

2015 Annual Report and Impact Report
in Accordance with the Social Reporting Standard

Vision: JOBLINGE—Joining Forces Against 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 give disadvantaged, unemployed youths the opportunity to earn their own apprenticeship or job. "Helping people help themselves" is thus at the heart 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 the JOBLINGE umbrella organization (JOBLINGE e. V.), which jointly represents all activities of the JOBLINGE locations (in the reporting period, Joblinge gAG Munich, Joblinge gAG Berlin, Joblinge gAG Frankfurt Rhine-Main, Joblinge gAG Cologne, Joblinge gAG Leipzig, Joblinge gAG Ruhr, Joblinge gAG Stuttgart Region, and Joblinge gAG Hanse), as well as the JOBLINGE Foundation. The report refers to the calendar year 2015. 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 contacts in the umbrella organization are Ulrike Garanin und Kadim Tas, Directors of JOBLINGE e. V. This report was compiled under application of the Social Reporting Standard.

Gender note:

In the interest of a better readability of this report, we have chosen either the masculine or the feminine form of personal nouns. This in no way implies a discrimination against the respective other gender. Women and men may feel equally addressed by the content of this annual report. Thank you for your understanding.

Preface

Dear sponsors, supporters, and friends of the JOBLINGE initiative,

Our look back at the past JOBLINGE year always gives us an opportunity to pause for a moment. With four new locations, the initiative experienced its strongest growth ever in 2015 and for the first time was able to reach more than 1,000 youths with its program—while not only maintaining, but even increasing the placement rate.

When 77 percent of participants go on into apprenticeships and employment, that is much more than a number. It represents the strong determination of each and every participant who takes his life into his own hands and in many cases manages a 180-degree turn. This would not be possible without the individual support and tremendous commitment of every single volunteer, partner company, sponsor, and of course our salaried employees.

When we first started exploring a JOBLINGE program for refugees in the summer of 2015, it was precisely this network that prompted us to take action. Our shared success for these young people and their long-term integration in the job market and in society are the foundation of everything we build on as an initiative to contribute to an open, integrative society.

Starting from the success factors of the "traditional" program, we therefore worked intensively on a specific concept designed to help young refugees find their way into employment—and, in a second step, into in-service training—as quickly as possible after arriving in Germany. In 2016, we are launching a pilot program and starting the rollout throughout Germany.

On behalf of the entire initiative, we would like to thank each and every one of you for your support and visible passion for these youths. We look forward to addressing the challenges together with you and are convinced that our joint commitment will make a lasting impact.

We aim to reach many more young people with our two JOBLINGE programs in 2016 and give them access to the job market regardless of their origin and background. Personally, we are deeply convinced that there is no more fundamental form of integration than work—and no more fundamental prerequisite for the dignity of an individual than a self-determined life without dependence.

Sincerely,



Ulrike Garanin
Managing Director, JOBLINGE e. V.



Kadim Tas
Operational Director, JOBLINGE e. V.

JOBLINGE in 2015

How the Initiative Has Developed: Facts and Figures

"Unplaceable"? Our target group and its successes

A program for difficult cases: Before joining the JOBLINGE program, most of the meanwhile 3,424 total participants in the program were considered unplaceable or hard to place in the job market. The causes of their difficulties are manifold—each participant has his own story. What they share are the so-called multiple placement obstacles:

- More than 70 percent are members of a household receiving welfare benefits.
- More than 60 percent have a migration background.
- Nearly 60 percent have no more than a high school diploma (on average, the latest diploma was earned two years ago).
- 65 percent are male.

In 2015, 1,010 youths participated in the JOBLINGE program. 77 percent of them managed the transition into an unsubsidized apprenticeship or employment. With the highest placement rate ever in a single year, we were also able to again increase our overall placement rate (cu-

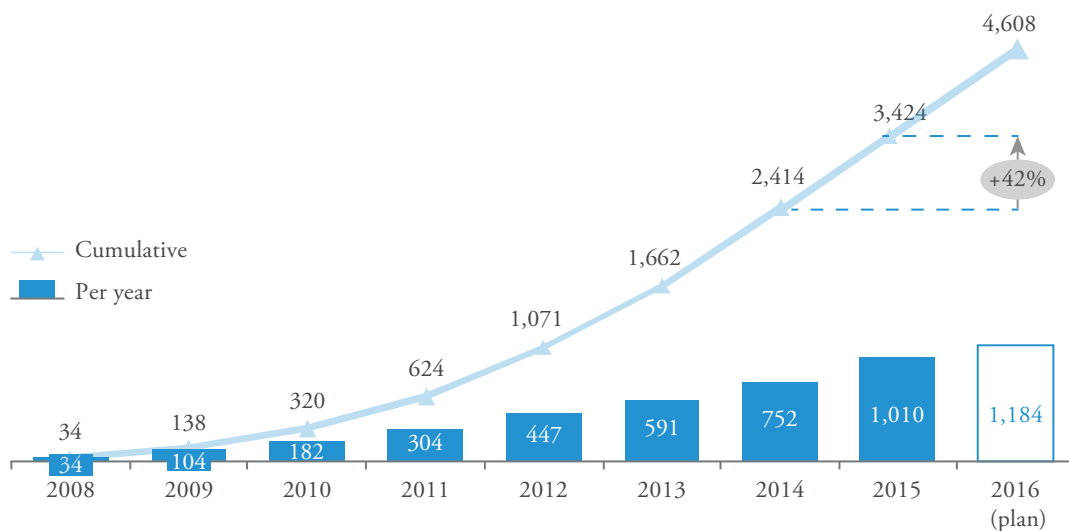
mulative rate since 2008: 71 percent). The sustainability of the program, measured six months after the start of an apprenticeship, lies at 80%. The placement rate and sustainability rate are the two most important metrics for the JOBLINGE initiative, since they stand for every single young person who has permanently joined the workforce and society.

Continued growth—to reach more and more youths

JOBLINGE continued its growth course in 2015. With four new locations—more than in any previous year—the initiative has grown to a total of 16 locations. Our primary objective is to support as many youths as possible. JOBLINGE therefore wants to make its concept available wherever there is need and interest. The growth-oriented social franchising system is a key requirement for this.

Our growth is no longer generated exclusively by establishing new nonprofit corporations (Joblinge gAGs), but increasingly also through the branch model. All four new locations in 2015 were opened under the auspices of an existing gAG. The branch model allows not only a faster expansion of our program, but also the best possible use of our existing networks in the region to the benefit of the participating youths.

Participants



Four new locations in 2015

- Darmstadt (opened May 2015), fifth location of gAG Frankfurt Rhine-Main
- Berlin-Friedrichshain (opened June 2015), second location of gAG Berlin
- Recklinghausen (opened October 2015), third location of gAG Ruhr
- Halle/Saale (opened November 2015), second location of gAG Leipzig

Together with the locations, the number of JOBLINGE staff also increased in 2015, to a total of 93 salaried employees (capacity: 80 full-time equivalents, FTE) at the local branches and in the national umbrella organization. They form the professional foundation for the joint commitment of all involved, ensure the quality of the program for the youths and all participating partners, and continuously develop the initiative further.

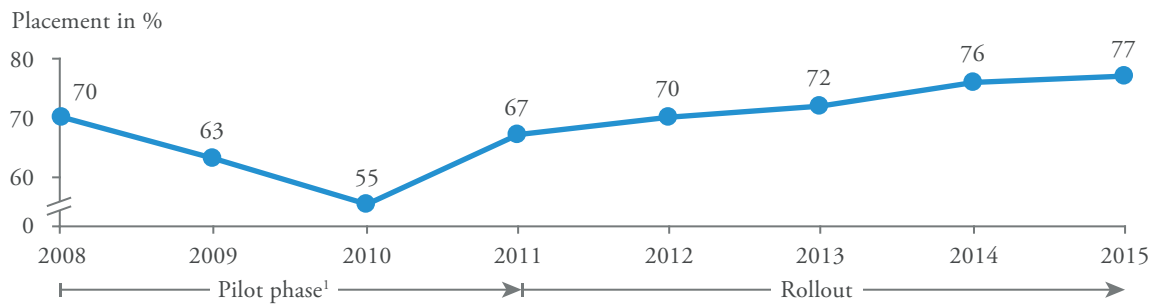
Calculation: JOBLINGE relieves the national economy

Analyses by the employers' association HessenChemie have shown that the positive effects are enormous from a macroeconomic perspective, as well.

- Just 17 months after successful placement, the direct, publicly subsidized costs (nearly €3,600 per program participant, plus social benefits accruing during the six months) are already cheaper for the government than a pure continued payment of welfare benefits.
- After three years and three months, the costs for the public sector are already fully amortized.
- The total savings after 10 years amount to nearly €140,000 for each sustainably placed participant.

Ruben Höpfer (HessenChemie), „Die JOBLINGE-Initiative – eine volkswirtschaftliche Betrachtung“ in: Jürgen Funk und Nora Hummel (Hg.), Gemeinsam gegen Jugendarbeitslosigkeit – Das Erfolgsmodell JOBLINGE, Frankfurter Allgemeine Buch 2015.

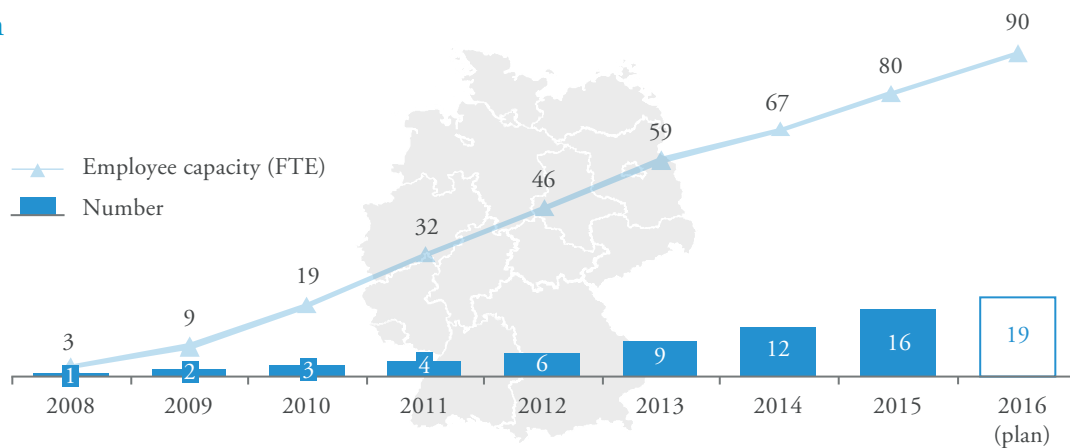
Placement rate



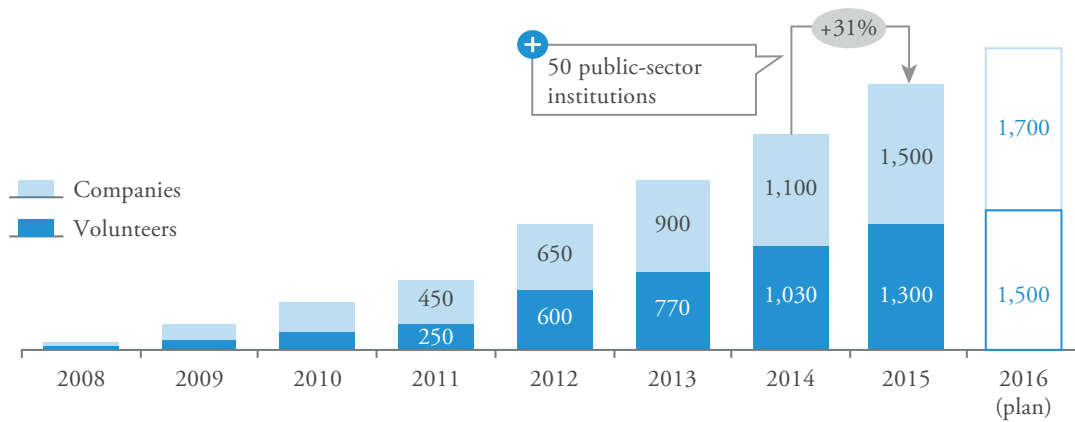
Note: Development of the placement rate since the first location opened.

¹ Annual values not representative due to small number of participants.

Growth



Network



A strong network for the youths

With targeted support, but under their own power, the participants "earn" their own job or apprenticeship. The business private sector, government, and civil society provide the network that many of the participants do not have. More than 1,500 partner companies, from small businesses to DAX-listed corporations, actively supported the initiative in 2015 with jobs, dedicated employees, or donations. Added to these are over 50 public-sector institutions on a municipal, state, federal, and European level.

In particular, the German Federal Employment Agency and job centers are not only the most important sponsors, but also key partners for recruiting participants at all locations. The number of private individuals volunteering as mentors, trainers, experts, and committee members increased to over 1,300 throughout Germany.

Vote of confidence and basis for our work: More than €2 million in donations in 2015

From the start, the key success factor of JOBLINGE has been the joint, cross-sector commitment that is also reflected in our funding. Under a public-private co-funding framework, the running costs of the JOBLINGE locations are largely borne by the public sector.

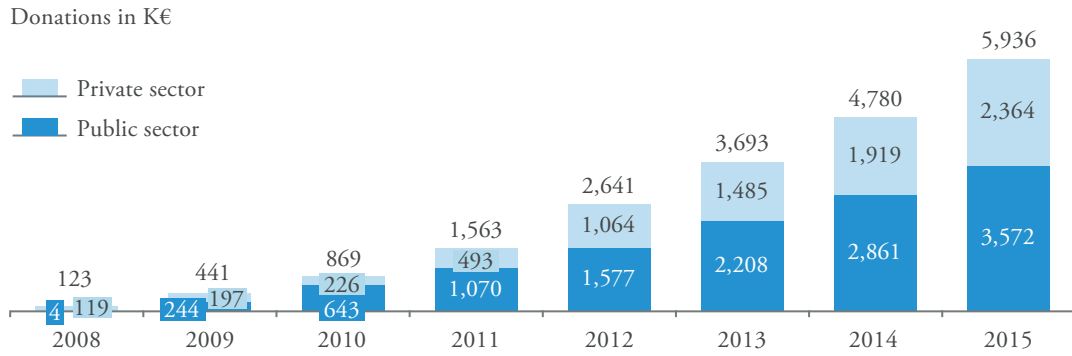
The share of public financing differs between locations and amounts to approximately 60 percent for the initia-

tive as a whole. The remaining 40 percent of expenses have to be additionally collected as private donations. The JOBLINGE umbrella organization, which manages the initiative throughout Germany, continuously develops the concept, and supports the locations with various central services, is financed exclusively through private funds. With the Germany-wide growth and the continuous content development, the need for funds, too, increases each year. Every donation counts.

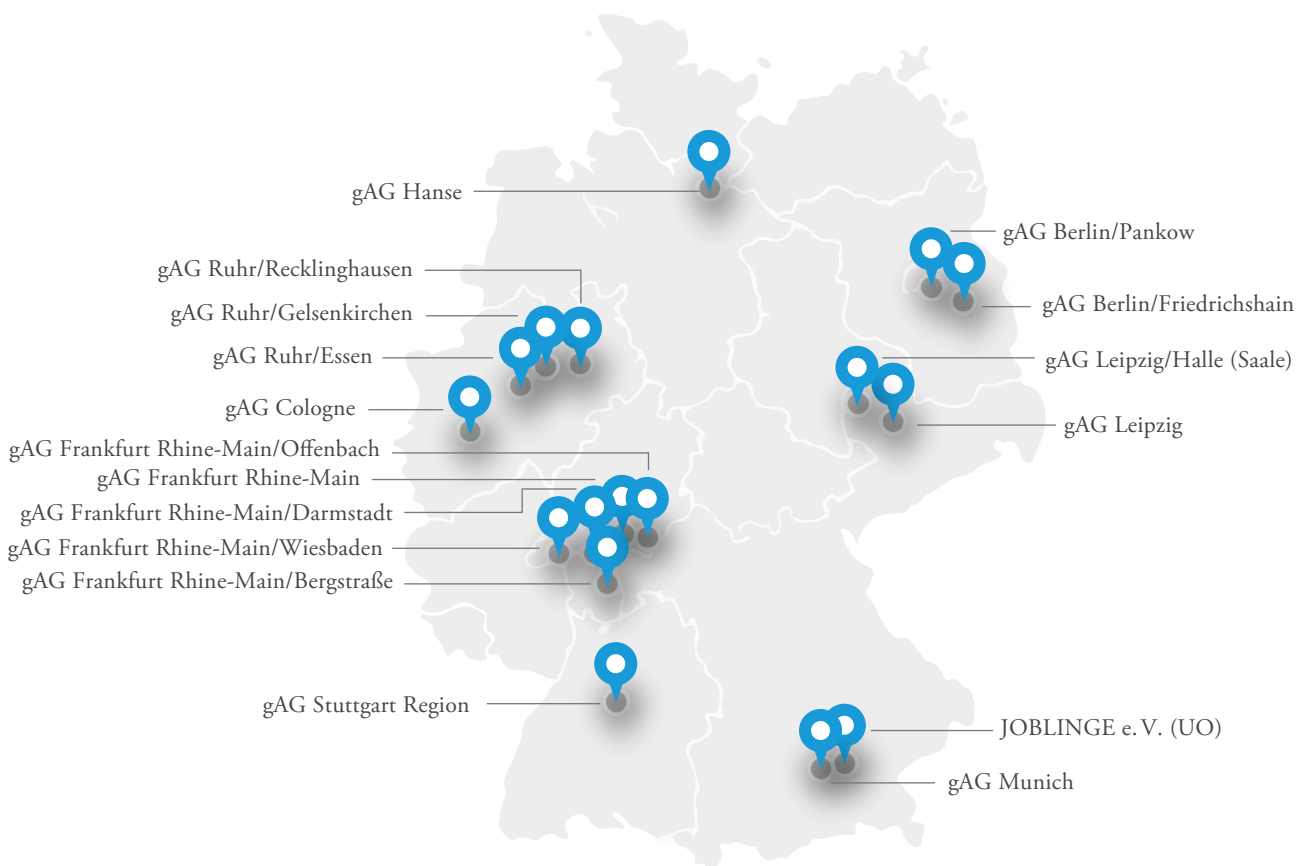
In 2015, €3.6 million in public subsidies and €2.4 million in private donations laid the foundation for JOBLINGE to build on, whereby the share of private donations in particular has increased in the past few years (to 40 percent in 2015). For JOBLINGE, this is a significant vote of confidence that allows our initiative to not only ensure the successful placement of participants, but also implement new, innovative projects, kick off reforms, and jointly address challenges like integrating young refugees in the job market.

¹ Forecast; final annual reports are not yet available.

Donations



In 2015, 16 locations plus umbrella organization





The Public

JOBLINGE in the public eye

We have received positive response in the media and from the public again this year. JOBLINGE's reputation as an effective initiative is growing. With a total of 150 publications in print, online, radio, and television, our media presence increased again in 2015. Our partner companies report on JOBLINGE internally and externally and encourage their employees as well as their customers to join in. The growing number of locations, the ever expanding network, and the proliferation through dedicated supporters considerably increase the number of inquiries received by JOBLINGE—from interested companies and mentors, organizers of conferences and trade events, as well as municipalities and even neighboring European countries who want to implement the JOBLINGE concept. JOBLINGE is also reaching more people through its own channels. At the end of 2015, the initiative's transregional, semi-annual newsletter was sent to more than 8,000 contacts. In terms of social networks, JOBLINGE is active on Facebook and has reached up to 6,300 people with its posts.

Public relations highlights

Publications

- "Joining Forces Against Youth Unemployment—The JOBLINGE Success Story," Frankfurter Allgemeine Buch, September 2015; conference transcript of the 11th Wiesbadener Gespräche, with a greeting by Angela Merkel and contributions by renowned authors from politics, business, and science, including Heinrich Alt (former member of the board of the Federal Employment Agency), Aydan Özoğuz (Commissioner for Immigration, Refugees and Integration), Thomas Mann (member of the European Parliament), and many insights into the JOBLINGE initiative, participants' stories, and testimonies by partner companies (e.g., Commerzbank, Naspas, Lufthansa, and WISAG)
- "Disrupting Unemployment. Business-led Solutions for Action," World Economic Forum, April 2015; JOBLINGE was mentioned as one of 60 best practice examples worldwide in the Disrupting Unemployment Report of the World Economic Forum

Press

- ZDF-Mittagsmagazin, September 2015: Portrait of former JOBLINGE participant Shari and presentation of the initiative
- Deutschlandfunk, July 2015, "Help on the Way into

Working Life—How the JOBLINGE Initiative Brings Youths and Companies together"

- Frankfurter Allgemeine Zeitung, August 2015, "Number of the Day: Minister of Social Affairs Honors JOBLINGE—Hessian Minister Congratulates Participants on the Start of Their Apprenticeships"
- rbb-Abendschau, April 2015, television report on youth unemployment in Berlin and JOBLINGE as a successful project

Events

- Charity gala of the Joblinge gAG Frankfurt Rhine-Main with 250 guests, December 2015
- Annual fall meeting for all JOBLINGE staff, hosted in 2015 by the JOBLINGE umbrella organization and the gAG Leipzig, together with the Leipzig Chamber of Trades, November 2015
- Anniversary celebration of the Joblinge gAG Stuttgart Region with 100 guests, November 2015
- Opening ceremony for the Darmstadt location with 180 guests, together with the Darmstadt Chamber of Industry and Commerce, October 2015
- 11th Wiesbadener Gespräche: "Joining Forces Against Youth Unemployment—The JOBLINGE Success Story," event with 200 guests at Kurhaus Wiesbaden, together with HessenChemie, September 2015
- "Living Well in Düsseldorf"—Leipzig JOBLINGE participants in a citizens' dialog with the federal government, July 2015
- Opening ceremony for the second Berlin location in Friedrichshain-Kreuzberg with 150 guests, July 2015
- Opening ceremony for the Joblinge gAG Hanse with 200 guests, June 2015

Awards

- Cem Yildirim (Munich): Named a top apprentice of 2015, awarded by the nationwide association VTH Verband Technischer Handel, October 2015
- Alya Aboudi (Frankfurt): Honored as the 500th participant of Joblinge gAG Frankfurt Rhine-Main placed in an apprenticeship, presented by Stefan Grüttner, Hessian Minister for Social Affairs, August 2015
- Herwig Ipach (Munich): Received the Rudolf Egerer apprenticeship award as "apprentice in Bavarian retail," awarded at the Munich Residence, May 2015

Relaunch of the JOBLINGE website

- New design, improved navigation, technology optimized for all devices, many service functions—The new JOBLINGE website has been online since December 2015 and in the first weeks already showed measurable progress in reaching our partners.

JOBLINGE for Refugees

More than one million people from war regions fled to Germany in 2015—and the influx is continuing. The current social challenges prompted JOBLINGE to leverage its many years of experience to train young refugees and integrate them in the job market as quickly as possible. Besides covering refugees' immediate needs, the focus is increasingly on creating long-term prospects. Work is becoming a key factor of integration—it is a crucial element of personal dignity and financial independence, acceptance, and participation in society.

Challenge

Despite strong motivation, only very few refugees currently manage the transition into the German job market. This is a great burden for the arriving refugees—approximately half of whom are under 25 years old—whose goal is to live and work in Germany, but also for the public coffers.

Our know-how

The initiative already supports many young refugees today under the "traditional" JOBLINGE program. Many of them have already been in Germany for two to three years and have a residence permit and some language skills. JOBLINGE wants to focus more strongly on creating jobs and opportunities for these youths.

Specific approach

JOBLINGE wants to achieve even more and aims to support and train young refugees with a high likelihood of staying in Germany directly after their arrival. To enable them to transition into working life, we developed a concept in 2015 that focuses on enabling a quick and sustainable integration in the job market. Measurability and scalability are key factors here, as well. As of 2016, we plan to roll out the program throughout Germany.

The concept

The project builds on the tried and tested elements of the JOBLINGE program, relying on practical training and one-on-one support by volunteer mentors who are prepared and accompanied professionally. In addition, we are developing offerings that account for the special needs of young refugees in terms of support:

- Teaching profession- and industry-relevant language skills, providing intercultural trainings and support on

work-relevant bureaucratic affairs, and obtaining and ensuring recognition of qualifications

- "Helping people help themselves," e.g., through self-taught language courses and the close involvement of qualified refugees as interpreters and multipliers
- Mobile JOBLINGE teams ensure that the initiative also reaches refugees in decentralized reception camps and can train these specifically early on with special formats and integrate them in the job market
- JOBLINGE also supports refugees and companies throughout the hiring process, while permanent contacts offer support on labor law issues and intercultural trainings for the partner companies' employees upon request.

Target group

- Refugees with a **high likelihood of staying in Germany** (e.g., from Syria, Iraq, Iran, or Eritrea)
- Age: **18–25 years**
- **Low to medium qualifications** (not illiterate, not highly qualified)
- As soon as possible **after arrival**
- Also **decentralized recruiting in the surrounding area** (through a mobile task force)

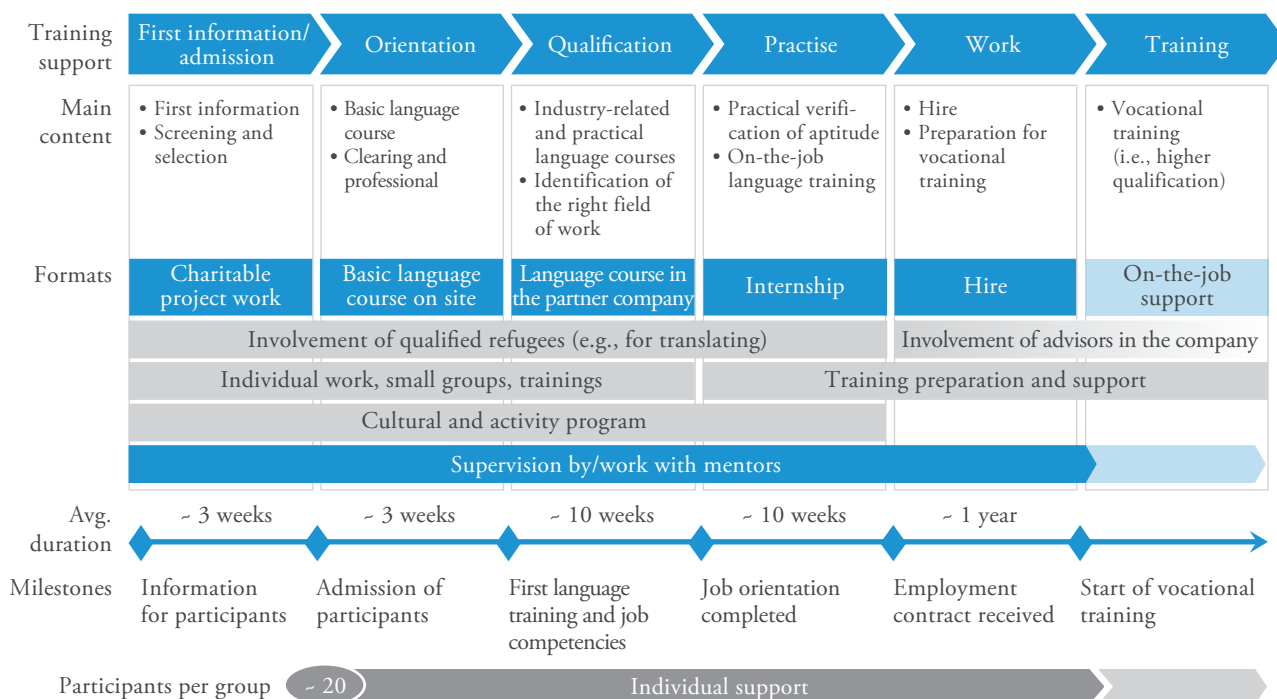
Goal

- **Early and sustained integration in the primary labor market** (work is the key to a successful integration and a bridge to acquiring the necessary language and educational requirements)
- **Enabling the highest possible qualification** (in-service training) after creating the right prerequisites, e.g., through targeted, profession-focused language courses
- **Accompanied closely** by the JOBLINGE team

The impact

Following the principle of "helping people help themselves," the participants earn their own job or apprenticeship step by step, whereby JOBLINGE for Refugees has not only a strong social, but also an economic impact: After only two years, the costs of the program are fully amortized. The total savings for society after 10 years thus amount to approx. €160,000 for each refugee sustainably integrated in the job market.

The JOBLINGE for Refugees program in detail (status: March 2016)



Current Projects

Successfully developing the JOBLINGE program further and achieving the greatest possible impact were key objectives of our work in 2015 as well. Our focus was on two strategic directions:

1. Impact beyond JOBLINGE—by making our program transferable to other target groups and reform initiatives
2. A look at job market trends—with a focus on the shortage of skilled workers in technical professions

1. JOBLINGE as an engine of social change

To pursue our vision, we also want to make an impact beyond JOBLINGE and help to solve social challenges.

Transferability to other target groups and structures

In light of the influx of refugees in the summer of 2015, we as an initiative decided to contribute to the integration of young refugees in the job market and adapt the JOBLINGE concept to the specific needs of the target

group (see JOBLINGE for Refugees program, page 11). With JOBLINGE for Refugees, we are now starting the transfer of the program and its active implementation.

Transferability has already been an important topic for many years: If JOBLINGE succeeds in sustainably placing a supposedly unplaceable target group in the job market, it gives us hope that the impact factors can be transferred to other target groups and systems. Accordingly, we are now receiving inquiries about the JOBLINGE program not only from municipalities and companies in Germany, but increasingly also from other countries, especially in Southern Europe. The extremely high youth unemployment of up to 50 percent that some countries are struggling with is an even greater challenge that is partially due to structural factors, but also qualification deficits. The JOBLINGE initiative contributes its experience in this regard to the dialogue with international NGOs and political institutions.

The expertise of JOBLINGE and the impact of individual program elements are also in demand among other partners in the public and private sector. Among others, JOBLINGE is currently working with multiple companies to advise and support them on the development of Germany-wide mentoring programs for refugees.



Impetus for reform

Since the creation of the initiative, one of the most important concerns and objectives of JOBLINGE has been to be a source of impetus and, in particular, to trigger reforms in the so-called transitional system between school and work. Some changes regarding effective program elements, such as the support during vocational training as a fixed element, have already been established. In 2014 and 2015, the collaboration with Benckiser Stiftung Zukunft additionally laid an important foundation for reforms in financing the transitional model—by means of the "social impact bonds" model already common in other countries. Private investors pre-finance a project and bear the risk, while the public sector covers the costs and a premium, amounting to a small share of the generated savings, only if the agreed targets are achieved. Together with the Bavarian State Ministry of Labor and Social Affairs, Family and Integration, Benckiser Stiftung Zukunft initiated the first German social impact bond, which the Joblinge gAG Munich collaborated on as one of four project partners. The initiative, which was based in Augsburg, aimed to place unemployed and at times homeless youths in apprenticeships and jobs long-term. The social impact bond was completed at the end of 2015, and the results are currently being evaluated.

The design of performance-based funding models—and thus the path to more transparency and effectiveness in the transitional system—will remain one of the major topics in the coming years, with an impact beyond JOBLINGE (see section "Strategy and Planning," page 16).

2. Targeted action against the shortage of skilled workers

shortage of skilled workers is the dominant topic in the German labor market. JOBLINGE is addressing this issue with three innovative projects. These projects aim to find new solutions to the acute shortage especially in the so-called STEM fields (covering professions in science, technology, engineering, and mathematics). In developing these formats, the main question was how the potential of the target group can be best leveraged to counteract the shortage of skilled workers.

Alternative offerings are being developed to get more youths excited about science. Direct contact with companies and practical work are meant to reduce inhibitions and make it easier to get into STEM fields. Both sides benefit from these projects: The youths are offered new prospects in a future-proof industry, and the companies find new ways to cover their demand for skilled workers.

The approaches were developed with a focus on the STEM fields, while always keeping in mind that they should later be applicable to other areas of the labor market and other professions as well.

The "StartPlus" project—creating opportunities in the chemical industry

Concept

The "StartPlus" project prepares youths specifically for apprenticeships in the chemical industry. Participants who discover an affinity for the chemical industry during the JOBLINGE program can use the time between the end of the program and the start of a regular apprenticeship to get to know the day-to-day work in the apprenticeable occupations. The companies offer them a realistic prospect of employment after the apprenticeship. StartPlus is run as a pilot project at Kalle-Albert Industrial Park in Wiesbaden and builds on four pillars: practical work, teaching relevant knowledge and skills, socio-educational support, and crisis intervention. The JOBLINGE initiative handles the close educational support during the project, supplemented with continued support by the same volunteer mentor, and also continues to offer the companies and youths professional support during the apprenticeship.

Goal

The StartPlus participants acquire basic industry-relevant knowledge and already begin addressing the topics they will need at vocational school before the start of their apprenticeship, such as studies on political and business institutions, and especially math, chemistry, physics, etc. In addition, the youths work on the skills that will help them to study independently and process information. The course days during StartPlus are oriented on the rhythms of vocational school. Participants also continuously practice keeping apprenticeship records, while experiential education events promote their personality development and social skills.

Impact

After the pilot phase in 2014, a second group of 10 participants started in February 2015. Eight of the youths managed the transition into vocational training and permanent entry in the chemical industry. We hope to find committed partners for this model in other locations as well.

Partners

Unterstützungsverein der Chemischen Industrie e. V. (UCI), InfraServ Wiesbaden GmbH & Co. KG, Kalle-Albert Industrial Park, HessenChemie

Project "JOBBLINGE Goes STEM"—breaking down inhibitions

Concept

"JOBBLINGE Goes STEM" is the new project by the Joblinge gAG Frankfurt Rhine-Main in cooperation with the JPMorgan Chase Foundation, aiming for sustained integration of JOBBLINGE participants in the so-called STEM job market.

Goal

Building on the experiences from two years of StartPlus, the project JOBBLINGE Goes STEM is developing targeted formats to build bridges between the participants in the JOBBLINGE initiative and employers. In the course of the 1.5-year project, a concept will be developed to sensitize, encourage, and enable the JOBBLINGE target group. At the same time, innovative, low-threshold entry opportunities for new workers will be created in collaboration with companies affected by the shortage of skilled workers.

Impact

JOBBLINGE Goes STEM has been in development in the gAG Frankfurt Rhine-Main since the fall of 2015 and will be rolled out to all German locations after a successful pilot project. The aim is to noticeably increase the number of participants placed in STEM fields (from currently 25 percent in the Rhine-Main region to at least 35 percent by the fall of 2017).

Partner

JPMorgan Chase Foundation

Project "Technology Program and Technology App"—playfully increasing science skills

Concept

Many youths in the JOBBLINGE program dream of an apprenticeship in the automotive industry, e.g., as a mechatronics engineer, but fail to meet the requirements. Since youths—especially the JOBBLINGE target group—are hard to reach through conventional school formats, JOBBLINGE and the BMW Group began to conceptually integrate the technology topic into the JOBBLINGE program in 2015. At the center of this project is a learning app that playfully strengthens the youths' skills in the field of technology know-how and math. The technology app for mobile devices makes the imparting of technological content and knowledge measurable. The concept combines mobile learning and gamification to impart math and physics by way of elements typically found in games.

At the same time, the app is accompanied by program components that on the one hand continue the initiated learning process and on the other hand introduce the profession through a practical orientation.

Goal

The primary goal is to motivate youths and remove their inhibitions preventing them from looking into the technology topic. At the same time, they are being prepared for the recruitment tests in the industry. Additionally, the technology topic is comprehensively embedded in the JOBBLINGE program and is also given more attention in the course of professional orientation. Technology professions are introduced and can be experienced in practice.

Impact

By connecting practical experience and digital learning, the youths receive the ideal prequalification for technical apprenticeable occupations, as well as access to higher-skilled apprenticeable occupations. The rollout within the JOBBLINGE program is scheduled for early 2016.

Partner

BMW Group

Organizational development: JOBBLINGE as a social entrepreneur

Neither our day-to-day business nor our projects would be possible without professional structures in the background. In light of the rapid growth of the JOBBLINGE initiative, which has grown in just a few years from a start-up to a Germany-wide initiative with around 100 employees, we have had to repeatedly adjust our entire internal organization and structures. 2015 saw a number of important internal developments:

Best practice sharing

To leverage the extensive experience our employees have gained over many years beyond a single location, we piloted the internal expert model in 2014. In the spring of 2015, we chose a total of 12 experts from the nominees, who will in future work closely with the umbrella organization to systematically strengthen their areas—from theater pedagogics to HR or committee work—embed their expertise in the organization (e.g., through a concept handbook), and act as first point of contact for their colleagues throughout Germany.

Personnel process

The success and growth of the JOBLINGE initiative would not have been possible without our salaried employees. Employee selection and, more importantly, employee development are therefore a key focus area. For instance, in the past months, we have sharpened our "onboarding" concept, i.e., the training of new employees by the umbrella organization and job shadowing in other locations. We are currently also systematically building up our training offering and personal development opportunities, for instance through the expert model.

Efficiency

Statistics, quotas, overviews—the JOBLINGE database delivers all the information our employees need for their daily work, from participant support to preparing supervisory board meetings and reports. As our organization grows, continuous adjustments to the database are necessary. Thanks to the targeted support by a foundation, we were able to implement these adjustments in the form of additional functionalities and new reports in the JOBLINGE database, allowing the individual locations to, e.g., more easily and efficiently comply with the numerous, locally differing reporting duties.

Internal communication and transparency

As in the last year, we prepared an internal cost comparison in 2015 to derive, based on all relevant factors and placement rates, what financial investment is necessary to achieve the greatest social gains—the permanent integration of youths.

External communication and transparency

We want to disclose both our operating figures and our finances and use of funds to all of our sponsors, supporters, and other interested parties. In May 2015, we therefore already published our third annual report and impact re-

port for the JOBLINGE initiative for the year 2014. Another step towards increased transparency was the relaunch of the JOBLINGE website in December 2015, where all JOBLINGE facts and figures can be found, as well as all documents relating to transparency and impact.

Strategy and Planning

In 2016 and beyond, we want to continue to pursue our three overarching strategic objectives, all three of which are closely connected.

Expansion of our quality leadership

More important than the growth of JOBLINGE is ensuring the quality of our program for the youths and all involved partners. We want to not only maintain our level of placement success and sustainability, but continuously improve it. One important lever is the strategic partnerships for the continued development of the program, for instance in the area of culture and physical activity with Commerzbank, or in the field of technology with BMW Group ("Current Projects," page 15).

The launch of the JOBLINGE technology app is planned for early summer 2016, when JOBLINGE Goes STEM will also enter the operational implementation. We are strongly dependent on professional standards and structures to enable growth and content development. In 2016, we will therefore continue to work on the development of the organization as a whole, as well as individual tools—from the continuous optimization and adaptation of our internal database to employee development and knowledge transfer across locations. In 2016, we will also have our first JOBLINGE training catalog for our employees

"JOBLINGE is an outstanding example of how social problems can also and primarily be addressed and solved through entrepreneurial initiatives. Not only here, but also and primarily in the European context, youth unemployment is one of the most urgent social challenges of our times, and the fight against it is consequently a valuable contribution to the common good. JOBLINGE not only makes this contribution, but also concretely measures, quantifies, and communicates it. With its highly effective 'helping people help themselves' approach, its organization as a social franchise model, and its consistent quality focus, JOBLINGE represents a highly successful social innovation that will set a standard for future initiatives. JOBLINGE is a best practice example of social entrepreneurship."

Dr. Volker Then, Managing Director,
Centre for Social Investment, Heidelberg University



throughout Germany, with an extensive training offering in all areas.

Maintaining the growth course

More than 3,400 youths have already participated in the JOBLINGE program, thereof 1,010 in 2015 alone. On average, we have been able to increase the number of spots by 62 percent annually since the beginning of the JOBLINGE program. JOBLINGE wants to maintain this growth course to effectively and sustainably support as many youths as possible. Our focus will be on "pull locations" (regions with active demand for the concept), as well as growth through branch expansion. We plan to open three new locations in 2016, starting with Troisdorf (as the second location of gAG Cologne) in February 2016. In parallel, a second pillar of the initiative will be launched with the refugee program. Starting with the pilot project in Munich, we plan to expand the program to Hamburg, Frankfurt, and Berlin in 2016. Besides the more than 1,180 spots in the traditional program, JOBLINGE thus plans to additionally help approx. 220 young refugees enter the job market in 2016.

Impact beyond JOBLINGE

With the development of the JOBLINGE for Refugees program, we have begun the concrete transfer of the concept to other target groups. As a separate and second pillar of the initiative, JOBLINGE for Refugees will be piloted and rolled out throughout Germany in 2016. Additionally, we are pursuing another approach to transfer our proven concept to a specific target group: the youth players of Bundesliga soccer clubs. In September 2015, the joint pilot project of Joblinge gAG Frankfurt Rhine-Main and the soccer training center of Eintracht Frankfurt e. V. was launched in Frankfurt. Many youths dream of a career as a professional soccer player, but even among the approx. 5,000 players in the youth training centers of the German Football Association, only around 10 percent actually manage the leap into professional soccer. JOBLINGE helps active youth players build up job prospects next to their daily soccer life, for instance by placing them in internships that are compatible with the demands of competitive sports. Former youth players have someone to turn to and are get help—among others from volunteer mentors—finding an apprenticeship spot. In 2016, we plan to implement the project with other Bundesliga clubs as well.

In pursuing our aim to achieve the greatest possible social impact with JOBLINGE, we keep a close eye on the job market and its developments. We are therefore reacting to

the shortage of skilled workers in the STEM fields with three targeted projects. In addition, JOBLINGE will continue to collaborate on reform initiatives for the transitional system in 2016 and work with partners to establish alternative funding models with the public sector.

Focus: Reform initiatives for the transitional system

Since its founding, reform initiatives for the so-called transitional system between school and work have been one of the key strategic objectives of the initiative. Although experts say the existing transitional system costs the government more than €4 million a year, many youths still fail to manage the transition into the regular labor market. The participants of the JOBLINGE program spend an average of more than two years in measures of the transitional system—without success—before joining the program.

Triggering reforms

Some initiatives launched by JOBLINGE have meanwhile become a fixed element of many funding programs: For instance, the mentoring and on-the-job support, which have been central elements of the JOBLINGE program since 2008, are now increasingly also used in other broadly designed Germany-wide funding programs for vocational preparation and support.

Creating success-based funding models

We also still see considerable need for reform in the funding model of the transitional system. The currently dominant funding method (cost per participant per month) offers financial incentives to keep youths in these measures for as long as possible. In contrast, success-based funding (cost per long-term placement) would contribute to more effectiveness, transparency, and quality in the transitional system—and would consequently not only stop the measure carousel for participants, but also result in considerable cost savings. In the United States and the UK, success-based funding models like social impact bonds have already become established. We are delighted to see that in Germany, too, premium-based models are being used to increase impact orientation. JOBLINGE is involved in the first German social impact bond (see page 14).

The social impact bond model

The social impact bond is a highly effective funding model. By way of bonds, private investors pre-fund a project and bear the risk. If the project's objectives are achieved, the public sector assumes the costs and pays a premium amounting to a small share of the generated savings. If this success-based funding model could be established with the public sector, it would be a great opportunity for JOBLINGE and other ini-

tatives that aim to help solve social problems through innovative approaches. The funding would no longer be subject to uncertainty due to the need to repeatedly apply for funding periods and comply with tight content rules, and the at times high administrative effort for non-impact-related re-

ports would be noticeably reduced. The target group could be supported even more effectively than in the past—by focusing on each individual youth and the best approaches for a sustainable integration in the job market and society.



Role of Premium Partners and Public Sponsors

The work of our initiative is dependent on every single internship or apprenticeship, each donation, and every volunteer in a committee, as a mentor, or as a trainer. More than 1,500 companies, from DAX-listed groups to workshops, 1,300 volunteers, and 50 public-sector institutions together form a strong network for the youths.

We would like to express our deepest gratitude to all of our local and national supporters. An overview of all of our partners can be found at www.joblinge.de on the pages of our locations and the umbrella organization.

Like every other nonprofit initiative, securing funding is one of JOBLINGE's greatest challenges. With our growth and continuous content development, from new program elements like the cultural and activity program to the adaptation of the program for young refugees, our need for funding grows. Our donor base is essential especially for funding the ongoing program, our personnel costs, and the provision of professional structures.

We would therefore like to thank in particular our initiators and premium partners, who ensure the development, plannability, and sustainability of the initiative through their support over the years.

Co-initiator and Germany-wide management



After the joint concept development and pilot phase with the Eberhard von Kuenheim Foundation, BCG took over the management and enabled the further development of the initiative. BCG supports the growth of the initiative and its strategic projects by providing financial contributions, networks, and contacts.

Many BCG employees volunteer with JOBLINGE: As director or supervisory board member of each local gAG and the supraregional JOBLINGE Foundation, as mentor or trainer for the youths, or by contributing their expertise to the initiative.

Co-initiator



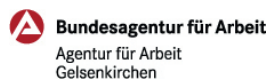
Together with partners from business, science, politics, and the nonprofit sector, the Eberhard von Kuenheim Foundation of BMW AG develops solution models for current issues in the fields of education, employment, and sustainability. After the end of the respective pilot phase, the projects transition into independence. Likewise, as a co-initiator of JOBLINGE, the foundation withdrew from the operational support with the founding of the JOBLINGE umbrella organization. The Eberhard von Kuenheim Foundation continues to financially support JOBLINGE, is active in committees, and supports the proliferation of the initiative as a multiplier.

Premium partners



Public sponsors

We thank all of our public sponsors for their valuable support and for continuing to enable our joint work in 2015 by funding one or more locations.



The JOBLINGE Model

The Social Challenge

At first glance, youth unemployment may not seem to be a big problem in Germany. At 7 percent, the rate is among the lowest in the European Union, the shortage of skilled workers and the demographic change are being addressed by the labor market, and in 2014 alone, 37,000 apprenticeships remained vacant—a historical high.

However, at the same time, more than 500,000 youths have not managed the step from school to vocational training, are unemployed, or are in the transitional system between school and work. The past years have shown that lower-skilled youths in particular are not benefiting from the positive economic development. Unlike in Southern Europe, where even college graduates are not finding jobs, youth unemployment in Germany is primarily a problem of fit.

Due to "multiple placement obstacles," this group of 15- to 25-year-olds is considered hard or impossible to place in employment: Some of these youths have been on their own since childhood, and many have even experienced sexual or physical abuse. Most of them have a migration background, come from welfare-dependent families, or have parents who are simply unable to foster their children's development. They lack role models, never experience success in school, and have received little recognition—and accordingly, they have never learned to realistically assess themselves or their wishes. Many of these youths start a career in measures of the transitional system immediately after leaving school. This system costs the government €4.3 billion a year, not including the cost of welfare benefits. While it is meant to prepare the youths for work, in most cases it leads instead to long-term unemployment. Because the problem persists: Those who fail to complete vocational training when they are young have four times the risk of long-term unemployment as adults.

From both a macroeconomic and a business perspective, Germany cannot afford to forgo the potential of these youths; but most importantly, every young person, regardless of their origin or background, should be given the opportunity for a self-determined life.

Our Solution Approach

The JOBLINGE initiative bundles the competencies of business, government, and civil society to support socially disadvantaged youths between 15 and 24 years of age on their path to employment. In a shared effort, JOBLINGE creates prospects: through training, real job opportunities, and the enablement to take over responsibility for one's own life. The heart of the concept is independence and helping people help themselves. Whether in group projects, through intensive, one-on-one coaching, or in practice: Over the course of the six-month program, the participants are always required to assume responsibility for themselves. They encounter a lot of trust and open-mindedness—but are also given ambitious targets. In only six months, most of these youths undergo a remarkable personal development. Supported by a strong network, but under their own power, the participants "earn" their own apprenticeship or job.

From an entrepreneurial perspective, JOBLINGE can be judged by the success of the youths and the sustainability of their placement. Vocational training and employment are not only the basis for a self-determined life, but also enable participation in society.

The Success Factors

The JOBLINGE concept builds primarily on four pillars:

Practical experience from day one

Throughout the entire JOBLINGE program, the participating youths engage in practical work, during which they are gradually prepared for day-to-day work—first in the "protected space" of the JOBLINGE locations, then through closely supervised internships in partner companies. Behind the application internship at the end of the program is the promise of a tangible apprenticeship or job in the company. The participants can "earn" their apprenticeship through their own efforts.

Individual development and one-on-one support

Due to their difficult backgrounds, our target group needs individual support to flourish in a work environment. Besides intensive, one-on-one coaching by our salaried employees, each participant is accompanied on his path by a personal volunteer mentor who acts as a

role model and confidant. The mentors are available to "their" participant throughout the six-month program and encourage them during the individual phases. They also act as crisis managers, helping to ensure that the program is completed despite the difficulties that will almost inevitably arise. The mentors share their professional and life experience, are prepared for the task through professional training, and are closely supported by us during their volunteer stint.

Bundled social involvement

Bundling social competencies is of central importance for the JOBLINGE approach. The two core elements of the program, practical experience from day one and one-on-one support—and thus the successes on behalf of the youths—can only be realized through the intensive involvement of our partner companies, voluntary service by private individuals, and close collaboration with the local public-sector institutions, especially the Federal Employment Agency and the job centers. These are not only important sponsors, but also key partners for recruiting participants at all locations. The joint commitment is also reflected in the initiative's financing, enabled by the public sector and private donors.

Entrepreneurial approach

We want to reach as many youths as possible with JOBLINGE—and we are convinced that we can only do so by providing a clearly defined framework for the many very different players and forces involved in the initiative. As a "social company," a social entrepreneur, JOBLINGE's aim is to maximize not the monetary, but the social returns. For any entrepreneur, the efficient use of resources is common sense—for JOBLINGE, it is also a matter of morals: Our resources are exclusively public funding, private donations, and volunteered time or expertise. Failing to use these resources as efficiently as possible in pursuing our social objective would betray the trust of not only our participants, but also our partners. JOBLINGE therefore works with harmonized processes, standards, and tools at all locations, reports transparently on the results, and implements the joint concept in the form of a social franchise system, so that the experience is the same for everyone involved in all the locations JOBLINGE is active in.

As an initiative, we are convinced that pursuing a clear entrepreneurial target can help us, particularly in social work. It is a guideline when it comes to maintaining the focus on the best support for the youths—for instance

when designing cooperations and additional offerings—and guides us when risks have to be taken. But most importantly, that mindset also carries over to our participants.

The JOBLINGE Program in Detail

In the intensive, six-month program, the participants first learn important social and professional skills in group projects, explore their own strengths and suitable professions, before then gaining practical experience in one of our partner companies. In workshops of our cultural and activity program, they can unfold and develop their personality. The youths are thus given the opportunity to "earn" their apprenticeship spot through their own efforts—outside the realm of school grades and traditional job interviews.

1. Admission phase

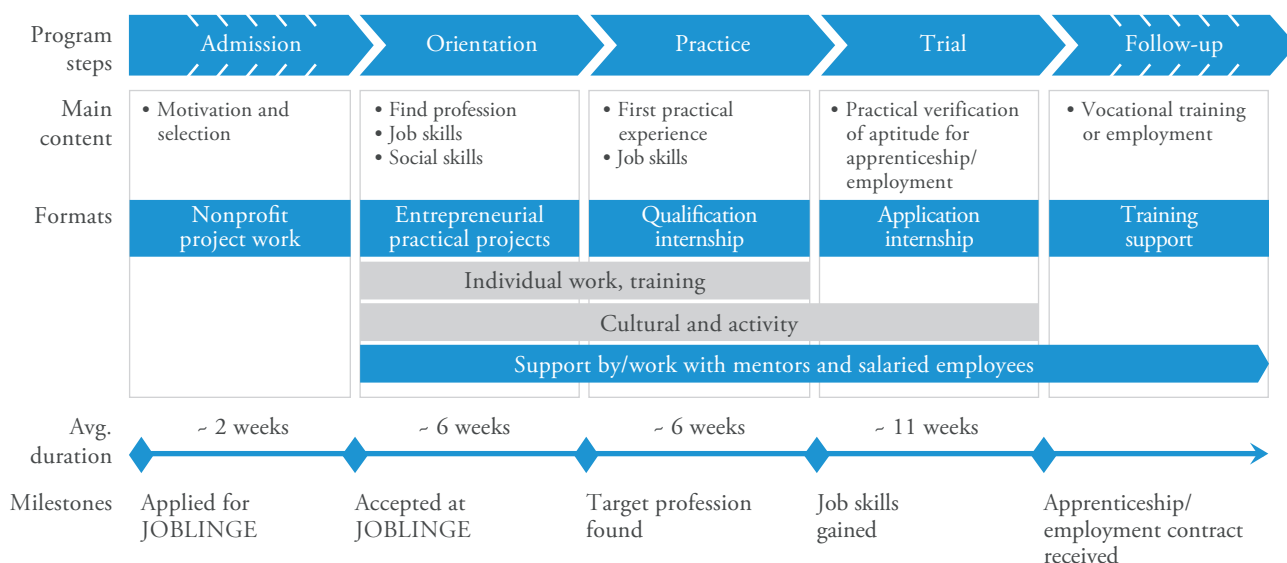
The hands-on work already starts in the **admission phase**: The participants, who come to JOBLINGE through local employment agencies or job centers, first work on a nonprofit project for several days, thereby "earning" their admission into the program. They work without pay as a group, for instance renovating orphanages and cleaning the city park or animal habitats in the zoo. The purpose of this phase is to create the right mindset and basic motivation in the youths. Because participation in JOBLINGE is based on a conscious decision. More importantly, something they have to work for has a much greater value in the eyes of the participants. In addition, this phase offers the first change of perspective: The participants turn from recipients of aid into contributors and are proud to have gained admission into the JOBLINGE program through their work.

2. Orientation phase

The goal of the six- to eight-week **orientation phase** is to help the youths find the profession that is right for them and prepare them specifically for vocational training in their chosen profession. Our employees also help them with their professional orientation through intensive talks and reflection, trial days in companies, but also the mentors, who are assigned to "their" participants at this point. This phase also cautiously addresses personal life circumstances and difficulties that have prevented the participant from starting an apprenticeship in the past.

In entrepreneurial projects, the youths explore their strengths and gain important skills. For instance, they

Das JOBLINGE-Programm im Detail



conduct interviews themselves to learn about their chosen profession, shoot a film together, or develop their own catering concept for its premiere. Workshops with professional trainers (e.g., application and communication trainings) support these learning effects, as does the **accompanying cultural and activity program**. In theater and dance workshops, or in a museum, the youths are forced to confront something unfamiliar, overcome their prejudices and limits, demonstrate team spirit, resolve conflicts together—and at the end present themselves and their achievements to an audience.

3. Practical phase

With their self-confidence boosted, the participants venture into working life in the subsequent **practical phase**: The youths gain their first professional experience in a closely supervised qualification internship at a JOBLINGE partner company. During this time, they gain professional and social skills through their work and accompanying trainings and try out their chosen profession in practice.

4. Trial phase

After that, it gets serious: In the **trial phase**, the participants earn their apprenticeship or job in a partner company. If they fulfill the previously agreed requirements, they have succeeded. The choice of the right company for

each participant is precision work—and a key success factor of the program. Only if the participant and the company are a good fit can the unemployed youth become a young person with prospects for the future.

5. Follow-up phase

To ensure that it stays that way, we do not leave our participants to their own devices once they have started their regular apprenticeship or employment. Our employees and the personal mentors remain available to the participants as well as the partner companies as contacts during the **follow-up phase**. Until the end of their apprenticeship, the JOBLINGE contact helps not only with personal problems, but also offers targeted training measures and workshops for apprenticeships, as well as specialist seminars and overarching exchange for the instructors.

JOBLINGE's Impact

Win-Win Situation for Everyone

The joint work for JOBLINGE is enriching for everyone involved in the project: unemployed youths, volunteer mentors and trainers, (apprenticing) companies and partners, and finally society as a whole.

JOBLINGE—strength through appreciation

The most important and reliable indicators of the impact of the JOBLINGE initiative are probably the placement and sustainability rates (see "Facts and Figures," page 5). And yet these numbers say little about the personal success of each individual youth who managed the transition into employment and thus into society. When asked what had changed the most for him, one of the first participants in the JOBLINGE program answered: "I am proud to be able to pay taxes now." Vocational training and work are not only the foundation for an independent, self-determined life—they also enable participation. Time and again, we have seen youths proudly show off their first payslip, proving that they have turned from welfare recipients into contributors and thus active members of society. All of the youths who joined JOBLINGE with the worst possible starting conditions and persevered have demonstrated considerable willpower and impressive personal achievements.

Mentors—being a role model is enriching

For the volunteer mentors, too, their own involvement has a great impact. Many mentors have already accompanied several youths and report that they learned a lot from their mentee, and that the personality and history of the participant causes them to take a closer look at their own biography as well. One mentor said, "Each meeting with my mentee is an interesting and enriching experience." With some support, but also through their own efforts, the youths manage a complete turnaround. Our salaried employees prepare the youths intensively and specifically for working life and offer support in handling often deep-seated experiences; the mentors are role models and an important source of orientation for life and values that many of the participating youths do not experience at home and that are frequently mentioned when asked about wishes for the future: steady structures, a regular job, an own apartment, family and children.

Partner companies—strengthening corporate culture and winning new talents

Some of our larger partner companies have included volunteer mentoring as an elective module in their employee development programs and see it as an ideal combination of social commitment and targeted employee training. The apprenticing companies also gain new employees through the JOBLINGE program and counteract their shortage of skilled workers by offering apprenticeships for JOBLINGE participants. In addition, the program opens up new target groups for the companies and gives youths opportunities outside the realm of formal requirements. Smaller companies in particular also appreciate the support from the JOBLINGE employees during the entire apprenticeship—many are only able to offer these apprenticeships for the first time or again thanks to this support.

Macroeconomics—relief for the public sector

The JOBLINGE program has significant positive effects not only from a business perspective, but also from a macroeconomic perspective. The above-average sustainability of placement through the JOBLINGE program provides considerable, long-term relief for the public sector: According to calculations by the employers' association HessenChemie, the total savings after 10 years amount to nearly 140,000 for each sustainably placed JOBLINGE participant.

Resources Used in 2015 (Input)

JOBLINGE thrives thanks to the diverse forms of commitment that every single player and supporter contributes for the youths. The business world, public sector, and civil society bundle their skills and together form the network these young people are missing.

Companies

Many partners provide internships and apprenticeships, encourage their employees to become mentors and trainers, provide pro bono services, support the initiative financially, or help shape the long-term fate of their location as shareholders. Locally and regionally, some 1,500 companies and businesses of all sizes and industries supported the initiative in 2015.

Public sector

Along with the number of locations, the number of public sponsors, too, has continued to grow. The work of the JOBLINGE initiative would not be possible without the

support of over 50 sponsors at a European, federal, state, and municipal level. Besides providing financial support, the Federal Employment Agency and job centers are also key partners for recruiting participants.

Volunteer trainers and mentors

The network is completed with the civil society in the form of involved private individuals, foundations, and educational institutions, as well as clubs and institutions in the area of culture and physical activities. More than 1,300 private individuals volunteer their time and talent, for instance as trainers giving half-day communication or presentation trainings, as leaders of multiday entrepreneurial practical projects, or as personal mentors for individual youths.

The mentors actively support and advise "their" participants throughout the six-month program and accompany them on their path to employment. About once a week, the two of them meet for around two hours—most pairs develop a personal relationship that is so close that they remain in touch even after the end of the JOBLINGE program and during the apprenticeship. Numerous individuals support the locations and umbrella organization with their expertise, for instance by advising on IT, legal, graphic, or social media topics, or by helping to plan and execute events.

Mandate holders

In addition, 105 mandate holders volunteered their time in 2015 in the committees of the local nonprofit corporations and the national JOBLINGE Foundation as directors, supervisory board members, or advisory board members.

Employees

In December 2015, 93 salaried employees (80 FTE) were employed in the locations and the umbrella organization to coordinate the multifaceted involvement, create a win-win situation for all involved, and—most importantly—to shape the intensive program with the youths and enable them to lead a self-determined life.

Funds

The total costs of the individual locations and the national umbrella organization JOBLINGE e. V. amounted to €5.8 million in 2015, thereof 66 percent personnel costs and 34 percent non-personnel costs. Of the total costs, 88 percent were distributed across the locations, and 12 percent were

accrued in the umbrella organization. The work of the initiative is enabled through public–private co-funding. In 2015, the public funding (preliminary figures; annual accounts not yet completely audited) amounted to around €3.6 million, with an additional approx. €2.4 million in donations from companies and private individuals.

Provided Services (Output)

Intake capacity increased

Between the founding of the first location in 2008 and the end of 2015, 3,424 youths have participated in the JOBLINGE program. With the opening of four new locations over the course of 2015, we were able to admit 1,010 youths. Our placement rate increased as well, to 77 percent in 2015, and to a cumulated 71 percent since the beginning. The goal of the initiative is to enable the participants to lead a self-determined life. Accordingly, the placement rate accounts exclusively for placement in the primary labor market.

Practical preparation

The intensive, six-month JOBLINGE program is carried out with combined forces and all of the resources mentioned above. Four times a year, the program starts for JOBLINGE groups of about 15 to 20 participants, depending on the size of the location. In 2015, we had a total of 57 group starts. In entrepreneurial practical projects, the participants first learn important social and professional skills in a protected space. Thanks to the support of companies and private individuals, we can offer practical projects in a diverse range of fields.

Professional training

Volunteer trainers practice job interviews with the participants, offer advice on dress codes and rules of conduct, or set up financial budgets for handling the first salary. Companies present professions in more detail and give youths the opportunity to experience the day-to-day work in the context of an internship.

Personal support by employees and mentors

Besides the team experience, the youths also receive guidance on their own strengths and suitable professions in one-on-one talks with our salaried employees. In parallel, each participant is supported by his personal volunteer mentor. These mentors are prepared for their task through professional training and are closely supervised through-

out their involvement. In 2015, 60 mentor trainings were held, generally in the context of two four-hour sessions.

Expansion of the cultural and activity program

The programs in the area of culture and physical activity are a firmly established element of the JOBLINGE program. They strengthen the ambition to initiate a permanent personality change in the youths. Encouraged by their achievements, the participants overcome their boundaries, gain confidence, and learn to transfer their positive experiences to their professional environment. The integration of the youths in the group provides support and encourages exchange among the participants, who gradually find their place in a professional context, but also in civil society.

In 2015, we further expanded primarily our cultural and activity program. In accordance with our concept, more and more locations are working towards a fixed "curriculum" that structurally increases the impact of the program and develops a strong network of partners. In 2015, new partnerships with cultural and activity institutions were established primarily in Berlin, Hamburg, and Stuttgart. The field of theater pedagogics is being strengthened internally through establishment of an expert for this field, who will provide his knowledge and skills to the initiative in the context of best practice sharing.

Internships

In the interest of the best possible qualification and tailored placement, each participant completes two or three internships. Behind the application internship at the end of the program is the promise of an apprenticeship and the chance to "earn" it through one's own efforts. In 2015, the JOBLINGE staff organized more than 1,450 internships and, together with the companies, were able to offer the youths over 500 apprenticeships and jobs.

Effect (impact)

The most important successes for the JOBLINGE initiative are those that cannot be measured in numbers: The individual development the youths undergo in just six months remains impressive if you continue to observe their paths. The impact of the program doesn't end with the start or end of vocational training. Instead, the youths are enabled to lead an independent, self-determined life, following the principles of "helping people help themselves." The mentors report experiencing a strong per-

sonal enrichment from supporting these youths, and the companies, too, benefit—from well-trained, motivated apprentices and future skilled workers.

The greatest measurable effect is the macroeconomic one. As the youths become active members of society and pay taxes and social insurance contributions themselves instead of drawing benefits, enormous positive effects arise for society and the public-sector finances. After only 17 months, the direct, publicly subsidized program costs (nearly €3,600 per participant, plus the cost of social benefits for the duration of the program) are already cheaper for the government than a pure continued payment of social benefits. After three and a quarter years, the cost is fully amortized, and after 10 years, the total savings amount to nearly €140,000 for each sustainably placed youth.

Evaluation and Quality Assurance

JOBLINGE's aim is to ensure the long-term placement of as many participants as possible in the primary labor market, and to be measured by the results. All locations have therefore committed to collecting and using transparent KPIs. Together with the umbrella organization, each gAG regularly reviews and discusses these indicators. The regular reports take a quarterly look at the following quality indicators:

1. Operational outcome indicators

JOBLINGE's vision of making a visible and sustainable contribution to the fight against youth unemployment results directly in the two main recorded success: the integration or placement rate, and the sustainability rate. The former looks at the number of participants placed in unsubsidized apprenticeships or jobs, the latter at the percentage of former participants who are still in their apprenticeship or job six months after the end of the program. In addition, utilization—that is, the percentage of program places filled—as well as participation in the training module and the internship rate are tracked.

2. Operational process indicators

On the way to these results, the process is also scrutinized. On the one hand, the rate of mentors is collected, on the other hand the satisfaction of the youths is measured (participants are asked about their satisfaction twice over the course of the program).

3. Financial objectives

Beyond result and process indicators, the finances of the individual locations are also monitored carefully. Due to their design as nonprofit corporations, profit and loss (no budget overruns), solvency (permanently positive liquidity), and the balance sheet (preservation of the necessary equity base) are the most important factors.

Certification

In 2015, all locations were successfully certified under the German Regulation on the Accreditation and Approval for Employment Promotion (AZAV) as AZAV institutions. Since the April 2012 reform of labor market policy tools, the annual certification is a legal prerequisite for funding by the Federal Employment Agency. In addition, the Frankfurt, Hamburg, and Halle/Saale locations received measure certification in 2015. JOBLINGE sees itself as a learning system and aims to continuously develop itself and its program (see chapter "Strategy and Planning," page 16). Individual elements are also evaluated for this purpose.

Evaluation of the cultural and activity program

In 2015, the cultural and activity program at the Frankfurt location was evaluated by EDUCULT in cooperation with the Crespo Foundation. The declared goal of the study was not just to collect, analyze, and process the data on the cultural and activity program's effectiveness among participants, but also to formulate recommendations for the further development and transferability of the program.

According to the study, as a key element of the holistic approach to learning and development, the cultural and activity program makes a clear contribution to the participants' strong identification with the program. This is an important prerequisite for keeping motivation high and preventing premature departure from the program. Seeing something through to the end, even in the face of setbacks, is a new experience for many of the youths. The cohesion within the group, which is promoted through the cultural and physical activity workshops, the diverse experiences, and the relationships built with the various adult supporters help to enable the youths to find—and keep—a job or apprenticeship.

The success of the program is based on the combination of a holistic educational approach that addresses the various different competence level and a strong partner network. In light of the current sociopolitical challenges, it is crucial for young people to receive a comprehensive education that aims not only at direct usability, but also enables them to face the complexities of the world as mature individuals.

It also became evident that the workshop results have an influence on the environment. The workshop leaders as well as the mentors and partners emphasize that they are always surprised by what the youths are able to achieve in such a short period of time, especially in the dance and percussion workshops. Their participation allows the involved cultural institutions to expand their offering for other target groups such as school classes. The cultural and activity program thus contributes to gradually changing the image of the target group and has an important multiplier effect.



A Look Behind the Scenes

Ilias—From Refugee to Apprentice

Ilias, 23, fled Iraq in June 2012. His brother lives in the U.S., his parents and grandparents in Iraq. They will not leave their home, and it is uncertain whether he will ever see them again. Ilias participated in the JOBLINGE program in the summer of 2015 and will start his vocational training as an IT specialist in the summer of 2016. He will already work in his future apprenticeship company until then. Ilias told his story for JOBLINGE.

"When I was 20, I told my father, 'I have to get out of here. I cannot build a life here if I don't know in the morning whether I will still be alive in the evening.' My family comes from a small town in Iraq, about 40 kilometers outside Mosul. And we are Christian—the danger is ever present. I spoke with a people smuggler who told me the 'trip' would cost €10,000. That is the luxury class, so to speak—after all, there are different ways. At the border between Turkey and Greece, for instance, I was lucky and was able to cross the river in a wooden boat—those who had paid less had to use a rubber boat. Two boats were torn and the people drowned. From Greece, we then moved on to Spain and France. One smuggler passed us on to the next, and they took our money, passports, and cell phones. I was so afraid. And then I was finally in Germany, in Saarbrücken. That was July 13, 2012.

My asylum procedure went very quickly—after only two weeks, I was told that I could stay. I was so happy. I'm sure it wouldn't be so easy today. I came to Munich because I have relatives here. While attending the German language course, I worked in a restaurant. I wanted to be among people and learn German faster. I didn't pass my exams right away—my thoughts were at home at that time, the ISIS terror was especially bad just then. I was quite disappointed in myself. Meanwhile, my German is rather good, and the job center told me that I would be a good fit for JOBLINGE. I am happy to be part of the program. It is pretty hard all on your own. The system is very different from ours. At first, I didn't even know what an apprenticeship is and how it works. In Iraq, I earned my college entrance qualification; I probably would have gone to college like my father. In Germany, my diploma is recognized as approximately equivalent to a GSCE.

That I am talking so much today is more of an exception. I am rather shy and need a lot of time before I trust someone. At JOBLINGE, it is good; the employees and my mentor are there for me, and I can ask them anything. If I want to talk about something, I can do that, but I am not pressured. After all, this is about my future, how quickly I can find an apprenticeship. Technology and IT is what I want to do. Soon I will start my internship, and I am already looking forward to it. I am finally getting started now."

Nadine—"I Know I Can Make It on My Own"

Nadine, 21, participated in the JOBLINGE program in 2013. In the winter of 2015/2016, she successfully completed her two-year vocational training as a visual marketing designer and received an offer for permanent employment.

"My mother is from the Philippines. When I was one year old, we moved from there to live with my father in Germany. We are a pretty colorful and crazy patchwork family, since my older sister has an African American father and my younger half-sister is also from another relationship.

When I was 16, my mother found my older sister's father again. He was the love of her life, and she moved to the U.S. with the little one to be with him. We were happy for her, but it was also very hard. My older sister and I stayed in the apartment until the housing company kicked us out; there was trouble with my sister's boyfriend, and I was in the middle of my GSCE exams. You could say I grew up over night at that time.

For two years, I was pretty down; I have always wanted to do something creative and applied to photo studios but only got rejections. Then the employment agency sent me to JOBLINGE, and they brought some structure back to my life. I found an apprenticeship, have my own apartment, and have saved some money for a trip to the Philippines all on my own. I am very proud of that!

At JOBLINGE, we had to set up dream ABCs—basically, 'If I can't get my dream job, then ...' I have always wanted to work in movies or become a photographer. Vocational training as a visual marketing designer was Plan F. And to be honest, at times it was really hard for me to stick to it for the two years. More than once, I was close to giving up, but every time, my JOBLINGE mentor convinced me to stick to it. I really trust her a lot. Today, I am happy that I held on. I have become a completely different person. Before, I was the quiet little mouse, the sweet, innocent girl who didn't dare to speak up. Now I am much more confident. I know I can make it on my own. And I am determined to make my dream A come true, too!"

The JOBLINGE Organization

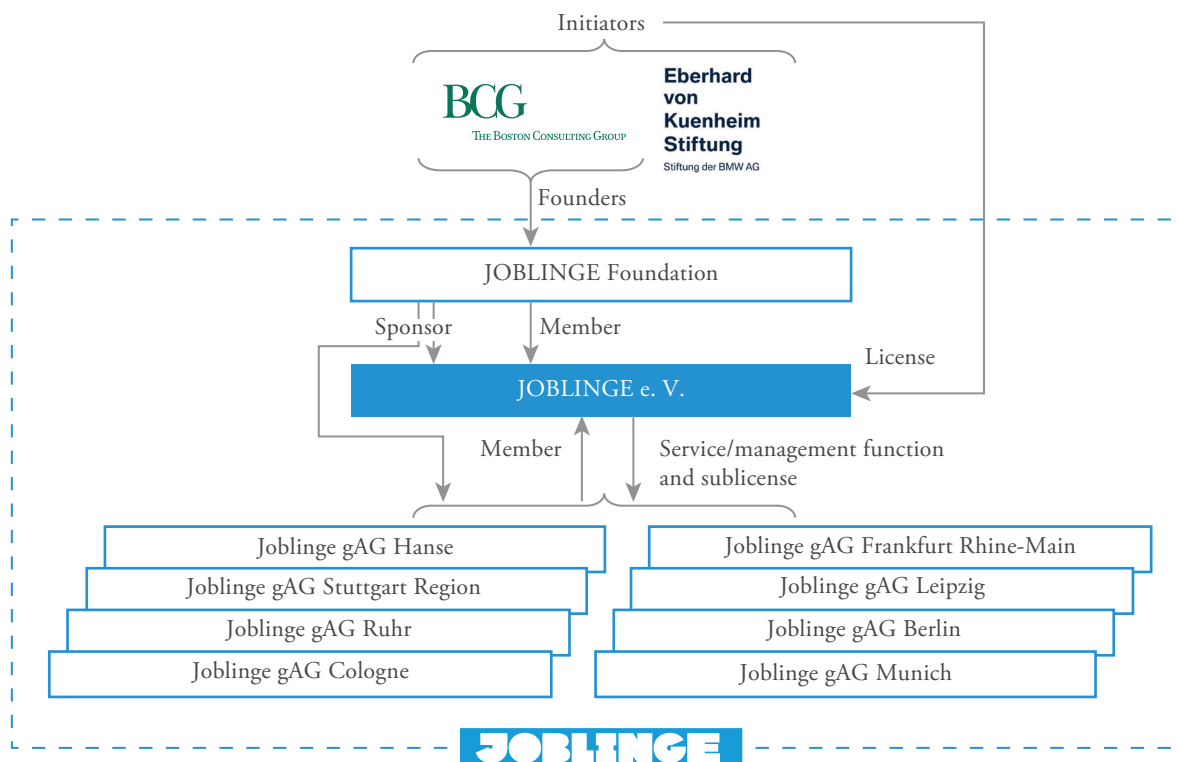
Structure and Status of the Organizational Development

To make the concept available in all regions where it is needed and reach as many youths as possible, JOBLINGE is organized as a social franchise system, in which the local branches, who implement the concept in their work directly with the youths as "franchisees" work closely with the national umbrella organization as the "franchisor." The framework for the local work is set by nonprofit corporations (gAGs) that are founded together with private- and public-sector partners. Companies, foundations, and organizations, but also municipalities and districts contribute as shareholders and together decide on the fate of "their" location. The locations work largely under the same rules as regular stock corporations, with one

key exception: Instead of a financial dividend, the shareholders receive a moral dividend. Representatives of the shareholders volunteer as directors or supervisory board members of the location, or on the advisory board of a branch. Besides the interplay between stakeholders from all areas of society, the legal form of the gAG also reflects the initiative's high standards in terms of professionalism and transparency.

The professional implementation of the concept is ensured by the team of salaried employees who execute the intensive program with the youths and set the framework for the work of the many volunteers. The initiative is managed nationally by the JOBLINGE umbrella organization (nonprofit JOBLINGE e. V.). The JOBLINGE umbrella organization is in charge of the nationwide coordination of the initiative and actively shapes its development. This includes both structured growth and internal knowledge transfer and best practice sharing. In close collaboration with the locations, the umbrella organization designs new projects and contributes the expertise of JOBLINGE to current social challenges.

Organizational structure of the JOBLINGE initiative



The umbrella organization sets qualitative standards for the initiative and provides standardized quality assurance tools, including reporting systems, databases, and IT infrastructure to the locations. At the same time, it covers central services such as communication and public relations, preparation for certification, and fundraising support, as well as onboarding of new location teams and regular training of employees.

In accordance with the social franchise system, the collaboration between the locations and the umbrella organization is governed by cooperation agreements that set forth the shared commitment to the implementation and continued development of the JOBLINGE concept. A trademark license agreement is also in place between the umbrella organization and the initiators, the Eberhard von Kuenheim Foundation of BMW AG and The Boston Consulting Group, that names the umbrella organization as franchisor and requires it to ensure the dissemination and implementation of the concept.

In 2012, the locations formally joined under the national umbrella organization JOBLINGE e. V. Besides the eight Joblinge gAGs (status of 2015), the JOBLINGE Foundation is also a shareholder of the umbrella organization. The JOBLINGE Foundation was founded by The Boston Consulting Group as a charitable foundation to enable the permanent support of the initiative. Unlike the locations and the umbrella organization, the foundation has no employees.

Profiles of the Involved Organizations

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

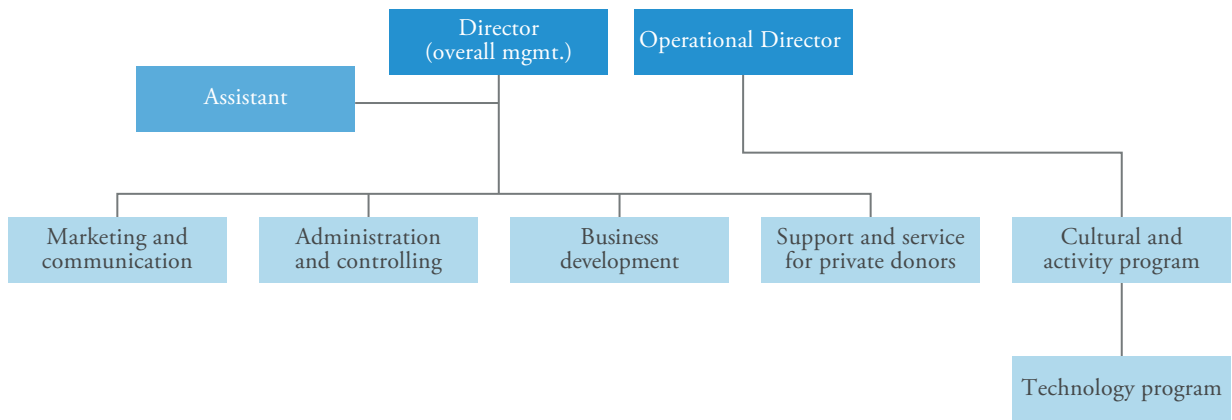
The Managing Director of the JOBLINGE umbrella organization (JOBLINGE e. V.) headquartered in Munich is Ulrike Garanin. She is a co-initiator and has been one of the driving forces behind the initiative from the start. As a Principal at The Boston Consulting Group, she is released from her regular duties for this task. Kadim Tas has been the Operational Director of the initiative since November 2013. He has been managing the Joblinge gAG Frankfurt Rhine-Main since 2011. Both are full-time directors and are authorized to represent and to sign.

The articles of association and the rules of procedure state that the director is in particular responsible for the ongoing business management of the organization in accordance with the law, the articles of association, and the rules of procedure. The supervisory body of JOBLINGE e. V. is the general meeting, in which the branches and the JOBLINGE Foundation are represented by their respective directors. The general meeting is held twice a year and decides on the election and discharge of the director. It receives reports from the director, elects the auditors, decides on the amount of contributions, passes resolutions on changes to the articles of association and admission or exclusion of members in appealed cases, etc. Besides the director and deputy director, seven more employees (total capacity: 7.2 FTE) work in the umbrella organization, in the areas of controlling and quality management, marketing and communication, support and service for private donors, business development, and program development. In addition, the team of the umbrella organization is supported by three working students and by the assistant to the director and part-time consultants for individual project topics, both provided pro bono by BCG.

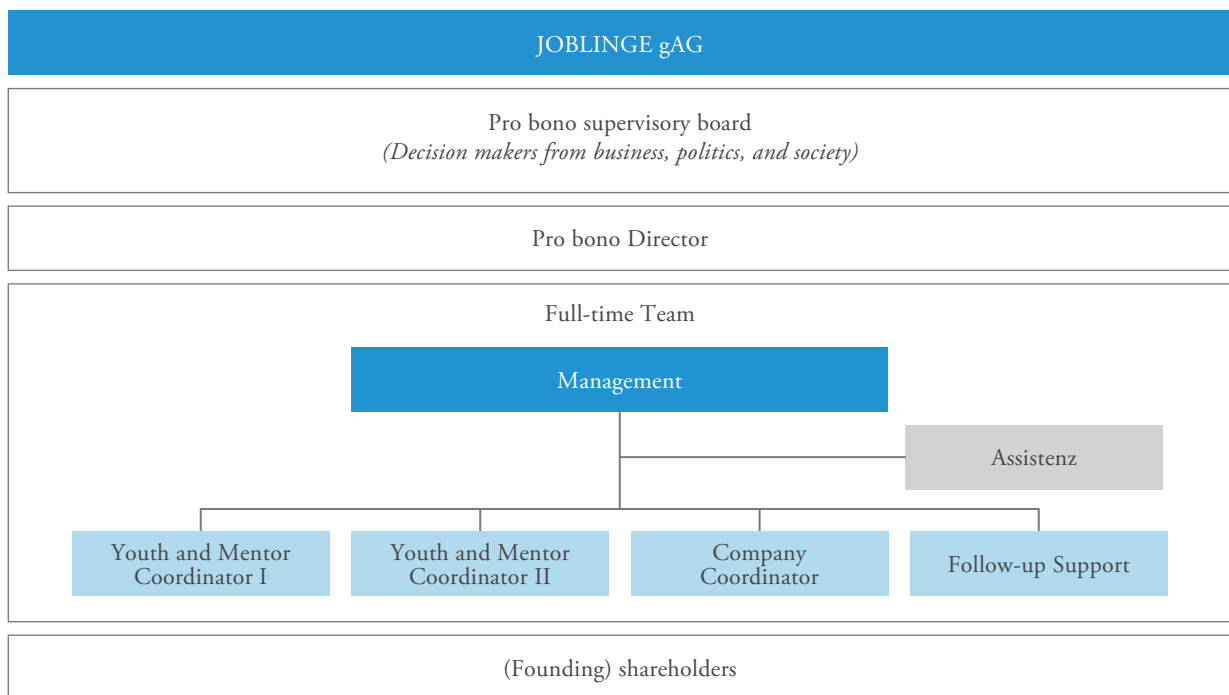
While the locations are funded by public-private co-financing, the umbrella organization finances itself exclusively through private fundraising. A large part is provided by BCG through the JOBLINGE Foundation and pro bono capacity. The foundation was started in 2011 as the first and as yet only BCG foundation to permanently secure and develop the initiative. The foundation itself is non-operational and has no employees. The pro bono directors of the JOBLINGE Foundation are Carsten Kratz (head of BCG Germany, Senior Partner and Managing Director, BCG), Georg Sticher (Senior Partner and Managing Director, BCG), Dr. Andreas Dinger (Partner and Managing Director, BCG), Astrid Rauchfuß (Partner and Managing Director, BCG), and Frank Salzmann (Head of Finance and Accounting, BCG). As a charitable foundation, the JOBLINGE Foundation bundles the donations of initiators, premium partners, and many other private sponsors that, depending on the donor's intention, benefit either individual locations or the initiative as a whole and its development.

At the locations, the pro bono activity of the directors and supervisory board members is connected directly with that of the salaried employees who work with the youths every day and ensure a professional process and support for all participants. The full-time team of a branch is composed of the Location Manager, administration and controlling, a Company Coordinator, Youth and Mentor Coordinators, and follow-up support.

Structure of the JOBLINGE umbrella organization



Structure of the JOBLINGE nonprofit corporations (gAGs)



Environmental and Social Profile

For JOBLINGE as a nonprofit initiative pursuing the objective of enabling disadvantaged youths to find an apprenticeship or job and thus lead a self-determined life, impartiality is a central value that defines our work

and our conduct towards all involved partners and employees. Treating the individual and our environment with respect is the basis of all our actions. In addition, our sponsorship agreements with the public sector always include clauses on equality, anticorruption, exclusion of Scientology, and transparency duties, which we of course enforce.

Joblinge gAG Munich

Director: Johann Stiessberger

Location Manager: Anja Reinhard

Founded: April 2009 • **Employee capacity:** 5.5

Supported youths: 80 per year

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

Joblinge gAG Berlin

with Pankow and Friedrichshain

Director: Heinrich Rentmeister

Location Manager: Jonas Hettwer

Founded: June 2010 • **Employee capacity:** 10

Supported youths: 140 per year

Shareholders: Arbeitgeberverband Nordostchemie e.V. • BMW AG • GIG Technologie und Gebäudemanagement GmbH • GRG Services Berlin GmbH & Co. KG • Industriegewerkschaft Bergbau, Chemie, Energie – Landesbezirk Nordost (IG BCE) • PUK Werke KG • The Boston Consulting Group GmbH • Vereinigung der Unternehmensverbände in Berlin und Brandenburg e. V.

Joblinge gAG Frankfurt Rhine-Main

with Frankfurt, Darmstadt, Offenbach, Bergstraße and Wiesbaden

Director: Dr. Oliver Dany

Regional Manager: Kadim Tas

Deputy Regional Manager: Christiane Schubert

Founded: March 2011 • **Employee capacity:** 19.2

Supported youths: 270 per year

Shareholders: Gonder Facility Services GmbH • HessenChemie Arbeitgeberverband Chemie und verwandte Industrien für das Land Hessen e. V. • Mainova AG • The Boston Consulting Group GmbH • WISAG Beteiligungsmanagement GmbH & Co. KG

Joblinge gAG Cologne

Director: Dr. Harald Rubner

Location Manager: Petra Balzer

Founded: January 2012 • **Employee capacity:** 5.5

Supported youths: 80 per year (130 as of 2016)

Shareholders: CARGLASS GmbH • CMS Hasche Sigle • Ebner Stolz Mönning Bachem GmbH & Co. KG • Festkomitee des Kölner Karnevals von 1823 e. V. • Generali Deutschland Holding AG • Platinion GmbH • REMONDIS-Gruppe • Sparkasse KölnBonn • The Boston Consulting Group GmbH • WISAG Industrie Service Holding

Joblinge gAG Leipzig

with Leipzig and Halle/Saale

Director: Dieter Schliek

Location Manager: Matthias Kretschmer

Founded: February 2012 • **Employee capacity:** 10.5

Supported youths: 88 per year (140 as of 2016)

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

Joblinge gAG Ruhr

with Essen, Gelsenkirchen and Recklinghausen

Director: Jens Stefan Baier

Regional Manager: Raphael Karrasch

Founded: January 2013 • **Employee capacity:** 14.5

Supported youths: 166 per year (288 as of 2016)

Shareholders: CMS Hasche Sigle • Initiativkreis Ruhr GmbH • RAG-Stiftung • The Boston Consulting Group GmbH • Trimet Aluminium AG • Westdeutscher Wach- und Schutzdienst Fritz Kötter GmbH & Co. KG

Joblinge gAG Stuttgart Region

Director: Dr. Rolf Kilian

Location Manager: Janina Germann-Sentner

Deputy Location Manager: Duygu Utku

Founded: May 2014 • **Employee capacity:** 7.6

Supported youths: 80 per year

Shareholders: CMS Hasche Sigle • compentus/ gmbh • L-Bank, Staatsbank für Baden-Württemberg • The Boston Consulting Group GmbH

Joblinge gAG Hanse

Director: Dr. Matthias Krühler

Location Manager: Anja Meyfarth

Founded: October 2014 • **Employee capacity:** 5

Supported youths: 80 per year

Shareholders: CMS Hasche Sigle • Deutsche See GmbH • Olympus • Philips Deutschland GmbH • The Boston Consulting Group GmbH

JOBLINGE-Dachorganisation (JOBLINGE e. V.)

Directors: Ulrike Garanin • Kadim Tas

Founded: March 2012¹ • **Employee capacity:** 7.2

Members: JOBLINE-Stiftung • Joblinge gAG München • Joblinge gAG Berlin • Joblinge gAG FrankfurtRheinMain • Joblinge gAG Köln • Joblinge gAG Leipzig • Joblinge gAG Ruhr • Joblinge gAG Region Stuttgart • Joblinge gAG Hanse

JOBLINGE Stiftung

Directors: Carsten Kratz • Georg Sticher • Dr. Andreas Dinger • Astrid Rauchfuß • Frank Salzmann

Founded: November 2011 • **Employee capacity:** none

Founder: The Boston Consulting Group GmbH

Note: The figures refer to the end of 2015.

¹ Institutionalization of the initiator team since 2007.



Financials

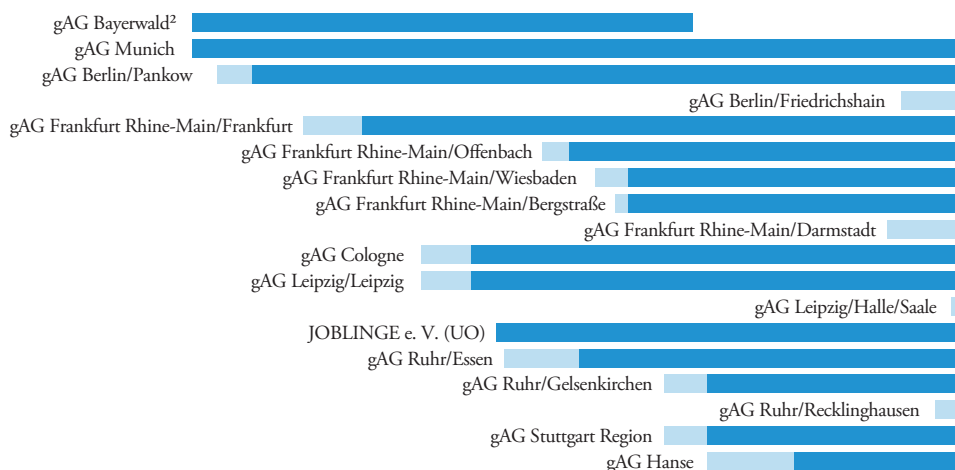
The locations and the umbrella organization JOBLINGE e. V. operate under the principles of double-entry bookkeeping. The (voluntary) annual financial statements of the Joblinge gAGs are prepared by local tax consultancies in accordance with the German Commercial Code

(HGB). The annual audits are conducted by KPMG at the locations. The bookkeeping and financial statements of JOBLINGE e. V. and the JOBLINGE Foundation are handled by Stiftungszentrum.de Servicegesellschaft mbH. Controlling is provided through the umbrella organization. All locations work with a standardized financial controlling tool that manages the budget planning, P&L, equity base, and cash flow.

Income and Expenditure of the Organization as a Whole¹

Total account for all locations (in K€)	2010	2011	2012	2013	2014	2015 preliminary
No. of locations and umbrella organization (UO)	4	6	7 + UO	10 + UO	12 + UO	16 + UO

Start-up phase
Operational phase



Income						
Public-sector subsidies	643	1,070	1,577	2,208	2,861	3,572
Donations	225	492	1,033	1,431	1,869	2,364
Other income	1	1	31	54	51	58
Total income	869	1,564	2,641	3,692	4,782	5,995
Expenditure						
Personnel costs	567	1,004	1,751	2,323	2,995	3,834
Non-personnel costs	332	465	880	1,252	1,629	1,959
Financing costs	1	3	–	–	–	–
Statutory expenditure of the UO (e.g., gAG financing)	–	–	–	–	24	–
Total expenditure	899	1,472	2,631	3,575	4,625	5,792
Annual profit/loss	-31	92	10	118	157	203

¹ Possible differences due to rounding. Other income is interest and similar income. Financing costs are interest expenses and account management fees.

² Operations ceased end of September 2013.

Financial Circumstances of the Organization as a Whole

Total account for all locations (in K€)	Dec 31, 2010	Dec 31, 2011	Dec 31, 2012	Dec 31, 2013	Dec 31, 2014
Number of locations and umbrella organization (UO)	4	6	7 + UO	10 + UO	12 + UO
Assets (assets, use of funds)					
I. Intangible assets (e.g., software)	2	1	–	–	–
II. Property	14	21	32	25	30
III. Fixed assets (capital reserve)	–	–	50	5	363
IV. Receivables	135	239	187	150	64
V. Liquid assets (cash on hand, bank balances)	252	522	968	1,235	1,445
VI. Accrued and deferred items	6	11	16	25	27
Total assets	410	794	1,255	1,439	1,929
Liabilities (source of funds)					
I. Equity	122	368	498	533	875
II. Special items for unused subsidies and donations	27	84	233	438	564
III. Reserves	111	141	194	204	214
IV. Payables	150	200	250	121	259
A. Received loans	71	115	95	–	98
B. Trade payables	14	15	21	35	68
C. Other payables	65	70	134	86	93
V. Accrued and deferred items	–	–	80	143	17
Total liabilities	410	794	1,255	1,439	1,929

Possible differences due to rounding.

Income and Expenditure of the Locations

2014 income and expenditure¹ Location-specific (in K€)	Total	gAG Bayerwald	gAG Munich	gAG Berlin	gAG Frankf. Rhine-Main	gAG Cologne	gAG Leipzig	gAG Ruhr	gAG Stuttgart	gAG Hanse	UO (e. V.) and foundation
Income											
Public-sector subsidies	2,861	–	373	269	1,011	252	485	273	152	47	–
Donations	1,869	–	156	66	170	171	84	424	127	85	586
Other income	51	–	–	–	29	–	6	8	–	9	–
Total income	4,782	–	529	335	1,209	423	575	705	279	141	586
Expenditure											
Personnel costs	2,995	–	373	161	746	287	382	417	189	79	362
Non-personnel costs and other op. expenses	1,629	–	138	154	453	136	193	193	93	62	208
Statutory expenditure of the umbrella organization (e.g., gAG financing)	24	–	–	–	–	–	–	–	–	–	24
Total expenditure	4,625	–	511	315	1,199	423	575	609	282	141	570
Annual profit/loss	157	–	18	21	10	–	–	96	-3	–	16
Profit/loss carried forward from prev. year	299	-13	35	3	50	–	9	–	–	–	214
Net income/loss	456	-13	53	24	60	–	9	96	-3	–	230

Possible differences due to rounding.

¹ Since no audited financial statements of the individual gAGs for the fiscal year 2015 were available in early 2016, the 2014 figures are shown here.

Financial Circumstances of the Locations

Balance sheets of the locations on the Reporting date Dec 31, 2014 ¹ (in K€)	Total	gAG Bayerwald	gAG Munich	gAG Berlin	gAG Frankf. Rhine-Main	gAG Cologne	gAG Leipzig	gAG Ruhr	gAG Stuttgart	gAG Hanse	UO (e. V.) and foundation
Assets (assets, use of funds)											
I. Intangible assets (e.g., software)	-	-	-	-	-	-	-	-	-	-	-
II. Property	30	-	4	3	7	1	5	6	2	-	2
III. Fixed assets (capital reserve)	363	-	61	57	53	-	106	27	8	-	50
IV. Receivables	64	-	-	-	-	48	-	-	-	7	9
V. Liquid assets (cash on hand, bank bal.)	1,445	20	173	56	159	77	112	362	70	94	323
VI. Accrued and deferred items	27	-	2	1	12	5	3	1	2	1	-
Total assets	1,929	20	241	116	231	131	226	396	82	101	385
Liabilities (source of funds)											
I. Equity	875	20	135	75	114	50	84	151	47	50	149
II. Special items for unused subsidies and donations	564	-	74	-	1	54	-	184	5	31	214
III. Reserves	214	-	19	3	64	15	18	45	22	17	11
IV. Payables	259	-	13	39	51	12	107	16	8	3	11
A. Received loans	98	-	-	-	-	-	98	-	-	-	-
B. Trade payables	68	-	8	2	40	7	5	-	2	2	-
C. Other liabilities	93	-	4	36	11	4	4	16	5	1	11
V. Accrued and deferred items	17	-	-	-	1	-	16	-	-	-	-
Total liabilities	1,929	20	241	116	231	131	226	396	82	101	385

Possible differences due to rounding.

¹ Since no audited financial statements of the individual gAGs for the fiscal year 2015 were available in early 2016, the 2014 figures are shown here.

Loans

As a nationwide partner of the initiative, BMW Bank GmbH grants the locations interest-free loans as needed to bridge liquidity shortfalls that may arise due to delayed payment of public subsidies and irregular inflow of private donations.

In 2015, the gAG Leipzig took out a €50,000 loan in January and completely repaid it before the end of the year. In December, the gAG Leipzig took out another €30,000 loan, with repayment scheduled by October 2016.

Status Report

The financial situation of the organization as a whole is developing stably, despite the growing need for subsidies due to the opening of new locations. The gAGs were largely able to conclude the 2014 fiscal year with a neutral year-end result. The annual financial statements for the 2015 fiscal year are currently in the final auditing phase. From the start, the key success factor of JOBLINGE has been the joint, cross-sector commitment that is also reflected in our

funding. Under a public-private co-funding framework, the running costs of the JOBLINGE locations are largely borne by the public sector. The share of public financing differs between locations and amounts to approximately 60 percent for the initiative as a whole.

Approximately 40 percent of the costs are financed through donations. Especially the innovative elements of the concept, which are decisive in enabling the long-term success of the participants, such as the professional training of our more than 1,300 volunteer mentors or the cultural program, are enabled through private donations. Every euro counts.

We are therefore delighted that we managed to further increase the share of private donations again in 2015. By retaining long-time partners and winning new sponsors, we were able to collect donations in the amount of €2.4 million (preliminary figure).

Although the amount of donations we need to raise is considerable and will continue to grow in the future due to the growth of the initiative and development of new content, JOBLINGE looks to the future with confidence thanks to the generous support and growing willingness to donate, and looks forward to the future collaboration with existing and new sponsors.



Contacts

Umbrella organization and locations:

JOBLINGE umbrella organization (JOBLINGE e.V.)

Ulrike Garanin, Managing Director
Kadim Tas, Operational Director
Ludwigstraße 21 • 80539 Munich
Phone: 089 2317-5661 • E-mail: kontakt@joblinge.de

Joblinge gAG Berlin

Jonas Hettwer, Standortleitung
Binzstraße 1 (corner of Berliner Straße 103) • 13189 Berlin
Phone: 030 81806-459 • E-mail: berlin@joblinge.de

Joblinge gAG Frankfurt Rhine-Main

Kadim Tas, Regional Manager
Christiane Schubert, Deputy Regional Manager
Eschersheimer Landstraße 34 • 60322 Frankfurt
Phone: 069 1302-3915 • E-mail: frankfurt@joblinge.de

Joblinge gAG Cologne

Petra Balzer, Location Manager
Hansaring 68 • 50670 Cologne
Phone: 0221 291991-40 • E-mail: koeln@joblinge.de

Joblinge gAG Leipzig

Matthias Kretschmer, Location Manager
Karl-Heine-Straße 55 • 04229 Leipzig
Phone: 0341 9261-6710 • E-mail: leipzig@joblinge.de

Joblinge gAG Munich

Anja Reinhard, Location Manager
Praterinsel 4 • 80538 Munich
Phone: 089 452469-452 • E-mail: muenchen@joblinge.de

Joblinge gAG Ruhr

Raphael Karrasch, Regional Manager
Huysenallee 11 • 45128 Essen
Phone: 0201 99995-960 • E-mail: ruhr@joblinge.de

Joblinge gAG Stuttgart Region

Janina Germann-Sentner, Location Manager
Duygu Utku, Deputy Location Manager
Böblinger Straße 8 • 70178 Stuttgart
Phone: 0711 995850-40 • E-mail: stuttgart@joblinge.de

Joblinge gAG Hanse

Anja Meyfarth, Location Manager
Hammerbrookstraße 47a • 20097 Hamburg
Phone: 040 1802417-40 • E-mail: hanse@joblinge.de

Company Details and Credits

Authorized representatives

Ulrike Garanin, Director JOBLINGE e.V.
Kadim Tas, Operational Director JOBLINGE e.V.

Register of associations number

VR 204183, Munich district court

VAT identification number

DE 143 217 61608

Address

JOBLINGE e.V.
Ludwigstraße 21 • 80539 Munich
Phone: 089 2317-5661

Editors

Caroline Mascher, Christina Schinz

Layout

Sebastian Puia

Portraits

(p. 9) Minh-Duc, 18, Vietnam. Apprentice parquet layer since 2015 • (p. 13) Monika, 18, Serbia. Starting her apprenticeship as a bakery sales assistant in 2016 • (p. 17) Kevin, 23, Germany. Starting his apprenticeship in dialogue marketing in 2016 • (p. 19) Alev, 22, Turkey. Apprentice office clerk since 2014 • (p. 29) Aras, 20, Iraq. Starting his apprenticeship as a retail merchant in 2016 • (p. 36) Tim, 25, Germany. Apprentice retail merchant since 2015 • (p. 42) Rebekka, 21, Germany. Apprentice office manager since 2015

Donate a future.

JOBLINGE STIFTUNG

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Thank you for your support.