



Annual Report and Impact Report 2017

In Accordance with the Social Reporting Standard

Our vision:

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

Our mission:

JOBLINGE boldly confronts these hurdles by

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

CHALLENGE

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Subject and scope of this report:

The following report refers to the activities of the JOBLINGE initiative, cross-regionally represented by the JOBLINGE umbrella organization (JOBLINGE e. V.), which represents all the activities of the JOBLINGE locations (in this reporting period, JOBLINGE gAG Munich, JOBLINGE gAG Berlin, JOBLINGE gAG Frankfurt Rhine-Main, JOBLINGE gAG Rhineland, JOBLINGE gAG Leipzig, JOBLINGE gAG Ruhr, JOBLINGE gAG Stuttgart Region, JOBLINGE gAG Hanse, and und JOBLINGE gAG Rhine-Neckar Metro Region), as well as those of the JOBLINGE Foundation. This report covers the calendar year 2017. The report is published annually. The JOBLINGE umbrella organization (JOBLINGE e. V.) is located at Kapuzinerstraße 9 d, 80337 Munich, and is registered at the Munich district court under the register of associations number 204183. Contact persons in the umbrella organization are Ulrike Garanin und Kadim Tas, the Directors of JOBLINGE e. V. This report was compiled in accordance with the Social Reporting Standard.

Gender note:

In the interest of better readability, this report employs either the masculine or the feminine form of pronouns. Discrimination of the other respective gender is neither intended nor implied. Women and men may feel equally addressed by the contents of this annual report. Thank you for your understanding.

Foreword



Ulrike Garanin
Managing Director,
JOBLINGE e. V.



Kadim Tas
Operational Director,
JOBLINGE e. V.

Dear JOBLINGE partners, supporters, and friends,

Making an impact with measurable results while keeping our eyes on the goal: That is, helping young people—no matter what their backgrounds—find a path to a future upon which many of them had already given up, by means of education and independence. At JOBLINGE, this is what we stand for. We are therefore especially proud to have received PHINEO's quality seal "Wirkt" for our philanthropic work in 2017. This award shows that the pluck of our participants, but also the courage of all our partners to find new paths towards our shared goal, isn't just idealism, but makes a real and sustainable difference. Last year more than ever: Of the 7,000 Joblinge who have participated so far, we were able to support a record number of 1,609 in 2017 and together to achieve an outstanding placement rate of 74 percent.

The job market set a few records, too. The number of unfilled apprenticeships is higher than ever before, at 49,000, and youth unemployment is at a low of six percent—unfortunately, this includes a relatively unchanging share of the young people in our target group, who are out of work or stuck in a transitional holding pattern with no chance of breaking free. For us, this is even more reason and motivation to give JOBLINGE participants exactly the skills they need, to place and closely support them—together with the companies training them.

Trends on the job market in 2017, such as digitalization and future shortages and demand in specific professions, were the impetus to launch new concepts such as our MINT program (for mathematics, informatics, natural science, and technology). This program provides tailored training with a combination of hands-on experience and digital learning to qualify young people specifically for the MINT professions that promise to be so important in the future.

We also continue to develop JOBLINGE Kompass for young refugees, investing especially in helping them to acquire focused language skills and supporting them during the theory modules of their

apprenticeships. Still, integration isn't "achieved" when these young people get training and jobs.

Since the fall of 2017, every JOBLINGE region has had its own Kompass program. 160 Kompass participants are currently in the preparatory phase at their respective companies, and 69 have already started their apprenticeships.

In addition to the many positive developments of 2017, the initiative was also deeply saddened this year by the untimely death of Carl-August Graf von Kospoth, the Chairman of the Eberhard von Kuenheim Foundation and a co-initiator of JOBLINGE, at the age of just 52. Not only did he pour his heart and big personality into his work for young people and JOBLINGE, he inspired us again and again to "think different" and achieve greater social impact. We miss him and will never forget him.

It is in this spirit that we look to our anniversary year 2018: We want to take a stand and provide impetus—at JOBLINGE and beyond. Under the motto "Widerstände. Mutig. Weiterdenken," we invite you to join in a dialogue. What can happen when we rethink work integration?

In the name of the entire initiative, we would like to express our gratitude to our partners, supporters, public sponsors, volunteers, employees, and last but not least, our participants. Together, they form a strong network that is already bringing our anniversary motto to life—without them, JOBLINGE would never be the success it is today!

Sincerely,

Ulrike Garanin Kadim Tas

Location by location: The year 2017

From Hamburg to Munich and Cologne to Berlin: The managers of the nine JOBLINGE regions, with a total of 28 locations, look back at the past year.



"Anyone who's worked successfully in a region as economically difficult but interculturally rich as ours is always ready for a new challenge. So the launch of JOBLINGE Kompass for young refugees was one of last year's highlights for us in the Ruhr region. Being honored with the special TalentAward Ruhr prize in 2017 was both an affirmation and inspiration for us and our supporters, to keep doing what we have so far: Finding talent where no one expects it—sometimes not even those who have it."

Raphael Karrasch,
JOBLINGE gAG Ruhr



"2017 was another great year of growth in the Rhineland. Together, we took the things that worked and established a third location. Now we reach over 200 young people in the region every year. Strong partners—whether companies, job centers, employment agencies, or most of all, our many dedicated volunteers—ensure that our above-average success in integration is also lasting. Overall, it was again the many small and big events that inspired us, like the film presentation "Rein ins selbstbestimmte Leben," the "Schoko-Danke-Blitz," and the national fall conference in Cologne."

Petra Balzer,
JOBLINGE gAG Rhineland



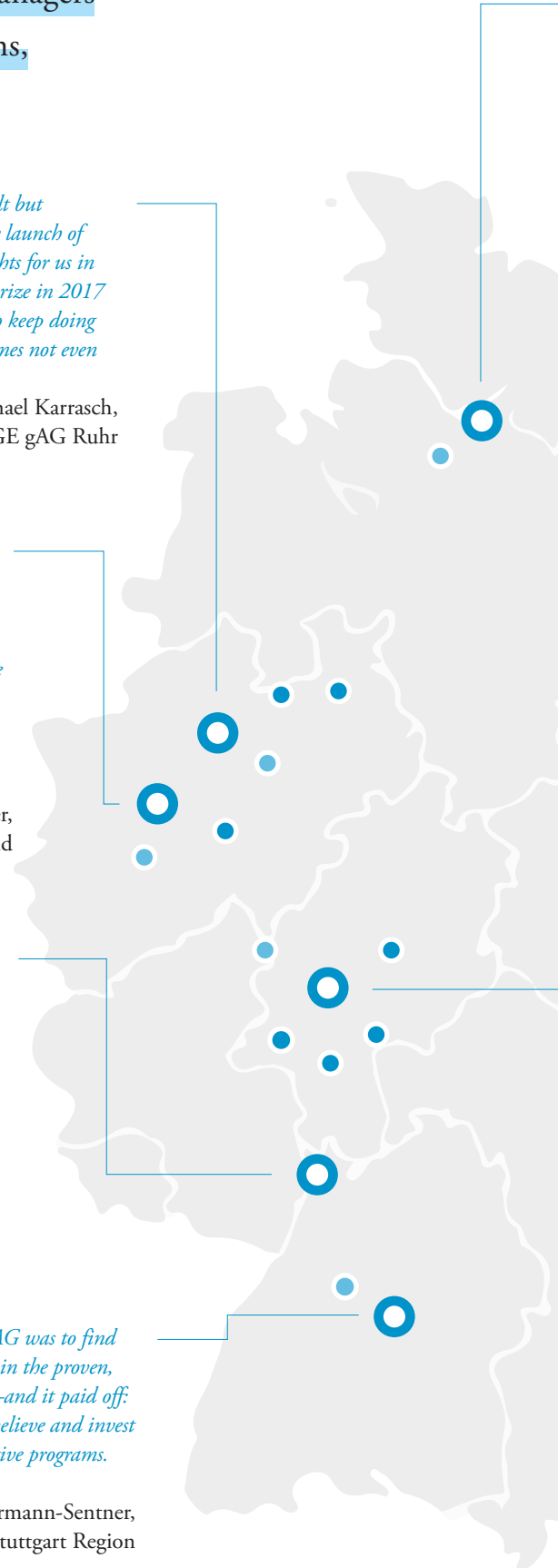
"Welcome to the JOBLINGE gAG for the Rhine-Neckar metro region! Our location in Ludwigshafen had an exciting and successful year. We laid the foundation for the establishment of the gAG, achieved a placement rate of 85 percent, and now look forward with anticipation to a new era. We are very proud of these impressive results, which we achieved thanks to the support of a strong network. Next year, we plan to 'conquer' the metro region Rhine-Neckar and reach even more young people."

Lavan Sabir,
JOBLINGE gAG Rhine-Neckar Metro Region



"In 2017, the special challenge of the team in the Stuttgart Region gAG was to find new ways to activate and motivate hard-to-reach youths. We did this in the proven, hands-on JOBLINGE way, with plenty of creativity and flexibility—and it paid off: We now have important new partners and sponsors at our side who believe and invest in JOBLINGE, our ability to support young people, and our innovative programs. We want to say a big thank you!"

Janina Germann-Sentner,
JOBLINGE gAG Stuttgart Region



"At the JOBLINGE gAG Hanse, we looked back on three years of great work at the end of 2017. We have many new Joblings, many new opportunities, and many new partners! Now we'll be coming out even more strongly here in the north, with a new location in the Hanseatic city of Bremen. It's sure to be an exciting year!"

Anja Meyfarth,
JOBLINGE gAG Hanse



"In Berlin, our goal for 2017 was to find new opportunities for young refugees. The new JOBLINGE Kompass location in Berlin-Moabit opened in May. We've found new partners, brought people together and gotten down to work with each other. In our first year of the Kompass program, we were able to successfully place 80 percent of our participants and thus address the sometimes major gap some of these young people have between their past and the future. Without our new volunteer language teachers and the support of our volunteer mentors, this would not have been possible. 2017 showed us how much we can achieve when we focus on getting results and all pull together towards a shared goal."

Jonas Hettwer,
JOBLINGE gAG Berlin



"Giving a future—this was the motto the team of JOBLINGE gAG Leipzig celebrated with its guests at our five-year anniversary in June 2017. It's been the framework for some very successful work, in the course of which, together with our partners, we have given a future to over 500 young people from Leipzig and Halle. This number also serves as a big motivation to us to continue working towards a similar accomplishment in 2018."

Matthias Kretschmer,
JOBLINGE gAG Leipzig



"The thousandth placement of a Jobling in an apprenticeship in Frankfurt RhineMain was our highlight in 2017. We are now supporting up to 400 young people over six locations every year. Another highlight was both an ending and a beginning: We successfully launched 'JOBLINGE goes MINT' as a pilot project, and it's now ready for national rollout. But first, we're looking forward to 2018, with its highlight for us and the entire initiative—celebrating ten years of JOBLINGE in Frankfurt!"

Christiane Schubert,
JOBLINGE gAG Frankfurt Rhine-Main



"2017 was a very special year for us. In April, I took over the regional management of JOBLINGE gAG in Munich. We spent the past months getting to know one another and growing together. In 2017, we helped over 160 young people and refugees find their way into the job market—for the Munich gAG, that's more than ever before. I'm proud of my colleagues, of our many dedicated partners, and of the amazing work we all do every day."

Ilse Schmücker,
JOBLINGE gAG Munich



The year ahead: JOBLINGE 2018

Ten years of JOBLINGE—the anniversary year

2018 is a very special year for JOBLINGE. Of course, we'll be celebrating—but most of all, we want to use our ten years of experience with JOBLINGE to take a step forward.

"Ten years, ten theses" is the centerpiece of our anniversary year.

At various local JOBLINGE happenings and at the year's highlight, our national event in October, we invite everyone to join with us in a dialogue about ideas and thoughts regarding JOBLINGE and beyond.

What happens when we rethink integration?

What does it mean for young people, companies, volunteers, and government?



We want to ...

- › take a stand
- › provide inspiration
- › honor our partners and keep them on board
- › let people experience JOBLINGE
- › commemorate our anniversary together and nationwide
- › celebrate

The two pillars of the anniversary year

1. Provide inspiration

10 years – 10 theses on integration – inspiration – invitation to dialogue

- › Publication (in consultation with experts)
- › Film explaining our theses

2. Let people experience JOBLINGE

All year: Local events with the anniversary motto "Widerstände.Mutig.Weiterdenken."

10-year anniversary conference, October 24, Frankfurt

- › 15 – 20 inspirational sessions on the theses
- › Panel of exclusive experts
- › Official anniversary celebration

More information and all events can be found at

www.joblinge.de/10jahre



The year in review: JOBLINGE 2017

Vivian, in her second year of training in office communications, helps **Mohamed**, a participant in our JOBLINGE Kompass program, who is currently doing an apprenticeship at her organization.

Mahmoud started training to become a physiotherapist not even two years after having arrived in Germany.

Alexander manages a food retail store and is now qualified to train others.

Sarah is raising her four-year-old daughter on her own and determined to start a course of training this year.

Imane completed commercial training two years ago and is now a JOBLINGE mentor.

All six of these young people, like most JOBLINGE participants, were considered "unplaceable." In each individual case, the reasons are different. What they have in common are years during which they languished while trying to get or complete an apprenticeship, sometimes having been disqualified for nothing more than formalities on paper.

Here's what the statistics tell us: Well over 70 percent of our participants come from welfare homes, around 50 percent have no more than a lower secondary degree, and more than 55 percent have an immigration background or are young refugees who came to Germany recently and have only limited language skills

These six young people, like all 1,609 program participants in 2017, proved how much potential "unplaceable" can have, that they are able and willing to make use of opportunities, and that together with us, they can do just that. First as JOBLINGE participants, then as apprentices, later as employees and specialized workers—and someday, perhaps, also as mentors or apprenticeship coaches for JOBLINGE.

They are a source of motivation for all of us on the JOBLINGE team, our partners, and our network—and they give us the courage to keep going. In geopolitically turbulent times like these, we shouldn't forget what we can accomplish when we work together. Every single one of our participants is living proof.

1, 3, 28, and bonus number 1,609—our facts and figures

A new gAG, three new locations, the Germany-wide rollout of the Kompass program—and support for 1,600 young people this year. That's how we take stock of the year 2017.

Number of participants

- › 1,609 participants in 2017, 436 of them in the Kompass program—32 percent more participants than in 2016.
- › 6,578 participants total since JOBLINGE was launched at the end of 2008.

Following the establishment of the first four Kompass locations in 2016, four more were added, for a total of eight locations—including new teams and facilities—for the program for young refugees. Plus a new gAG, the ninth JOBLINGE gAG in Germany, for the metro region Rhine-Neckar. First established in May 2016 under the umbrella of our Frankfurt RhineMain location, the new region became autonomous as of 2017. From its headquarters in Ludwigshafen, it plans to expand to further cities in the Rhine-Neckar metro region.

Three new locations and a new gAG

- › gAG Rhine-Neckar Metro Region
- › Kompass Cologne, the third gAG Rhineland location
- › Kompass Berlin, the fourth gAG Berlin location
- › Kompass Ruhr, the fourth gAG Ruhr location

Since 2017, JOBLINGE has therefore included 27 locations and the cross-regional umbrella organization. But despite our rapid growth, quality still comes first—and thanks to all of our partners, sponsors, and supporters, we have been able to maintain our excellent participant placement level.

Placement rate

- › Rate of placement in the primary vocational training or job market: 73 percent (cumulative across all locations since the program's launch in 2008)
- › Placement rate in 2016: 74 percent (participants in 2016, measured at the start of training in October 2017)

Sustainability rate

- › Sustainability rate after six months in training or on the job: 84 percent (cumulative across all locations since the program's launch in 2008)
- › Sustainability rate in 2015: 87 percent (2015 participants who started training between 2015 and 2017)

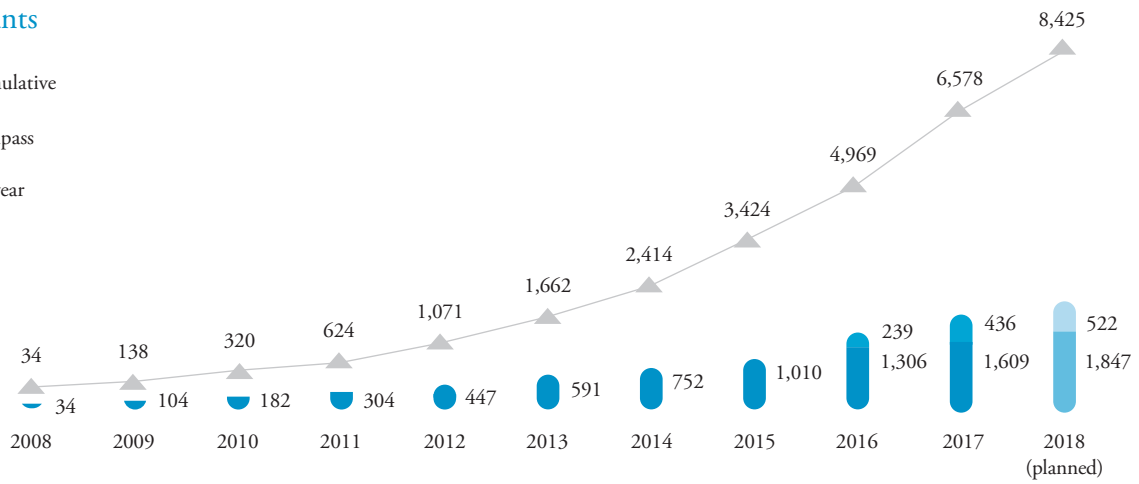
To ensure growth while maintaining our quality standards, we invest in our employees and their development a priority.

Kompass at a glance (since the program's launch in April 2016)

- › 709 participants
- › 61% placement rate (at companies)
- › 31% regular placement rate (already in training)
- › 48% with A1/A2 language skills, 2% with A0
- › 50% with advanced B1/B2 language skills
- › 86% young men
- › Countries of origin: Syria, Eritrea, Iraq, Afghanistan, and Somalia

Participants

- ▲ Cumulative
- Kompass
- Per year



Standorte



- gAG Hanse**
 - › Hamburg
 - › Kompass
- gAG Berlin**
 - › Pankow
 - › Spandau
 - › Friedrichshain
 - › Kompass
- gAG Ruhr**
 - › Essen
 - › Recklinghausen
 - › Gelsenkirchen
 - › Kompass
- gAG Rhineland**
 - › Cologne
 - › Troisdorf
 - › Kompass
- gAG Frankfurt Rhine-Main**
 - › Frankfurt
 - › Bensheim
 - › Darmstadt
 - › Kompass
 - › Offenbach
 - › Wiesbaden
- gAG Stuttgart Region**
 - › Stuttgart
 - › Kompass
- gAG Rhine-Neckar Metro Region**
 - › Ludwigshafen
- gAG Leipzig**
 - › Leipzig
 - › Halle (Saale)
 - › Kompass
- gAG Munich**
 - › Munich
 - › Kompass
- Umbrella organization**

Number of employees

- › 141 employees (full-time equivalents)
- › The JOBLINGE family has grown to a total of 155. This includes 57 new employees who joined us in 2017.

We considerably expanded our training program and offered a total of five onboarding days in 2016 for new employees throughout Germany, conducted by the umbrella organization in Munich. We also held 30 trainings on topics ranging from pedagogy to quality management to media work.

The JOBLINGE network

Our network forms the foundation: Our work is made possible by every donation, scholarship, sponsorship, internship or apprenticeship, and kind of volunteer involvement as a committee member, mentor, or coach.

Network

- › Around 2,200 companies, from DAX-listed groups to small businesses
- › More than 1,700 private individuals working as volunteers
- › Over 50 public-sector institutions

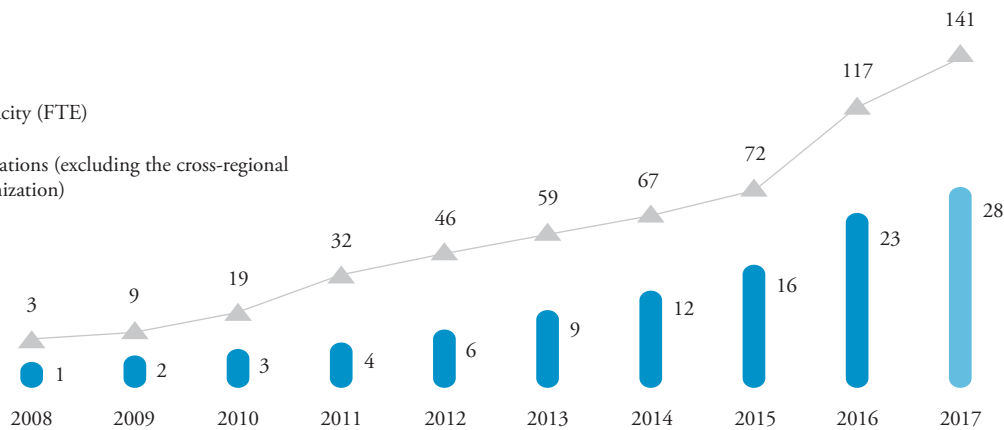
Together, they form a strong network of support for JOBLINGE participants. Our heartfelt thanks goes to all of our local, regional, and national supporters. Funding, in particular, is one of the greatest challenges for any nonprofit initiative—and we are no exception. It forms the foundation for establishing further locations and thus providing more support to more young people: Nearly €7.7 million in public funding and €3.6 million in private donations contributed to the growth and development of our initiative in 2017.

JOBLINGE also includes new, innovative program elements, projects, and concepts that we continue to develop—from our culture and activity program to our technology program to Kompass. We consider JOBLINGE to be a learning organization. But innovation requires investment. Our funding needs are growing and include our ongoing program, our personnel costs, and the management of professional structures. A strong, broad donor base is existentially vital to JOBLINGE.

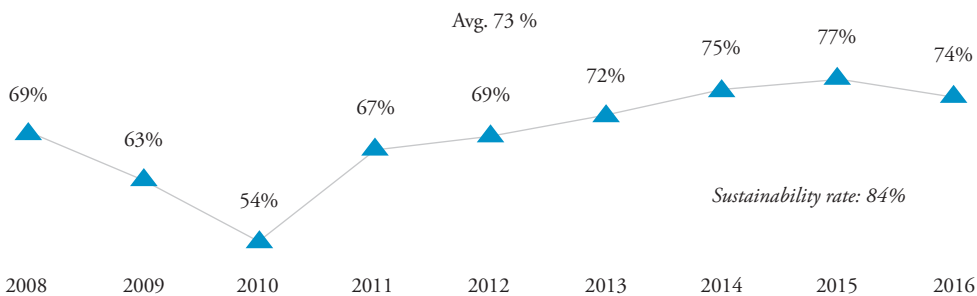
We would therefore like to take this opportunity to thank our initiators and premium partners who have embarked on this path together with us and, due to their long-term support, are indispensable for the development, planability, and sustainability of the JOBLINGE program.

Growth

- ▲ Employee capacity (FTE)
- Number of locations (excluding the cross-regional umbrella organization)



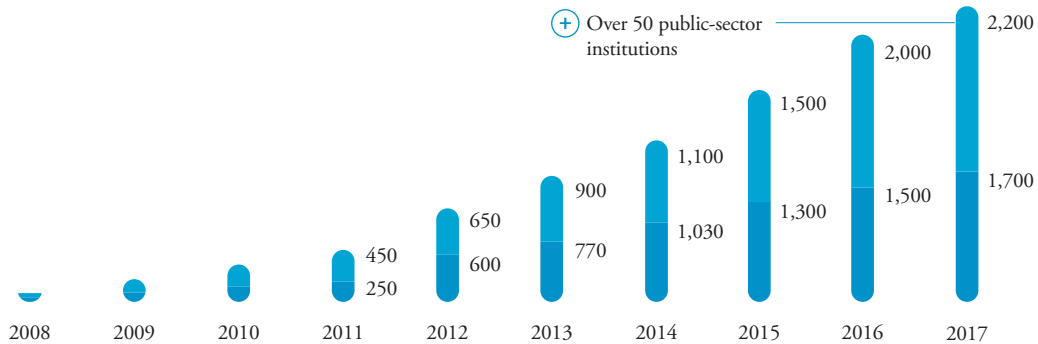
Placement rate



2016 placement rate, as measured in October 2017 (after start of training)

Network

- Companies
- Volunteers



Donations

- Private (K €)
- Public sector (K €)



Initiators

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



As part of its pro bono work, BCG took over the steering of the initiative following the pilot phase. 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 directors or supervisory board members at local gAGs or the cross-regional JOBLINGE Foundation, mentors or coaches for young people, or sources of expertise for the initiative.

The Eberhard von Kuenheim Foundation of BMW AG is the co-initiator of JOBLINGE. The foundation withdrew from the operational support of the initiative upon the founding of the JOBLINGE umbrella organization in 2012. The Eberhard von Kuenheim Foundation continues to support JOBLINGE financially, is active in its committees, and supports the initiative's expansion as a multiplier. Since 2016, the worldwide network of Responsible Leaders of the BMW Foundation Herbert Quandt has also been made available, as the Eberhard von Kuenheim Foundation and the BMW Foundation Herbert Quandt work together closely at the premises of the latter, sharing personnel and finances.

Premium partners

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



Public sector

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

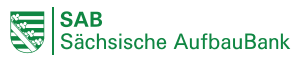
Integrated into the broad public-sector offering, our collaboration is based on trust among four pillars:

- › Local employment agencies and job centers refer participants to the JOBLINGE program and provide them with targeted support.
- › Public-private cofinancing: The ongoing costs of the JOBLINGE locations are largely covered by the public sector. Depending on the location, funding may be provided by job centers, employment agencies, municipalities, or federal states.
- › Integration in networks: At each location, politicians and public-sector representatives also get personally involved as patrons or pro bono supervisory board members. JOBLINGE is also active in regional and cross-regional networks and work groups.
- › The public sector plays a key role as a partner for growth and development.





Ministerium für Arbeit,
Integration und Soziales
des Landes Nordrhein-Westfalen



Stories and emotions

JOBLINGE—these are stories about the hard work our participants do on their own behalf, the dedication of our volunteers, the support of our partner companies, and the growth and advancement of our initiative. The growing number of locations, our ever larger network, and our expansion with committed supporters have again increased the number of requests we get and the number of publications in all channels. We are delighted with these developments. More than 12,000 contacts received our newsletter at the end of 2017, our community on Facebook and Twitter is growing, and we sometimes reach an audience of over 25,000.

Awards

PHINEO "Wirkt" seal, April 2017. The JOBLINGE initiative has received the PHINEO "Wirkt" seal—one of the two foremost awards recognizing effectiveness and transparency at non-profit organizations in Germany. The award, with its quality seal for donations, is granted based on an extensive 18-month analysis performed at no cost to the respective organization. JOBLINGE received the award in April in Berlin at a conference entitled "Awakening Potential, Creating Opportunities," held under the patronage of Frank-Jürgen Weise, head of Germany's Federal Office for Migration and Refugees and former head of the Federal Employment Agency.

TalentAward Ruhr 2017, October 2017. The Initiativkreis Ruhr and its educational initiative TalentMetropole Ruhr in Essen recognizes five outstanding forms of talent development with their prize TalentAward Ruhr. It honors people who dedicate themselves to education and training for young people in the Ruhr area and was presented at a ceremony with 700 guests in attendance. The team from JOBLINGE gAG Ruhr received a special prize for their years of dedication.

JOBLINGE event highlights

- › JOBLINGE gAG Leipzig's five-year anniversary celebration
- › A kickoff celebration for the Kompass program of the gAG Stuttgart Region
- › A benefit gala put on by JOBLINGE gAG Frankfurt Rhine-Main
- › gAG Ruhr's move to a new facility in Gelsenkirchen with an opening event
- › gAG Hanse's Christmas market for its partners and supporters
- › gAG Rhineland's photography and film exhibition
- › gAG Munich's networking meeting with state minister Emilia Müller
- › MINT kickoff events in Frankfurt and at the umbrella organization
- › A boat trip for supporters in Hamburg
- › gAG Berlin's recruiting event and JobUfo start
- › An integration conference of the Friedrich Ebert Foundation in Berlin (attended by the umbrella organization)

Inspirational and keynote speakers

- › Corporate Citizenship Club Rhine-Main
- › Opportunities/possibilities in recruitment, Randstad
- › Language qualification for refugees, HessenChemie
- › Women's Committee of the HypoVereinsbank in Frankfurt
- › Heraeus Educational Foundation
- › Baden-Baden Entrepreneurs' Conference
- › "Awakening Potential, Creating Opportunities," PHINEO conference on effective engagement in educational and career transition

Media

Samin has found his dream job: He wants to become a paramedic. Working with JOBLINGE Kompass and the German Red Cross, young refugees discover professions that are new to them. An NDR radio reportage tells how 24-year-old Samin from Afghanistan learned about the everyday work of a paramedic, including the specialized terminology needed for the job. (February 2017)

"Like I just won a million," says Mohamad Albakir about how he felt when he put his signature on his apprenticeship contract. After a successful internship, he's starting work as a plant mechanic at Vonovia. The JOBLINGE team in Hamburg is supporting him and the company during his apprenticeship and theory classes—an example of how integration can work when people work together, as described in *Wirtschaftswoche*. (July 2017)

"As a mentor, I'm part of the program and therefore also part of the support network," says Birgit Arnold of Troisdorf about her valuable work for JOBLINGE. In the television program "Hier und Heute" on WDR, she tells how she became a volunteer for the initiative and how she had to learn to deal with disappointments. (August 2017)

How can young refugees land a job, rather than landing in welfare? JOBLINGE Director Kadim Tas and Rüdiger Senft, Head of Corporate Responsibility at Commerzbank, explain how in the article "So funktioniert Integration" in the *Handelsblatt*, including the roles played by volunteer mentors, language teachers, and the networking support of "Wir zusammen." (September 2017)

Mathematics skills are important for many apprentice occupations. This is why JOBLINGE, together with the BMW Group, developed the learning app "Math as a Mission" to prepare program participants for technical professions and vocational/technical schooling. The *Frankfurter Allgemeine Zeitung* shows how the app works. (December 2017)

Bashir wants to complete his vocational qualification with a "special Kompass." The *Frankfurter Allgemeine Zeitung* tells his story, his many challenges, the JOBLINGE program and the significant contributions of his mentor. (December 2017)





Fokus: JOBLINGE Kompass

JOBLINGE Kompass provides young refugees with intensive preparation for their entry into the job market, tailored to their individual needs. The program builds on the two pillars of the classic JOBLINGE initiative: Hands-on involvement from day one, mentoring, close partnerships with businesses, and a culture and activity program. Further elements of the program include practical skills assessment and career orientation defined specifically for the local employment market and participants' potential.

In an initial screening, people interested in JOBLINGE Kompass are informed about the program in detail, supported by interpreters as needed. For participants, the program starts with a five-week **orientation phase**. In addition to beginning career orientation, the emphasis in this phase is learning German in courses developed specially for JOBLINGE, with interactive, stimulating, and practical instruction. Experience from the first two years of Kompass has shown that vocational/technical school is a challenge not only for reasons of language, but also due to a lack of preparatory training in other relevant areas. JOBLINGE therefore provides participants with intensive tutoring in mathematics, German, learning to learn, and IT as preparation for vocational/technical schooling.

Next comes a ten-week **qualification phase**, in which participants get intensive preparation for the work world four days a week in industry- and job-specific language courses developed jointly by JOBLINGE and its partner companies. In this way, they learn relevant technical vocabulary in practically designed courses tailored to their needs, while at the same time familiarizing themselves with working in Germany. Beyond this, as in classic JOBLINGE, the Kompass culture and activity program gives participants the opportunity to learn indirectly and experience the culture. One day per week, young refugees attend "conversation days" at our partner companies. The topics of conversation are general knowledge, current events, or work-related knowledge. Conversation days are moderated by volunteers at the partner companies, who receive professional training from JOBLINGE staff members in advance. They give young people the opportunity to learn more about working in Germany and improve their conversational skills.

In the **practical phase** that follows, Kompass participants visit various professions and industries to find out what they would like to do in the work phase. The goal of the JOBLINGE initiative is always to help participants get the highest possible qualifications. Often, however, participants are not ready for vocational/technical school after completion of the six-month program, in which case they are first placed in jobs. During the **work phase** of roughly one year, they are further supported and coached in active preparation for getting an education.

For more information, see
www.joblinge.de/fluechtlinge





Fokus: The MINT program

With its new MINT program, JOBLINGE aims to close the qualification gap that disadvantaged young people have in regard to mathematics, informatics, natural science, and technology (e.g., MINT), to get them enthused about jobs in these disciplines, and to place them in relevant apprenticeships. Building on ten years of experience with the target group, JOBLINGE launched the MINT program on two pillars: A new learning app that enables young people to teach themselves and train their mathematics skills, parallel to which they are sensibilized to the respective discipline in hands-on workshops at companies. This also gives companies new ways to get to know the candidates and test their skills and interests.

Digital learning, practical experience

Two projects are combined under the auspices of MINT: "JOBLINGE goes MINT" (in cooperation with JP Morgan) as practical, analog discipline, plus the learning app "Math as a Mission" as the digital component of mathematics qualification (in cooperation with BMW).

In detail

The pillar "**practical experience**" comprises modules that sensibilize, encourage, and enable the JOBLINGE target group in mathematics, informatics, natural sciences, and technology. Innovative approaches to jointly address companies' shortages of skilled workers with low-threshold entry possibilities for young people are an added bonus—one example are "MINTworlds" for JOBLINGE participants.

MINTworlds are workshops presenting the jobs in the industry in practice, and provide companies a setting in which they can get to know JOBLINGE participants informally. During two hours of soldering, screwing, and welding on site at partner companies, participants see a realistic example of the respective MINTworld (technology, lab, or electronics), and a whole range of the company's personnel gets involved, from coaches to HR staff members, allowing them to get personal impressions of potential trainees and their skills. With the pillar "**digital learning**" and the app "Math as a Mission," JOBLINGE created a new learning format for the target group, combining classic content with a digital game. This format motivates even young people with little interest in math and MINT professions. Playing with the app teaches them math and the skills needed for technical vocations.

In January 2018, the app won the bitkom innovation prize for digital education. The combination of practical experience and digital learning optimally qualifies young people in advance for technical apprenticeship occupations—which they themselves often don't believe they are capable of handling—and get them excited about the sector.

For more information, see
www.joblinge.de/mint-programm





Fokus: Culture and activity program

What do dance, theater, and sports activities have to do with vocational preparation? Reinforcing skills, discovering talents, and experiencing success—our culture and activity program fosters indirect learning and prepares young people for the start of their professional lives.

"Performing a choreography in front of an audience of strangers was pretty tough," said Amine from Frankfurt about her dance performance. "But then I just opened up, and I'm proud that I did it." The aim of our culture and activity program is to change our participants' personalities long-term. Spurred on by their successes, they overcome their fears, become more confident in their abilities, and learn to transfer their positive experiences to a work environment. "Before, I thought it was just about the sports," says Aksel from Stuttgart about his basketball training as part of the activities program. "But the coaches showed us how to get motivated for life, not just the game. I wasn't very good at that before."

Physical activity at different or new learning venues, whether at a company, museum, or Bundesliga stadium, supports the development process. The focus is on individual support as participants get to know themselves better and practice better posture, teamwork skills, and decision-making as a group. Gradually, they find their place in both the professional and the social context.

"I made it through my performance, and the audience loved my motivation and presence," beams Amine. Expanding one's own horizons also increases the willingness to take on social responsibility and participate in public life. The applause at the end of a theater performance is thus the beginning of a new place in society for many young people.

The culture and activity program is continuously expanded at the individual JOBLINGE locations and currently being revised to reflect the specific needs of our initiative for refugees. Together with cultural and sports organizations, we develop content for workshops and trainings that are held frequently over the course of the JOBLINGE program—for instance, a writing workshop for application letters and presentation skills for practice job interviews.

For more information, see www.joblinge.de/unterstuetzen/als-kultur-und-sportinstitution/

Strategy, ideas, and outlook: Ten years of JOBLINGE

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

Our mission: JOBLINGE boldly confronts these hurdles by

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

To achieve this vision and realize its mission, JOBLINGE pursues various angles and topics to prepare the initiative for the future and move it forward. And the vision goes beyond JOBLINGE. Ulrike Garanin and Kadim Tas, the directors of JOBLINGE's umbrella organization, summarize the experience of the last ten years and how the future could look.

2018 is JOBLINGE's big ten-year anniversary. What exactly does the motto "Widerstände.Mutig.Weiterdenken." mean?

Ulrike Garanin: When we launched JOBLINGE ten years ago, we refused to accept that there are young people whose futures are over before they even start. Who would become "long-term unemployed" without ever having worked. And whose chances of getting an education through established vocational training programs were slim. That may sound courageous, but actually it was more idealistic. Back then, I thought it was the young people who would need courage. Courage to learn to believe in themselves again and improve. Courage to take their futures into their own hands. As a matter of fact, almost all of our participants have the courage they need—but it's sucked out of them in so many ways. That's where our motto comes in: We want to work with all the relevant players to identify how this happens and together formulate what needs to change. To find out where our system doesn't work, when young people—over 70 percent of whom, at least in our experience, are absolutely able to obtain and finish vocational training—are failing at a rate of 100 percent.

Can you cite an example that shaped your view?

Ulrike Garanin: I remember an example from the early years: Ten years ago, when we were designing the concept, we did a focus group with young people in our target group. A young man who basically thought our concept was good asked me what we would pay him to participate. As crazy as it sounds, that kind of expectation was something he had learned. He got an allowance for showing up every morning at his pre-vocational training and signing the attendance list—after all, that's what the educational institution needed to get funding.

At the time, we were courageous enough to decide to build a the hurdle of a non-profit project into our program: Two to three days on which we invite participants to do volunteer work for a local institution such as a zoo, a children's home, or a nature conservation area.

That doesn't sound like something participants would really go for ...

Ulrike Garanin: We had experts prophesying that we wouldn't even get anyone to participate. But it was just the opposite: The kids really threw themselves into it and made a conscious choice to get involved in JOBLINGE. Even now, our participants are proud of having earned a spot in the program (though I should stress that our participants are sent to us by the job center and we have neither the intention nor the authority to make that choice—it's more psychological). But that's exactly it. Taking responsibility and "earning" support for their next move, and actively making use of opportunities instead of just passively waiting for people to help them, is the biggest and most important step these young people have to take. We encourage them to do this from day 1 and successfully raise the bar—always with the goal of preparing them for the everyday challenges of training at a company.

Kadim Tas: A lot of it is our philosophy: Doing things as a team, together with the young people, in an entrepreneurial initiative. But it's also the didactic structure of the program and the educational methods we use in workshops, trainings, and all of the elements of our program. How can we reach our participants, get them going, trigger change in them, and work with our network partners? It's about finding the right balance between supporting the participants and the instinct to take over responsibility for them, almost taking away their personal agency. We can't let these kids to become program consumers—we have to challenge, confront, motivate, and encourage them to make their own contributions, and believe in themselves, knowing that they have to apply themselves, but also that they are not alone. We try to make all of this as understandable for them as possible, also with the goal of reforming educational methods in the transitional system.

When we think of the transitional system and what it could be, what's the result?

Kadim Tas: Besides philosophy and content, we're also looking at new structural approaches, such as in the education and funding logic of the transitional system. As Ulrike mentioned, currently the approach is dominated by financing structures that keep young people in the system as long as possible, since the relevant institutions get reimbursed every month for their cost per attendee. Where's the incentive to get young people out of the system? We therefore propose performance-based funding models that acknowledge the cost of long-term placement. This not only saves costs, it's also considerably more effective and transparent, and breaks the vicious circle of shifting kids from one program to the next instead of making sure they get successfully placed.



Ulrike Garantin: If we could establish a performance-based funding model together with the public sector, it would be a huge opportunity not only for JOBLINGE, but also for many other initiatives trying to solve societal problems with innovative approaches. Such a model would give us a lot more security as social entrepreneurs, allowing us to focus more on our work with young people and less on fundraising. For instance, when we get our participants placed after four months instead of six, we lose two months' worth of funding. Of course, we would always make that tradeoff in the interest of our participants' success.

So "Widerstände.Mutig.Weiterdenken" covers a wide range of topics and players. What role do companies play?

Kadim Tas: The job market has gone through a number of developments in the last ten years. When we started JOBLINGE, the government's training pact and guaranteed placement were big topics. Today, we're more concerned about the shortage of skilled workers and the impact of digitalization. Companies have changed, too, and will continue to develop and change. What we're seeing is a great deal of awareness: Companies are not only being made responsible, they want to take responsibility, too. Amazing things have happened in regard to diversity, integration, and inclusion. Our target group is differently perceived now, too: Employers are opening up and allowing themselves to see the talent and skills that exist beyond academic grades. And every company coach or volunteer mentor who opens up enough to try JOBLINGE—many of them going to new personal limits to do so—has exactly the kind of courage we're talking about.

JOBLINGE: Personnel and organizational development

What are the changes in organizational structure?

JOBLINGE has grown dramatically—especially in recent years with the branch model. We can now reach more of the young people in our target group by founding new locations under the umbrella of the respective regional JOBLINGE gAGs in our nine regions in Germany. We have also established a Kompass location for young refugees in each of these regions. This immediately poses the question of how we can best transfer knowledge and experience, but also our philosophy and self-understanding to our new colleagues. Also, in teams of 20 and more, the span of control is stretched too thin.

So in mid-2017, we added another hierarchical layer to the gAGs, strengthening the functional, cross-region perspective as opposed to the local one (as embodied by the heads of the individual locations): Functional heads and lead coordinators steer the functional teams in close consultation with regional managers and are also actively involved in shaping the cross-regional JOBLINGE organization (see chart on p. 43). The idea is both to enable more effective management of the gAGs and also to create a career path for employees who excel with outstanding performance and live the JOBLINGE philosophy. We also added a layer to the umbrella organization to more effectively manage the scope of the topics and teams.

What is the JOBLINGE expert model?

The expert model was piloted already in 2016 and went into the second phase in 2017. Dedicated employees interested in advancing specific topics beyond their own location were asked in summer 2017 to create a summary concept of the expert role. A total of twelve experts have now been on the job for a year, working with people from the umbrella organization to continuously develop our initiative in addition to performing the duties of their operative roles at their locations.

Has JOBLINGE changed in regard to how it works together with companies?

Kadim Tas: In recent years, we have established not only more operative partnerships, but specifically strategic ones too. Companies come to us for expertise and concept development, and we go to our partners when we see trends on the job market that we'd like to capitalize on for our target group. The MINT program is the best example of this.

We're familiar with both the companies and the young people, know their needs and the company culture of our partners, and can put the individual strengths of our participants to use for the benefit of both sides. We support and enable the companies, offer coaching, and jointly develop modules to meet their concrete needs, such as mentoring or training young refugees—for target groups and impact that go far beyond JOBLINGE.

Ten years, ten theses. What can we expect this anniversary year?

Ulrike Garanin: We want ideas to encourage a dialogue over the course of the entire year and then summarize the results in a publication. What happens when we rethink integration? From an educational philosophy that promotes independence instead of dependence, to financing based on the accomplishment of societal goals, to targeted cross-sector involvement. These are the prerequisites for real reform and the achievement of our ultimate goal—making our work unnecessary.

JOBLINGE: Concept development

What is the JOBLINGE concept handbook?

The first version of the concept handbook was created in 2010 as written instructions for JOBLINGE's everyday work. It contains all our basic principles for working together and information on the establishment and development of the organization and concept. Ever since then, the concept handbook has served as a guide to daily operations for all our employees.

Why does the concept handbook need to be continuously revised?

Not only is JOBLINGE constantly growing; we also see ourselves as a learning organization. After about two years, as we established further non-profit corporations (gAGs) and our first branches, the first version of the concept handbook was thoroughly revised. The question we focused on was how JOBLINGE could develop its educational methods and improve the program to place even more young people. Practical experience was the reason and starting point for the revisions we made, which were integrated into the new version in 2012 with plenty of additional tips and advice.

How does version 3.0 of the concept handbook look?

We started the second revision of the concept handbook in the middle of 2016 with three main questions: How could we find, document, and describe a common denominator for current lived practice at all our locations in the concept handbook? How could JOBLINGE use the concept handbook to provide its new and existing employees with inspiration for their work? How could the concept handbook be made available digitally and in other media to ensure its continuous development? Since 2017, the evolution of our concept and knowledge transfer has been closely coordinated with the development and technical implementation of the JOBLINGE intranet.

The JOBLINGE model

The societal challenge

"Origin as an obstacle"—"No future with this education"—"Disconnected from the system"—"More diversity, fewer opportunities"

In almost no other industrialized country are opportunities and educational success as dependent on background as in Germany. Numerous studies have confirmed this. The goal of JOBLINGE is to empower young people to close the gap between where they come from and where they're going.

Ironically—despite Germany's healthy job market, increased hiring, declining unemployment, record numbers of vacant apprenticeships every year (49,000 in fall 2017), and the lowest level of youth unemployment in the European Union—Germany still has more than half a million young people who never manage to make the leap from school to vocational training and remain unemployed or stuck in the so-called transitional system between school and work. This system costs the government €4.3 billion a year, not including welfare. And it doesn't end there: Those who fail to complete vocational training in their youth are four times more likely to join the ranks of the long-term unemployed.

Besides its responsibility for these individuals, Germany can't afford to forgo their potential, neither economically nor commercially. Demographic change has already resulted in a considerable shortage of skilled workers in various of the country's industries. At the same time, Germany faces the monumental task of integrating hundreds of thousands of refugees in society and the labor market as quickly as possible—including equal opportunity for all. Every young person, regardless of their origins or starting conditions, deserves a chance to lead a self-determined life.

Our approach

The classic JOBLINGE initiative and JOBLINGE Kompass, our new program for refugees, aim to help young people who can't find an apprenticeship or job on their own to do precisely that.

In the **classic version**, these are young people who have often been labeled "unplaceable"; some of them have been unemployed for years and never held a job. Many come from difficult social backgrounds, have few role models, performed poorly at school, and receive no support from their families, whether for financial or other reasons. In **JOBLINGE Kompass**, young refugees are specifically prepared for vocational training in Germany.

"Our work is successful if we place obstacles in their path—and they overcome them to see things through to the end. The only way to make it work is to focus on solutions instead of problems. Our goal in supporting them is to make them independent."

Kadim Tas, Operational Director of the JOBLINGE umbrella organization

"We act as social entrepreneurs. Measurable, transparent performance indicators—in our case, placement and sustainability rates—and welfare are not a contradiction, in our view. We're genuinely interested in our participants and look after every one of them closely and personally, but always with the goal of ensuring that they find vocational training. What more humanitarian form of welfare could there be for young people than long-term integration in the primary labor market—and thus a path to job skills and self-determination?"

Ulrike Garanin, Managing Director of the JOBLINGE umbrella organization

To support both target groups, the JOBLINGE initiative bundles the competencies of business, government, and civil society, laying the foundation for coordinated collaboration among all players. JOBLINGE improves these young people's prospects with a combined effort: Professional vocational orientation, tailored skills coaching (including language skills in the Kompass program), cultural and sports activities, group projects in the orientation phase, real job opportunities at partner companies during the trial and practical phases, and finally, enablement of the participating young people to take over responsibility for their own lives. All participants thus earn their apprenticeships on their own.

From an entrepreneurial perspective, JOBLINGE can be judged on their success and on how long they stay where they are placed. Vocational training and employment are not only the basis for a self-determined life, they also enable young people to become full-fledged members of society.





The JOBLINGE program in detail

Practicality is at the heart of the program: Participants are made to be responsible for themselves. Surrounded by trust and open-mindedness, they are also assigned ambitious goals—by their mentors, partner companies, coaches, and other supporters, as well as the JOBLINGE staff. Our Youth and Mentor Coordinators (YMCs) support participants at the individual locations. Gradually, over the course of the program, Company Coordinators (CCs) join in, coordinating between companies and young people—especially during the practical and trial phases.

Once an contract has been signed, Apprenticeship Advisers take over and provide support to participants and companies whenever there are any problems or bumps in the road during apprenticeships. Administration and controlling staff support the entire process to ensure everything goes smoothly. Location and Regional Managers steer all the various strands and different people involved. In the classic program, young people undergo remarkable personal development in just six months, supported by a strong network of public-sector institutions, companies, mentors, and salaried employees. JOBLINGE Kompass for young refugees builds on the successful elements of the proven classic program, but due to the necessary additional language training, especially in light of the requirements for vocational school, it runs longer, for 12 to 18 months. (see page 17)

Info workshop

Before the start of the actual program, the goal of the info workshop is to inform potential participants about JOBLINGE and motivate them to join the program.

The goal is to be transparent about the framework and processes—including admission criteria. "Ideally, young people should realize already at the info workshop that things are done differently at JOBLINGE. They need to understand that they'll be expected to be proactive and do things themselves. In the end, they basically need to earn an apprenticeship," says Lavan Sabir, Location Manager at the gAG Metro Region Rhine-Neckar.

The admission phase

"The admission phase is special and interesting, because it's impartial and everyone gets a chance," says Christine Szafranski, Youth and Mentor Coordinator (YMC) at the Halle location.

How is this accomplished? Hands-on, starting right from the admission phase: Participants referred to JOBLINGE through local employment agencies or job centers first work on a volunteer project

for two to three days. "We have two main objectives in the admission phase," explains Carolin Wollnik, YMC at the Munich location.

"On the one hand, we want to get young people motivated to earn their own spot in the JOBLINGE program—independently of their previous performance at school or work. For instance, we might work with them at Hellabrunn Zoo for two days. If they do a good job, they start the program with a successful experience." This provides a certain basic motivation and the right attitude: Because they consciously decide to participate in the program, it has a very different value in their eyes. She continues: "The second goal is to get to know them before the start of the program and allow them to build a connection and learn to trust us."

This gives them a new perspective, too: They switch from being recipients of aid to providers of it. "It's always a special moment when we thank them for their hard work on a volunteer project. They practically beam, and see with their own eyes what a difference their help makes," says Hans Sampels, YMC in Troisdorf. At JOBLINGE Kompass, things start a little differently, explains Sebastian Heiland from the Leipzig location. "We have to coax out their motivation. Many refugees are very eager to participate in the program—and to work. But it's important to make it clear from the start how important the program is, including getting there on time every day. It's great to see participants of different nationalities working together as volunteers. That sense of camaraderie continues in subsequent program phases."

The orientation phase—at Kompass, with an additional qualification phase

In this phase, JOBLINGE aims to optimally prepare young people for the start of their professional lives and to enable them to acquire the necessary professional and social skills—at Kompass, also including especially basic language skills. The focus is generally on vocational orientation, including participants choosing their preferred and target professions, preparing to apply, and acquiring skills outside their chosen professions through workshops and our culture and activity program.

Putting together resumes and writing applications is an important part of this, but it's only the beginning. "For the orientation phase and content work, we use a certain approach to the curriculum—didactic methods," explains Philipp Haines, YMC at the Frankfurt location. "The first two weeks of orientation are important in terms of introductory topics, getting acquainted, initial vocational orientation, and group dynamics. The second week, we usually do a workshop in the culture program, and at the end of that

week, the participants are matched up with mentors. At the final presentation, mentors and mentees are introduced to one another. The third week starts with job interviews, telephone interview trainings, and recruiting tests to identify educational deficits and minimize them where possible. In between, there are frequent one-on-one talks and lots of company presentations, including on-site visits to companies. Then the second part of the culture program starts. Finally come the applications—and before you know it, six to eight weeks have passed. In the end, each participant has a plan A, B, and C in suitable professions."

During the orientation phase (and the qualification phase of Kompass), the goal is for participants to recognize their own strengths and key skills—and to get to know them as well as possible. That goes not only for JOBLINGE's full-time employees, but also for the mentors, who support their mentees one-on-one and encourage them. The JOBLINGE network as a whole can provide critical impetus. "A company visit with a JOBLINGE group brought the topic of mentoring to the attention of a person who worked at a major energy company," reports Jan Rupprich, Company Coordinator at the Recklinghausen location. "He got in touch with us, was extremely successful with his mentee, and even recommended him for an internship at his company. It doesn't always work out that way, but it's all the more gratifying when it does."

In JOBLINGE Kompass, this phase is also about acquiring language skills (see the focus topic on page 17). "Of course, the main thing is teaching the language," stresses Susanne May, YMC in Leipzig. "At the same time, it's very important to explain the idea of dual training and give an impression of how the job market works. This also helps the participants later, when they start looking for realistic vocational training options. Generally, an important step along the way is to make it clear that even the ones with the best language skills have other weaknesses, while those who appear weaker have other strengths, and that all of these skills complement one another. This strengthens mutual respect within the group."

The practical and trial phases

With bolstered self-confidence, JOBLINGE participants now take the plunge and get their first work experience—real-life and hands-on. In the classic JOBLINGE program, the practical phase is followed by the trial phase, where things get serious with an internship. The concrete goal: Getting an apprenticeship. Step by step, JOBLINGE participants prepare with "learning by doing" for their later day-to-day work or vocational training.

Trying things out and getting a taste of day-to-day work in the identified professions and industries is also a basic part of these phases—for JOBLINGE Kompass participants, with the addition of further language training.

JOBLINGE's tailored, individual approach means that participants are both allowed and encouraged to try things out in the practical phase, with the option to revise their preferred careers, reorient themselves, and complete internships in other industries. Those who already know exactly where they are headed can complete several internships in a single industry to find the right company. "During the practical phase, participants finally get the chance to prove themselves, and again have to leave their comfort zone," explains Susanne Linardatos, Company Coordinator and Apprenticeship Supporter at the Hamburg location. "Most of our participants look forward to this part and plunge headfirst into working life as an intern. It's about getting practical experience, a good internship certificate—which can often serve to balance out absences on the last school report card—and finally an apprenticeship. Participants who realize this already in the practical phase have an easier time with their apprenticeships."

During this phase, participants still visit their JOBLINGE location at least once a week to reflect on how their internships are going, both in one-on-one talks with JOBLINGE staff and, more importantly, in the group. "If lots of them have a good internship, everything is going well, and some of them have at least verbal apprenticeship offers, it creates a kind of positive pressure to succeed that pulls the others along," explains Holger Wenzel, Company Coordinator at the Frankfurt location. Besides reporting on success, honest exchanges are the aim: Participants get support on challenges they have encountered in their internships and put their heads together to solve problems. Company Coordinators also maintain regular contact with companies to stay up to date on both sides. In the Kompass program, language training continues during the practical phase and language skills are reinforced in practice. Mentors also continue to support their mentees with frequent conversations and meetings.

In the classic program, after the practical phase at the latest, things get serious for all the participants who were still trying out different professions: During the trial phase they have to persuade their future employers to take them on and thus earn an apprenticeship or job at a partner company. This is tailored to fit, too: Only when a JOBLINGE participant and a company are a good match does an unemployed youth become a young person with a future.

"The goal of the orientation phase is to support participants as they leave their comfort zones and broaden their horizons. Individual workshops also help them to prepare in a sheltered setting for the application phase and daily work. Here, too, it's important that they don't give up, trust the JOBLINGE team, and stay honest and authentic."

Simon Busch, JOBLINGE gAG Hanse

"During the info workshops—even before the admission phase—the most important thing for us is that they understand what they're getting into with JOBLINGE, and go home at the end looking forward to more."

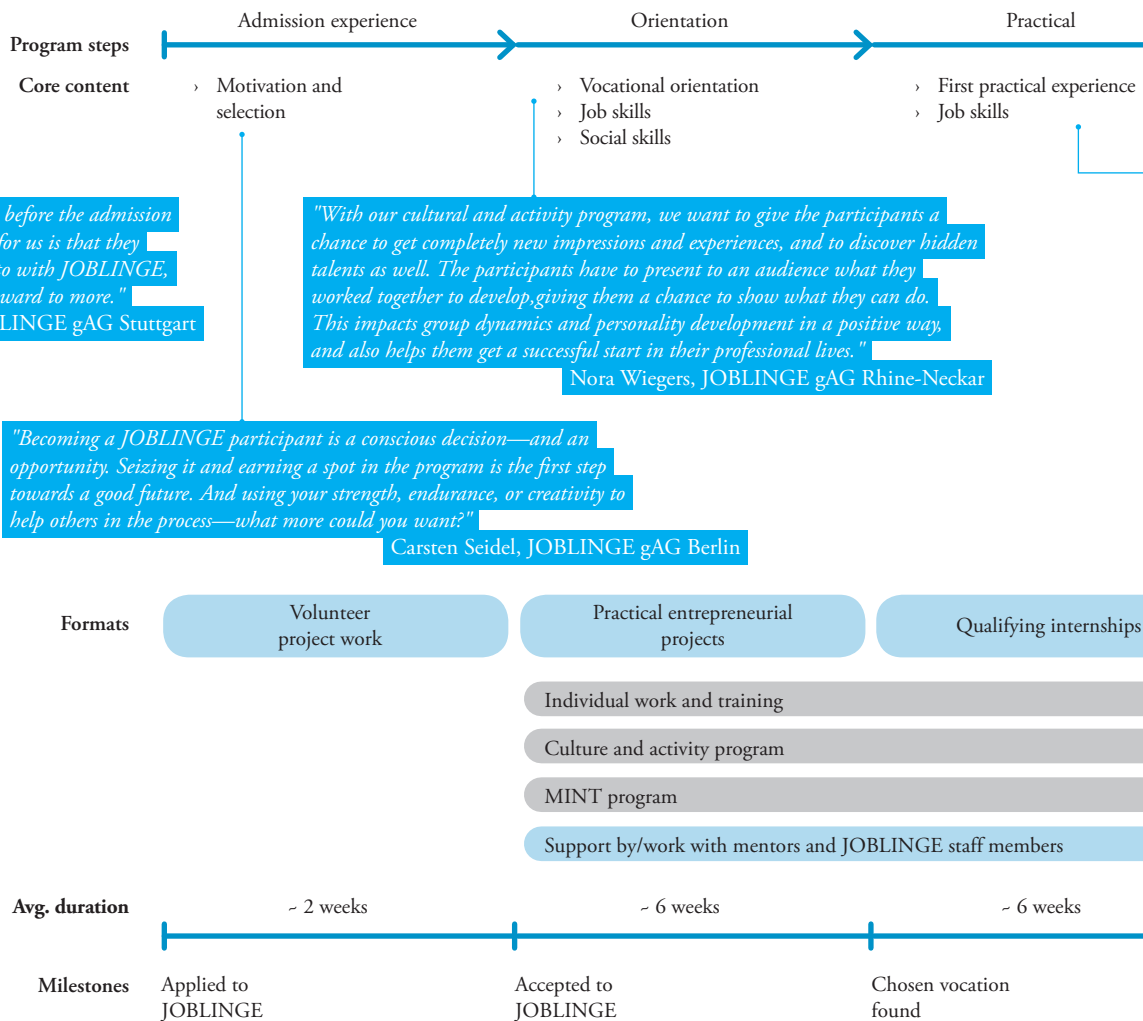
Pinar Yorulmaz, JOBLINGE gAG Stuttgart

"With our cultural and activity program, we want to give the participants a chance to get completely new impressions and experiences, and to discover hidden talents as well. The participants have to present to an audience what they worked together to develop, giving them a chance to show what they can do. This impacts group dynamics and personality development in a positive way, and also helps them get a successful start in their professional lives."

Nora Wieggers, JOBLINGE gAG Rhine-Neckar

"Becoming a JOBLINGE participant is a conscious decision—and an opportunity. Seizing it and earning a spot in the program is the first step towards a good future. And using your strength, endurance, or creativity to help others in the process—what more could you want?"

Carsten Seidel, JOBLINGE gAG Berlin



Sarah from Ludwigshafen spent a long time looking for an apprenticeship after earning her lower secondary degree and completing her voluntary social year in a hospital.

Her dream: To work at a hospital or doctor's office. But dozens of applications yielded only dozens of rejection letters. "I was annoyed, frustrated, and ready to give up," says Sarah. Then the job center told her about JOBLINGE

In an info workshop, the JOBLINGE team tells Sarah about the program. She really wants to participate—the admission phase begins. First, Sarah has to earn a spot in the program. The test is volunteer project work.

Sarah shows commitment and is awarded a spot in JOBLINGE. Together with the other participants, she starts the orientation phase with professional orientation, preparation of her CV and cover letter, company visits and presentations, numerous workshops, and the culture and activity program.

For instance, together with her fellow JOBLINGE participants she develops a stage play and performs it before an audience. "At the beginning, I was a little shy, but then I had more and more confidence in myself, and in the end it was a good thing." At the start of the orientation phase, Sarah is also introduced to her mentor, entrepreneur Peter Schubert. "He was a big help. I'm also very grateful that he stood by me and repeatedly said, 'You can do it—don't give up.'" It was also a special experience for Peter Schubert: "With just my knowledge and a little time, I was able to make someone happy, and I got happiness back from Sarah in return."

"Some participants go into their first internships with a very clear career aspirations and quickly get apprenticeship offers; others do multiple internships to look into different fields. In contrast to the orientation phase, the participants are now on their own and have to prove themselves at the companies. Often they don't realize until they start the practical phase how much they learned during orientation."

Susanne Linardatos, JOBLINGE gAG Hanse

"When I hear of an apprenticeship offer, I get in touch with the JOBLINGE participant and the company. If there are a few months between the confirmation and start of the apprenticeship, we have to manage the gap together and find a solution."

Dorothee Leutz, JOBLINGE gAG Frankfurt Rhine-Main

Trial

Follow-up

- › Practical proof
- › of aptitude for vocational training/work

- › Vocational training or employment

"For a lot of young people, the path to an education is pretty rocky. Unfortunately, most of their problems don't just disappear when they sign up for an apprenticeship. That's exactly where JOBLINGE comes in: To make sure they finish their apprenticeships successfully, we're there for them with advice and concrete support from the start of the program until their final exams. And it's not only the kids who benefit—the companies with the apprenticeships do too."

Dr. Sebastian Herbstreuth, JOBLINGE gAG Stuttgart Region

"The goal of the practical or trial phase is for them to get a realistic impression, of both their chosen professions and potential employers. The JOBLINGE participants need to be enthusiastic and motivated to learn something new. Authenticity is the keyword here: If their personality and practical skills are convincing, the future employer is likely to give them a chance even with less-than-impressive grades."

Sarah Hauptmann, JOBLINGE gAG Berlin

Application internship

Training support

~ 11 weeks

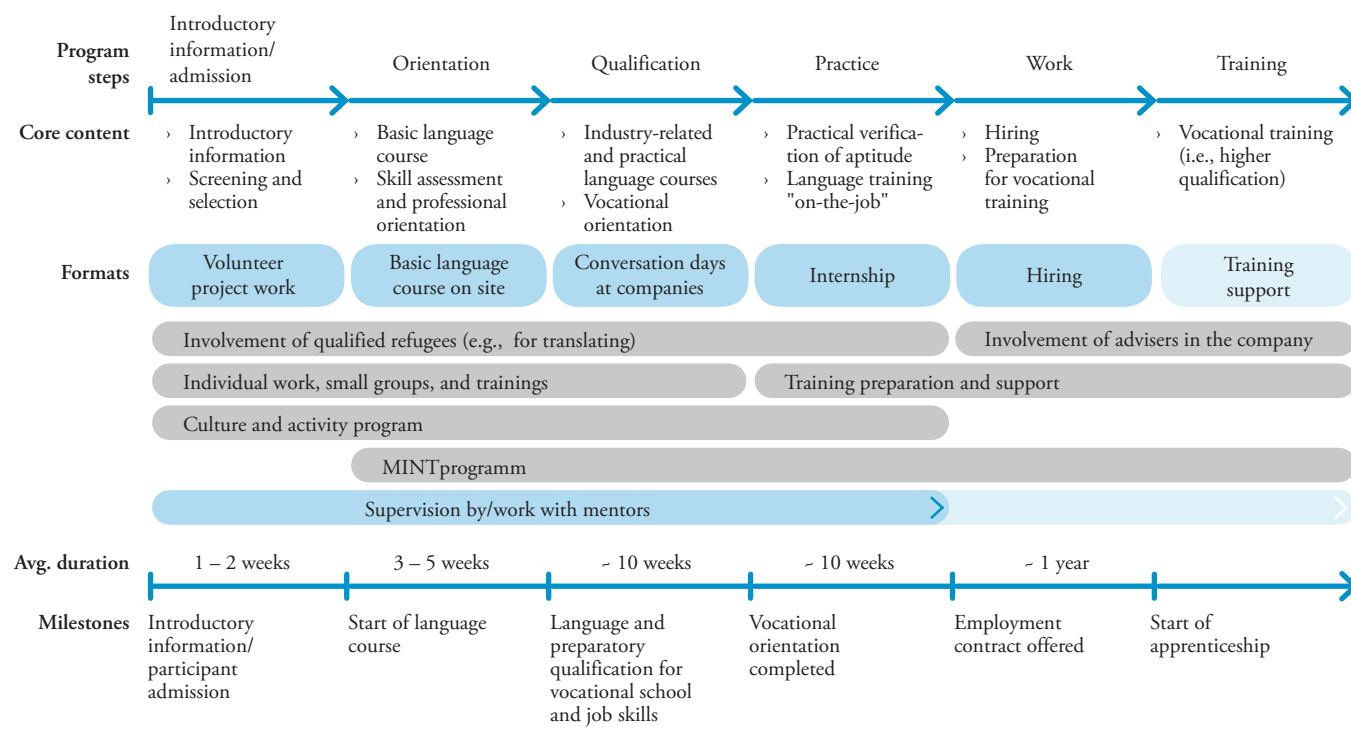
Job skills gained

Apprenticeship/employment contract received

During her internships, Sarah reflects on her chosen profession again after the orientation phase: Is this the right job for me? And which is the right company for me? A hospital, a doctor's office, or something completely different? Sarah gains some practical experience, reinforces her new skills in her daily internship work, and strengthens her self-confidence. Her dedication and willingness to work finally also earn her an apprenticeship at a dental practice in Speyer.

"JOBLINGE saved me," Sarah says today. "It's so much fun—I wake up in the morning and look forward to going to work." Also her boss is enthusiastic, too: "I think she's great. I don't understand why she had to look for so long and no one gave her a chance at an apprenticeship." Now Sarah's thinking even further ahead: "After my vocational training, I want to get more education and maybe even train young people myself someday."

JOBLINGE Kompass



The work and follow-up phases

In the JOBLINGE Kompass program, the practical phase is followed by the so-called work phase. Only then do the participants start their vocational training (follow-up phase) with deeper German language skills. In the classic program, participants move directly to qualification through vocational training. The entire time—whether in the work or follow-up phase—the participants are never left on their own. JOBLINGE's apprenticeship supporters help participants during transition, act as mediators and contacts in case of obstacles or problems, and use their expertise to conduct further trainings, workshops, and specialized seminars—including for coaches. In the JOBLINGE Kompass program, a company-internal adviser provides additional support.

It is absolutely essential to stay in close touch with participants. Our company coordinators and apprenticeship supporters therefore usually work together closely already in the practical phase, such as in joint reviews of internships. Especially when there are a few months between the confirmation of an apprenticeship offer and its start, with the danger that participants fall back into old behavioral pat-

terns, keeping in close touch pays off. Often, company coordinators can see to it that participants are already employed at the respective companies until they begin their vocational training or can help them bridge the time until the start of vocational training through other contacts. This, along with one-on-one talks and workshops in the follow-up support program, gives participants added stability—an important basis for a good start in their vocation.

The goal of JOBLINGE is for participants to get the highest possible qualification they can and to finish their vocational training—in the JOBLINGE Kompass program for young refugees, with the work phase as an added step. The support of companies and their coaches also plays a major role in the successful completion of vocational training. The JOBLINGE follow-up support program is comprised of seven elements: It starts with a joint talk at the beginning of the apprenticeship, plus personal support and tutoring for the participant, through to coach meetings, review days, and a final talk at the end of the apprenticeship. To round things off, the last two elements are meetings for alumni apprentices and, of course, crisis intervention. "The most important things is to build a relationship based on trust and to stay in touch," says Lea Haßkamp, Apprenticeship Supporter in Berlin. "I always say, 'Please contact me immediately if there's a problem. You don't have to be embarrassed to talk to me, and we can sort everything out somehow.'"

With the growing number of former participants completing their vocational training, a whole new group is taking shape. Besides

maintaining contact through a newsletter and regular meetings, JOBLINGE alumni are also gaining in importance for upcoming generations—not only for info workshops, but also, for instance, as representatives at company visits and presentations. Not only can former participants report on the daily activities of the program, they are also better able to put themselves in the position of current participants and can more effectively and credibly respond to their needs and questions. "More and more JOBLINGE alumni are supporting new participants who are working at their companies as apprentices or interns," says Dorothee Leutz, Apprenticeship Supporter at the Frankfurt location. "We're especially pleased when our alumni rejoin the program as mentors. That's happening more often too."

Success factors

The JOBLINGE concept builds primarily on four pillars.

Practical experience from day one

The young people engage in practical work throughout the entire JOBLINGE program. In doing so, they are gradually prepared for day-to-day work at a company—first in the "shelter" of the JOBLINGE locations, followed by closely supervised internships at partner companies. After the internship, at the end of the program, waits a realistic chance at an apprenticeship or job with the company. The participants can "earn" their apprenticeships through their own efforts.

Individual encouragement 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 or her path by a personal volunteer mentor who acts as a role model and confidant. During the entire six-month program, mentors are available to "their" participants and encourage them during the individual phases. Mentors also fulfill the role of "crisis manager," helping to ensure that participants don't drop out despite the difficulties that almost inevitably arise over the course of the program. Mentors share their professional and life experience, are prepared for the task through professional training, and are closely supported by us during their volunteer stints.

Bundled social involvement

Bundling social competencies is key to the JOBLINGE approach. The two core elements of the program, practical experience from day one and one-on-one support—which add up to success for our participants—can be realized only with the close involvement of com-

mitted partner companies, dedicated private individuals working as volunteers, and local public-sector institutions, including especially Germany's Federal Employment Agency and job centers. All of these are not only key sponsors, but also our most important partners in recruiting participants at all locations. Our 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 young people as possible with JOBLINGE—and we are convinced that we can do so only by providing a clearly defined framework for the many very different players and forces involved in the initiative.

With its self-perception as a social entrepreneur, JOBLINGE aims to maximize not monetary returns, but social ones. For any entrepreneur, the efficient use of resources is common sense—for JOBLINGE, it's also a moral imperative: 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 not only the trust of our participants, but also of our partners. JOBLINGE therefore works with consistent processes, standards, and tools at all locations, reports transparently on its results, and implements its joint concept in the form of a social franchise system, ensuring that the experience is the same for any and all wherever JOBLINGE is active.

JOBLINGE's impact

In JOBLINGE, everyone works together closely—people from companies and the public sector, volunteers, JOBLINGE staff, and of course, the participants themselves. It's a success story with many authors.

"Language and education are the key to getting a job. JOBLINGE is a perfect example of this. The combination of practical elements with accompanying language courses makes integration possible."

Dirk Heyden, Director of the Hamburg job center



Ayman came **from Syria to Germany** in the summer of 2015. He had no family, no certification of schooling, and almost no work experience.



He came to **JOBLINGE** from the **Hamburg job center**.



He explored his interests and took **qualification and orientation courses**.



He loved his courses and realized he had a **future** again. JOBLINGE continued to support him.



Ayman completed **training as an electrician**—a career that his father also loved.



His language skills, the preparation for vocational training, mentor and team gave him **new self-confidence**.

A win-win situation for all

"Wow, I can do this after all." Nadine Schröder, former JOBLINGE participant in Recklingshausen, on how the JOBLINGE program impacted her

For four years, Nadine, now 23, searched in vain for an apprenticeship, wrote one application after the next, received one rejection letter after the next, and became increasingly desperate and anxious in her interaction with companies. She described the fear of making mistakes as internal turmoil that she was unable to overcome at the time.

Today she's is an apprentice bakery sales assistant—thanks to the support of the JOBLINGE program and network. Nadine's boss, Julia Impel of the bakery Kleinespel & Imping, is enthusiastic: "Nadine was initially very shy, but she got over it very quickly." The bakery has been a cooperation partner of the JOBLINGE gAG Ruhr for some time now. "We've already had five JOBLINGE participants here as apprentices. If they do a good job, we try to hire them afterwards," says Julia Impel.

The participants are supported on their paths by volunteer mentors who are prepared for their role by JOBLINGE in an advance training. "She always asked how it was going and told me, 'If you have something in mind, just do it. And if it turns out to have been a mistake, that's okay, too,'" says Nadine Schröder of her mentor, civil engineer Carina Ahnfeldt. Carina was there for her, whether on the phone at 7:00 a.m. or with advice on how to dress for job interviews over photo messages. Besides helping with math tutoring and other exercises, what she mostly did during the six-month program was urge Nadine not to give up. "She was often quickly discouraged. I tried to encourage her to take things slowly, give herself time, and learn. 'Nobody expects you to be able to do everything right away,'" Carina recalled saying during their talks.

Nadine Schröder first learned of JOBLINGE at a job center. The public sector is a sponsor and close partner of the initiative at all locations. Everyone involved profits from the collaboration for JOBLINGE: First and foremost the participants, of course, but also volunteer mentors, coaches, partner companies, and finally society as a whole.

Participants

The most relevant and tangible indicators of the impact of the JOBLINGE initiative are its placement and sustainability rates (see the facts and figures on p. 8 – 11). Perhaps less visible, but most important of all, is the personal success of each and every JOBLINGE participant who manages the transition to employment and thus becomes a full-fledged member of society. When asked what had

changed the most for him, one of the first participants in the JOBLINGE program answered: "I'm proud I can pay taxes now."

Vocational training and work are not only the foundation for an independent, self-determined life—they also enable integration. Time and again, we have seen youths proudly show off their first payslip, proving that they have turned from welfare recipients into contributors and active members of society. All the young people who join JOBLINGE with the worst possible starting conditions and persevere despite it all can be proud of their considerable willpower and impressive personal achievements.

Mentors

Involvement has major impact for volunteer mentors, too. Many who have already supported several young people report that they learned much from them, and that the personalities and histories of the participants make them to take a closer look at their own biographies as well. A number of companies have also made JOBLINGE mentoring a part of their people and executive development programs. "The important thing is to open up to the person and see yourself as a companion," says mentor Stephanie Melzig of REWE Group in summarizing her mentor experience. "The main job of mentors is to encourage participants in everything they do and build them up again after setbacks. Some young people have a history of repeated failures and accordingly low self-esteem. They fear they can do nothing but fail. It's their mentor's job to get them back on their feet every time. Others have a very low threshold to frustration and give up quickly if they have a bad day. For them, the mentor's job is to encourage them to continue."

With this support, but through their own efforts, the young people manage to turn their lives around. JOBLINGE staff prepare the them intensively and specifically for working life and offer support in dealing with experiences that are often deep-rooted; mentors serve as role models and an important source of life advice and values that many of the participants don't see at home, but frequently mention when asked about their wishes for the future: Stability, a regular job, their own place, family and children.

Partner companies

Company involvement in JOBLINGE takes many different forms: From internships and apprenticeships for participants, to mentoring, financial support, and membership in committees, to workshops, training for employees, and specific pro bono consulting.

Apprenticing companies also find new employees through the JOBLINGE program and address their shortages of skilled workers by offering apprenticeships to JOBLINGE participants. Furthermore, the program opens up new target groups for the companies and gives young people opportunities outside the realm of formal requirements. Smaller businesses, in particular, appreciate the support

provided by JOBLINGE staff members throughout the duration of the program—which enables many to reinstate apprenticeships that had been cancelled or even to offer apprenticeships for the first time.

Public sector

In the JOBLINGE network, the public sector plays an important role. Local employment agencies and job centers not only provide funding, they also refer participants to the program.

JOBLINGE's impact

JOBLINGE has significant positive effects not only from the business perspective, but also macroeconomically speaking.

The above-average sustainability of JOBLINGE placements measurably reduces the burden on public services long-term. The total savings after ten years amount to nearly 140,000 for each sustainably placed JOBLINGE participant, according to the calculations of the HesenChemie employers' association.

JOBLINGE impact continues after the program, too

"Our support doesn't end after participants have successfully completed the program and received an apprenticeship contract. We're there for them throughout their entire vocational training. Here, it's important to us to be able to provide individual support when things don't go as planned. We have "office hours" and crisis meetings for alumni, mediate between companies and apprentices as needed, and help with any difficulties at vocational school. Other than that, we also continue to offer workshops on various topics and organize meetings to help groups stay in touch. We stay in regular contact with participants and companies. This is how we make sure our placements stick, and in most cases, we're able to avoid dropouts."

Lisa Viebahn, Apprenticeship Supporter,
JOBLINGE gAG Ruhr





Input, output, impact, evaluation, and quality assurance

INPUT: Resources deployed in 2017

Companies

Locally and regionally, some 2,200 companies and businesses of all sizes and industries supported the initiative in 2017.

Public sector

The number of public sponsors continues to grow: The work of the JOBLINGE initiative would not be possible without the support of more than 50 sponsors at a European, national, state, and municipal level. Besides providing financial support, the Federal Employment Agency and job centers are also key partners in recruiting participants.

Volunteer coaches and mentors

Civil society completes the network, with individuals, foundations, educational institutions, associations, and cultural and sports institutions. 1,700 private individuals volunteer their time, for instance, as coaches for half-day communication and presentation trainings, as experts for IT, law, graphics, events, Web sites, or social media, as leaders of multi-day practical entrepreneurial projects, or as personal mentors for individual young people.

Mandate holders

In 2017, more than 115 mandate holders volunteered at local gAGs and the supraregional JOBLINGE Foundation as members of the management, supervisory, or advisory boards.

Employees

At the end of 2017, the locations and umbrella organization employed a total of 155 salaried employees (141 full-time equivalents).

Financial resources

The total costs of the individual locations and the national umbrella organization JOBLINGE e. V. amounted to €10.8 million in 2017, comprising 65 percent personnel and 35 percent non-personnel costs.

Of the total, 88 percent went to the locations and 12 percent to the umbrella organization. The work of the initiative was enabled through public-private co-financing with a total budget of €11.4 million in 2017 (estimated; annual financial statements have not yet been finalized), including roughly €3.6 million in donations and €7.7 million in public funding.

OUTPUT: Services provided

Admission capacity increased

Between the founding of the first location in 2008 and the end of 2017, 6,578 young people have participated in the JOBLINGE program. The establishment of new locations enabled us to accept a total of 1,609 participants in the past year. We were also able to increase the cumulative placement rate since the launch of the program to 73 percent. We had a 75 percent placement rate for 2016. (The placement rate includes only the primary labor market. Numbers for 2017 will be finalized upon the start of participants' vocational training in the fall.)

Group starts with practical preparation

Four times a year, JOBLINGE groups start the intensive six-month program (12 to 18 months at Kompass) with around 15 to 20 participants, depending on the size of the location. In 2017, we had a total of 99 group starts (in 2016, it was 85).

Job training

Volunteer coaches practice job interviews with the participants, offer advice on dress codes and rules of conduct, and set up budgets to help them manage their first salaries. Companies present different careers and offer internships.

Personal support from employees and mentors

Besides team experience, participants get advisory on their strengths and suitable careers in individual talks with our staff. They are also supported one-on-one by volunteer mentors. These are prepared for their task with professional training and are closely supervised throughout their involvement. In 2016, over 100 mentor trainings were held, generally in two four-hour sessions.

Rollout projects: Culture, activities, and MINT

To anchor proven and successful program elements nationwide, JOBLINGE launched a rollout strategy last year. The MINT and culture and activity programs were transferred to local structures across Germany to be implemented and expanded with on-site partners. The locations are supported in this by the umbrella organization, which provides conceptual development and other guidance, know-how from experience, and educational formats.

Practical work experience (internships, etc.)

In the interest of the best possible qualification and tailored placement, each participant completes multiple internships in order to "earn" an apprenticeship. In 2017, the JOBLINGE staff organized more than 2,800 internships and, together with the companies, were able to offer participants over 1,000 apprenticeships and jobs.

IMPACT: Making a difference

The greatest success of the JOBLINGE initiative can't be measured in numbers: It's the individual development these young people undergo in just a few months, which is and remains impressive when one continues to follow their trajectories. The impact of the program doesn't end with the start or end of vocational training. Instead, participants are enabled to lead independent, self-determined lives, based on the principle of helping them help themselves.

Their mentors report how personally enriching it is to support them, and involved companies benefit, too, from well-prepared, motivated apprentices and future skilled workers.

The greatest measurable effect is the macroeconomic one. As the young people become active members of society, paying taxes and social security instead of drawing benefits, enormous positive effects result for society and public services.

After only 17 months, the cost of the direct, publicly subsidized program (at just under €3,600 per participant plus the cost social services for the duration of the program) is already cheaper for the government than continued welfare support. After three-quarters of a year, the program has paid for itself, and the total savings after ten years amounts to nearly 140,000 for each sustainably placed JOBLINGE participant.

Evaluation and quality assurance

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

1. Operational outcome indicators

JOBLINGE tracks two main performance indicators: The integration or placement rate and the sustainability rate. The former looks at the number of participants placed in unsubsidized apprenticeships or jobs, and the latter at the percentage of former participants who are still in their apprenticeship or job six months after the end of the program. Utilization—that is, the percentage of program places filled—is also tracked, as is participation in training modules and internship rate.

2. Operational process indicators

The process on the way to the outcomes is also scrutinized. On the one hand, we have the mentor ratio, and on the other, the satisfaction of the participants (surveyed twice over the course of the program).

3. Financial objectives

Beyond outcome and process indicators, the finances of the individual locations are also closely monitored. Due to their design as nonprofit corporations, the focus is on profit and loss (no budget overruns), solvency (permanently positive liquidity), and balance sheet (preservation of the necessary equity base).

4. Certification

In 2017, all locations were successfully certified as AZAV institutions according to Germany's regulation for the accreditation and approval of employment promotion (AZAV). Since the April 2012 reform of labor market policy tools, annual certification is a legal prerequisite for funding by the Federal Employment Agency.

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

A look behind the scenes

Mentor profile: Andreas Vagt on quantum leaps



A job, three children—and mentoring with passion at the Hamburg JOBLINGE locations Andreas Vagt is one of over 1,700 mentors throughout Germany. He has supported numerous JOBLINGE participants since 2015, both in the classic program and in Kompass. In this interview, he describes how he decided to take the leap and become a mentor, the differences he has observed between the two programs, and his advice for new mentors and prospective participants.

You've been helping JOBLINGE participants in Hamburg almost right from the beginning. How did you hear about JOBLINGE?

My employer at the time, BP, was one of JOBLINGE's first partner companies. When I read about it in our intranet, I thought it looked like a great opportunity to do some volunteering. Since I had years of work experience, and also knew my way around kids because I have three grown ones of my own, I was sure I could contribute. So I gave them a call, and in no time I had an appointment.

You've had five mentees in the classic program since 2015. And when the gAG Hanse launched its Kompass program in May 2016, you were one of the first to offer to be a mentor. What was it about the challenge that appealed to you?

Early 2016 was shaped by the events of the previous fall, when hundreds of thousands of refugees arrived in Germany, followed by the sobering realization that things weren't going to be so easy. At the time, a lot of people were thinking about whether they could do anything, and if so, what. After the experiences I had had in the classic program, I knew I could do a lot—probably more than I could at a goodwill clothing store. Added to that, my wife and I had lived abroad with our three children for almost six years—though under completely different circumstances—so we knew a little about what it means to feel "foreign."

What's the same when it comes to the mentees in the two programs?

Trust. Without trust between mentee and mentor, nothing works, whether in the classic or the Kompass program. And respect—including mutual respect. For different biographies and opinions, for experience, and for the task we share. But most of all, what they both have is the will of the mentees to take their lives into their own hands. Otherwise they wouldn't be in the program.

What differences have you observed?

The biographies of the mentees can't be compared. The kids in the classic program are there for any number of reasons—some of which they're responsible for themselves—or because life dealt them a bad hand or difficult circumstances that prevented them from getting an education.

Those in the Kompass program are primarily there for totally different reasons: They left their homes to escape war, displacement, and repression. They come to us with completely unpredictable, sometimes surprising biographies, started taking their lives into their hands months or years ago, and are now here with huge motivation but few language skills and sometimes also math skills. So the emphasis is sometimes more on helping them learn German and math, because having a deeper conversation about their goals and dreams is often very difficult.

What is your advice for new mentors and prospective program participants?

Anyone who comes to JOBLINGE to be a mentor has to be able to "give," but also to "take." People who don't just want to convey their life and work experience to others, but also want to learn things themselves, such as talking to people who are in situations they would normally never see, and maybe even getting to know themselves better—these are the people for whom being a mentor can be rewarding and personally enriching. Real interest and empathy are the most important things you have to have.



The JOBLINGE organization

Social franchise I:

Structure and collaboration

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 local branches, which implement the concept directly with young people, work closely as "franchisees" with the "franchiser" or national umbrella organization. This system and structure bring a number of unique characteristics to collaboration.

The gAGs

The framework for local work is set by nonprofit corporations (gAGs) founded jointly 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" locations. The locations operate largely under the same rules as regular stock corporations, with one important difference: Instead of a financial dividend, shareholders receive a non-material one. Shareholder representatives volunteer to be members of gAG managing or supervisory boards or of the locations' advisory boards.

Besides the interaction between stakeholders from all areas of society, the gAG legal form reflects the initiative's high standards in terms of professionalism and transparency. The professional implementation of the concept is ensured by a team of salaried employees who execute the intensive program with young people and define the framework for the work of the many volunteers.

The umbrella organization

The initiative is managed nationally by the JOBLINGE umbrella organization (the nonprofit JOBLINGE e. V.). The JOBLINGE umbrella organization is responsible for the nationwide coordination of the initiative and actively shapes its development. This includes structured growth as well as internal knowledge transfer and best-practice sharing. Working closely with the locations, the umbrella organization designs new projects and applies JOBLINGE expertise to current social challenges.

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

Collaboration

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. There is also a trademark license agreement between the umbrella organization and JOBLINGE's initiators, the Eberhard von Kuenheim Foundation of BMW AG and The Boston Consulting Group, in which the umbrella organization is specified as franchiser and required to ensure the dissemination and implementation of the concept.

The foundation

In 2012, the locations formally joined under the national umbrella organization JOBLINGE e. V. Besides the eight JOBLINGE gAGs (as of 2016), the JOBLINGE Foundation is also a shareholder in the umbrella organization. The JOBLINGE Foundation was established by The Boston Consulting Group as a charitable foundation to enable permanent support of the initiative. Unlike the locations and the umbrella organization, the foundation has no employees.

Social franchise II:

Profiles of involved organizations

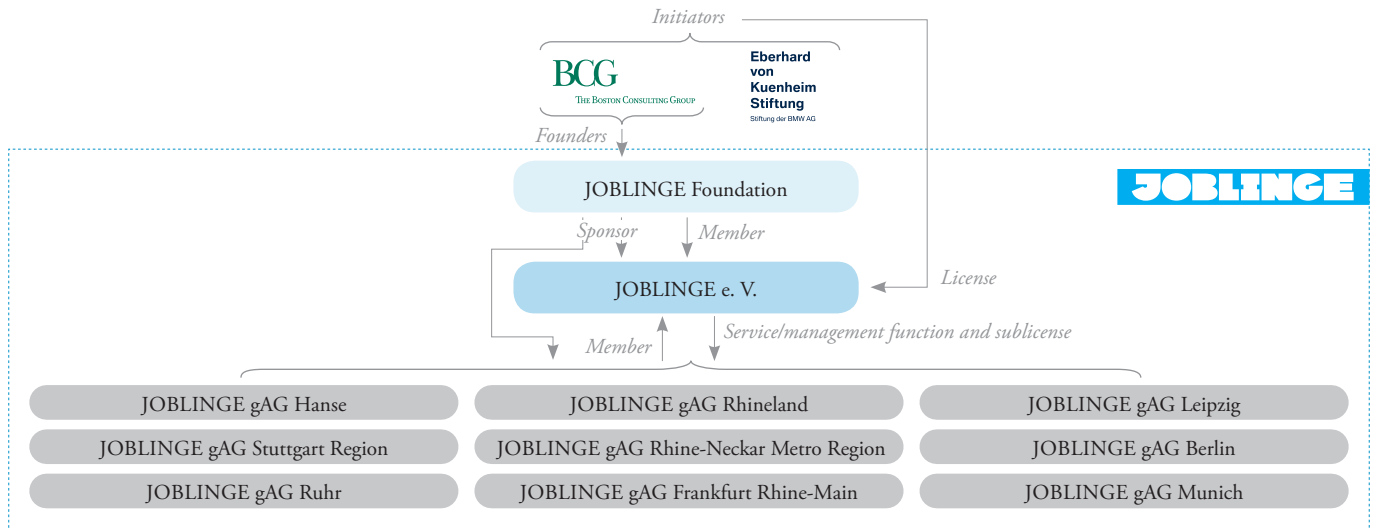
All the organizations involved in JOBLINGE—the branches, the umbrella organization, and the JOBLINGE foundation—are nonprofit. – They pursue the charitable purposes of advancing assistance to young people (German Fiscal Code [AO] § 52 (2) sentence 1 no. (n) 4) and advancing education (AO § 52 (2) sentence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

The JOBLINGE umbrella organization

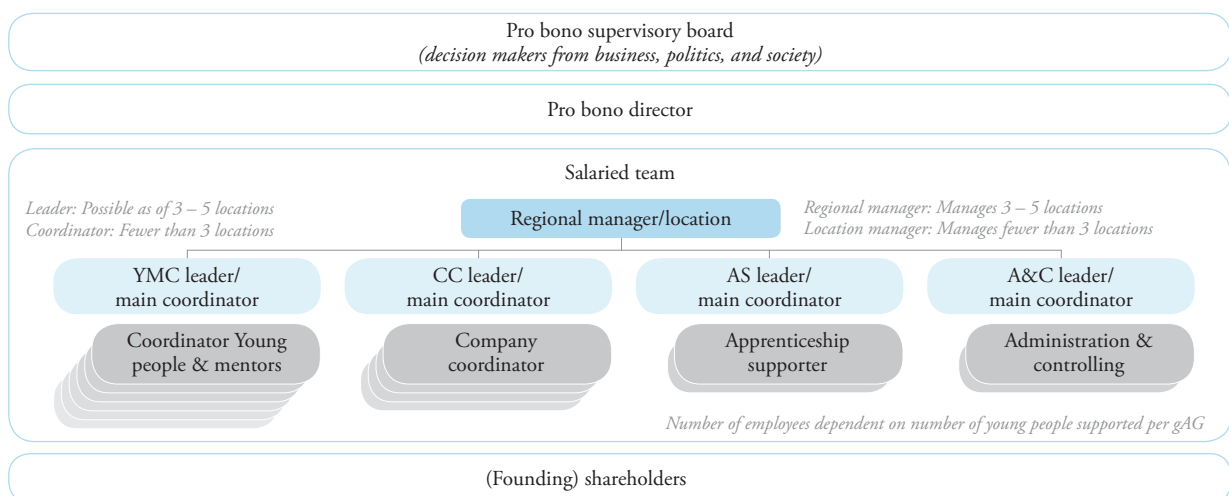
The Managing Director of the JOBLINGE umbrella organization (JOBLINGE e. V.), headquartered in Munich, is Ulrike Garanin. She is a co-initiator and has been a driving force in the initiative since its launch in 2007. A Principal at The Boston Consulting Group, she has been released from her consulting duties to exercise her role at JOBLINGE. Kadim Tas has been Operational Director of the initiative since November 2013. He has managed the JOBLINGE gAG Frankfurt Rhine-Main since 2011. Both are full-time directors and authorized to represent and sign.

The articles of association and rules of procedure state that the director is responsible, in particular, for the ongoing business management of the organization according to 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, where the election and discharge of the director are decided. It accepts reports from the director, elects auditors, decides on the amount of contributions, passes resolutions on changes to the articles of association and on the admission or exclusion of members in appealed cases, etc.

Organizational structure of the JOBLINGE initiative



Structure of the JOBLINGE nonprofit corporations (gAGs)



The umbrella organization is responsible for controlling and quality management, marketing and communication, business development, concept development, program development (cultural and activity program, technology program, JOBLINGE Kompass for refugees, and language concept), and team assistance. The team of the umbrella organization is supported by working students, in addition to the assistant to the director and part-time consultants for individual project topics, both provided pro bono by BCG.

The JOBLINGE Foundation

While the locations are funded by public-private co-financing, the umbrella organization finances itself exclusively through private

fundraising. A large part of this is provided by BCG through the JOBLINGE Foundation and pro bono capacity. The foundation, the first and as yet only BCG foundation, was established in 2011 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 (BCG Senior Partner and Managing Director Germany and Austria), Georg Sticher (BCG Senior Partner and Managing Director), Andreas Dinger (BCG Senior Partner and Managing Director), Astrid Rauchfuß (BCG Partner and Managing Director), and Frank Salzmann (BCG Head of Finance and Accounting). As a charitable foundation, the JOBLINGE Foundation bundles donations from initiators, premium partners, and numerous other private sponsors, which go to ei-

ther individual locations or the initiative as a whole and its development, depending on the donor's wishes.

JOBLINGE locations

At the locations, the pro bono activity of the directors and supervisory board members is combined directly with that of our staff, who work with the young people every day and ensure a professional process and support for all involved. The salaried teams of our gAGs are comprised of location or regional managers, administration & controlling staff, company coordinators, youth and mentor coordinators, and apprenticeship supporters.

Because we continue to grow and develop, we added an organizational layer comprised of main coordinators in 2017 (see p. 24).

Our gAGs represent several locations within the respective region. Both the traditional and the Kompass program for young refugees make the best possible use of the available structures—with centrally bundled management, administration & controlling, and access to companies and networks for all of a gAG's locations.

JOBLINGE locations

JOBLINGE gAG Munich

with the Munich and Kompass locations

Director: Johann Stiessberger • **Regional Manager:** Ilse Schmücker

Founded: April 2009 • **Employees (FTE):** 13.75 • **Supported youths:** 167 per year

Shareholders: Apax Foundation • Betten Rid GmbH • BMW AG • Eberhard von Kuenheim Foundation of 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. • The Boston Consulting Group GmbH • TÜV SÜD AG

JOBLINGE gAG Berlin

with the Friedrichshain-Kreuzberg, Pankow, Spandau, and Kompass locations

Director: Heinrich Rentmeister • **Location Manager:** Jonas Hettwer

Founded: June 2010 • **Employees (FTE):** 17.44 • **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 the Bergstraße, Darmstadt, Frankfurt, Offenbach, Wiesbaden, Ludwigshafen (by the end of 2017), and Kompass locations

Director: Oliver Dany • **Regional Manager:** Kadim Tas

Deputy Regional Manager: Christiane Schubert

Founded: March 2011 • **Employees (FTE):** 29.8 • **Supported youths:** 400 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 Rhine-Neckar Metro Region

with the Ludwigshafen location

Director: Matthias Becker • **Location Manager:** Lavan Sabir

Founded: May 2016; to become an independent gAG at the turn of the year 2017/18

Shareholders: Anpffiff ins Leben e. V. • Magna International Inc. • WISAG Industrie Service Holding GmbH • The Boston Consulting Group GmbH

JOBLINGE gAG Rhineland

with the Cologne, Troisdorf, and Kompass locations

Director: Markus Hepp and Markus Ritterbach • **Regional Manager:** Petra Balzer

Founded: January 2012 • **Employees (FTE):** 10.35 • **Supported youths:** 200 per year

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

<p>JOBLINGE gAG Leipzig <i>with Leipzig, Leipzig Kompass, and Halle (Saale) locations</i></p>	<p>Director: Dieter Schliek • Location Manager: Matthias Kretschmer Founded: February 2012 • Employees (FTE): 17.56 • Supported youths: 180 per year Shareholders: Apax Foundation • BMW AG • Dr. Uwe Teichert • Eberhard von Kuenheim Foundation of BMW AG • Leipziger Stadtbau AG • Offizin Andersen Nexö Leipzig GmbH (OAN until 2016; as of 2017, CMS Hasche Sigle) • Sparkasse Leipzig • Stadtwerke Leipzig GmbH • The Boston Consulting Group GmbH</p>
<p>JOBLINGE gAG Ruhr <i>with the Essen, Gelsenkirchen, Recklinghausen, and Ruhr Kompass locations</i></p>	<p>Director: Jens Stefan Baier • Regional Manager: Raphael Karrasch Founded: January 2013 • Employees (FTE): 20 • Supported youths: 235 per year 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</p>
<p>JOBLINGE gAG Stuttgart Region <i>with the Stuttgart and Kompass locations</i></p>	<p>Director: Rolf Kilian • Location Manager: Janina Germann-Sentner Deputy Location Manager: Duygu Utku Founded: May 2014 • Employees (FTE): 10.63 • Supported youths: 166 per year Shareholders: CMS Hasche Sigle • compentus/ gmbh • L-Bank, Staatsbank für Baden-Württemberg • The Boston Consulting Group GmbH</p>
<p>JOBLINGE gAG Hanse <i>with the Hamburg and Kompass locations</i></p>	<p>Director: Matthias Krühler • Location Manager: Anja Meyfarth Founded: October 2014 • Employees (FTE): 11.45 • Supported youths: 142 per year Shareholders: CMS Hasche Sigle • Deutsche See GmbH • Olympus • Philips Deutschland GmbH • The Boston Consulting Group GmbH</p>
<p>JOBLINGE umbrella organization (JOBLINGE e. V.)</p>	<p>Directors: Ulrike Garanin and Kadim Tas Founded: March 2012 • Employees (FTE): 10.35 Members: JOBLINGE Foundation • Joblinge gAG Munich • Joblinge gAG Berlin • Joblinge gAG Frankfurt Rhine-Main • Joblinge gAG Rhineland • Joblinge gAG Leipzig • Joblinge gAG Ruhr • Joblinge gAG Stuttgart Region • Joblinge gAG Hanse</p>
<p>JOBLINGE Foundation</p>	<p>Directors: Carsten Kratz, Georg Sticher, Andreas Dinger, Astrid Rauchfuß and Frank Salzmann Founded: November 2011 • Employees (FTE): None Founder: The Boston Consulting Group GmbH</p>

Note: Figures for the end of 2017.

¹ Initiator team institutionalized since 2007.

Environmental and social profile

For JOBLINGE, as a nonprofit initiative pursuing the objective of enabling disadvantaged youths to find training or jobs and thus lead self-determined lives, impartiality is a central value that defines our work and our conduct towards all involved partners and

employees. Treating individuals and our environment with respect is the basis of all our actions. In addition, our sponsorship agreements with the public sector always include clauses on equality, anticorruption, exclusion of Scientology, and transparency obligation, with which we naturally comply.





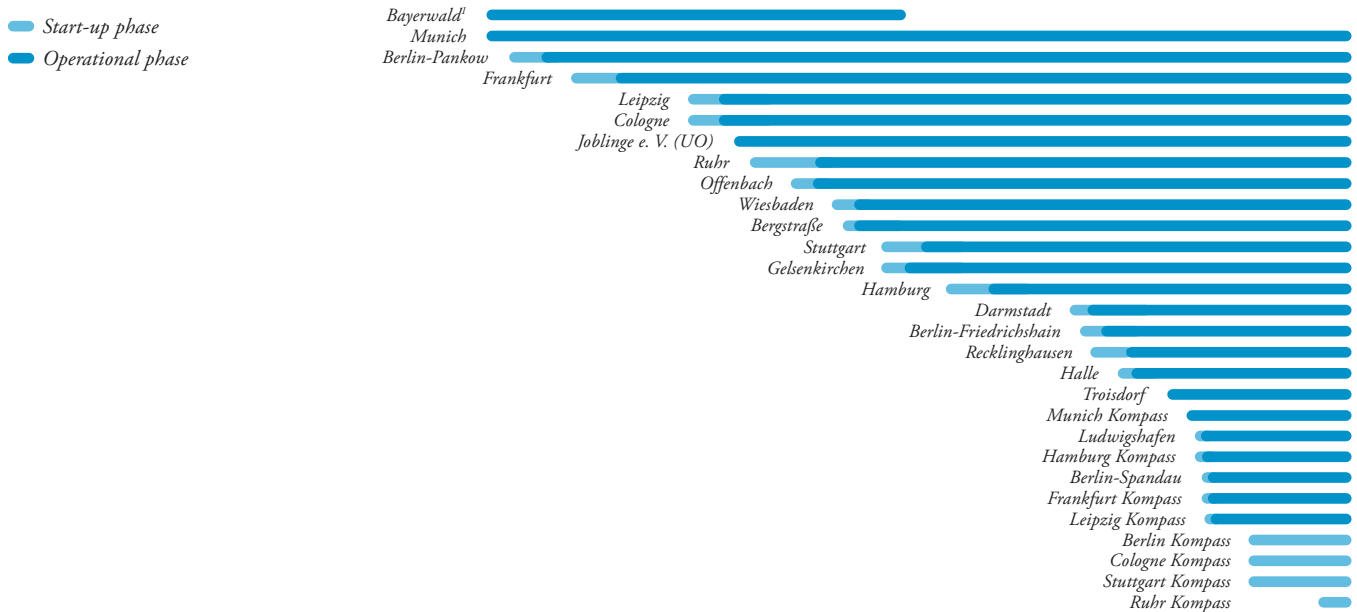
Finances

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

of JOBLINGE e. V. and the JOBLINGE Foundation are handled by Stiftungszentrum.de Servicegesellschaft mbH. Controlling is provided through the umbrella organization. All locations work with a standardized financial controlling tool that manages budget planning, P&L, equity base, and cash flow.

Organization receipts and expenditures

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



Receipts								
Public-sector subsidies	643	1,070	1,577	2,208	2,861	3,708	5,643	7,665
Donations	225	492	1,033	1,431	1,869	2,514	3,064	3,637
Other receipts	1	1	31	54	51	22	–	142
Total receipts	869	1,564	2,641	3,692	4,782	6,243	8,707	11,445
Expenditures								
Personnel costs	567	1,004	1,751	2,323	2,996	3,820	5,298	7,084
Non-personnel costs	332	465	880	1,252	1,629	2,072	3,210	3,766
Financing costs	1	3	–	–	–	–	–	–
Statutory expenditures by the UO (e.g., gAG financing)	–	–	–	–	–	–	–	–
Total expenditures	899	1,472	2,631	3,575	4,625	5,891	8,508	10,850
Annual result	-31	92	10	118	157	352	199	595

¹ Operations ceased end of September 2013.

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

Financial circumstances of the organization

Total account for all locations (in thous. euro)	2010	2011	2012	2013	2014	2015	2016
Number of locations and umbrella organization (UO)	4	6	7 + UO	10 + UO	12 + UO	17 + UO	24 + UO
Assets (assets, use of funds)							
I. Intangible assets (e.g., software)	2	1	–	–	–	–	–
II. Fixed assets	14	21	32	25	30	38	78
III. Fixed assets (capital reserve)	–	–	50	5	363	–	–
IV. Accounts receivable	135	239	187	150	64	417	682
V. Cash and cash equivalents (cash on hand, bank balances)	252	522	968	1,235	1,445	2,441	2,960
VI. Accrued and deferred items	6	11	16	25	27	31	47
Total assets	410	794	1,255	1,439	1,929	2,927	3,767
Liabilities (source of funds)							
I. Equity	122	368	498	533	875	1,463	1,115
II. Special items for unused subsidies and donations	27	84	233	438	564	824	1,622
III. Reserves	111	141	194	204	214	255	316
IV. Accounts payable	150	200	250	121	259	270	440
A. Received loans	71	115	95	–	98	30	91
B. Trade payables	14	15	21	35	68	98	121
C. Other liabilities	65	70	134	86	93	142	260
V. Accrued and deferred items	–	–	80	143	17	115	274
Total liabilities	410	794	1,255	1,439	1,929	2,927	3,767

Possible differences due to rounding.

Location receipts and expenditures

2016 receipts and expenditures ¹ Location-specific (in thous. euro)	Total	gAG Munich	gAG Berlin	gAG Frankfurt Rhine-Main	gAG Rhineland	gAG Leipzig	gAG Ruhr	gAG Stuttgart	gAG Hanse	UO (e. V.) and Foundation
Receipts										
Public-sector subsidies	5,606	482	598	1,612	373	864	811	324	542	–
Donations	3,064	256	369	391	194	46	251	232	141	1,185
Other receipts	33	–	–	–	33	–	–	–	–	–
Total receipts	8,703	738	966	2,003	600	910	1,061	556	683	1,185
Expenditures										
Personnel costs	5,298	492	601	1,196	388	587	732	342	396	564
Non-personnel costs and other operating expenses	3,206	245	263	798	212	315	329	215	287	543
Statutory expenditures by the UO (e.g., gAG financing)	–	–	–	–	–	–	–	–	–	–
Total expenditures	8,504	736	864	1,994	600	902	1,061	556	683	1,107
Annual result	199	2	102	9	–	8	–	–	–	77
Profit/loss carried forward from prev. year	71	51	21	7	–	-8	–	–	–	–
Net profit/loss	270	53	123	16	–	–	–	–	–	77

¹ Since no audited financial statements for the individual gAGs for the fiscal year 2017 were available in early 2018, the figures shown here are from 2016. Possible differences due to rounding.

Financial circumstances of the locations

Balance sheets of the locations on the Per 12/31/2016 ¹ (in thous. euro)	Total	gAG Munich	gAG Berlin	gAG Frankfurt Rhine-Main	gAG Rhineland	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. Fixed assets	78	8	1	25	3	13	4	2	1	21
III. Fixed assets (capital reserve)	–	–	–	–	–	–	–	–	–	–
IV. Accounts receivable	682	89	201	159	19	11	72	37	95	–
V. Liquid assets (cash on hand, bank bal.)	2,960	170	137	133	154	384	513	221	111	1,136
VI. Accrued and deferred items	47	6	5	13	7	4	1	3	10	–
Total assets	3,767	272	343	330	182	412	591	263	216	1,158
Liabilities (source of funds)										
I. Equity	1,115	137	179	71	50	75	55	50	50	448
II. Special items for unused donations	1,622	68	–	98	21	43	463	160	121	647
III. Reserves	316	25	17	91	23	36	48	38	27	11
IV. Accounts payable	440	28	147	70	75	11	25	15	17	51
A. Received loans	91	–	–	33	58	–	–	–	–	–
B. Trade payables	121	17	6	55	12	11	–	9	11	–
C. Other liabilities	260	10	141	16	4	–	25	6	7	51
V. Accrued and deferred items	274	15	–	–	13	246	–	–	–	–
Total liabilities	3,767	272	343	330	182	412	591	263	216	1,158

¹ Since no audited financial statements for the individual gAGs for the fiscal year 2017 were available in early 2018, the figures shown here are from 2016. Possible differences due to rounding.

Loan

As a nationwide partner of the initiative, BMW Bank GmbH grants the locations interest-free loans as needed to bridge liquidity shortfalls that may arise due to delayed payment of public subsidies and irregular inflow of private donations. In 2016 and 2017, gAG Berlin and gAG Rhineland took out interest-free loans from BMW Bank to bridge liquidity shortages. The gAG Berlin will fully repay its €130,000 loan of November 2016 by November 2018. The gAG Rhineland will fully repay its loans totaling €150,000 of October 2016 and March 2017 by October 2018.

Status report

The development of the organization's financial situation is stable, despite the growing need for subsidies due to the opening of new locations. The gAGs completed the 2016 financial year with neutral or positive results. Profit carried forward is also neutral or even positive at all locations. The annual financial statements for the fiscal year 2017 are currently still being prepared, but a positive trend is already discernible. From the start, a key success factor for JOBLINGE has been the joint, cross-sector commitment that is also reflected in our funding. Under a public-private co-funding framework, the running costs

of the JOBLINGE locations are borne largely by the public sector. The share of public funding varies widely from one location to the next, but is 65 percent for the entire initiative. Approximately 34 percent of the costs are financed through donations. In the fiscal year 2016, the private donations to be raised amounted to €3 million.

Especially, the innovative elements of the concept that are decisive to our participants' long-term success, such as professional training for our more than 1,700 volunteer mentors and our culture program, are enabled through private donations. Every euro counts. We are therefore delighted to have increased the total amount of private donations again in 2017. By retaining long-time partners and acquiring new sponsors, we were able to collect donations in the amount of €3.6 million (preliminary figure). Although the amount of donations we need is considerable and will continue to grow in the future due to the expansion of the initiative and development of new content, we at JOBLINGE look to the future with confidence thanks to the generous support we have received and a rising willingness to donate, and look forward to the future collaboration with existing and new sponsors.

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