

A group of people are sitting at a long table in a meeting room. In the foreground, a man with glasses is looking at a smartphone. Behind him, a woman is also looking at the phone, and another person is visible in the background. The room has large windows and a modern light fixture hanging from the ceiling.

JOBLINGE

Annual and Impact Report 2024

in accordance with the Social Reporting Standard

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Dear partners and supporters,

For JOBLINGE, effectiveness has always meant first and foremost standing up for our target group. Being an advocate for those who have no voice.

That is why we focus on measurable effectiveness and sustainable prospects. We forge alliances to give the most structurally disadvantaged young people in society the networks that mean security in Germany.

In 2024, we will have established our fifth basecamp in Munich using this approach. The support network provided by the Allianz Group, BMW Group, Infineon Technologies AG, Lufthansa Group, and Siemens AG is the blueprint for how we intend to guarantee sustainable apprenticeship success. The commitment of our partners from the business community shows that we as a society want to and will do something for young people who would otherwise be excluded from society.

While JOBLINGE's focus in 2008 was still on combating youth unemployment, it now faces a structurally different problem: nearly 630,000 people in Germany under the age of 25 are not reaching the services intended for them. They cannot find a way to a self-determined future financed by work and apprenticeship.

This means that in order to continue to be effective for our target group, JOBLINGE is currently focusing not only on our basecamps but also on our recruitment campaign PLAN A. Only when young adults learn about the support services available to them, when we motivate them to take action for their own future, and when they experience reliable, direct support will they find their way into our community.

I look forward to embarking on this journey with you, our current and future supporters.

Sincerely,
Kadim Tas



JOBLINGE was initiated in 2008 by the Boston Consulting Group and the Eberhard von Kuenheim Foundation of BMW AG. JOBLINGE is proof that measurable social work is effective. JOBLINGE shows how the transition from school to work can be successful.

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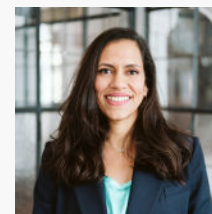
The vision of integrating young, disadvantaged people into the labor market in a transparent, measurable, and sustainable manner gave rise to the most successful social initiative in Germany. We at the Boston Consulting Group are proud to have launched JOBLINGE in 2008 together with the Eberhard von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



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

“

It began in 2008 with a project at a single Location and has since developed into the most successful non-profit organization in the field of transition from school to working life. JOBLINGE impressively demonstrates how advocates for often overlooked young people can – and must – develop dynamically without ever losing sight of their mission: to place young into apprenticeship, regardless of their background. JOBLINGE always puts young adults at the center of its work. We are proud to be supporting this important work with the Eberhard von Kuenheim Foundation. We are delighted to have set the ball rolling and are all the more pleased about our ongoing close and long-standing partnership.“



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

IOOI: How we measure effectiveness

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

The IOOI model enables us as social entrepreneurs to better focus our strategic orientation and efficient use of resources for social projects. In our 2024 annual report, we will therefore take a closer look at the individual areas of activity covered by JOBLINGE, show how we will measure our effectiveness in the future beyond the mere key figures of successful placements, and describe the various stakeholders with whom we will achieve these results.

Applying this framework to ourselves is just as important for our partners. It transforms input in the form of personnel, finances, and volunteer work into output in the form of workshops, coaching, and apprenticeship for our participants, as well as mentoring tandems and company internships. These lead to successful career starts, which in turn have a direct impact on social development.

Under its core brand, JOBLINGE consolidates its efforts to activate young adults with PLAN A and support trainees in basecamp with our apprenticeship-accompanying measures. These two offerings are either still financed entirely privately or are now co-financed by appropriate public funding instruments.

“

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

Jan Boskamp
Director Collective Impact JOBLINGE e.V.



Sustainable not only for our partners, but also for ourselves

As an initiative, our commitment to ESG criteria is self-evident. While we strive to be as environmentally neutral as possible in the environmental sector, our personnel figures show how sustainable we are.

All figures refer to the reporting date of December 31, 2024.

Permanent employees	Beginning of 2024: 229 End of 2024: 228
New hires	58 permanent positions
Turnover rate	The turnover rate for the entire organization for 2024 is 28.45%. This figure includes all types of departure (termination by employer or employee, expired contracts) and applies to all permanent employees (full-time/part-time) in a given year. It does not include working students, mini-jobbers, or interns.
Number of internal promotions	19
Number of anniversaries (in 2024)	5 years of service at JOBLINGE: 13 10 years of service at JOBLINGE: 7
Total length of service (How long have employees been with JOBLINGE on average?)	3.97 (equivalent to 3 years and 11.64 months)

Age structure of employees according to age groups	18 - 20	0,88 %
	21 - 30	21,59 %
	31 - 40	48,90 %
	41 - 50	20,26 %
	51 - 60	6,61 %
	61 - 70	1,76 %
Currently in apprenticeship at JOBLINGE	3 trainees	
Women in management positions	73,02 %	
Percentage of women in the organization	57,04 %	
Interregional apprenticeship courses offered	Number of internal apprenticeship courses	75
	Number of external apprenticeship courses	27

The challenge of transitioning from school to work

With 18,000 participants and a placement rate of almost 80 percent, our work in the transition from school to work is highly successful, but it is only a solid foundation for our Vision 2030. Given the alarming number of 630,000 young people who are neither in employment, education, nor apprenticeship (known as NEETs)¹ and 2.86 million people between the ages of 20 and 34 without formal education², it is clear that we must drastically increase our efforts.

A look at the education system shows how urgently a rethink is needed: in the 2022/2023 school year, 769,400 young people left general education schools – more than 50,000 of them without any qualifications, over 125,000 with a secondary school leaving certificate.³ At the same time, in 2023 alone, around 249,800 young people entered the so-called transition system – an area in which more than two-thirds of young people only manage to move into fully qualifying apprenticeship after three years.⁴

These realities show that post-school educational pathways today take significantly longer than is typically assumed. Four years after entering the so-called transition system, only 43 percent of young people have completed vocational apprenticeship or a degree. A further 15 percent have neither entered the system nor successfully completed their apprenticeship by that point.⁵ Our goal is to work with our partners to support significantly more young people and get them into apprenticeship by 2030.

When JOBLINGE was founded in 2008, our focus was on placing long-term unemployed young people in apprenticeship positions with the clear goal of opening up prospects for them as future skilled workers. We are still pursuing this goal today—and more strongly than ever. What has changed, however, are the framework conditions: more and more young adults are finding themselves unable to benefit from the existing support structures. The coronavirus pandemic has further exacerbated the realities of life for our target group. Our response to this is to further develop our approach: we actively guide young adults to our support services. We offer flexible, digital, and hybrid services, and we have strengthened the support we provide to our participants during their apprenticeship—individually, intensively, and effectively. PLAN A and basecamp were created out of these necessities. PLAN A and basecamp were created. They represent our growing understanding of what is needed today to reach and empower young people in the long term.

In 2021, we launched JOBLINGE Vision 2030 as an organization. It marks a fundamental change in our approach. At the end of 2024, we will be able to look back with pride on the progress we have already made along this path.

We are expanding our efforts before and after the JOBLINGE core program with new digital and hybrid offerings, scaling our PLAN A and basecamp projects, and opening up new regions in Germany.



¹Bertelsmann Foundation (2024): Fact Check NEETs 2024 | Left behind or just hanging out?

²Of these, around 1.7 million are under the age of 30. Federal Ministry of Education and Research (2024): Vocational Apprenticeship Report

³Federal Ministry of Education and Research (2024): Vocational Apprenticeship Report

⁴Federal Ministry of Education and Research (2024): Vocational Apprenticeship Report

⁵Bertelsmann Foundation (2022): Post-school education in Germany – Key findings and educational policy assessment

Our strategic levers for JOBLINGE Vision 2030 are based on the building blocks developed since 2019 that enable growth:

1. Activation

PLAN A is our key instrument for reaching young people. By directly addressing them on site and through advertising campaigns on social media, we also reach students and individuals who are still in the process of career orientation or have not yet found access to apprenticeship opportunities.

2. Placement

While our approach from 2010 to 2020 focused primarily on opening new locations in metropolitan areas, our core programs also emphasize hybrid and faster approaches. In addition to expanding JOBLINGE's effectiveness, we are also working to improve our penetration in existing regions.

3. Support

Thanks to the support of JP Morgan, we have created real learning centers called basecamps, which have been scaled up from Frankfurt to Berlin, Mannheim, and Essen. In Munich, we have transferred the concept into a blueprint that can be replicated throughout Germany this year, thanks to the support of the Allianz Group, BMW Group, Infineon Technologies AG, Lufthansa Group, and Siemens AG. The clear commitment of regionally rooted companies enables JOBLINGE's success nationwide from the region. Via the basecamp digital platform (www.basecamp-community.de), trainees can get an overview of our nationwide basecamp offerings—both on-site, hybrid, and online—and register directly. Thanks to the IHK's cooperation with basecamp in Berlin and the blueprint in Munich, trainees who have become aware of the offerings through their apprenticeship company, social media, or recommendations can now also find their way to basecamp.

4. Understanding target groups

Our study, „Youth in Standby,“ conducted in collaboration with Bank of America, the rheingold Institute, and More in Common, offers valuable insights into the challenges and motivations of young people. These insights are essential to reaching significantly more young people by 2030.

5. Funding

Outcome-based funds, which we plan to expand in the coming years, will put our work on a more self-determined financial footing. The OFAF (Outcome First Apprenticeship Fund), set up with The Human Safety Net of the Generali Group, has made the first steps in this direction. Our experience with this instrument shows that. It enables us to provide targeted support to our locations in placing young adults in successful careers. With a current investment of more than one million euros, the OFAF has focused on supporting refugees in JOBLINGE's core programs. Based on this, we are developing further fund models to finance the remaining program areas and activities based on the goals achieved.

→ Our strategic realignment since 2021 is clear: we must work in a more flexible, digital, and preventive manner in order to master the challenges of today and offer even more young people prospects by 2030. By the end of the reporting period covered by this report, JOBLINGE had reached around 25,000 young adults with PLAN A, its core program, and basecamp.

Problem Activation

Group 35, Gruppierendes ObjektThe coronavirus pandemic in 2020 has shown that the controlled referral of participants by the public sector in the transition system, which many take for granted, is not as structured as we would like it to be. In many areas, it has become more difficult for job centers and employment agencies to connect with their clients, or they are no longer able to reach them at all. At the same time, statistics show that existing measures do not comprehensively reach the target group.

In 2023, Germany had 626,000 young people aged between 15 and 24 who were not in education, apprenticeship, employment, or receiving support measures – known as NEETs (Not in Education, Employment, or Apprenticeship).⁷ The NEET rate thus paints a much broader picture than, for example, the youth unemployment rate, which only includes young people who are registered as unemployed and simultaneously available for work. The unskilled rate – i.e., the proportion of young people under the age of 35 without vocational qualifications – also shows how important our work is. Statistics show us that the target group for the apprenticeship market is not being exploited in a way that gives everyone a fair chance.

At the same time, in 2023, more than 26,000 young applicants were unable to find an apprenticeship place – an increase of 16.3 percent compared to the previous year and even 7.6 percent compared to the pre-corona year 2019.⁸ The number of young people who enter the transition system directly after leaving school also remains high.

Instruments are needed here to guide young adults to support services that they are not aware of and would otherwise not find through the existing structures.

With PLAN A, we already demonstrated in 2019 during the pilot phase that it is possible to activate these young adults. Since the introduction of a central customer relationship management system (2021), we have documented 9,307 registrations. In 2024, we were able to offer an initial consultation („qualified registration“) to 66 percent of all young adults registered that year.

Structurally, this is only possible where we have been able to use flexible public funding instruments or rely on financing from companies and foundations. We need to be able to act flexibly and tailor our approach to individual needs. Our study „Youth in Standby“ shows that young people looking for apprenticeship are not a homogeneous group and therefore have very diverse challenges and needs. Public support instruments do not yet reflect this heterogeneity. Effective activation of the skilled labor potential for the labor market must therefore be broadly based – and not only take effect once young adults have already become unemployed or are receiving benefits.



⁷Bertelsmann Foundation (2024): Fact check NEETs 2024 | Left behind or just hanging around?

⁸Federal Ministry of Education and Research (2024): Vocational Apprenticeship Report



PLAN A - MAKING THE INVISIBLE VISIBLE

Future should not be determined by one's background. For our CEO Kadim Tas, this is the headline that sums up the activities of the entire initiative. PLAN A is the lever that enables comprehensive support for all young adults on their path to apprenticeship. As a comprehensive apprenticeship initiative, PLAN A first identifies these young people. NEETs who are not recognized by the system and are not known to the system cannot benefit from any support services. The goal of PLAN A is to activate these young people, who are difficult or often impossible to reach through conventional measures, and motivate them to work on their future.

The project was initially piloted in Frankfurt in 2019. We now carry out PLAN A activation measures through all our regional units.

First projects beyond the postcode areas covered by our locations took place in Erfurt in 2023, for example. The standards developed in 2023 as the cornerstone of the nationwide PLAN A infrastructure and the associated quality management system are proving effective.

We combine online and offline channels to address young people, for example by talking to them on Instagram and TikTok, but also by approaching them on the street in as low-threshold a manner as possible. Immediately after registering with PLAN A, the initial meeting with our PLAN A apprenticeship managers focuses on the starting point, the goal, and the support required. The target group of PLAN A benefits from the inspiration and motivation to take control of their professional future.

Highlighting concrete prospects and opportunities helps them to recognize possibilities and strengthen their self-motivation. The young people themselves decide how much help they want to take advantage of and when. In this way, we encourage them to take responsibility for their own lives.

They often need individual and rather short-term support, for example in writing a resume or preparing for a job interview. The young people work with the apprenticeship managers to participate in nationwide PLAN A apprenticeship fairs or speed dating events with our partner companies, which brings them into contact with the world of work.

IMPACT

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

GOAL 1 MOTIVATION & ENTHUSIASM FOR VOCATIONAL APPRENTICESHIP

We use separate indicators for the two impact targets, which we break down here in our report for 2024. With the development of PLAN A, we are continuing to take several new steps for JOBLINGE, as we are now more actively reaching out to participants ourselves, which in turn is changing the indicators and impact logic for us.

GOAL 2 SUCCESSFUL SUPPORT IN APPRENTICESHIP OR FOLLOW-UP OFFERS

MOTIVATION AND ENTHUSIASM FOR EDUCATION

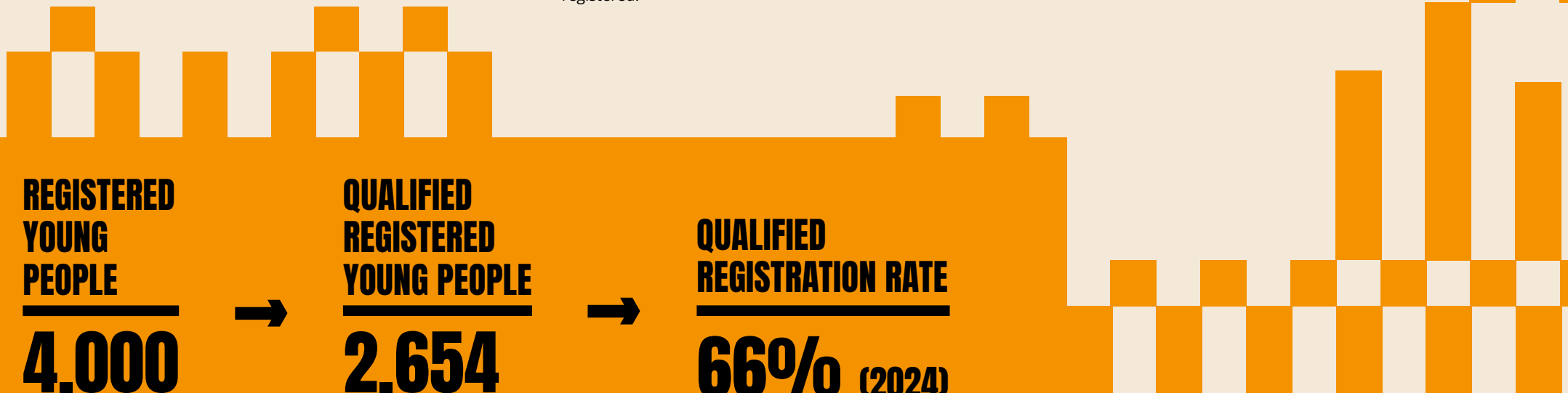
Through PLAN A, we motivate and inspire as many young people as possible to take up apprenticeship. We see PLAN A as a permanent offering that builds relationships and trust. For this impact goal, we use the indicator of the qualified registration rate. This is calculated from the proportion of successful initial interviews among all registered young people.

- The qualified registration rate for 2024 was 66 percent. This is calculated from 4,000 young people approached and 2,654 initial interviews conducted.
- In 2024, social media campaigns reached a total of over 1.6 million young adults under the age of 25. Over 1,000 young people registered for support services.
- PLAN A experts were able to advise more than 1,000 students during direct visits to schools.
- 18 percent of all young adults registered with PLAN A became aware of our services through social media campaigns.
- At the same time, our apprenticeship promoters conducted 41 street outreach sessions nationwide. Over 250 young people registered.

PLACEMENT IN APPRENTICESHIP OR FOLLOW-UP PROGRAMS

We offer all qualified registered young people a fast track to apprenticeship or, if necessary, refer them to appropriate follow-up and support services. We summarize the following results under „Supported“: Individual goal achieved, placed in apprenticeship, internship, education, work, or entry into the JOBLINGE core program.

- In 2024, we held 14 job fairs across Germany in the Frankfurt Rhine-Main, Rhine-Neckar, Berlin, Southwest, Munich, Ruhr, Rheinland, and Hanseatic regions. These fairs facilitated more than 1,890 interviews.
- In 2024, 1,294 young people received successful support.



REGISTERED YOUNG PEOPLE
4.000



QUALIFIED REGISTERED YOUNG PEOPLE
2.654



QUALIFIED REGISTRATION RATE
66% (2024)

(These are young people with whom we have had initial discussions.)

DEEPEN IMPLEMENTATION, MAKING THE IMPACT VISIBLE

Group 56, Gruppiertes ObjektIn 2024, the focus was on the consistent implementation and further development of PLAN A. Following the successful consolidation of the previous year, the aim was now to measure impact, consolidate structures, and at the same time create space for further development.

A key objective was to define and apply clear quality indicators and a common impact logic. The starter kit developed – consisting of a concept, role descriptions, and processes – created a common standard across Germany that forms the basis for all further steps. The necessary data infrastructure was further expanded: The PLAN A data mask was implemented in our HubSpot CRM system, a support channel was established in MS Teams, and the trade fair tool was revised to maximize the independence of the locations.

At the same time, employees received comprehensive apprenticeship: knowledge was consolidated and nationwide exchange promoted through Hubspot apprenticeship courses, role-based apprenticeship, and regular best practice exchanges. This not only improves the quality of implementation but also strengthens cohesion within the growing PLAN A community.

Another milestone was the establishment of a bookable resource pool that enables flexible support for the regions. Apprenticeship managers and

apprenticeship promoters received targeted further apprenticeship. In addition, the JOBLINGE headquarters provided targeted funding – an important prerequisite for the effective use of resources and long-term sustainable financing.

PLAN A was also strengthened strategically: the governance structure was further developed, and new communication formats and internal exchange opportunities were established. At the same time, the PLAN A brand was revamped with a website relaunch and updated CI material, and new partnerships were initiated.

In addition to key infrastructure and control elements, visible successes were also achieved on the ground: local campaigns were continued and initial school partnerships were tested. At the same time, new sources of funding were tapped, both through the development of a nationwide AVGS model (public co-financing) and through private-sector initiatives.

With over 2,600 qualified registrations, structured quality management, and growing regional roots, PLAN A is on track to have a nationwide impact as a reliable tool for motivating hard-to-reach young people to pursue apprenticeship in the long term.



work4u Completion

JOBLINGE stands for responding quickly and effectively to social challenges. With the work4u project, we provided targeted support to Ukrainians who were forced to flee their homeland due to the war in the spring of 2022, helping them to integrate into the labor market in Germany. The war of aggression against Ukraine continues – but many of the refugees have now settled in Germany: they have attended language and integration courses, familiarized themselves with the job market, and made contacts.

At the end of 2024, we therefore moved the work4u project into a final phase. The experience gained over the past few years will be incorporated into the existing JOBLINGE programs in a structured manner starting in spring 2025. In doing so, we are focusing on retention: the structures we have built up will remain in place, and support for refugees from Ukraine will not be discontinued but continued in other ways.

One of the main reasons for ending the project is that many local and regional stakeholders are now sufficiently attuned to the target group. Working with Ukrainians has become part of the regular structure—from job centers to educational institutions to employers. At JOBLINGE, we have also adapted processes and provided further apprenticeship for employees. It was particularly important to us to hire Ukrainian- and Russian-speaking colleagues in order to enable trustworthy support on an equal footing. Unfortunately, this approach is still not possible in other languages.

In 2024, it became clear that more and more refugees were able to be accepted into one of our programs immediately after an initial consultation. The number of those who required specific support from work4u decreased noticeably. At the same time, successful integration into JOBLINGE's programs shows that the target group is becoming increasingly accepted into German society—a sign that our work is having a long-term impact.

By the end of the project in the first quarter of 2025, we will have registered around 1,000 refugees with work4u, supported in their regional structures by almost 350 volunteers. The great interest and commitment on both sides has shaped our project and was one of the reasons why we were awarded the German Demography Prize in the category „Working together – forging alliances.“

Integration into the labor market remains a key challenge even after the end of the project, particularly with regard to:

- Long and bureaucratic recognition procedures for professional qualifications
- Bureaucratic hurdles and uncertainties in everyday life
- Lack of knowledge about the German labor and education market
- Insufficient language skills and too few courses on offer

We continue to address these challenges—now with even greater focus through our existing JOBLINGE programs. The experience gained from work4u helps us provide even more targeted support.



The problem Placement in the primary labor market

Placing long-term unemployed young people in the primary labor market is our core business and the challenge we have been facing since JOBLINGE was founded in 2008. Our claim: With our concept, we do this more transparently and effectively than any other initiative in this field. This is because the support provided by JOBLINGE's core program is still necessary. In 2023, 249,800 young people entered the transition system. Only about 67 percent of these young people succeed in transitioning to fully qualified vocational apprenticeship after three years.⁹

In 2024, we were able to support 1,381 young adults in our core program. Our placement rate of 78 percent continues to testify to our outstanding success, as does the consistently high retention rate of 85 percent. Comprehensive, practice-oriented career guidance and intensive preparation for apprenticeship are the basis for the fact that, even six months after starting apprenticeship, the vast majority of our trainees successfully pass the critical probationary period.



Placement JOBLINGE Klassik and JOBLINGE Kompass

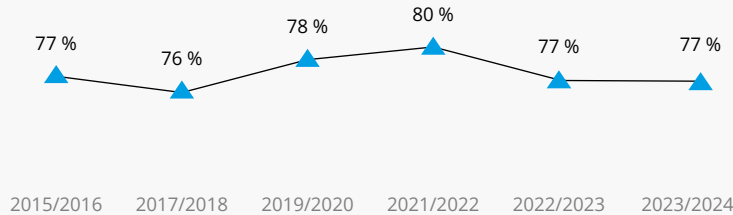
The period from November 1, 2023, to October 31, 2024, was used for the participant numbers in JOBLINGE Klassik and JOBLINGE Kompass.

October 31, 2024, and November 1, 2022, to October 1, 2023, for JOBLINGE Kompass. The total number of participants in all JOBLINGE groups in 2024 is

- 1,381 participants in 2024, including 444 participants in Kompass
- Placement rate⁹ Klassik in 2024: 77 percent (84 percent max. still achievable)¹⁰
- Placement rate Klassik, first apprenticeship or job market: 76 percent (cumulative across all locations since start in 2008)
- Placement rate for Kompass in 2024, first apprenticeship market: 69 percent
- Placement rate Kompass, initial apprenticeship market: regular 66 percent (cumulative across all locations since the start in 2016 until the end of the 2023/2024 apprenticeship year)¹¹
- Placement rate Kompass with apprenticeship preparation measures 2023: 75 percent
- Placement rate for Kompass with preparatory apprenticeship measures: 73 percent (cumulative across all locations since launch in 2016 until the end of the 2021/2022 apprenticeship year)¹²



Placement rate JOBLINGE Klassik



Retention rate

- Retention rate¹³ Klassik: 85 percent
- Cumulative retention rate Klassik since 2008: 84 percent
- Retention rate Kompass in 2023: 91 percent
- Cumulative retention rate Kompass since 2016: 89 percent



- 3,721 local and regional companies and businesses of all sizes and from all sectors
- 58 public sponsors
- 100 elected officials who volunteer on the committees of the gAGs and in the JOBLINGE Foundation in executive, supervisory, or advisory roles.
- 99 group starts of the Klassik, Kompass, and Integrative programs in 2024
- 1,566 internships in 2024
- 1:1 support for young people by mentors in 1,069 mentoring tandems
- In 2024, JOBLINGE employees will have offered 973 apprenticeship and job positions in collaboration with companies

Methods and principles of our quality management

The placement rates were calculated separately for the Klassik and Kompass programs, with the Kompass program taking into account both the regular rate and the rate including preparatory apprenticeship measures. The retention rates were also calculated separately for the Klassik and Kompass programs, with retention defined as the proportion of participants who are still in apprenticeship or employment after six months.

For the 2024 annual report, the period under review is between November 1, 2023, and October 31, 2024, in order to reflect the apprenticeship year relevant to us, as in all previous annual reports.

⁹Regular placement: primary labor market, vocational apprenticeship, school education, further education.

¹⁰Through placement of participants receiving further support after the survey reference date.

¹¹Quote including apprenticeship preparation measures

¹²Rate including apprenticeship preparation measures

¹³Number of participants who are still in apprenticeship (or employment) six months after starting apprenticeship - relative to the number of participants who started apprenticeship or employment more than six months earlier. Retention values include all locations except for the pilot location in the Bavarian Forest (2008-2012), where there was no systematic apprenticeship support or recording of retention figures.

What makes the JOBLINGE core program unique?

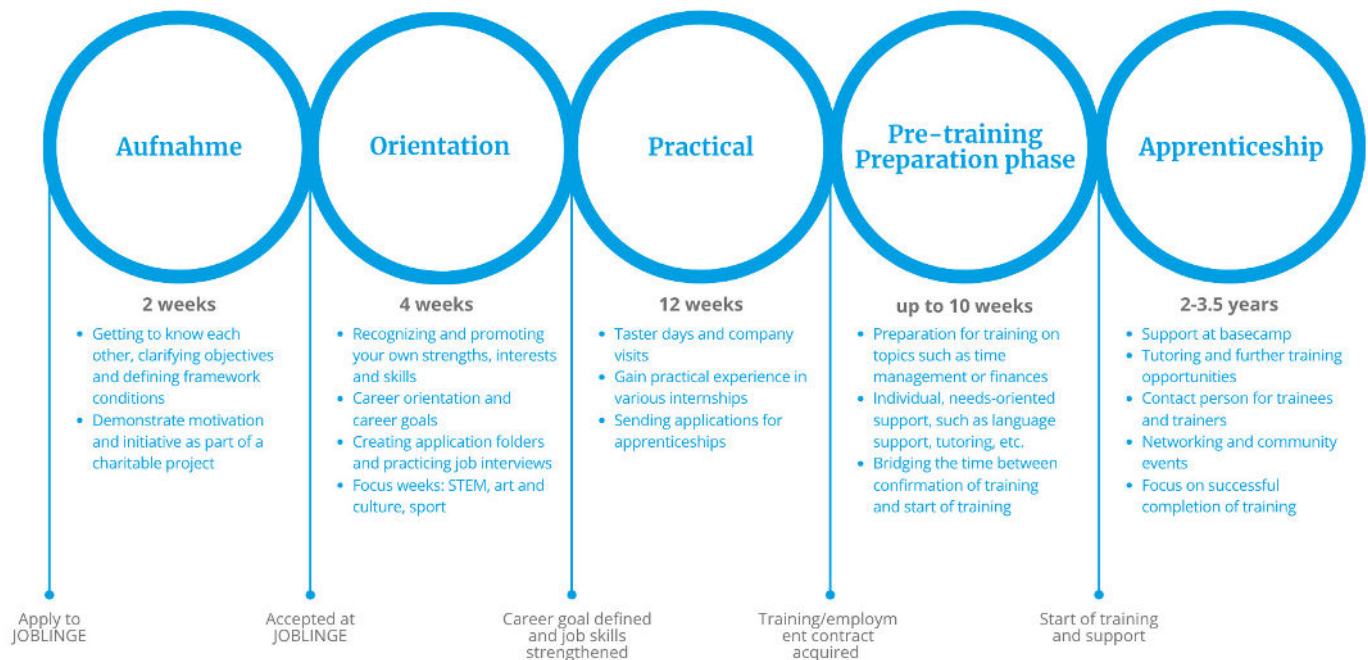
We empower young people, regardless of their background, to find their own apprenticeship or job. The young people go through a six-month program, at the end of which they have a real chance of finding a apprenticeship position.

All of our participants are assigned personal, volunteer mentors (1:1 support) – people who listen, motivate, and, above all, help them not to give up during difficult phases.

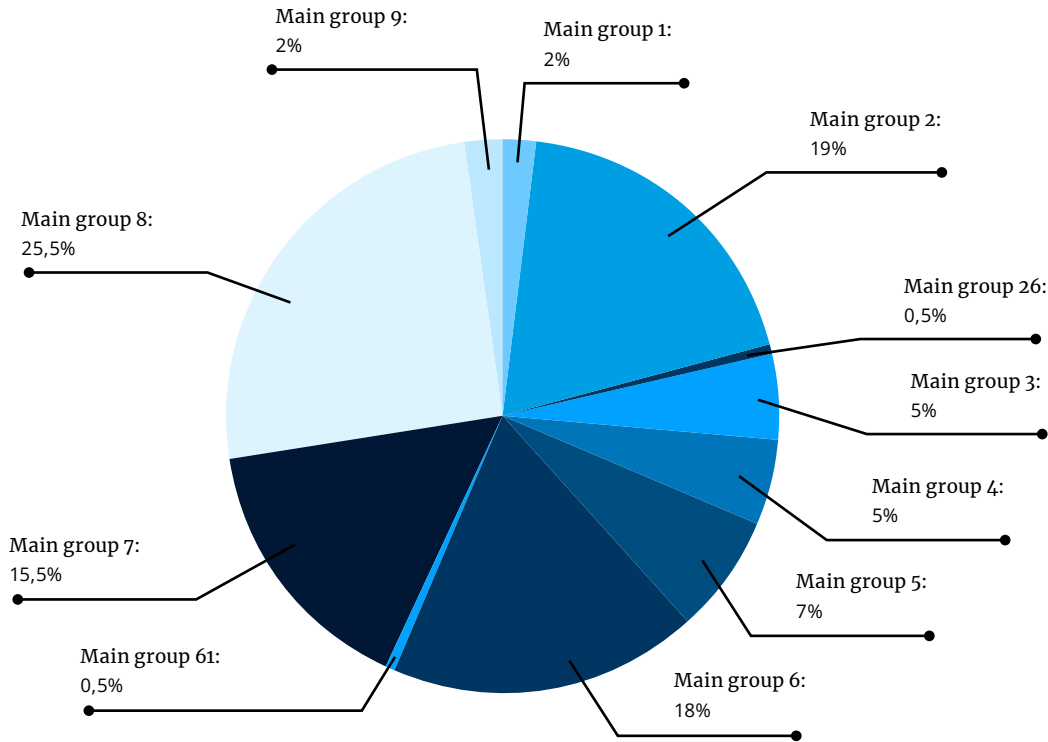


The JOBLINGE concept in groups of 20 participants

- Learning important key skills in a practical way: in the MINT program
- Apprenticeship social skills and trying new things: in the culture and sports program
- Job-related language apprenticeship
- Targeted efforts to find a apprenticeship or job position
- Work in group projects and several internships



JOBLINGE provides



The main groups*

- Main group 1 | Agriculture, forestry, animal husbandry, and horticulture
- Main group 2 | Raw material extraction, production, and manufacturing
- Main group 26 | Mechatronics, energy, and electrical professions
- Main group 3 | Construction, architecture, surveying, and building technology
- Main group 4 | Natural sciences, geography, and information
- Main group 5 | Transportation, logistics, protection, and security
- Main group 6 | Commercial services, goods trading, distribution, hotels, and tourism
- Main group 61 | , purchasing, sales, and trade occupations
- Main group 7 | Business organization, accounting, law, and administration
- Main group 8 | Health, social affairs, teaching, and education
- Main group 9 | Language, literature, humanities, social sciences, economics, media, art, culture, design

Parents

Following a nationwide pilot phase, our focus project for parents is currently being continued in the Ruhr region under the title JOBLINGE family. The project focuses on the ongoing precarious living situation of over 200,000 young parents under the age of 28 who are receiving benefits. This is because parents receiving benefits are not actively supported by the public sector in finding work as long as their children are not yet of school age and are not in childcare. We therefore identify suitable individuals, contact them, and offer them a customized curriculum with the aim of (part-time) apprenticeship.

In 2024, 12 new scholarship holders were accepted thanks to funding from the Edeka Zukunftsstiftung in the Ruhr region. The following results were achieved:

- 7 placed (4x apprenticeship, 2x school, 1x language course¹²)
- 1 active (application phase)
- 3 dropouts
- 1 prevented (participation no longer possible, not included in placement rate)
- 63 percent placement rate

Flexible cooperation models are particularly important when working with young parents (often single mothers). This allows parents receiving support to participate in the regular JOBLINGE core program, but we also use hybrid and purely digital learning formats to meet individual needs. The biggest challenge for our participants currently remains the lack of knowledge among companies about part-time apprenticeship programs and the structural challenge of finding suitable childcare arrangements.

*Federal Employment Agency: Classification of Occupations 2010, revised version 2020

Support

The third growth lever of JOBLINGE Vision 2030 is the professional support of trainees during their apprenticeship. Apprenticeship support has been an integral part of our work since our foundation. Because for us, only a person who is sustainably placed in a profession is a success.

The shortage of skilled workers was already foreseeable when JOBLINGE was founded in 2008. However, the problem remains unresolved in 2024. In studies looking ahead to 2024, the business community continues to lament the lack of young talent: Although 489,200 new apprenticeship contracts were signed, the number remains well below the pre-coronavirus level—specifically, 6.8 percent below the 2019 level. At the same time, it is clear that many apprenticeship paths are not stable. In the 2022 apprenticeship year, 29.5 percent of contracts were terminated prematurely, an increase of 2.8 percent compared to 2021.¹⁴

This so-called termination rate is not purely a dropout rate. Many young people continue their apprenticeship in a different company or profession. However, the friction losses this causes for companies and trainees alike stand in the way of sustainable careers and long-term investment in young skilled workers. This is exactly where basecamp comes in.

In 2024, a total of 1,321,040 apprentices were registered with the Federal Employment Agency – 83 percent of whom were under the age of 25.¹⁵ These figures show that vocational apprenticeship remains a central pillar of career entry. For it to be successful, more than school knowledge and work experience are needed. It requires personal support, stability, and guidance. This is exactly what basecamp offers. In 2024, it provided support to 1,257 trainees in workshops and events and to 700 additional trainees at trainee networking events.



¹⁴Federal Ministry of Education and Research (2024): Vocational Apprenticeship Report

¹⁵Federal Ministry of Education and Research (2024): Vocational Apprenticeship Report

How did basecamp come about?

Group 139, Gruppiertes ObjektWe piloted basecamp in Frankfurt in 2019/2020. In 2022/2023, with the support of JP Morgan, we expanded the concept to Berlin, Mannheim, and Essen. In 2024, we developed a blueprint for further basecamps based on the pilot project and the rollout in Munich: Together with five major companies—Allianz Group, BMW Group, Infineon Technologies AG, Lufthansa Group, and Siemens AG—JOBLINGE formed a strong alliance for sustainable apprenticeship with the business community for the first time.

What is basecamp?

basecamp – apprenticeship together. The basecamp motto makes it clear: this is where apprenticeship takes place. Here, the strongest forces work together toward a common goal. The basecamp digital platform (www.basecamp-community.de) provides trainees with an overview of our nationwide basecamp offerings – both on-site and hybrid and online – and allows them to register. Thanks to the IHK's cooperation with basecamp in Berlin and Munich, trainees who have become aware of the offerings through their apprenticeship company, social media, or recommendations can now also find their way to basecamp.

The primary goal of basecamp is to support trainees in successfully completing their apprenticeship. That is why we support them with services such as tutoring, language apprenticeship, exam preparation, and individual counseling. In addition, we offer trainees further qualifications for their future careers.

We also provide universally applicable workshops – for example, to help them overcome psychological challenges or broaden their professional horizons. Participants can take advantage of these offers both in an attractive learning environment on site and in the digital basecamp, which makes learning opportunities from all basecamps accessible regardless of location. The basecamp is also a place of inspiration and activation for young people who are interested in apprenticeship – these may be graduating classes or young people who are participating in a digital job fair at basecamp through PLAN A. Last but not least, networking, knowledge transfer, and the development of innovative approaches to labor market integration with various stakeholders in the field of education play a major role at basecamp. Only through cross-sectoral work in the form of workshops for trainers or joint events can we think about education holistically and thus increase its status.

Key figures on apprenticeship support and the basecamps:

- 1,257 participants in basecamp programs in 2024
- 130 trainers trained
- 51 specialist workshops (not including the regular trainee consultation hours and tutoring offered at all basecamps)
- 28 networking events for trainees
- 79 open formats for trainees
- Average number of participants in events/workshops: 14

Formats:

- Workshops: conflicts, soft skills, communication, motivation, finances, feedback, exam preparation, online platforms, rights & obligations, report book
- Events: Starter Day, trainee exchange, presentation of apprenticeship support, summer party, winter party, Iftar, regular get-togethers, end-of-year party
- Events for trainers: Networking events, workshops (intercultural apprenticeship, mental health, Generation Z, get to know your trainees)

The basecamps in detail

In addition to the shared core idea of „shaping apprenticeship together,“ each basecamp develops its own thematic focus based on regional conditions and challenges.

At basecamp in Mannheim, the focus is on countering the shortage of skilled workers through interdisciplinary cooperation between various stakeholders. PLAN A makes an important contribution to this by seeking out, advising, and supporting young people on an individual basis.

In addition to providing apprenticeship support for JOBLINGE alumni, basecamp Berlin also focuses on a wide range of services for trainees and companies as part of the IHK (Chamber of Industry and Commerce) funding program. To support the transition from school to vocational apprenticeship, career orientation services were provided to 275 students at five different schools.

Climate and retention play a central role at basecamp Essen. The aim is to raise awareness of these issues among young people so that they can understand the fundamental processes behind the climate and energy transition. By applying these issues to the future labor

market and the resulting demand for skilled workers, they can identify opportunities and potential for their own career choices.




understand the fundamental processes of the climate and energy transition. By applying these topics to the future job market and the resulting demand for skilled workers, they recognize opportunities and potential for their own career choices.

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

basecamp Munich is the strategic blueprint for how the strongest forces in business and society can work together effectively for young people. The joint efforts of five major Munich-based companies, together with key contacts in the public sector, already demonstrate that the concept is scalable.

Thematically, basecamp Munich is primarily dedicated to the MINT focus that has long been established in the JOBLINGE concept.

Partners

Supraregional	Berlin	Essen	Mannheim	Frankfurt	Mnich
<p>J.P.Morgan</p> <p>Steelcase</p>	<p> UVB Unternehmensverbände Berlin-Brandenburg</p> <p> Kofinanziert von der Europäischen Union</p>	<p> Sparkasse Essen</p> <p> DEUTSCHE POSTCODE LOTTERIE</p>	<p> FONDATION PETERS</p> <p> JOHN DEERE</p> <p> Baden-Württemberg MINISTERIUM FÜR WIRTSCHAFT, ARBEIT UND WOHNUMGSAU</p> <p> gefördert durch DU</p>	<p>J.P.Morgan</p> <p> ARBEITSWELT HESSEN Innovativ · sozial · nachhaltig</p> <p> HESSEN Hessisches Ministerium für Arbeit, Integration, Jugend und Soziales</p>	<p>Allianz </p> <p>BMW GROUP  </p> <p> infineon</p> <p>LUFTHANSA GROUP</p> <p>SIEMENS</p>

Young people in standby mode – what we need to know about them

The world young people live in today is fundamentally different from that of their parents or grandparents. The findings of our study are primarily incorporated into PLAN A's efforts to activate young people. This generation is growing up with the consequences of a global pandemic, climate change, and rapidly advancing digitalization—but also with social upheaval and the breakdown of supposedly stable orders. At the same time, new technologies such as artificial intelligence are opening up completely new opportunities. Nevertheless, the apprenticeship and support services designed to help young people enter the world of work are mostly developed by adults – without really understanding the reality of their lives. The goal cannot be for young people to become like previous generations. Our offerings must be geared toward what young people need today in order to participate in society in a self-determined manner.

This insight was also a key finding of our JOBLINGE Hybrid project, funded by the Hessian Ministry of Social Affairs and Integration, which we launched in early 2022 with a clear question: What does support for disadvantaged young people look like in the future? Is it enough to combine successful digital formats with proven analog methods? Or are new, hybrid approaches needed? As the shortage of skilled workers continues to worsen, it is becoming increasingly difficult—especially since the coronavirus pandemic—to attract young people to programs designed to help them enter the workforce.

Together with relevant stakeholders in the transition from school to work, we identified obstacles, recognized potential, and developed initial solutions. The key finding: if you want to reach young people, you have to involve them. As long as measures and programs are designed without their involvement, they often fail to meet their needs – or are simply ignored.

This insight was a key moment. It led to a new guiding question that has accompanied us ever since: What do we need to change in order to better reach young people again – and who actually belongs to the group of those who are supposedly hard to reach?

Together with the research organization More in Common, funded by Bank of America and conducted by the rheingold Institute, we developed our first in-depth qualitative study on our target group: young people who are currently not in school, apprenticeship, or work – so-called NEETs.

The results of the study „Youth on Standby – What Do They Need to Start Apprenticeship?“ published in October 2023 provide important insights that will also form the basis of many of our projects in 2024:

- Young people experience a conflict between feeling overwhelmed and withdrawing, between a lack of self-efficacy and excessive expectations of themselves.
- Their options after school seem endless – which is not motivating, but overwhelming.
- They want structured, ongoing support in their personal and professional lives.

Group 175, Gruppiertes ObjektThe study confirms what we have been experiencing for years: trust and relationships are the basis for effective approaches. Only those who build and maintain relationships create the conditions for young people to engage in vocational apprenticeship.

A particularly relevant finding is the social alienation of many young people. They feel disconnected, have little political affiliation, orient themselves more toward small social bubbles, and rarely feel a sense of belonging to a larger whole.

The study suggests that these young people are not adequately represented in many common youth studies. They are less vocal, less visible—but no less relevant. This makes it all the more important for us to bring their voices into the public discourse.

Clear recommendations for action can be derived from the six psychological types identified – for example, on targeting specific groups, selecting appropriate communication channels, and the role of structure, orientation, and positive reinforcement. The study underscores our call for:

- innovative, low-threshold recruitment formats
- greater diversity in the approach to potential young talent
- earlier and more regular contact between business and public institutions

In our view, it is not enough to ask young people for their opinions – genuine participation means actively supporting young people, taking their perspectives into account, and developing structures together with them. That is why we want to integrate this knowledge even more strongly into our work in the future: through co-creative approaches, new dialogue formats, and genuine partnerships on an equal footing. After all, only those who understand what motivates young people can design effective programs.

joblinge.de/ueber-uns/jugend-im-stand-by/

5 key findings from the study



The target group of young people without apprenticeship is difficult to reach. Traditional approaches, offers, and incentives do not work with this target group.



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



The study participants range from lacking self-esteem to having excessive self-confidence (hubris). This makes it clear that personal support, trusting relationships, and trained staff are needed to reach the target group for vocational apprenticeship.



The study participants have little interest in the idea of society and social participation. They feel isolated from society, distrust public institutions, and—if at all—belong to small social bubbles.



The options available after school seem endless to the study participants - this triggers feelings of being overwhelmed, pressure, and a tendency to withdraw. They would like to see structured support services in their private and professional lives.

Six types of avoidance*

The results of the 38 qualitative interviews with the young people surveyed paint a diverse picture of this much-discussed group, as the study clearly shows that NEETs do not form a homogeneous group. On the contrary, the study identifies „six types of avoidance.“ These types describe different strategies that prevent young people from entering vocational apprenticeship.

A spectrum ranging from big dreams...

... to low self-confidence

a. Remaining in comfort zones

d. Lack of skills and qualifications

b. Self-made people

e. Addressing breaks and trauma

c. Wanting to start as a boss

f. Seeing yourself as a loser

* The classification is only intended to provide a rough guide and is not exhaustive. We reject stigmatization and point out that these are heterogeneous groups.

Strengthening educational equity – with a clear stance and strong partners at our side

Our events and insights from 2024.

The blueprint for the further development of basecamp

Five large companies, one goal: In September 2024, we joined forces with the Allianz Group, BMW Group, Infineon Technologies AG, Lufthansa Group, and Siemens AG to open basecamp Munich, a new learning and meeting place for young people in apprenticeship or on their way to apprenticeship. And all this in less than a year – from the concept phase to finding a location to setting up the basecamp team on site.

The basecamp Munich is not just a new location, but a strategic model for the future. It is a place where apprenticeship support is reimagined, put into practice, and jointly supported by business, non-profit organizations, and young people themselves.

With the help of our close ties to the business community, we are demonstrating what we are capable of as an initiative. With the appropriate financial backing, we can also scale our concepts.

Amid growing social challenges – from the shortage of skilled workers to the high dropout rate in dual apprenticeship – we are sending a clear signal with basecamp Munich: We believe in the potential of every young person and are creating structures in which this potential can unfold.

The nationwide goal of basecamp is to reduce apprenticeship dropouts, give young people orientation and stability, and tap into sustainable skilled labor potential in Germany. At our centrally located facility on Stiglmaierplatz in Munich, we provide individual support to young people in a space covering more than 600 square meters – from exam preparation and job application apprenticeship to workshops on financial education, conflict resolution, and personal development. Our partner companies contribute their expertise, commitment, and concrete formats such as apprenticeship fairs, round tables, coaching offers, and corporate volunteering.

What makes basecamp Munich special is the quality of the partnership. The five companies involved are committed financially, conceptually, and operationally. Their human resources directors have joined forces in a unique alliance to actively shape a project of social significance. The basecamp Munich complements existing locations in Frankfurt, Berlin, Mannheim, and Essen, and following the development and rollout of the concept sponsored by JPM, it is the first that we have established with such broad participation from large companies.



“

Dual apprenticeship is an essential pillar of our economy. basecamp Munich provides structural support for trainees and companies. By combining non-profit work with renowned business partners, we are creating a blueprint for sustainable apprenticeship.“

Kadim Tas, CEO JOBLINGE

“

In addition to our focus on STEM subjects, we also want to teach cross-disciplinary skills for the future at basecamp, such as learning ability, willingness to change, and openness to technology.“

Judith Wiese, Siemens AG

“

We need places like basecamp that give young people support – and – show companies what social responsibility looks like in practice.“

Kadim Tas, CEO JOBLINGE

“

We cannot afford to leave young people without qualifications, either economically or socially.“

Ilka Horstmeier, BMW Group

From left to right: Markus Fink (Chief Human Resources, Infineon), Bettina Dietsche (Chief Human Resources, Allianz Group), Judith Wiese (Chief Human Resources Siemens Group), Ilka Horstmeier (Chief Human Resources BMW Group), Jonathan von Gutzeit (Senior Director Talent Attraction, Lufthansa Group), Kadim Tas (CEO JOBLINGE)

Getting rid of ‘Bürgergeld’ – a debate young people want to have

In October 2024, we launched our „get rid of ‘Bürgergeld’“ campaign to spark a social debate and focus on the perspectives of young people who are receiving citizen’s income but want to get out of it. The goal: to give them visibility and a voice. And to show how things can be different – with real support, apprenticeship opportunities, and individual guidance.

The campaign content was developed together with young people from our program in Frankfurt and Wiesbaden. Their thoughts were the starting point, and their experiences shape the motifs. All of the people pictured are JOBLINGE participants who speak openly about their experiences.

At JOBLINGE, we repeatedly hear statements such as, „I want to work, but I don’t get the chance to“ or, „I feel less valuable just because I receive welfare.“ These young adults report feeling that they are not seen as individuals with potential, but merely as „welfare recipients.“

Together with the creative agency TERRITORY, the young adults developed a concept that deliberately provokes. The statements that appeared in public spaces at the beginning of the campaign were harsh.

„Get rid of welfare. At least for me.“

This wording provoked a massive reaction, which was part of the plan. Katharina, Robin, Milena – they all represent complex realities of life. They are motivated, have potential, and want to get an education. But they encounter prejudice, structural barriers, and indifference. This is exactly where JOBLINGE comes in: with a placement rate of up to 80 percent, we successfully guide young adults receiving welfare benefits into apprenticeship and employment. We have already supported over 18,000 young people nationwide through the JOBLINGE core program.

www.buergergeld-abschaffen.de



Strategic partnerships as the key to effectiveness – The JOBLINGE partner event 2024 in Frankfurt

Frankfurt is the heart of one of the most important formats of the JOBLINGE initiative: the exclusive partner event for premium and impact partners. Since 2023, the event has been held immediately before the annual charity gala and brings together our most important national partners from all over Germany.

In 2024, around 40 representatives from leading companies and foundations took part to work together on the JOBLINGE Vision 2030: to offer 100,000 young people an apprenticeship opportunity by the end of the decade. The discussions were intense, concrete, and forward-looking—a real strategic workspace under the JOBLINGE umbrella.

„We can only achieve our mission with strong partners at our side. It is important to us to structure our partnerships in such a way that they are rewarding for all sides,“ said Kadim Tas.






The partner event focused on three strategic issues, which were discussed intensively in small groups:

- Financing based on impact: How can activation, placement, and vocational qualifications form the basis for sustainable financing concepts that go beyond traditional funding models?
- PLAN A – our apprenticeship offensive: How can PLAN A be sustained in the long term through entrepreneurial and civil society engagement?
- basecamp – rethinking trainee support: What alliances and business models are needed to establish basecamps as places of learning and encounter in other regions?

The charity gala at the Gibson Club that followed was an emotional highlight. In front of around 450 guests, JOBLINGE participants performed a play they had written themselves, showing what moves them, what they have to offer, and what they want for the future. Their stories brought a day that had a tangible impact to a close.



LOCATIONS

-  JOBLINGE gAG Headquarters
-  JOBLINGE e.V. / JOBLINGE Headquarters
-  JOBLINGE
-  PLAN A powered by JOBLINGE
-  basecamp powered by JOBLINGE

gAG Rhineland

Cologne
Klassik, PLAN A, ESF (BroConnect), Integrativ

Troisdorf
PLAN A (joblinge@school), Klassik (digital+), AsA flex

gAG Metropolregion Rhein-Neckar

Ludwigshafen Rheinuferstraße
AsAflex

Ludwigshafen Ludwigsplatz
PLAN A, Klassik

Mannheim
PLAN A, Klassik

basecamp | Mannheim

gAG FrankfurtRhineMain

Frankfurt
Erfolgreich in Ausbildung, JOBLINGE booster, Integrativ §16h

Darmstadt
Integrativ

Mainz
Integrativ

Offenbach
§16h, Integrativ

Wiesbaden
Integrativ

Erfurt
PLAN A

basecamp | Frankfurt

gAG Südwest

Stuttgart Böblingerstraße
PLAN A, Klassik, ESF-Projekt AB

Stuttgart Wilhelmsplatz
Kompass, BEQ4U, Klassik

Ulm
PLAN A, Integrativ

Pforzheim
Integrativ

Reutlingen
PLAN A+, Integrativ

gAG Ruhr

Essen Altendorfer Straße
Klassik, Family

Essen Heinrich-Reisner-Platz
Kompass, work4u, PLAN A

Gelsenkirchen
Klassik

Dortmund
Klassik

basecamp | Essen

gAG Hanse

Hamburg
PLAN A, Klassik, Kompass

Bremen
PLAN A, Integrativ



gAG Berlin

Berlin Schöneberg
Integrativ, §16h, PLAN A Schule

Berlin Westend
Integrativ

basecamp | Berlin

gAG Leipzig

Leipzig
Klassik, Kompass, JOBLINGE goes to school

Dresden
PLAN A (Tech Teens)

Headquarter

Munich

gAG Munich

Munich Ridlerstraße
PLAN A, Klassik

basecamp | Munich

Financing

Public funding for programs aimed at helping young people enter the labor market for the first time is not based on outcomes, but purely on inputs. The success of an initiative does not yet play the role we would like it to in terms of funding. We have been actively lobbying political decision-makers for several years to switch to input-based funding. Together with other established social organizations, we are calling on politicians to introduce appropriate instruments. In addition, we are further developing our own funding models in order to become less dependent on public funding structures.

We are a non-profit organization with public-private co-financing. Nationwide, just over 60 percent of our funding comes from public sources and around 40 percent is donated by companies, foundations, and private individuals. The proportion of funding depends on local funding conditions and varies from location to location.

Our closest partner remains the public sector, especially the employment agencies and job centers. Together, we work to motivate long-term unemployed young people, give them guidance, and support them in finding apprenticeship or work. However, public funding is not yet tailored to the specific characteristics of the JOBLINGE approach. On our own initiative, we implement program elements that are crucial to our success but are not required by the public sector and are therefore not funded.

This is why the JOBLINGE partner network is so important to us, because only with the help of strong partners can we guarantee the best prospects for JOBLINGE participants. Through our network, we create opportunities, but we also raise donations that are essential for our work.

In 2023, together with the Human Safety Net, Generali's foundation, we were able to set up the Outcome First Apprenticeship Fund (OFAF). This fund explicitly gives young people with a refugee background the chance to find their way into apprenticeship. In 2024, we were able to further expand the OFAF and gained BELRON as another co-founder for the OFAF. The goal of this fund is to help refugees gain better access to apprenticeship and thus to opportunities for advancement and a secure existence.

The Outcome-First Apprenticeship Fund has been available to all JOBLINGE locations since 2023. For each successful placement of participants with a refugee background, the locations receive a performance-based bonus that covers part of the non-publicly funded program costs and is funded for three years. The fund was initiated jointly with The Human Safety Net and is funded for three years.



Income and expenditure of the entire organization

Total accounts for all locations* (in thousands of euros)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024**
Income											
Government grants	2.861	3.708	5.606	7.304	8.793	9.650	9.705	11.298	10.898	11.456	11.004
Donations	1.869	2.514	3.064	3.740	3.854	3.923	4.230	4.801	6.653	7.337	7.895
Other income	51	22	33	9	102	249	309	250	369	257	343
Total income	4.782	6.243	8.703	11.053	12.749	13.822	14.244	16.349	17.920	19.050	19.242
Expenses											
Personnel	2.996	3.820	5.298	6.891	8.007	9.119	9.832	10.959	11.905	12.733	12.582
Material costs	1.629	2.072	3.206	4.316	4.258	4.879	4.386	5.422	6.029	6.025	6.501
Total expenses	4.625	5.891	8.504	11.208	12.265	13.998	14.218	16.381	17.934	18.758	19.083
Annual result	157	352	199	-155	484	-176	26	-32	-14	292	159

*Excluding JOBLINGE Foundation

**Forecast

Note: Possible differences due to rounding.

Financial position of the entire organization

Total accounts for all locations (in thousands of euros)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Assets (assets, use of funds)										
A Fixed assets	30	38	78	76	125	135	107	121	115	108
I. Intangible assets (e.g., software)	-	-	-	2	7	31	25	17	15	4
II. Property, plant, and equipment	30	38	78	74	118	104	82	104	100	104
B Current assets	1.872	2.858	3.642	4.173	4.739	4.816	5.708	5.404	5.423	6.406
I. Receivables	427	417	682	967	1.167	1.097	1.237	1.441	1.528	1.215
II. Cash and cash equivalents (cash on hand, bank balances)	1.445	2.441	2.960	3.206	3.572	3.719	4.471	3.963	3.895	5.191
C Accrued expenses and deferred income	27	31	47	39	41	38	41	54	65	60
Total assets	1.929	2.927	3.767	4.288	4.905	4.989	5.856	5.579	5.603	6.574
Liabilities (source of funds)										
A Equity ¹⁶	875	1.463	1.115	1.286	1.841	1.334	1.361	1.327 ¹⁸	1.314 ¹⁸	1.525
B Special items for unused grants and donations ¹⁷	564	824	1.622	1.923	1.983	2.133	3.105	2.926 ¹⁹	2.850 ¹⁹	2.952
C Provisions	214	255	316	392	375	442	573	616	565	581
D Liabilities	259	270	440	602	598	559	601	516	812	796
I. Loans taken out	98	30	91	127	69	47	9	176	151	328
II. Trade payables	68	98	121	110	246	236	198	177	406	262
III. Other liabilities	93	142	260	365	282	274	394	163	255	206
E Accrued expenses	17	115	274	86	107	521	216	194	62	720
Total liabilities	1.929	2.927	3.767	4.288	4.905	4.989	5.856	5.579	5.603	6.574

¹⁵From 2019 onwards, excluding JOBLINGE Foundation

¹⁶or JOBLINGE e. V. and JOBLINGE Foundation, including carryforward and foundation capital.

¹⁷Including free reserves for JOBLINGE e. V. and the JOBLINGE Foundation.

¹⁸Including carryforward from JOBLINGE e. V.

¹⁹Including unrestricted reserves JOBLINGE e. V.

Note: Possible differences due to rounding.

Revenue and expenditure of the locations

Income and expenditure 2023 Location-specific (in thousands of euros)	Total	gAG Munich	gAG Berlin	gAG FrankfurtRhinMain	gAG Rhineland	gAG Leipzig	gAG Ruhr	gAG Southwest	gAG Hanse	gAG Main-Rhine-Neckar	e. V.	Foundation
Income												
Government grants	11.456	534	1.231	2.110	613	1.653	980	1.549	1.174	1.612	0	0
Donations	7.337	258	581	857	298	183	853	1.155	431	231	2.490	3.064
Other income	257	0	0	0	0	0	18	0	41	0	198	0
Total income	19.050	792	1.812	2.967	911	1.836	1.851	2.704	1.646	1.843	2.688	3.064
Expenses												
Personnel	12.733	546	1.215	1.863	664	1.342	1.309	1.933	1.131	1.148	1.582	0
Material costs and other operating expenses	6.025	246	514	946	247	444	542	771	515	695	1.105	3.057
Total expenses	18.758	792	1.729	2.809	911	1.786	1.851	2.704	1.646	1.843	2.687	3.057
Net income	292	0	83	158	0	50	0	0	0	0	1	7
Withdrawals from reserves	0	0	0	0	0	0	0	0	0	0	0	16
Transfer to reserves	133	0	83	0	0	50	0	0	0	0	0	0
Profit/loss carried forward from previous year	2	0	0	0	2	0	0	0	0	0	0	0
Net profit/loss	161	0	0	158	2	0	0	0	0	0	1	7

Financial position of the locations

	Total	gAG Munich	gAG Berlin	gAG FrankfurtRhineMain	gAG Rhineland	gAG Leipzig	gAG Ruhr	gAG Southwest	gAG Hanse	gAG Main-Rhine-Neckar	e. V.	Foundation
Balance sheet of the locations as of the reporting date December 31, 2023 (in thousands of euros)												
Assets (assets, use of funds)												
A Fixed assets	108	1	16	39	1	0	22	4	6	19	0	30
I. Intangible assets (e.g., software)	4	0	0	4	0	0	0	0	0	0	0	30
II. Property, plant, and equipment	104	1	16	35	1	0	22	4	6	19	0	0
B Current assets	6406	486	371	375	282	871	429	523	1039	655	1375	1.862
I. Receivables	1215	35	143	226	17	45	96	149	251	215	38	0
II. Cash and cash equivalents (cash, bank balances)	5191	451	228	149	265	826	333	374	788	440	1337	1.862
C Accrued expenses	60	0	2	0	4	3	8	17	16	9	1	0
Total assets	6574	487	389	414	287	874	459	544	1061	683	1376	1892
Liabilities (source of funds)												
A Equity (carried forward funds and foundation capital for foundations and registered associations)	1525	265	194	173	102	130	55	50	50	50	456	288
B Special items for unused subsidies and donations (including unrestricted reserves of the foundation and registered association)	2952	162	0	69	113	20	304	128	958	476	722	1593
C Provisions	581	42	32	138	44	73	66	93	27	32	34	0
D Liabilities	796	18	163	34	28	18	34	268	26	43	164	11
I. Loans taken out	328	0	130	0	0	0	0	198	0	0	0	0
II. Trade payables	262	13	21	17	4	18	13	47	21	21	87	11
III. Other liabilities	206	5	12	17	24	0	21	23	5	22	77	0
E Accrued expenses	720	0	0	0	0	633	0	5	0	82	0	0
Total liabilities	6574	487	389	414	287	874	459	544	1061	683	1376	1892

Note: Possible differences due to rounding.

Management

The financial situation of the organization as a whole remains largely stable despite continued low public funding and the resulting underutilization of our locations. Strategic measures such as the Outcome-First Apprenticeship Fund are having an impact by strengthening the financing and impact orientation of all regions. The capacities of the locations are also being supplemented by PLAN A. The fundamental decline in government funding and the associated reduction in public financing can be offset by private donations.

The annual financial statements of JOBLINGE gAGs for the 2024 fiscal year are still being processed in part, but the results are predominantly neutral or positive. The annual financial statements of JOBLINGE e. V. and the JOBLINGE Foundation were also neutral or positive in 2024. A key factor in JOBLINGE's success since its inception has been its joint, cross-sectoral commitment, which is also reflected in its financing.

As part of public-private co-financing, the running costs of the JOBLINGE locations are largely covered by the public sector. The share of public funding varies greatly from location to location. Calculated across the entire initiative, it amounts to around 60 percent. Around 40 percent of the costs are financed by donations. In fiscal year 2024, private donations totaled around 7.9

million euros. These funds are particularly important for innovative JOBLINGE areas that are not financed by the public sector. Topics such as (digital) activation of young adults for apprenticeship—beyond the structures established by job centers and employment agencies—have proven to be essential for JOBLINGE's target group in order to gain access to and information about support services in the first place.

Establishing activation programs that make young adults aware of the structural support offered by JOBLINGE and society in general is more important to us than ever. That is why the JOBLINGE Initiative is committed to new financing concepts and, at the same time, draws attention to the need for differently structured support for established social organizations.

We need our strong network of private sponsors. We are therefore delighted that, despite all the circumstances, we have once again succeeded in increasing the total amount of private donations in 2024. Although the amount of donations required is considerable and will continue to rise in the future due to growth and further development of our programs, the JOBLINGE initiative is optimistic about the future thanks to the generous support and growing willingness to sponsor us, and we look forward to working with existing and new sponsors.



You can find us here:

www.joblinge.de

Newsletter: www.joblinge.de/newsletter

Facebook: www.facebook.com/joblinge

Instagram: [@ausbildungs.heroes](https://www.instagram.com/ausbildungs.heroes)

LinkedIn: www.linkedin.com/company/joblinge

X: [@_joblinge](https://www.x.com/_joblinge)

Legal notice

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