IMPACT REPORT '16

IMPACT HUB Berlin

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1.1 Foreword: Our mood for 2017

Our world is constantly changing. Organizations, companies, governments and people are facing major challenges – and the problems our world faces are not lessening or becoming any easier. Digitalization, adaptability and a change in values are increasing the pressure. The only thing that is certain is that uncertainty never feels comfortable. It demands a great deal of courage. We all try to expose the quacks and wannabes who claim to know it all, but are blinded by trends and potential cure-all remedies. A state of general confusion has evolved. Everyone seems to be driven by the fear not to "lose the boat" while at the same afraid to change the status quo. Welcome to the mess we've created, or, in other words: Terminus, please leave the train here.

We have a message for you: **"Cut the crap. Get real."** It's time to pause for a moment, to hold your breath, to regain consciousness, to think. What is the "New World" everyone is talking about exactly? And what do we need to survive in it?

Impact Hub Berlin campaigns for more common sense. More honesty, focus, humor and logic. To unfold our whole potential we do not build upon buzzwords, but on principles: trust, courage and collaboration. That might seem obvious or even foolish - klar wie Kloßbrühe – is however hard to implement in all the craziness of our everyday life. To not lose ground in times of change, we at Impact Hub Berlin base our thoughts and actions on:

» **Trust** – We move in uncharted waters that are scary and exciting at the same time. Still, we have trust – in our work, ourselves and each other.
» **Courage** – We dare to shake up the status quo, by questioning truths that seem to be set in stone, learning from our mistakes and trying out the uncommon.
» **Collaboration** – We are stronger together. Always.

"Doing things differently" – is not only what we believe, it is what we live.

"Empower from within" – Our world is not changing in only one direction, but into many. That's why it has become even more important to enable organizations, companies and governments to rethink and to change their behavior. We start with the individual. We pique curiosity and action (inspire), give access to those who are working on putting the world back on its feet (connect), and arm people with new skills and tools (enable).

"Doing Good & Doing Well" – is not contradictory, quite the contrary. Impact Hub Berlin believes in a sustainable economy. It's not only about doing something good or sacrificing oneself to save everyone (we don't claim to be Mother Theresa). It's about rethinking existing structures together, enabling people to experiment with user-centered approaches and sustainable business models to establish a new value system. We care about more than profit. We combine profit with humanity and common sense to achieve impact.

**"Welcome – You're on the transition team."** – We measure success by the ability to be profitable whilst at the same time having a positive (side)effect on the world. And pay attention - we are not talking about doing this tomorrow or next year. It's time to wake up now because this new world already exists, and not only here at Impact Hub Berlin. Let's change our way of thinking and work together.

1.2 Our vision and approach

Our vision: At Impact Hub in Berlin, we believe that the world's greatest challenges will never be solved by one person or organization alone. We want a future in which different stakeholders are encouraged to work together to address the pressing problems our world faces.

Our mission: We believe that entrepreneurial action through responsible and sustainable business models are key to solve global problems. That's why we set out to create a thriving innovation ecosystem where people collaborate across organizations, cultures and generations to solve the grand challenges of our time. We empower social innovators, help organizations to embrace their role in society, create impact through collaboration, and invest in solutions that work towards the Sustainable Development Goals (SDGs).

Our approach: Impact Hub Berlin wants to be a support system and ecosystem builder for social innovators - enabling, connecting and inspiring them to solve the pressing problems our world faces. We function as an innovation lab and business incubator by providing a space for co-working and events related to positive change. We also run programs, workshops and innovation weekends promoting the Sustainable Development Goals (SDGs) in partnership with NGOs, companies and foundations. We want to prove that doing good and doing well can go hand in hand.
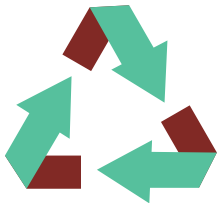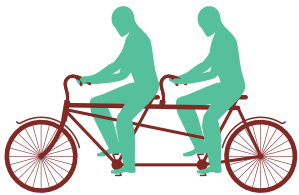
1.3 Scope of the report

Scope	This publication reports on all activities of Impact Hub Berlin GmbH in 2016.
Reporting period and reporting cycle	01.01.2016 – 31.12.2016 We plan to report annually.
Application of SRS	This is the first impact report Impact Hub Berlin published up to date. The Social Reporting Standard version of 2014 is applied.
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DOING GOOD

2.1 The Social Problem

We all know our world is facing major challenges - climate change, increasing inequalities, lack of education, migration, war – you name it. These pressing problems cannot be addressed by one government, institution, NGO or other existing structures alone and are too complex to be solved by traditional solution approaches alone.

That is why we need social innovators. We need courageous, ambitious, and savvy individuals who want to fight for a better world. We need innovators that use sustainable business models to address social and environmental challenges – locally and globally. We need entrepreneurs that care about more than profit, who understand that doing good and doing well can go hand in hand. We need realists with a vision and visionaries who can face reality. But that's not all. Our world needs organizations, companies, politicians and institutions who dare to question the status quo, who understand their social responsibility and are not afraid to rethink the way they act. And what do we need on top of that? We believe we need a way to bring all these different actors together. A way to facilitate cooperation, conversation, and partnerships amongst different stakeholders. A way to support those who support others. A way to produce and help role models that dares to tackle the pressing problems our world faces. A space to foster innovation.

DOING WELL

✦ WHERE THE MAGIC HAPPENS

DOING GOOD

Why? Because despite all the efforts of so many great actors in the field like Ashoka, Social Impact, BonVenture or Social Entrepeneurship Akademie - to name only a few – social entrepreneurs in Germany still face major challenges:
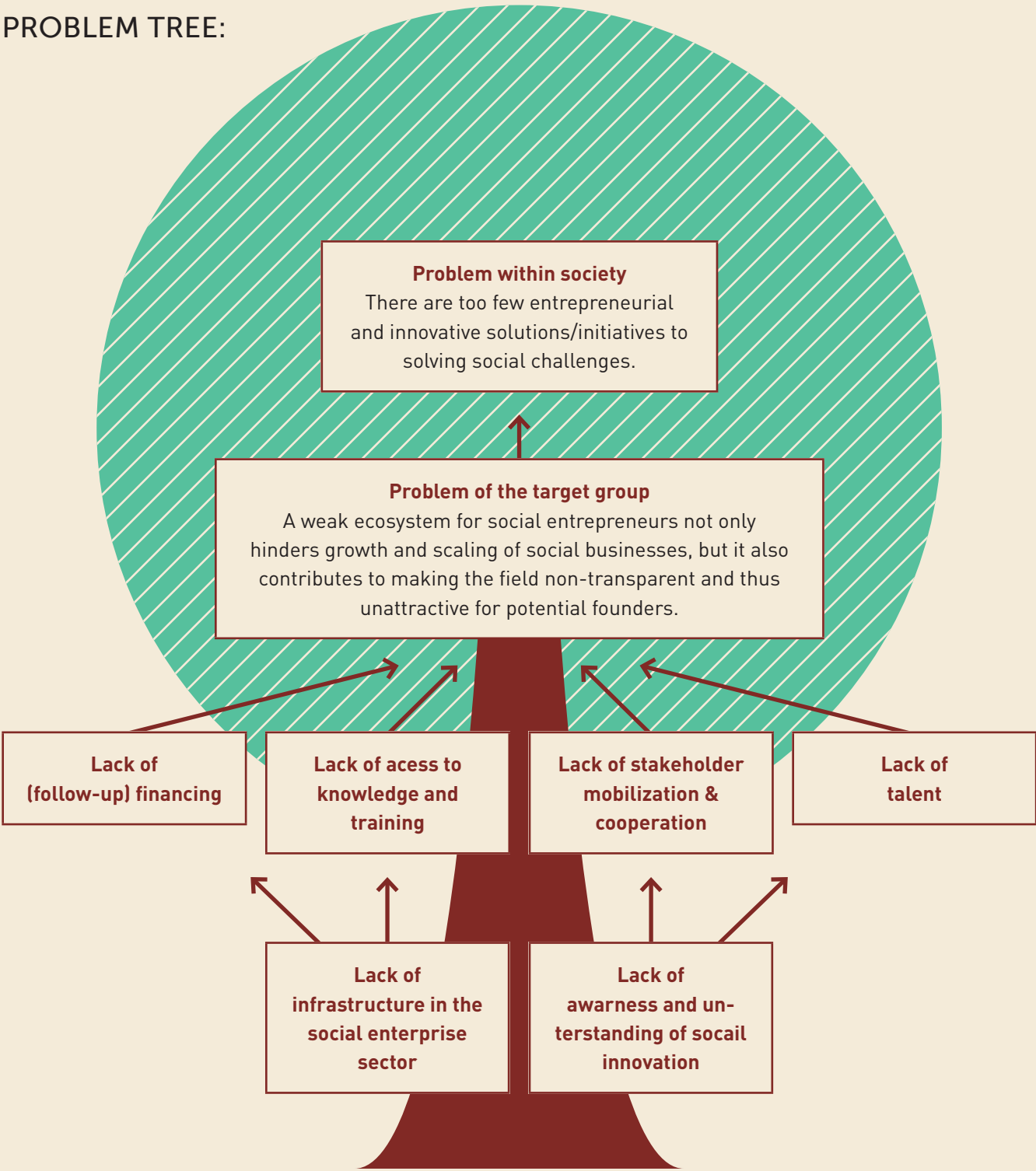
» Lack of follow-up financing for successful
  innovative projects and social enterprises
» Lack of transparency for the allocation of
  public financial resources
» Not enough willingness to cooperate in the social sector
» No marketplace for imitators/franchising of social innovation
» Lack of qualified personnel, incentives or
  capable management in the social sector
» Hindering organizational culture in
  innovative social organizations
» Lack of access to or knowledge of
  support offerings for social entrepreneurs
» Weak lobbying for social entrepreneurs in politics[1]

Our personal experience suggests that society, organizations, politicians, investors and universities lack a deep understanding of social entrepreneurship. Through a deficit of role models, promotion of, or information about the topic, we often experience low stakeholder engagement and mobilization. Key actors like qualified personnel and ambitious students are missing the incentives and the know-how to transfer into the social sector. Even though companies want to do something to give back to society, they lack the knowledge of where to start and whom to address.

To sum up: Social entrepreneurs are operating in a sector that lacks a sufficient infrastructure, financial resources, stakeholder mobilization and cooperation. That needs to change.

1| Ashoka (2011): Hürden für soziale Innovation. Available at: https://www.ashoka.org/atom/3851

PROBLEM TREE:

Problem within society
There are too few entrepreneurial and innovative solutions/initiatives to solving social challenges.

Problem of the target group
A weak ecosystem for social entrepreneurs not only hinders growth and scaling of social businesses, but it also contributes to making the field non-transparent and thus unattractive for potential founders.

Lack of (follow-up) financing

Lack of acess to knowledge and training

Lack of stakeholder mobilization & cooperation

Lack of talent

Lack of infrastructure in the social enterprise sector

Lack of awarness and un-terstanding of socail innovation

2.2 Our Solution

To solve the wicked problems our world faces, we must combine forces to support social innovators in their efforts to make our world a better place. Impact Hub Berlin is part of a global network of over 90 Impact Hubs with 17,000+ creative, committed and compassionate members all over the world. Together we create a global ecosystem of people, places, and programs that inspire, connect and catalyze impact.

While globally connected, we are locally rooted. At Impact Hub Berlin, we believe that building and nourishing our local ecosystem in Berlin is vital to support social innovators in Germany. Our goal is to inspire and empower different stakeholders within the social innovation ecosystem to realize and support enterprising ideas for sustainable impact. We base our efforts on three core elements:

» **Inspire** – We inspire individuals to create impactful solutions that solve the pressing problems we face.
» **Connect** – We connect the local and global ecosystem of social innovators to leverage their success.
» **Enable** – We enable an entrepreneurial mindset to create and scale innovative business solutions.

We are inspired by the Sustainable Development Goals, as defined by the United Nations. The **Sustainable Development Goals (SDGs)**, also known as Global Goals, are 17 Goals of the 2030 Agenda for Sustainable Development aiming to end all forms of poverty. The SDGs, adopted by world leaders at the 2015 UN summit, call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and addresses a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.

Impact cannot happen in isolation. It requires collective action.

We want to promote the SDGs by mobilizing our efforts to support everyone who is developing solutions to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind.

To achieve positive change in the world we must support those who do good. Amongst our stakeholders, we have identified four direct target groups that we address:

» Entrepreneurs in the field of social innovation
» Companies and organizations
» Professionals and intrapreneurs
» Students

Balancing our efforts to support social entrepreneurs individually whilst at the same time promoting social innovation amongst organizations and the public, our business model is split into three categories: **Membership**, **Events** and **Programs**. The magic happens where these three elements connect.

SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH & WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
6 CLEAN WATER & SANITATION
7 AFFORDABLE & CLEAN ENERGY
8 DECENT WORK & ECONOMIC GROWTH
9 INDUSTRY, INNOVATION & INFRASTRUCTURE
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION & PRODUCTION
13 CLIMATE ACTION
14 LIFE BELOW WATER
15 LIFE ON LAND
16 PEACE, JUSTICE & STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

MEMBERSHIP

We are where change goes to work. Located in Kreuzberg, Berlin, our 562 qm^2 co-working space is home to over 160 social entrepreneurs. We offer a flexible and highly functional workspace to work, meet, learn and connect. Our vibrant community of passionate and entrepreneurial members all share an underlying intention to bring about positive change and act as peers to cross-fertilize ideas and develop their ventures. We select our members carefully, looking at their social mission on the one hand and their community fit on the other. While we do not want to create an exclusive bubble, and have defined inclusion and diversity as one of our core values, it is important to us that our members share our values and are willing to take an active role in our community. Building a strong ecosystem of social innovators working towards the Sustainable Development Goals can only be achieved by creating a strong community of committed individuals at the core of it. Through the Art of Hosting we use personal practice, dialogue, facilitation and the co-creation of innovation to provide a support system helping our members to address the complex challenges they face.

Community events – inspire & connect
We strongly encourage our members to interact and support each other as much as possible. To facilitate this, we organize monthly and weekly community events. Whether it is bringing together the community during Kaffee & Kuchen (Coffee & Cake) on Mondays, cooking together during Community Lunch on Wednesdays, for a drink on Friday's WineDown or during Movie Night, we want to spark inspiring conversations and enable meaningful connections.

Ecosystem events – connect & enable
To help our members tap into the ecosystem and also get support from outside the Impact Hub we organize a monthly event called "Hubperitivo". At Hubperitivo social entrepreneurs have the chance to pitch a challenge they face to a wider audience and receive help from the community.

Business Consulting – enable
We offer our members free consulting with our pro-bono partners from the Boston Consulting Group (BCG), and "Ask The Expert" sessions featuring pro-bono support from experts in the field of Insurance, Legal, Finance and more.

Storytelling – inspire & connect
We want our members' voices to be heard and their stories to be told. To increase their visibility, we have introduced a new segment called "Member Stories" to our website where we have started to present our members' ventures. We also tell their stories on our blog and present all of our members on our physical "member wall" in our space.

Impact Hub Passport – enable & connect
We provide our members with access to our Global Network of Impact Hubs. Each member with a co-working package at Impact Hub Berlin can visit any other Impact Hub around the world for three days a year, every year. So what does this mean? If a member wants to stop by Impact Hub Accra for three days, then jump over to Impact Hub Mexico City for three days and after that work at Impact Hub Tokyo for three days – (s)he can!

HubNet – connect
To connect our members globally, we offer them an online communications platform, HubNet, which includes member profiles, interest and discussion groups.

OUR MEMBERS

To give you a little taste of who our members are and what they are working on, here a peak into our community. More member stories and further information on becoming a member can be found on our website[2].

CIVOCRACY #SDG11 / 16 / 17
Inclusiveness, Transparency, Privacy.
Civocracy believes that a good democracy is one where citizens have influence, and thus aims to give citizens the power to shape their communities. By bringing together politics, citizens, non-profits and corporates through their online platform, Civocracy wants to bridge the gap between the different stakeholder to facilitate collaborative discussion and encourage civic engagement. Civocracy is currently expanding to 27 cities across Europe.

Héloise Le Masne, Business Development:
Impact Hub Berlin has been a big part of their growth and they decided to settle here for different reasons: "First of all, the space is very beautiful. It is full of life and allow us to interact with different people, which is important. But the main thing is that we see ourselves as a social startup, so it was meaningful for us to evolve in this world where a lot of people have the same approach and the same interest in having an impact. It has been very resourceful, to grow in this ecosystem where things move and people are eager to help each other. Impact Hub Berlin's community has helped us on many levels; with crowdfunding, event organization, hiring, and also to get honest feedback without any power relationships. We are now seven team members and probably growing soon!"
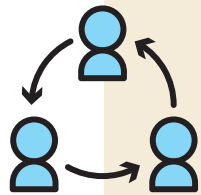
INITIATIVE NEUES LERNEN #SDG4
Empowering Schools for Innovative and Sustainable Change.
The Initiative for New Learning (INL) believes the power of diversity and inclusion are critical for innovation. In heterogenous teams, students, parents, teachers, the administration and external partners collaborate to develop user-centered solutions for schools all across Germany and abroad. Using practice-approved methods originating from change and innovation management, INL guides and empowers schools to address a diverse range of challenges including educational equality, integration of refugees and democracy, digital change, new learning methods and entrepreneurship education. True participation in the development of creative solutions to concrete problems creates ownership, which in turn brings sustainable change.

JOURVIE #SDG3
Day after day toward your new life without an eating disorder.
Jourvie started in 2013 with the aim of improving the treatment of eating disorders. By designing an app that provides practical and discreet logs, as well as advice and motivation for the difficult moments, Jourvie's vision is to support a simpler and easier treatment of anorexia, bulimia and binge eating. The app functions as a digitized food diary, facilitating therapy by providing a more discreet way to track eating behaviors without the inconvenience of writing and piles of paper. Founder Ekaterina was inspired to create Jourvie because of her personal experience with eating disorders. Jourvie is an award-winning social enterprise, including Forbes selection „30 under 30" social entrepreneurs in 2016.

Ekaterina Alipiev, Founder:
„Impact Hub creates a great environment for both focusing on your work and at the same time expanding your horizon through the exchange with others. Here you find a community of like-minded people, who at the same time are very diverse and possess various qualities and skills. It is very enriching to get to talk to people from different parts of the world and to be confronted with ideas which are not part of your daily work or your usual "bubble". This always leads to new ideas and also to collaborations and it is a really inspiring place to be! I was also happy to experience a lot of support by the team and the members of Impact Hub and things like these – moral support, encouragement, honest feedback and even short-term coaching at the kitchen table – are extremely valuable." Our complete interview with Jourvie can be found on our blog[3].

2| berlin.impacthub.net

3| http://berlin.impacthub.net/2016/02/16/meet-a-member-ekaterina-from-jourvie/

24 GOOD DEEDS #SDG10 / 12

A one of a kind Advent calendar.

The idea for 24GoodDeeds was born when looking for an alterna-tive to the good old advent calendar. The result: An advent calendar filled with 24 good deeds instead of chocolate! The 24GoodDeeds advent calendar collects donations for concrete and sustainable aid projects in the fields of environmental protection, health, educa-tion and nutrition, and raises awareness for their goals. A different project is presented behind every little door on each day. Protect a piece of rain forest in Guatemala on one day and vaccinate a child on another. You can get the 24GoodDeeds advent calendar by do-nating €24 or more. The calendar shows that a small donation is all that is needed to do something good every day.

SOLARFOUNTAIN #SDG6

Affordable access to water and energy.

Almost half of Africa's population lives without clean drinking wa-ter and access to modern energy. To change that, Siemens Stiftung and Solarkiosk AG have jointly founded the not-for-profit project SolarFountain to give people in low-income regions of developing countries access to vital products and services like clean water and electricity. The heart of the venture is a solar-powered kiosk, that produces environmentally-friendly electricity, filters contaminated raw water and offers products that are essential to everyday life. The kiosks are run by micro-entrepreneurs who will contribute to local social, economic, and ecological development with their business activities. This not only create business and employment opportunities in African communities, but also decreases the risk of illness from contaminated water from increased access to basic infrastructure supplies.

INTERNSGOPRO #SDG8

Find certified internships.

According to the European Commission, more than 4.5 million young people do an internship each year in Europe. Unfortunately, most internships are either exploitative, unpaid or lack challenging content. Launched in February 2015, InternsGoPro's mission is to fight these precarious conditions trapping young people in a vicious circle, and reverse this situation by creating transparency through encouraging the highest standard of internships in Europe. Interns-GoPro is an international social enterprise supported by a network of 25 youth NGOs and the European Commission. It has co-creat-ed the "European Label for Quality Internships" and launched the International Interns Day on the 10th of November. InternsGoPro has received several endorsements & prizes including: Forbes' 30 under 30 most promising social enterprises in 2016 and the "En-trepreneurs for Social Change" support program from the United Nations Alliance for Civilization & Fondazione CRT.

EVENTS

Our beautiful Impact Hub is not only a co-working space, it is a source of inspiration that provides meaningful content through thought-provoking events, innovation labs, learning spaces, incu-bation programs, and facilitated conversations that support pos-itive impact. To connect, enable and inspire we organize and host events for our members and the social enterprise ecosystem. To attend an event or find more information on renting our space visit our website.

PROGRAMS

With our programs, we work at the intersection of innovation and society to collaboratively create impact with an entrepreneurial mindset. Driven by "Design Thinking", every program consists of three core elements which empower our partners to foster collaboration and unlock their creativity to innovate:

» **Inspire:** showcase purpose-oriented success stories
» **Connect:** access the ecosystem & curated collaboration across sectors
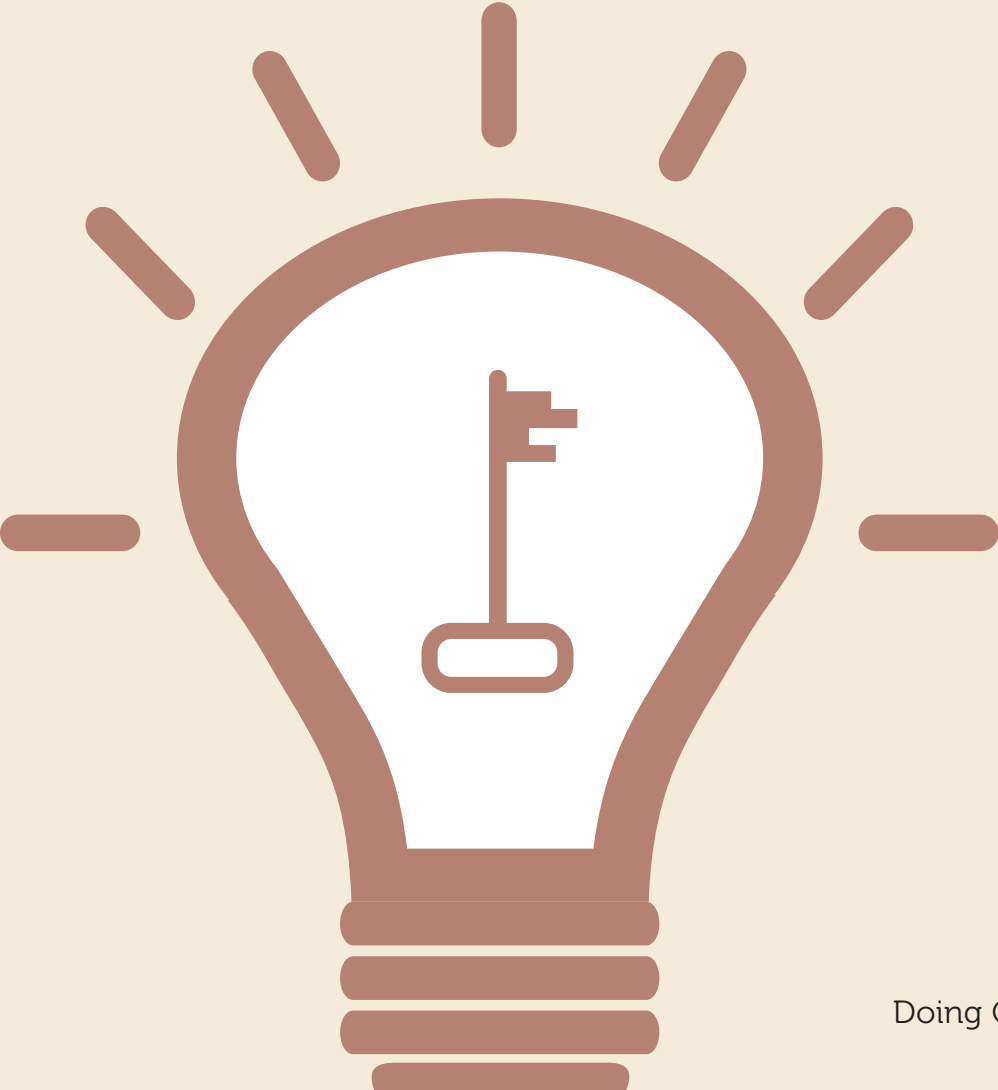» **Enable:** master collaborative innovation to create solutions towards reaching the SDGs

EMPHATHIZE   DEFINE   IDEATE   PROTOTYPE   TEST
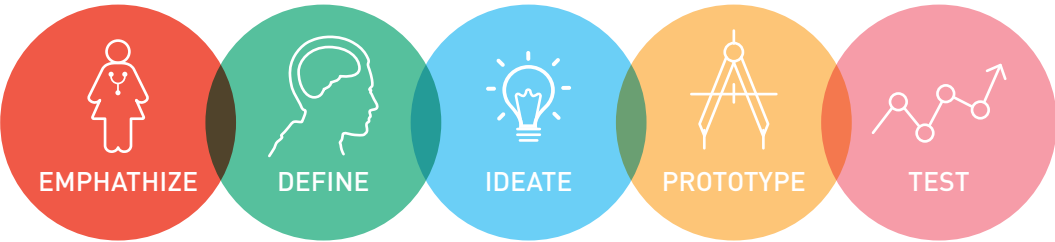
Our programs are:
» **User-Centered.** We focus on innovating through the eyes of the end user by building empathy and gaining deep insights. A user-centered approach is at the heart of design thinking.
» **Collaborative.** In design thinking, a diverse group of great minds is always stronger than a single perspective when solving a challenge.
» **Well-Structured.** Design thinking comes with a lot of practical tools, taking inspiration from the creative process.
» **Experimental.** We don't fear failure. In design thinking, it's okay for participants to fail and learn from their mistakes, because it encourages an iterative development process and wild ideas. Quick prototyping and constant engagement with users helps prove relevance, feasibility and reduce risk before investment.
» **Optimistic.** Design thinking is underpinned by the fundamental belief that we can all create change — no matter how big a problem, how little time, or how small a budget.

We have designed and executed programs based on "design thinking for social innovation" for over 1,000 participants. Our clients include the GIZ, the BMZ, Vodafone, Climate-KIC Germany, HPI School of Design Thinking, BMW Group, World Bank, Audi and The Coca-Cola Company to name just a few.

Our partners benefit from:
» A global infrastructure
» Access to local ecosystem
» Expertise & methodology

Each program we run is specifically tailored to the target group we want to reach and the challenge we want to address. More information on past and current programs can be found on our website.

2.3 Presentation of our Impact Logic Model

Inspired by the Design Thinking approach, we always strive to put the user at the centre of our offer. The following graphic presents our underlying impact logic looking at input, output, desired outcome our four direct target group, as well as our wider impact on society. The Logic Model will act as a baseline guide to measure our activities during the reporting period 2016 and going forward.

	INPUT	OUTPUT
Programs	**Personnel:** » 3 FTEs » Partnerships **Space & Material:** » Event space & meeting rooms for programs in Berlin **Other:** » Program specific websites » Project management tool	» Cross sector collaboration » Innovative methods (Design Thinking) » Collaborative space » Leadership Training » Product Development & Sprints » Consulting » Networking & Matchmaking » Facilitating Intrapreneurship
Membership	**Personnel:** » 2.5 FTEs » 2 part-time hosts (job sharing) » Pro-bono consultants **Space & Material:** » 562 qm^2 co-working space incl. Wi-Fi, kitchen, Skype booths, meditation space, offices, lockers » Office supplies: projector, printer, whiteboards, stationery **Other:** » Discount on event spaces » Cleaning & facility management » Tea, coffee & snacks	» Community events » Ecosystem events » Business Consulting » Storytelling » Impact Hub Passport » Hosting » Networking & Matchmaking » Online Communications Platform (HubNet) » Monthly external and community newsletters » Massages
Events	**Personnel:** » 1 FTE » Our Event Task Force consisting of 4 volunteers **Space & Material:** » 5 different event spaces for different group sizes on 562 qm^2 » Equipment: projector, printer, whiteboards, microphones etc **Other:** » Online booking tool including calendar to check availability » Catering for food & beverages	» Workshop / event facilitation, room set-up » Giving speeches around the topic of Social Innovation » Event promotion through our online channels » Community support and storytelling » Additional services: Organize beverages & catering, recommend photographers, freelance assistance etc.

	TARGET GROUP	
Intended Outcome on:	**Entrepreneurs in the field of Social Innovation**	**Companies & Organizations**
New knowledge / capabilities / skills	» Empowered: Resources to scale available » Resilient through support network » Business savvy through consulting	» Inspired / new ideas » New mindset and environment » New skillset and methods » More purpose
Change in acting	» Increased networking and peer-support » Leaner approach to doing business » Encouraged and enabled to prototype and test	» Integrate new knowledge / capabilities / skills in the everyday work life » Invest in social causes » Invest in local and global partnerships in the social sector » Use Design Thinking for innovation processes
Change of situation	» Founders connected to relevant stakeholders » Social entrepreneurs create measurable impact through sustainable business models » Financial success scaling	» More collaboration opportunities » Access to knowledge » Access to talents / ecosystem » Companies innovate for impact and become change agents » Employee engagement

	TARGET GROUP	
Intended Outcome on:	**Professionals**	**Students**
New knowledge / capabilities / skills	» Shift in mindset » Realize and learn about different career options » Feasibility of career change	» Knowledge: What is Social Entrepreneurship? » Inspiration » New mindset towards business » Skills, capabilities through events and workshops
Change in acting	» Risk appetite » Recalibrate their focus » Career shift to more meaningful work » Launch own social business » Establish cooperations & partnerships (intrapreneurship)	» Apply for job / internship in a social enterprise » (Co-)found a social enterprise » Become an intrapreneur
Change of situation	» Access to network » Inspiration and encouragement to pursue career change	» Viable career alternatives » Interest in a meaningful career path » Transfer their interest to classmates and professors

The problem	IMPACT	Our approach
Lack of (follow-up) financing		Improved through educational programs for investors such as Finance4Change and our accelerators enabling startups to become investment ready.
Lack of access to knowledge and training	**Local & global ecosystem of social innovators equipped with inspiration, resources, training and a support network.**	Tackled through our consulting offers for members, our events and programs.
Lack of stakeholder mobilization and cooperation		We connect and encourage partnerships amongst different stakeholders and promote social innovation through events and tours.
Lack of qualified talents		We promote role models and educate people globally about social innovation to spark interest amongst students, professionals and companies.

2.4 Measuring our impact during the reporting period '16

OUR INPUT

Costs

Salaries
211.371 €

Rent
125.563 €

Insurance
3.259 €

Travel **14.551 €**

Other Costs
72.637€

Total Input
427.382 €

Time

9 Full-time equivalents

6 Volunteers

OUR OUTPUT, OUTCOME & IMPACT

Output:
» In 2016, we had 160 members in average.
» Our co-working space was open to members
  for around 2200 hours.
» We organized around 150 community events
  (Kaffee & Kuchen, Community lunch, WineDown).
» We sent out 22 community newsletters and
  11 external newsletters.
» We facilitated 10 free business consulting sessions for
  members in cooperation with the Boston Consulting Group.
» We organized and hosted 4 Hubperitivo events with
  around 100 participants in total.
» We enabled 2 free Ask The Expert events on the topic of
  insurance and female entrepreneurship for our members.
» We published 42 Member Stories on our website.

Outcome/Impact:
The following data is taken from our Global Member Survey in 2016.

The sample contains a diverse mix of members with different types
and durations of membership. 5.5% hold a "virtual" membership
(0 hours of access to the physical infrastructure of Impact Hub),
10.9% a 5-15 hours membership, 14.5% a 20-40 hours member-
ship, 23.6% a 50-90 hours membership and another 36.4% are
100+, permanent or program members. Most respondents have
been members for six months or less (51%), another 23.6% for 12
months or less and 25.5% for 1-2 years.

1. Membership

160 members

OPEN: 2200 h

150 events
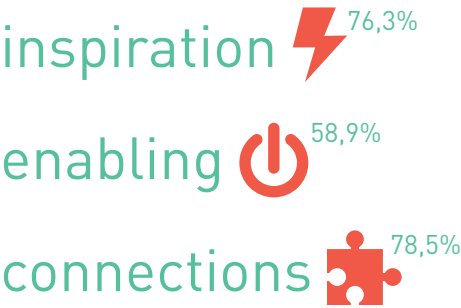
1. SATISFACTION WITH INFRASTRUCTURE AND SUPPORT PROVIDED BY IMPACT HUB

Support Satisfaction:

inspiration ⚡ 76,3%

enabling ⏻ 58,9%

connections 🧩 78,5%

» 76.3% experience Impact Hub Berlin as rather supportive or supportive in the area of inspiration (e.g. learn about new topics, strengthening personal motivation)

» 78.5% find Impact Hub supportive in the areas of connections (e.g. finding advisors, peers, partners).

» 58.9% assess Impact Hub as rather supportive or supportive in the area of enabling (e.g. revenue generation, impact assessment).

» In comparison to 2015, member satisfaction has improved for all three items groups. Particularly high satisfaction was expressed for "strengthening your personal motivation" and "feeling part of a larger community". Some opportunities for improvement may be found in areas such as obtaining financial capital and impact evaluation.

» Asked whether they would recommend Impact Hub to others on a 10-point scale (1 – least likely, 10 – most likely), members responded with an encouraging average value of 9.

» Local Space: On average, 72.2% of members were rather or very positive about the physical space of Impact Hub Berlin. Satisfaction was particularly high concerning atmosphere (92.7%) and space aesthetics and design (96.4%) and lowest with noise (41.3%) and opening hours (50.9%).

2. VALUE CO-CREATION WITHIN THE COMMUNITY

» **Community norms:** The members of Impact Hub Berlin benefit from shared collaborative norms and trust. This notion is also reflected in the survey results. 72.7% of members agree with the statement that it is easy to approach members and ask for help and 67.3% agree that it is easy to find competent members when advice is needed. Similarly, 89.1% feel comfortable discussing new ideas with members while more than 78.2% believe that their support and mentoring for others is reciprocal.

» **Community Interactions:** This norms system materialized and is reinforced by different interactions with other members. The most frequent include attending an event organized by another member (78.2%), providing valuable information (78.2%) or giving feedback (72.7%) to another member.

273h

» **Community Hours:** On average, members spend 4.96 hours (median: 4 hours) each month on receiving support from or providing support to other members (e.g. feedback, advice, mentoring). Within the sample alone, this represents an aggregated 273 hours of peer-to-peer support each month.
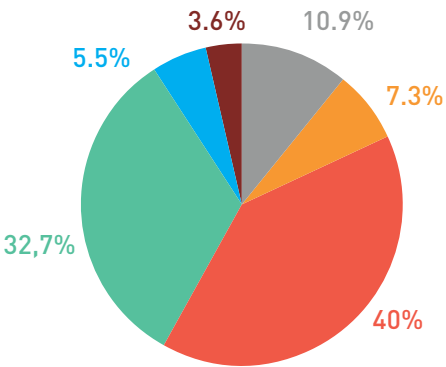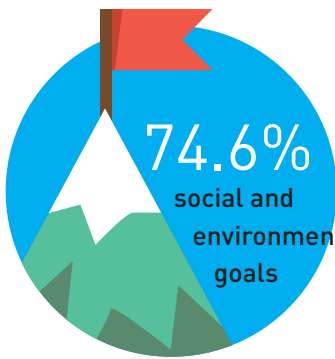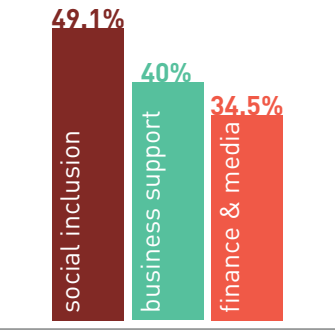
» **Connections:** The average members of Impact Hub Berlin reported to have made 32.2 new valuable connections through Impact Hub that can be qualified as "low level interaction" (e.g. conversation with a new client) and 3.85 "high level interaction" connections (e.g. finding new business partner or staff).

» **New opportunities:** Finally, 2.8 opportunities for a new project or venture. For 63.9% of these opportunities, Impact Hub Berlin and its members played a role in the process of discovery. Want proof? Check out Kiezbett[4], an idea that started when the right people met at the right place …

3. ACTIVITIES OF MEMBERS IN SOCIETY

» **Fields and Issues:** Members of Impact Hub Berlin are active in a number of different industries and sectors. The most frequent ones include: community and social inclusion (49.1%), business support (40%) and finance and media (34.5%), multiple answers possible).

» **Impact Orientation:** Asked about the key categories in which members measure their success, the average replies were 36.6% financial return, 44.5% social return and 19% environmental return. These answers are particularly interesting when analyzed with regard to the main motivation of individuals and organizations. 74.6% pursue predominantly goals that are social, environmental or both ("impact-first"). Looking at social and environmental goals separately, 31% can be categorized as social-first and 1.8% as environment-first. 14.6% define financial returns as the most important indicator of success.

» **Impact Approaches:** The most frequent approach to achieve social and environmental impact is to consult and support others to create impact (30.9%). Others include increasing their own organization's positive impact and informing or influencing public opinion (both 14.5%).

» **Reach:** Using these different approaches, members of Impact Hub Berlin reached large markets and audiences in the course of the year 2015. For example, the 8 organizations informing or influencing public opinion reached about 120,000 people.

» **Organizational Growth Stage:** The organizations in the sample of Impact Hub Berlin reported a variety of development stages: 10.9% are developing intentions, 7.3% are in idea stage, 40% have started operations, 32.7% have their operations up and running, and 5.5% reported to be scaling their activities, while 3.6% chose "other" as answer.

4| https://www.kiezbett.com/

49.1% social inclusion   40% business support   34.5% finance & media

74.6% social and environmental goals

3.6%   10.9%   5.5%   7.3%   32,7%   40%

43,8%

» **Innovation:** 43.8% of organizations report to offer a product or service that is innovative on a national or global scale. At the same time, 25% of organizations cater to beneficiaries or customer groups that no one else provides products and services for in their country or even the entire world.

» **Revenue change:** In terms of revenue, the organizations of Impact Hub members can on average look back at a successful year 2015. 36.7% report steep revenue increases (>50% increase over 2014) and 20% a considerable increase (between +10 and +35% over 2014). For 36.7%, revenue remained more or less unchanged. Only 6.7% report lower financial revenue in 2015 than in 2014.

» **Job creation:** On average, each member reported to have created 0.7 new full-time positions, 0.2 part-time positions and 0.8 support positions. Within the sample, this accounts for 22 paid full-time, 6 part-time and 26 support positions.

2. Events

Output:
In 2016, we had 272 room bookings from 151 customers for whom we provided the following services:
» Workshop and event facilitation, room set-up
» Event promotion through our online channels
» Community support and storytelling
» Speeches around the topic of Social Innovation
» Additional services: Organize beverages & catering, recommend photographers, freelance assistance etc.

272 bookings

151 customers

88 room bookings

Outcome/Impact:
By organizing and hosting different events at Impact Hub Berlin, we inspired, enabled and connected different stakeholders in the field of social innovation. 100% of the catering and beverages provided were ordered from sustainable and/or local suppliers. We sponsored 88 room bookings from social startups with limited financial resources.

In 2016, we ran various impactful programs across 3 continents together with our partners:

⚑ **Creating an Incubator/Bootcamp for BioDiversity: Emprende la Biodiversidad! – SDG 14 & 15**

↘ Increase the impact of biodiversity start-ups in Peru

Outline:
A five-day bootcamp empowering six ventures to increase their impact on the biodiversity in Peru

Output:
» Tailor and design a bootcamp lead in Spanish
» Co-create and align content with the local partner
» Lead through the interactive five-day incubator that focused on increasing their impact
» Empower start-ups to pitch their impact
» Educate local partner to run another incubator

Outcome / Impact:
The pilot empowered 6 start-ups dedicated to improving biodiversity and the competitiveness of traditional/local products in Lima to identify, communicate and increase the positive impact of their venture and connect to the ecosystem in Peru.

Partners:
GIZ Peru • ProAmbiente • Startup USIL

⚑ **2x Finance For Change – SDG175**

↘ Leveraging Finance for a Positive Change

Outline:
A leadership program that promotes the innovative use of finance to address the big societal challenges of our times.

Output:
» Design and run a two-day hands-on learning experience bootcamp on using finance for good.
» Deliver practical, actionable and relevant knowledge on impact-oriented investing and social finance.
» Investors, intermediaries from private, social and public sector explore new opportunities and exchange experience with peers.

3. Programs

⊕ http://berlin.impacthub.net/2016/06/22/impact-hub-berlin-goes-lima-peru/

⊕ http://www.finance-for-change.ne

Outcome / Impact:
In 2016, we ran two bootcamps enabling 44 participants representing banks, consultancy firms, funds and private investors to identify new opportunities to use financial instruments for change. In eight workshops per bootcamp we connected them to like-minded professionals and empowered them to push "Impact Investing" to the next level. Additionally, we hosted a reception with external guest participants. You can find the whole report on the program's website.

Partners:
Social Impact Markets

BMW Safari
– SDG17

↘ Leadership Training

Outline:
A three-day safari that connected senior managers with purpose-driven startups in Berlin. Inspirational talks, group reflection and excursions enabled all participants to broaden their horizon and translate it into the context of BMW Group. The topics focused upon: Purpose, Resilience and Collaboration.

http://berlin.impacthub.net/2016/07/15/
bmw-group-leadership-training-purpose/

Output:
» Tailor a start-up safari to the needs of the BMW Group
» Design and run a three day workshop
» Give inspirational inputs to kick-off a topic
  (Purpose, Resilience, Collaboration)
» Teamwork to frame the topics
» Guide teams on their start-up and host a dialogue
» Harvest and reflect upon outcomes.

Outcome / Impact:
We reconnected 30 C-level senior managers from BMW Group to their meaning of purpose and enabled them to understand how startups work. By learning about different company cultures and listening to stories about resilience and collaboration from 9 startups in Berlin, they were inspired implement their learnings at BMW Group.

Partners:
BMW Group

GIZ'S LAB OF TOMORROW II
– SDG12

↘ Reducing Food Waste in Kenya

Outline:
Improve the value chain to reduce local food waste in Kenya. The GIZ, local and European industry partners and local stakeholders pooled their resources to create new, cross-sectoral solutions through private sector collaboration.

https://www.giz.de/Wirtschaft/de/html/2615.html

Output:
» Develop a challenge into a business opportunity
» Identify interested stakeholders, partners and organizations
» Facilitate the three-day Ideation and Prototyping Workshop
» Conduct a feasibility study to validate assumptions
  and refine prototypes
» Improve the solution through on-site testing
  and an iteration workshop
» Guide the project implementation.

Outcome / Impact:
Using Design Thinking, we enabled the participants to create cross-sectoral solutions to reduce food waste in Kenya. We inspired various stakeholders to work together to develop sustainable and feasible solutions. With the support of the GIZ, some of these ideas are now implemented locally.

Partners:
GIZ's Lab of Tomorrow

GIZ'S LAB OF TOMORROW III
– SDG 3

↘ Improve Access to Medicine & Diagnostics in Kenya

Outline:
Improve accessibility to medicines and diagnostics for remote areas in Kenya. The GIZ, MERCK, multiple industry partners and local stakeholders pooled their resources to create new, cross-sectoral solutions through collaboration.

https://www.giz.de/Wirtschaft/de/html/2692.html

Output:
» Develop a challenge as a business opportunity
» Identify interested stakeholders, partners and organizations
» Facilitate the three-day Ideation and Prototyping Workshop

» Conduct a feasibility study to validate assumptions
and refine prototypes
» Improve the solution through on-site testing
and an iteration workshop
» Guide the project implementation.

Outcome / Impact:
During the 3-day workshop, we enabled the participants to create cross-sectoral solutions to improve access to medicines and diagnostics in Kenya. With the support of the GIZ and MERCK some of these ideas are now implemented.

Partners:
GIZ Lab of Tomorrow • MERCK

https://www.slideshare.net/ImpactHubBerlin/
building-a-community-cebit

BMZ @ CEBIT
– SDG 17

↘ Design a Trade Show that Enables Collaboration

Outline:
We disrupted a traditional trade fair. We designed and curated the trade show space for the BMZ at CeBIT that enabled an international community to grow, to discuss specific verticals, and create innovations through collaboration.

Output:
» Design a tailored concept for the GIZ and the BMZ that focuses on collaboration and empowered different verticals to effectively work on content
» Organize logistics and set-up of the trade show at CeBIT
» Oversee the different formats and ensure a coherent flow
» Host and curate collaboration across the space
» Lead the ideation workshops that generated policy recommendations

Outcome / Impact:
We hacked 400 qm^2 exhibition space at the CeBIT 2016 to enable collaboration across different sectors. The outcome was specific policy recommendations for the different verticals.

Partners:
BMZ – Bundesministerium für wirtschaftliche
Zusammenarbeit und Entwicklung

GreenCycle Academy
– SDG 12

↘ Reducing Packaging Waste in Supermarkets

Outline:
The GreenCycle Academy empowered students to create solutions to reduce packaging waste in supermarkets. A 2,5 day innovation bootcamp enabled them to create innovative solutions, receive feedback from industry experts, and pitch their solution to the management level of GreenCycle in Neckarsulm.

http://berlin.impacthub.net/2016/07/01/
greencycle-academy/

Output:
» Create a call and scout for students passionate to reduce packaging waste
» Design and run a 2,5-day innovation bootcamp together with industry experts
» Nominate the top 5 teams and invite them to GreenCycle's headquarter
» Facilitate a two-day business clinic at the HQ to improve t heir ideas and pitch in front of the management team.

Outcome / Impact:
Over three days, we used Design Thinking & lean startup principles to enable our 30 participants to ideate solutions, form teams, talk to experts / customers / Lidl employees for market validation, build prototypes, iterate and refine those prototypes, come up with business models and turn these ideas into startups. Three teams were invited to pitch their idea to the Schwarz Group in Neckarsulm.

Partners:
Climate-KIC Germany • GreenCycle, Schwarz Gruppe

http://www.german-sustainable-mobility.de/9060-2/

Urban Freight Lab – SDG 11

↘ Innovative Logistics Solutions

Outline:
The Urban Freight Lab workshop was part of a series of events organized by GPSM.

Output:
» Design and implementation of the workshop
» Identifying and inviting different stakeholders from the urban logistic sector
» Moderation and documentation of the workshop

Outcome / Impact:
Participants from businesses and consultancies related to the urban logistics sector were brought together to discuss urban freight innovations and their applicability in the developing countries context. They underlined the highly disruptive effect of smartphone-based solutions, small distribution hubs and cargo bikes.

Partners:
GPSM – German Partnership for Sustainable Mobility

2.5 Provisions taken for the accompanying evaluation and quality assurance

Membership:
The main data source is the largest data collection effort of the Impact Hub network to date: The Global Member and Maker Survey 2016. After more than half a year of joint preparations, the survey was conducted online between the 22nd of February and the 25th of March 2016 as a spot sample. It contained several hundred tailored questions of which members only received a small fraction. In order to minimize the number of questions per participant, the actual set of questions shown to respondents was dependent on the type of their activities, prior participation (allowing serial respondents to take a "fast track" through the survey), willingness to participate in optional sections, and the additional questions asked by the local Impact Hubs teams. The survey was available in six languages. Data collection was accompanied by a large-scale communication campaign, a range of incentives, and many more diverse local efforts across the network.

The available data base for this report consists of 55 largely or fully complete responses from Impact Hub Berlin. Compared to the most recent available data on membership (110 members, February 2016), this corresponds to a return rate of 74% and provides a steady base for exploring the characteristics, needs, impact and collaborative spirit of the community at Impact Hub Berlin.
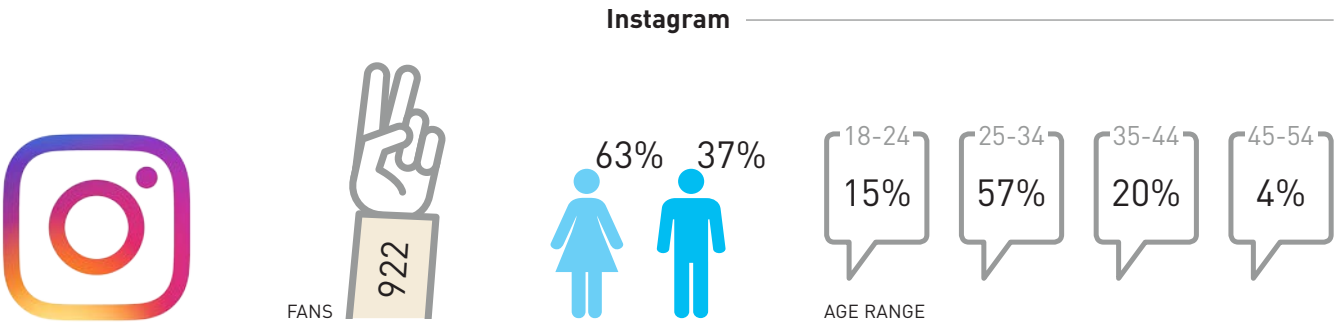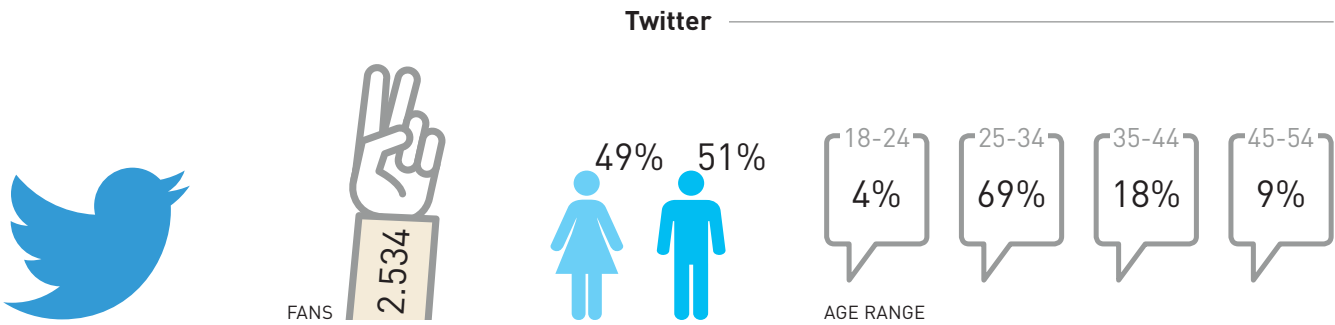
Events & Programs:
For transparency reasons, we want to highlight that any measurements regarding our events and programs section in the logic model are based on an incomplete data selection and /or estimations from our team. We are currently working on a reliable measurement system to track, measure and documents our event and program efforts with regards to participant numbers, satisfaction and effectiveness rates to provide more solid numbers in our next impact report. We are aware that we can only measure our impact effectively by introducing a systematic data collection that measures our output and outcome on a regular basis. Any numbers occurring in the events and programs section of our logic model have been estimated with a clear consciousness and are neither deliberately exaggerated nor deceptive. We have tried to make true-to-life estimations about the number of events, participants and satisfaction rates based on an incomplete collection of data (e.g. Facebook events, Eventbrite, pictures, calendar notes, etc.) and hope to provide more complete impact measurement data in the future.

DOING WELL

3

3.1 Finances

Revenue	Costs
533.597,23 €	427.381,76 €

EBITDA margin	Yearly Membership Growth
29 %	34 %

3.2 Communications

Facebook

FANS **9,3 K**

55% 42%

18-24	25-34	35-44	45-54
10%	58%	19%	5%

AGE RANGE

Twitter

FANS **2.534**

49% 51%

18-24	25-34	35-44	45-54
4%	69%	18%	9%

AGE RANGE

Instagram

FANS **922**

63% 37%

18-24	25-34	35-44	45-54
15%	57%	20%	4%

AGE RANGE
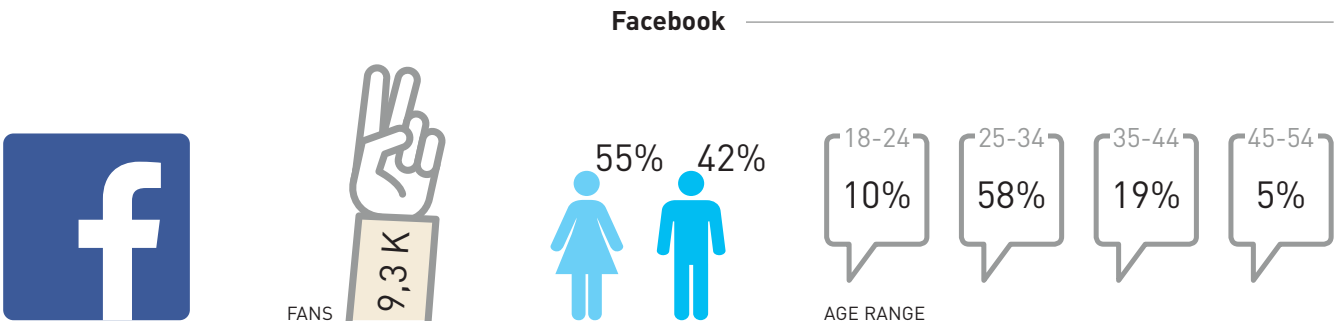
3.3 Failing Forward: Our Fuckups in 2016

HOW WE FUCKED UP FUCK UP NIGHT

In 2016, Impact Hub Berlin wanted to host the first ever @Fuck Up Night with a focus on social impact. Quite a bit of effort went into preparing the event – getting in touch with the organizers of FUN Berlin, introducing them to the importance of failure in the field of social impact, and over 30 email threads, 4 newsletters, 3 social media posts and various announcements inviting #socent speakers.

The result: Pustekuchen. Only two speakers came forward, one of them cancelled last minute, and we called off the whole event two days before. We basically fucked up Fuck Up Night. Murphy sends his regards.

While "failing is sexy" has become the new mantra in the startup world, us, the social entrepreneurs seem far from owning up to our failures. Why are we afraid to speak up? When we fail as change makers, we lose a lot of time, energy and money. On top of that, we might feel that the social purpose we believe in is unattainable. We disappointed ourselves and possibly the people whose lives we aimed to change. Failing creates the misconception that doing good and doing well is impossible.

Forget about all that! The fact is: We've all failed! Several times, big and small. And we've picked ourselves up, started over and learned a thing or two along the way. "The only thing worse than failing to achieve your dream is failing to try" – very cheesy and very true. It's ok to fuck up and it's ok to admit it. Talking about it should be the norm, not the exception. Let's see what this year holds.

MAKE SURE TO ALWAYS HAVE AN NDA

Imagine running an amazing innovation weekend with students that does not only enable them to bounce ideas, apply innovative methods and meet like-minded others, but also empowers them to gain real-life experience by offering them the opportunity to develop their ideas using a real company case. Together with a partner organization we created such a program – during the three-day camp the energy was high (despite 36° C outside) and the collaboration between students and the employees was sparking. It allowed each team to get direct feedback on their prototypes from the company experts, which really accelerated their ideas tremendously. On the third day, three winning teams were chosen and later invited to visit the company to pitch their idea. Suddenly, the partnering company became opaque and it seemed like they had taken ideas from the participants without any adequate agreement. For us, it was impossible to fully understand what the internal processes were and stopped with an apologetic, yet unclear letter. Our learning: Never build a relationship with an external partner on trust and words. Make sure to always have a Non-Disclosure-Agreement signed beforehand.

OUR ORGANIZATION
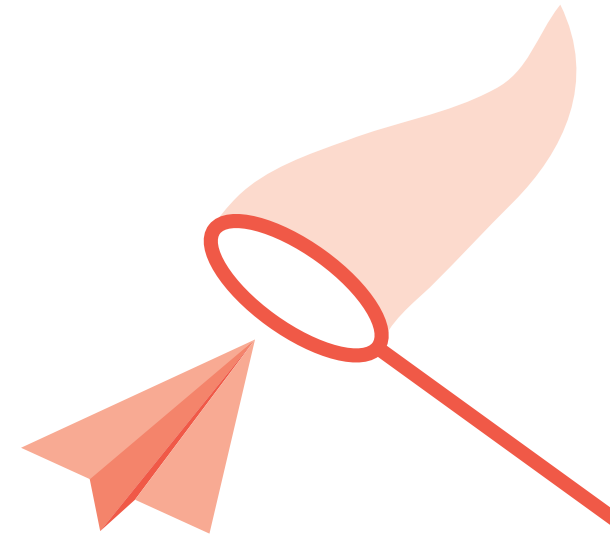
4.1 Our Story

Our journey through the last few years has been turbulent, extremely tough, and just as rewarding. Picking up the idea of building an Impact Hub in a city that had previously rejected it, seemed courageous, even pointless to some.

We started out in 2013 as a founding of team of four. By summer 2013, we had three founders committed 100% who started to build a community, scout real estate, and hunt down investors. Another six months and countless hours of hard work later, we thought all our effort had resulted in... nothing. Or so we thought.

Only when we took the bold step of openly sharing our failures and inviting our community to be real collaborators did we realise what kind of a support ecosystem we had built. This was the moment that really started Impact Hub Berlin, #fuckupreport.

In 2014 we then decided to 'walk the talk' and prototype our idea, starting with our ProtoHub in Neukölln. It was this year of prototyping as guests of Agora Collective in Mittelweg that enabled us to convince our investors, first partners, first employees and community that Impact Hub Berlin was here to stay. #ProtoHub

Exactly one year after opening our ProtoHub on April 1st 2014 we were ready to move and opened our current office in Friedrichstrasse 246. Once again, it was our community that made it possible through becoming supporters of our crowdfunding campaign and in some cases, even investors in us as a company. But our members were also hands on, right by our side, spending countless hours tearing down walls, sanding down wood, or building tables to make our common dream of a truly collaborative space a reality. #f246

Today we have grown from the original four to an amazing team of thirteen! Each year we have managed to almost double revenues and impact. And still, we are amazed each week when we sit down for member lunch by the new faces we meet and the inspiring stories they bring to the table.

*Thank you to everyone who supported us along the way.
There are more names than we can fit here.
But be assured:
We could have never done it without you! #HubLove*

4.2 Organizational Structure & Introduction of Team

Our team currently consists of 7 full-time and 6 part-time employees. We are organized in smaller sub-teams, but all work together to ensure we combine our expertise in all areas.

Anna Rösch Finance

Petra Neye Head of Communications

BUSINESS DEVELOPMENT & COMMUNICATIONS

Leon Reiner Managing Director

Nele Kapretz Managing Director

ADMIN & FINANCE

Marnie Williams Communications Intern

MANAGEMENT

Maaike Hoogstede Hub Experience Ambassadors

Anna Lässer Program Director

Vera Kämpfer Project Manager

Sophie Münzberg Community & Events Lead

Vishal Jodhani Experience Design Director

IMPACT HUB EXPERIENCE

PROGRAMS

Florian Hanke Space Manager & Membership Lead

Robert Eckstein Hub Experience Ambassadors

Thomas Goujat-Gouttequillet Project Management Intern

Nele Kapretz *Managing Director*
Co-founder Nele has a strong professional background in organization and management with a focus on sustainability, social entrepreneurship and youth. She holds an MSc in Sustainable Resource Management and has qualifications in Design Thinking, marketing, business modeling and events management. Being a native Berliner who has worked and studied in different countries, she has a large professional interdisciplinary network.

Anna Rösch *Finance*
Anna has a background in sociology/economics and co-founded an intercultural garden project in Berlin. Working in the fields of social entrepreneurship for over four years as finance manager, start-up consultant and journalist, she is now crafting herself at Impact Hub through mastering business processes and mapping social impact. You can make her smile by showing her the prototype of a true innovation.

Leon Reiner M*anaging Director*
Before co-founding Impact Hub Berlin, Leon worked for a consultancy in the social entrepreneurship sector and managed an incubator for social startups. On the side, Leon build his teaching competencies developing SE courses for different universities and founded the Social Entrepreneurship Education Network to connect educators in the field. Leon holds a master's degree with distinction in international development & economics from the University of Vienna.

Petra Neye *Head of Communications*
Petra's goal is to share the stories of all the inspiring people, projects and programs Impact Hub Berlin supports every year to grow the local and global impact makers movement. Before joining IHB Petra worked in media, comms, marketing, project management and PR for start-ups, companies, agencies and HPI's School of Design Thinking - always with a big love for innovation, co-creation and entrepreneurship. In 2016 she also founded a creative studio for her own wild ideas together with a friend. Petra holds a Master's degree in Cultural Studies & English.

Marnie Williams *Communications Intern*
Marnie is currently finishing her BA in Journalism and Communication in Paris. She came to Berlin as an Erasmus student and is now staying six more months as Impact Hub Berlin's Communication and Design intern. She wants to succeed at being the „eyes and ears" of Impact Hub Berlin, before she goes back to Paris for a MA in Cultural Intelligence and Innovation.

Anna Lässer *Program Director*
Anna is co-founder and program director of Impact Hub Berlin. She designs and leads programs to empower (social) innovation through Design Thinking for students, start-ups and organizations. Anna is an innovation manager and has previously consulted renowned German companies in implementing solutions to become more innovative. She holds a BA in European Studies and an MA in Media & Visual Anthropology.

Vera Kämpfer *Project Manager*
Vera is currently doing her Bachelor's in International Business Management, a Double Degree Program in Berlin and Helsinki. At Impact Hub Berlin, Vera supports the programs team to empower social innovation through Design thinking for students, start-ups and organizations. She has helped to run GIZ's 5th Lab of Tomorrow, Vodafone's F>>Lane Accelerator and Accelerate MENA amongst others.

Thomas Goujat-Gouttequillet *Project Management Intern*
Thomas studies political science in Paris and Berlin and focuses on Europe, youth empowerment and social equality. At Impact Hub Berlin, he helps run our programs and is learning more about ways to improve the world through entrepreneurial action. He firmly believes in the power of diversity and is a passionate dancer.

Vishal Jodhani *Experience Design Director*
Vishal has a background in innovation consulting and facilitation. He holds a BA in Communication and an MA in Innovation & Entrepreneurship. Originally from India, he's lived in France, Belgium, The Netherlands, Poland & Australia. He has experience with different Impact Hubs and is passionate about tapping into the power of innovation through collaboration. He heads our experience team catalyzing community, events and space.

Sophie Münzberg *Community & Events Lead*
Sophie thrives in fast paced international settings, having lived in 5+ countries. She manages Berlin's hottest event venue, Impact Hub Berlin. Sophie holds an MA in Public Policy at the Hertie School of Governance, and is co-founder of the Hertie Social Impact Collaborative, a thematic network within the Hertie Stiftung.

Florian Hanke *Space Manager & Membership Lead*
Florian works part time as our space and membership manager, constantly designing and enhancing our space for a growing vibrant community of impact hubbers. Florian is passionate about smooth operations, with the heart of his goal to minimise our carbon footprint and improve the wellbeing of our community members.

Robert Eckstein & Maaike Hoogstede *Hub Experience Ambassadors*
Robert is studying Business Administration at Humboldt University and also organises & facilitates conferences for the international student organization AIESEC. Maaike decided to leave her full time tech-strategy job and work on introducing mindfulness in dynamic environments. At Impact Hub Berlin, both Robert and Maaike share the job as Hub Experience Ambassadors. They take care of our members and visitors and ensure a comfortable working atmosphere while never ceasing to smile.

4.3 Our Value Co-Manifesto

The world is upside down – Impact Hub Berlin enables people to rethink and to work towards putting our world back on its feet. We don't just talk, we do:

» Start with the WHY – We align passion, talent, purpose and profit.
» No hidden agenda – We operate on trust and practice transparency.
» Me, us, all of us – We create scenarios in which everyone wins.
» Failing forward – We build, fail, learn – and repeat.
» 100% Human – We meet at eye level and bring our whole selves to work.
» Truly regenerative – We take care of ourselves and the world.

All Impact Hubs are built upon three core values: Courage, collaboration and trust. As a team, we want to see these core values reflected in everything we think, do and say. Together we sat down to discuss what these values mean to us as a team. The result is a value co-manifesto every single one of us is committed to and strongly believes in. Acting upon the following values does not only make us stronger as a team, but also makes our work better and of integrity.

Courage
We dare to invent innovative solutions and to prototype them. We dare to fail because it brings us forward. We see the problem but are solution-oriented. We are always striving for excellence. This does not equal perfection. We are funky AND professional which makes us credible and authentic.

Collaboration
We believe that we can achieve more together. If you want to go fast, go alone. If you want to go far, go together. We respect each other. We want to be inclusive. We embrace diversity. We are passionate about our work because it has purpose. We love our team spirit. Sharing is caring. We celebrate success.

Trust
We value freedom. We are committed to transparency. We trust each other completely and we trust in the work we are doing. We are committed.

4.4 Environmental and Social Profile

At Impact Hub Berlin, we let our actions speak. We do not only want the see the Sustainable Development Goals reflected in our programs, we want to live them.

SDG 12 – Sustainable Production & Consumption

We source the majority of our food and beverages from accredited sustainable companies like Memo, Frosch, e-Biomarkt, GEPA, and Alnatura. Our coffee is delivered by Coffee Circle. We grow our own salad and herbs on our balcony. We try to consume locally to support our local Kreuzberg community, such as lunch at Kiezkantine or MaDame. We engage in local Kiez events, be it the annual Christmas market, Summer fest or Fastenbrechen. Our great cleaning staff lives around the corner. Also our catering suppliers are local entrepreneurs who mostly deliver by foot. Speaking of transportation, all of our team members either walk, cycle or take the public transport to work and so do most of our members. We source Naturstrom. We provide recycled paper for printing and make sure to avoid color printing as much as possible.

SDG 10 – Reduced inequalities & 5 – Gender equality

In order to prevent inequalities, we promote radical transparency. Impact Hub Berlin's management team presents the contents of their meetings at the team meeting each week. The team is updated on company finances quarterly and can ask to access the files. We have created a transparent salary plan open to everyone in the team and supported The Changer with their Gehaltsreport 2017[5]. Our internships are paid. We do not promote hierarchical structures, everyone is encouraged to express their opinion. We embrace diversity. Not only are our team and community gender-equal, but we welcome different nationalities, ages and beliefs. Impact Hub Berlin's senior management team consists of two men and two women.

SDG 8 – Decent Work & Economic Growth

Our team is the most important asset we have. We make sure every one of us has the opportunity to strive in his or her job. We offer flexible working hours including the option to work from home. We don't micro-manage, because we trust each other. We offer meditation, mindfulness and nap areas as well as massages and a shared library. We believe in a healthy work-life balance. Every week we do not only discuss our work goals, but also one private goal we want to achieve. We embrace failure. We encourage every team member to fail often and to speak about it. It does not only make us more courageous, flexible and strong, but also more authentic. Continuous learning is the key to improvement.
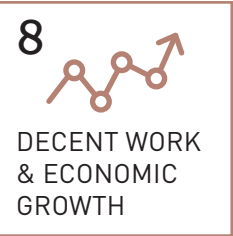
We know that many ventures within the social sector operate on a small budget. That is why we offer discounts when renting out our space especially to early-stage projects and offer discounted memberships. We also sponsor events that we believe in by offering free space. We have for example hosted The Changer's Hangout sessions or Kleiner Fünf pro bono. Not only do we provide free space, but also donate our time as speakers at events connected to social innovation, politics or education.

SDG 17 – Partnerships for the Goals

Collaboration is at the core of our business and impact model. We work closely with all our stakeholders and strongly believe in an ecosystem approach. We are deeply honored and thankful for the work we have been able to deliver together. 2016 has been a year of learning and we are constantly transforming client relationships into collaborative efforts.

We want to build the new normal. Together.

We don't have clients. We have collaborators.

4.5 Impact Hub Global

Impact Hub Association is a not-for-profit association of individuals who represent each Impact Hub in our network. They subscribe to the Association through a mutually signed membership agreement, governed by a common set of protocols laid out in its Articles of Association. The Association has elected representatives to its Board and has established an executive management company "Impact Hub Company" to develop and implement approved programmes within approved budgets.

The Association Board is composed of representatives of Impact Hubs who legitimately stood for election for the Board and were duly elected by approved motion of the General Assembly. They care for the good governance of our organization and are responsible for activities such as annual budget and delivery of statement of accounts, preparation and convening of the General Assembly, representation of the association's interests in associated companies, and administration.

The **Impact Hub Company** acts as a lean management unit to support the growth, expansion and performance of local Impact Hubs and Impact Hub Initiatives and to strengthen the global Impact Hub Network. The Impact Hub Company is a charitable company , established and registered in Vienna, Austria and held in sole ownership by the Impact Hub Association.

The Managing Directors are the appointed management team of the Impact Hub Company and act as its legal representative. Its remit is to run global operations, further expand and develop the Impact Hub Network and particularly ensure sustainability of its financial performance and maximization of its social Impact.