash and cash equivalents (cash, bank balances)	1.255	1.445	2.441	2.960	3.206	3.572	3.719	4.471	3.963	3.895
<b>C Prepaid expenses and deferred charges</b>	25	27	31	47	39	41	38	41	54	65
<b>Total assets</b>	1.439	1.929	2.927	3.767	4.288	4.905	4.989	5.856	5.579	5.603
<b>Liabilities (source of funds)</b>										
<b>A Equity <sup>16</sup></b>	533	875	1.463	1.115	1.286	1.841	1.334	1.361	1.327 <sup>18</sup>	1.314 <sup>18</sup>
<b>B Special items for unused grants and donations<sup>17</sup></b>	0	564	824	1.622	1.923	1.983	2.133	3.105	2.926 <sup>19</sup>	2.850 <sup>19</sup>
<b>C Provisions</b>	204	214	255	316	392	375	442	573	616	565
<b>D Liabilities</b>	121	259	270	440	602	598	559	601	516	812
I. Loans taken out	-	98	30	91	127	69	47	9	176	151
II. trade accounts payable	35	68	98	121	110	246	236	198	177	406
III Other liabilities	86	93	142	260	365	282	274	394	163	255
<b>E Prepaid expenses and deferred charges</b>	143	17	115	274	86	107	521	216	194	62
<b>Total liabilities</b>	1.439	1.929	2.927	3.767	4.288	4.905	4.989	5.856	5.579	5.603

<sup>15</sup> From 2019 without JOBLINGE Foundation

<sup>16</sup> For JOBLINGE e. V. and JOBLINGE Foundation including funds carried forward and foundation capital.

<sup>17</sup> For JOBLINGE e. V. and JOBLINGE Foundation including free reserves.

<sup>18</sup> Incl. presentation of funds JOBLINGE e. V.

<sup>19</sup> Incl. free reserves JOBLINGE e. V.

**Note:** Possible differences due to rounding.

## Income and expenses of the locations

Income and expenses 2022 location-specific (in EUR thousand)	Total	gAG Munich	gAG Berlin	gAG FrankfurtRhineMain	gAG Rhineland	gAG Leipzig	gAG Ruhr	gAG Southwest	gAG Hanse	gAG Main-Rhine-Neckar	e. V.	Foundation
Yield												
Subsidies from the public sector	10.898	562	924	2.678	695	1.407	910	1.699	1.013	1.010	0	0
Donations	6.653	201	453	723	396	169	685	1.045	442	426	2.113	2.436
Other income	369	0	0	0	0	0	33	0	38	0	298	0
Total income	17.920	763	1.377	3.401	1.091	1.576	1.628	2.744	1.493	1.436	2.411	2.436
Expenditure												
Personnel costs	11.905	563	937	2.160	821	1.162	1.237	1.900	1.038	809	1.278	0
Material costs and other expenses	6.029	200	432	1.275	270	414	391	844	455	627	1.121	2.401
Statutory expenditure DO (e.g. financing gAGs)	0	0	0	0	0	0	0	0	0	0	0	0
Total expense	17.934	763	1.369	3.435	1.091	1.576	1.628	2.744	1.493	1.436	2.399	2.401
Annual result	-14	0	8	-34	0	0	0	0	0	0	12	35
Withdrawals from reserves	0	0	0	0	0	0	0	0	0	0	0	16
Transfer to reserves	8	0	8	0	0	0	0	0	0	0	0	0
Profit/loss carried forward from previous year	2	0	0	0	2	0	0	0	0	0	0	0
Accumulated profit/loss	-20	0	0	-34	2	0	0	0	0	0	12	51

Note: Possible differences due to rounding.

## Financial situation of the locations

Balance sheet of the locations as at 31.12.2022 (in EUR thousand)	Total	gAG Munich	gAG Berlin	gAG FrankfurtRhineMain	gAG Rhineland	gAG Leipzig	gAG Ruhr	gAG Southwest	gAG Hanse	gAG Main-Rhine-Neckar	e. V.	Foundation
<b>Assets (assets, use of funds)</b>												
<b>A Fixed assets</b>	115	1	14	57	1	2	10	5	5	19	1	15
I. Intangible assets (e.g. software)	15	0	0	15	0	0	0	0	0	0	0	15
II Property, plant, and equipment	100	1	14	42	1	2	10	5	5	19	1	-
<b>B Current assets</b>	5423	439	196	353	237	324	477	589	905	383	1520	1973
I. Receivables	1528	145	107	277	28	72	86	138	355	196	124	3
II Cash and cash equivalents (cash, bank balances)	3895	294	89	76	209	252	391	451	550	187	1396	1970
<b>C Prepaid expenses and deferred charges</b>	65	0	22	0	6	6	1	1	18	10	1	-
<b>Total assets</b>	5603	440	232	410	244	332	488	595	928	412	1522	1988
<b>Liabilities (source of funds)</b>												
<b>A Equity (funds carried forward and foundation capital at the foundation and e. V.)</b>	1314	265	112	95	102	80	55	50	50	50	455	282 <sup>20</sup>
<b>B Special items for unused grants and donations (incl. free reserves of the foundation and e. V.)</b>	2850	105	0	0	54	0	346	398	799	288	860	1697 <sup>21</sup>
<b>C Provisions</b>	565	33	12	150	49	75	47	94	45	19	41	0
<b>D Liabilities</b>	812	37	108	165	36	123	40	53	29	55	166	9
I. Loans taken out	151	0	51	0	0	100	0	0	0	0	0	0
II. trade accounts payable	406	32	7	139	1	11	16	32	27	40	101	9
III Other liabilities	255	5	50	26	35	12	24	21	2	15	65	0
<b>E Prepaid expenses and deferred charges</b>	62	0	0	0	3	54	0	0	5	0	0	0
<b>Total liabilities</b>	5603	440	232	410	244	332	488	595	928	412	1522	1988

<sup>20</sup> Funds carried forward and endowment capital at JOBLINGE e. V. and JOBLINGE Foundation

<sup>21</sup> Free reserves JOBLINGE e. V. and JOBLINGE Foundation **Note:**  
Possible differences due to rounding.

## Management report

The financial situation of the organization as a whole is largely stable, despite the continued decline in allocations from the public sector and the resulting underutilization of our locations. The resulting decrease in public funding can be offset by private donations, which are now also becoming an important factor beyond the financing of innovations.

Some of the JOBLINGE gAGs' annual financial statements for the 2023 financial year are still being prepared, but the trend is predominantly neutral or positive. The annual financial statements of JOBLINGE e. V. and the JOBLINGE Foundation were neutral or positive in 2023. A key factor in JOBLINGE's success since the beginning has been its joint, cross-sector commitment, which is also reflected in its funding. As part of public-private co-financing, the running costs of the JOBLINGE locations are largely borne by the public sector. The proportion of public funding varies greatly from location to location. Calculated over the entire initiative, it amounts to 60 percent. Around 40 percent of the costs are financed by donations. In the 2023 financial year, the amount of private donations raised amounted to around 7.2 million euros. These funds raised are particularly important for innovative JOBLINGE topics that are not financed by the public sector. Topics such as (digital) recruitment beyond the job center's

and employment agency proved to be essential for the JOBLINGE target group in order to gain access to and receive information about support services. Back in 2019, with the launch of the JOBLINGE PLAN A activation campaign, we focused on target groups that were not or no longer reached by the public sector. Young adults wanting a self-determined future requires making apprenticeships more attractive with concepts such as the basecamp and our long-standing successful apprenticeship mentoring, and making apprenticeships sustainable for the JOBLINGE target group in particular - these success factors for JOBLINGE are only possible thanks to donations. Once again, the trisectoral approach of our initiative effectively tackles and solves both acute and systemic problems. That's why, since 2022, every euro counts more than ever. Especially at a time when contact with the target group is becoming increasingly difficult and we are expanding our mission, scaling the JOBLINGE impact and activating young adults themselves for training. We need our strong network of private sponsors. We are therefore very pleased that, despite all the circumstances, we were once again able to increase the total amount of private donations in 2023. Although the amount of donations to be raised is considerable and will increase continuously in the future due to growth and further development of content, the JOBLINGE initiative is optimistic about the future thanks to the generous support and growing willingness to provide funding and is looking forward to working with existing and new sponsors.





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