



Company factbook

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1. Introduction

Due to recent events and developments, the European Union has been facing vocal criticism, in particular for its perceived bureaucracy and aloofness. As a result, the countless benefits arising from a united Europe have been suppressed by frustration and isolation tendencies. Nationalistic parties are gaining popularity, seeking to close national borders and pleading to exit the union. The underprivileged youth often lacks access to opportunities given by a united Europe, leading to a heightened anti-European sentiment among this peer group.

In order to counteract these trends, a group of companies has initiated the programme “Experiencing Europe”. The initiative sends young unemployed individuals without higher education abroad for two at least two-week long internships at different host locations. This lets them experience the shared values of European integration first hand. The initial design has been led by Continental and supported by Oliver Wyman. The “We I.o.v.e. Europe” pilot of the initiative was successfully carried out in June with eleven young people working for one month in different European Continental locations.

This Factbook is based on the pilot design and describes how any company seeking to join the initiative “Experiencing Europe” can setup their own internship programme under this umbrella. As each company will want to adapt its programme to their own governance standards, the description of the project design is kept more generic. At the end of the Factbook, one can find the exemplary project setup of Continental’s pilot project “We I.o.v.e. Europe”.

The document first briefly outlines the organisational overview of the project and then describes the relevant activities on a more granular level. Furthermore, the Factbook provides internship standards and relevant information on what companies can expect from external parties like the Employment Agency and what criteria the candidates will fulfil.

Please be aware that the document is **work-in-progress** and will constantly be updated based on the learnings from further companies’ programmes.

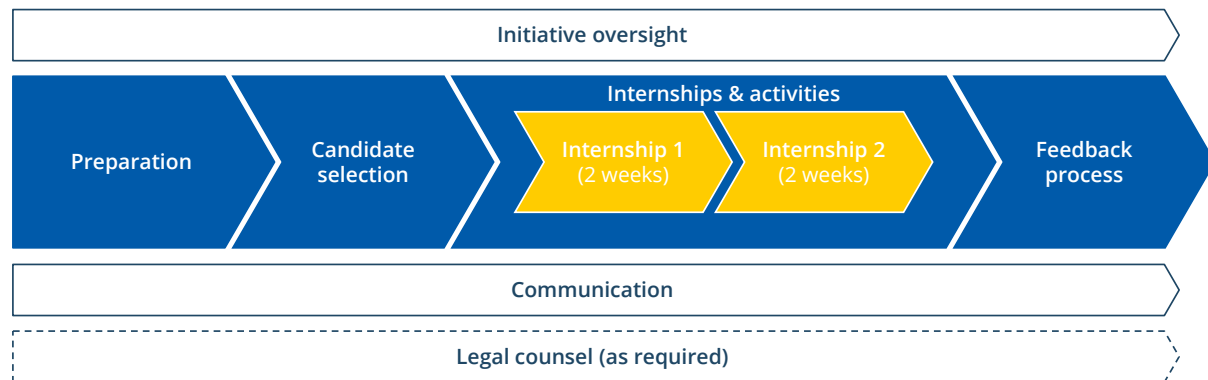
For simplicity, we will refer to “your Experiencing Europe initiative” throughout the rest of the document, when describing the setup and activities of how you might design your own internship programme under the umbrella of “Experiencing Europe”.



2. Organisational overview

The following diagram shows an exemplary organisational overview for your Experiencing Europe initiative. Besides someone taking ownership of the initiative and providing oversight, you will want to engage communication expertise and be able to tap into legal expertise as required.

Figure 1: Exemplary organisational overview



2.1. INITIATIVE OVERSIGHT

The initiative oversight holds the overall responsibility for your Experiencing Europe initiative. It links both your internal team involved in the initiative as well as the external stakeholders such as Bundesagentur für Arbeit, Caritas and Deutsche Angestellten Akademie (DAA) as nationwide operating “Bildungsträger”¹ (educational institutions). The initiative oversight is responsible to ensure that all preparatory action as well as the initiative execution work seamlessly. In addition, it will provide everyone involved with relevant information (e.g. information emails, templates, etc.).

2.2. PREPARATION

Once you have decided to launch your Experiencing Europe initiative, you will want to determine the magnitude of your programme especially in terms of the number of candidates you want to offer an internship and where you want to send them to. To do so, you should engage with your EU-28 offices or plants and get their interest and support. At this point, roles and responsibilities should be defined within your company.

¹ Nationale Bildungsträger are nation-wide operating institutions that are financed through sponsors of the social security system (such as Bundesagentur für Arbeit) and focus on the training and development of individuals

2.3. CANDIDATE SELECTION

As part of the “Candidate Selection”, the Employment Agency provides the companies with profiles of suitable applicants. To ensure your Experiencing Europe initiative is a full success, you should consider providing the Employment Agency with flyers describing your initiative. You might also want to co-host an information session with the Employment Agency, where interested candidates can inform themselves and meet some of your team.

2.4. INTERNSHIPS AND ACTIVITIES

Core of your Experiencing Europe initiative will be to provide the internships and run activities alongside for interns and staff to mix and engage. Some firms choose to leave this in the responsibility of the initiative oversight. Others designate owners for this in the locations, where internships are offered. The scope of this role covers the internship activities, learning and social activities as well as finding accommodations during the internship phases. It also makes sure that all actions are taken to respect the internship standards, which can be found in Section 3.4.

To ensure a good internship experience, we recommend designating someone to act as support to the interns. A dual structure has been proven to work well with one person at similar age acting as a “buddy” and another person more senior and experienced as supervisor/ mentor. The buddy should be incentivised to connect to the intern on a personal level and build also a rapport outside working hours. The supervisor/mentor will provide more guidance and educational advice. Both parties should be aware that cultural, personal as well as professional topics might come up.

2.5. FEEDBACK PROCESS

When your Experiencing Europe initiative (or one wave of it) comes to close, you will want to provide the interns with feedback and also collect feedback from all participating stakeholders including the interns to help further improve the initiative for yourself but also for other participating companies.

2.6. COMMUNICATION

One objective of your Experiencing Europe initiative is to raise awareness of the value of a united Europe. Besides a joint communication of all participating companies and centrally organised media coverage, each participating company will want to communicate also for themselves – both internally to your employees but also externally in your communities. Your Experiencing Europe initiative is a great opportunity for you to demonstrate your corporate responsibility.

2.7. LEGAL COUNSEL (AS REQUIRED)

You will find relevant legal guidance as how to setup your Experiencing Europe initiative in this Factbook. Validating these in the context of your own legal standards and setup might require access to your own legal resources. In particular, you might want to ensure that the internship contracts, travel and health insurance, personal liability insurance and taxation topics are being handled appropriately and that you can consult your legal counsel in case of any upcoming issues throughout the internship.

It has proven useful to distribute the above tasks among several employees from Human Resources, the Business, Legal and Communications, as well as to have one central project responsible, acting as initiative owner.



3. Core Activities

Now that you have obtained a brief overview of the organisation of your Experiencing Europe initiative, the following pages will specify the core activities and give you a more granular insight on how to best structure your programme.

3.1. INITIATIVE OVERSIGHT

The initiative oversight is set up by your company and is overall responsible for your Experiencing Europe initiative. It will coordinate the programme and make sure that all tasks are handled appropriately. To do so, we recommend instating a main project responsible who acts as quality controller.

Most of the steps outlined in the next chapter on preparing your Experiencing Europe initiative will be managed by the initiative oversight as it will nominate roles, define responsibilities and allocate work to different parties within the company.

The initiative oversight will also act as first contact for external stakeholders, such as the Employment Agency, Caritas and DAA as national operating “Bildungsträger” and fellow participating companies. During the candidate selection, In particular, this will ensure a clear communication chain between the Employment Agency and your Experiencing Europe initiative.

In addition, the initiative oversight should be available for all questions raised externally, as well as internally and where necessary forward them to the right recipient.

In terms of coordinating your Experiencing Europe initiative, the initiative oversight should share relevant information with all stakeholders to ensure a smooth process. This can include frequent updates in form of information emails, templates for info presentations and feedback or exemplary agendas for workshops.

3.2. PREPARATION

To set up your programme successfully, we have gathered the main tasks, which will provide you with guidance on the first steps that should be taken care of.

Identify internship capacity within the organisation

At the start of each wave of your Experiencing Europe initiative, you should determine the number of interns you want to take in. To do so, engage with your EU-28 offices and plants to get their interest and support. As soon as you have decided on a quantity, you can contact the Employment Agency with this information and ask whether they can provide you with the specified number of interns.

Nominate responsible roles and distribute work

As for other projects, you will want to nominate roles and determine responsibilities for your Experiencing Europe initiative in both your home and your host location. It has been proven valuable to have a person in charge in each host location in addition to the main

project responsible. To give you an idea of how a project setup for a large corporation can look like, chapter 5 provides you with the Continental setup of their initial wave.

Find internship spots and accommodations

With the start of each wave, the Employment Agency will forward you suitable intern profiles. For the project to work seamlessly, you will need to establish a sufficient number of internship spots in your host locations and take care of the intern's accommodation in host families (usually company employees) for their time spent abroad. The allocation of the interns to the specific host locations should be managed by the project responsible.

Finding accommodations is best governed by the host locations. Nevertheless, you are free to leave this responsibility within the home location, depending on your specific setup. In section 3.4., you can find standards for a suitable accommodation.

3.3. CANDIDATE SELECTION

As core part of your Experiencing Europe initiative, you will allow a number of young individuals to join your company as temporary interns. In order for you to know what to expect of the interns and to introduce you to the selection process, we have answered the most relevant questions in the following paragraphs.

How are candidates selected?

A major part of the selection process is handled by the Employment Agency in cooperation with the national "Bildungsträger" DAA (Deutsche Angestellten Akademie) and Caritas as they have access to a large pool of potential candidates.

Once the candidates have been selected, the allocation to their internship spots will be conducted in cooperation with the participating companies. You will therefore be able to select candidates from a list of potential profiles for your Experiencing Europe provided by the Employment Agency and the "Bildungsträger". There is no further selection process required from your side.

What can I expect from a candidate?

The initiative "Experiencing Europe" wants to reach out to those who have least access to the opportunities a united Europe offers. We hence address young unemployed adults aged 18 to 25. In addition, the candidates meet the following requirements:

- EU citizen with a valid ID / passport
- Without higher education
- Basic English knowledge
- Willingness to experience new cultures
- Enrolled in the country's (public) social security system with valid health insurance

What can I do to support the candidate selection?

As will be further outlined in the “Communication” section, it would be of great help if you could design a short info flyer that can be used by the Employment Agency and the “Bildungsträger” to approach potential candidates. Furthermore, the Employment Agency and the “Bildungsträger” will need your help in co-hosting an information session in which interested candidates can raise questions and meet your team. From our experience, these information sessions have been crucial in attracting potential candidates to the programme.

How are candidates prepared for the internships abroad?

To ensure a successful programme, the initiative Experiencing Europe partners with two major German institutions – Caritas and the DAA. These organisations will act as a link to the Employment Agency and take care of extensively preparing the candidates for their stay abroad (e.g. through cultural lessons, English courses etc.). As national “Bildungsträger” both parties can build on many years of experience with young unemployed adults that are addressed by the initiative Experiencing Europe. This will not only strengthen the impact for the candidates but will also help to find the best possible interns for your company, as Caritas and the DAA can determine very well which candidates are best suited. Furthermore they will organise the travel for the candidates (e.g. booking flight or train tickets).

3.4. INTERNSHIPS & ACTIVITIES

Providing an internship and planning social activities is the core of your Experiencing Europe initiative. The following paragraphs will provide you with valuable information on how to set up your internships and activities and outline standards. Providing an internship and planning social activities is the core of your Experiencing Europe initiative. The following paragraphs will provide you with valuable information on how to set up your internships and activities and outline standards that should be used as a guiding framework.

In terms of the setup, the internship itself naturally lies within the responsibility of the host location. Although social activities could be planned from the home location as well, our experience has shown that an on-site organisation is beneficial as local staff is better equipped to take local conditions into account.

As previously described, it has been proven valuable to have one responsible person per host location to coordinate the internship, activities and also the accommodation of the interns. We recommend for him or her to be in charge of allocating the interns to specific internship positions within the plant and to spread the interns across the available accommodations.

The most important information regarding the internships and activities are summarised within the answers to the following main questions.

Where do interns live while they are participating in the programme?

Throughout participating in your Experiencing Europe initiative, the interns are meant to stay in host families. Usually, the host families are families of company employees in the respective location. Letting interns stay in host families will allow them to gain great cultural experience and will provide them with additional support throughout their time spent abroad. If there are no host families available, the interns could for example also be accommodated in hostels for the time spent abroad. As guidance for your Experiencing Europe initiative, we have designed some accommodation standards that can be found below:

Accommodation standards

- The host family should speak at least basic English or the intern's local language
 - The intern should be provided a bedroom for him- or herself
 - Allergies and food intolerances must be considered when providing meals
-

What are the first steps once the interns have arrived in their host locations?

To start with, we recommend to officially welcome the interns in the host location and to introduce them to the country, the company and their internships. This could include a presentation on cultural differences, the company plant (e.g. through a factory tour, etc.), the role of the host location within the company (e.g. what is produced at the site, etc.) and the basic setup of the internship.

Once the interns have obtained an idea of the setup for the upcoming weeks, you should familiarise them with their specific role. This includes a technical and practical introduction and all further relevant information for the interns to perform well on their assignment. In addition, it is crucial to communicate your expectations to the intern from the very beginning.

What do we have to take care of in terms of work during the internship?

Below, you can find internship standards that can help you determining the intern's role during your Experiencing Europe Initiative:

Internship standards

General Standards

- The intern should be treated like all other employees with respect and kindness
- Please provide the intern with constant feedback on work quality and personal and professional behaviour
- Help the intern whenever he or she requires assistance
- Proactively engage with the intern (help him or her overcome cultural and language borders)
- Include the intern in social activities held by the company and departments

Internship Activity

- The purpose of the internship is to introduce the intern to a realistic work environment (please do not limit the intern's tasks to making coffee and copies)
- The role should include some kind of interaction with co-workers in order to expose the intern to as much cultural experience as possible
- The tasks should be challenging but not frustrating

What should be done outside of working hours?

As part of your Experiencing Europe initiative, the interns will be given the chance to experience a foreign culture first handed. To complement the experience already gathered by the internship itself, social activities will help your Experience Europe initiative to be even more successful. The activities can include company barbecues, joint visits of cultural sights, or anything else you consider suitable. Hereafter, you can find some guidelines to help you plan your social activities:

Learning and social activity standards

- The social activities are complementary to the working activities and are therefore not linked to the daily work (examples: company barbecue, sports activities, etc.)
 - Activities should give the intern the opportunity to engage with the foreign culture
 - There should always be at least one local attending the activity as well
-

How should we provide guidance and support for the interns?

For most interns your Experiencing Europe initiative will be their first working experience in a foreign country. They will be exposed to cultural differences, language barriers and might face other personal, as well as professional challenges throughout the internship. In order to ensure a positive internship experience, it is advisable to designate someone to support the intern in the host location.

As described in the organisational overview, it has been proven to work very well to distribute this task among two employees, one at similar age of the intern acting as “buddy” and one more experienced acting as mentor.

The buddy functions as an informal contact person for the intern – similar to a friend. In this role, he or she almost acts as a cultural ambassador who builds an emotional relationship with the intern. For this reason and due to the limited duration of the programme, the buddy should engage with the intern as much as possible also outside of working hours and planned social events. They can for example participate in a sightseeing tour, visit local cultural sights or sports events or just have dinner together. We would suggest providing the buddy with a small budget for these kinds of activities.

The counterpart of the buddy would be a more senior employee acting as mentor. The mentor will focus more on professional guidance and less on personal issues. Especially given the fact that the interns are without permanent employment and do not have any higher education, the mentor can also provide tips for the intern’s future career path.

The dual system will ensure that the intern can grow both personally – in particular in terms of cultural experience – and professionally and will contribute to your Experiencing Europe initiative’s success.

Is there any support in terms of potential upcoming issues during the internship?

Caritas and DAA will support your company in case of any issue or potential emergency during the internships. Since they will build a close rapport with the candidates during the preparation phase, they will be very well prepared for handling any upcoming issues while the interns are staying abroad. Each intern will be provided with a go-to person through one of these institutions, who can be contacted by the candidates, parents and of course by all participating companies and their employees (such as host families, local buddies, etc.).

3.5. FEEDBACK PROCESS

Concluding your Experiencing Europe initiative (or one wave of it), you will want to give an elaborate feedback to the intern, as well as collect feedback from all participating stakeholders in order to further improve the initiative.

As part of the feedback process you will also need to determine whether the intern should be given a permanent position in form of vocational training, etc. within your company. Even though we are aware that a further liaison between your company and the interns is not in any way predetermined, it would be a desired outcome for your Experiencing Europe initiative.

For the first wave, Continental and Oliver Wyman have developed feedback templates that you are free to use.

Once the candidate has made it back home and his or her impressions have settled, we recommend reaching out to your former intern, asking for another evaluation of your Experiencing Europe initiative.

We also recommend organising a final workshop, as the interns will benefit greatly from sharing their experiences and further strengthening their network.



3.6. COMMUNICATION

Raising awareness of the benefits and values of a united Europe represents one of the key reasons why companies participate in the initiative “Experiencing Europe”. This can best be achieved by setting up an effective communication strategy both centrally organised among all participating firms and carried out individually by the companies themselves.

The communication strategy is currently being developed. It will rest on two pillars: the corporate communication and social media activities of the participating companies as well as a central support to cross-fertilise and attract media attention. With Axel Springer as a sponsor of the programme on board, broad press coverage is guaranteed. It is well understood by all participating companies, that communication about “Experiencing Europe” cannot be exclusive but shall be shared as broadly as possible. Oliver Wyman is offering to coordinate the central Social Media communication through Facebook in order to share soundbites (e.g. posts, pictures and articles) from participating companies and the candidates. In addition, Oliver Wyman will also provide a central website for the initiative which will link the programmes of all participating companies under the umbrella of the “Experiencing Europe” initiative.

Your own corporate and social media communication will lie in the responsibility of your Experiencing Europe initiative. In order to leverage the lessons learned and experiences from the initial wave by Continental and Oliver Wyman you can find guidelines for setting up your communication concept below. This section will be expanded as the pilot progresses.

Content for communication

At first, we want to give you an idea on what possible content can be included in your communication as part of your Experiencing Europe initiative and where the content can come from.

Generally, your communication should be as vivid as possible. This can most easily be realised by publishing many pictures or even short videos that promote the project. You could create a link between your company, the interns and your Experiencing Europe initiative in your postings. For example, you can post a picture of your intern at a company dinner eating host country specific cuisine. In a potential second wave, those images can also be used as great marketing material to attract potential candidates.

You should approach both interns and company employees, who participate in your Experiencing Europe initiative and ask them to provide you with relevant content. This way you can include the company’s as well as the intern’s point of view in your communication.

Potential topics could be: cultural experiences, work insights, funny stories about language challenges, surprises about commonalities, fun activities, etc.

Print Media

Print Media still plays an important role when trying to promote a programme. Therefore, it can be quite helpful to engage in the following task:

Create a company flyer

It is always more expedient to approach someone with a piece of written information than by simply using words. Since the Employment Agency will ultimately approach potential candidates in person, we recommend designing a short info flyer about your Experiencing Europe initiative. When more than two companies participate through the same Employment Agency, it might be advisable to collaborate with each other on creating one shared flyer.

The flyer should outline the key facts about your programme (e.g. two internships in two different European locations, programme duration, profile of potential candidates, etc.).

The flyer from the initial Continental pilot “We I.o.v.e. Europe” can be used as example.



Digital and Social Media

As we all know, digital and especially Social Media are crucial for a successful communication concept. Thus, you will want to make sure to use the benefits they bring along. We would recommend you to engage in the following three digital media channels as depicted below.

Create landing page

A landing page might be the easiest way to raise awareness for your Experiencing Europe initiative on your company's website. The landing page should therefore include all relevant information and key deadlines of your Experiencing Europe initiative. In addition, it has been proven very helpful to include a link to the website of the Employment Agency so that potential candidates know exactly whom to talk to if they want to apply.

Inform about your Experiencing Europe initiative on Social Media

Since you most likely already have designated company Social Media accounts, you can easily leverage them for spreading information about your Experiencing Europe initiative. Make sure to post pictures, short videos and key facts regularly on Facebook, Instagram or Snapchat. As an example, it could attract great attention to let the interns post video "stories" about their experiences on the company's Social Media account or for you to like their content on their personal accounts.

Oliver Wyman will ensure that soundbites from your Social Media postings are shared on the central Facebook account for the initiative Experiencing Europe to create as much visibility as possible for you and the initiative.

Select and publish information / articles on "Share my experience"

"Share my experience" is a central communication platform that we recommend you to join as part of your Experiencing Europe initiative. It will allow your company to post content from the intern's perspective on a distinct platform in addition to your engagement in other Social Media activities. As part of the communication concept, Oliver Wyman will be happy to link the shared information such as articles or blog posts of all participating companies on the Oliver Wyman Website. During the internships, we suggest that you ask all interns to gather information for short articles and pictures. You can then choose the ones to be published on the central page.

Internal communication

From our experience we have learned that it is as important to promote your Experiencing Europe initiative internally as to engage in external communication. Many employees endorse social commitment of their companies. Hence, proper internal communication of your Experiencing Europe initiative can be used as great leverage for your employee value branding. Below, you can find an example of how you can effectively manage your internal communication.

Create an internal community

A great way to involve your company internally is to set up a community to publish relevant information such as articles, pictures or even videos. To make things easy, the community could be part of your intranet.

The platform will allow colleagues to inform themselves and to engage with each other about your Experiencing Europe initiative. It is a perfect setup to answer internal questions and to raise awareness of the programme within your company. We also recommend linking all host locations to the community in order to provide a setup for an international exchange from a first-hand perspective. You should encourage all participants to post and share their experiences on a regular basis.

Throughout the internships, you will want to update the community frequently with the latest information. This will keep everyone “in the loop”.

3.7. LEGAL

Your Experiencing Europe initiative is essentially yet another internship programme. So most companies have defined legal frameworks they can follow. Some though, do not have frameworks that cover the added element of international travel of interns.

Below are the standards that have helped Continental take care of their legal configuration of the internships.

Templates for contracts are provided in the separate process book.

Please be aware, that all of the following information should be used as guidance only. Neither Continental, nor Oliver Wyman can be held responsible for any legal issues.

Create internship contracts for candidates

You will need to provide the interns with an adequate contract. The specific type of contract and the conditions can vary from company to company.

In the initial wave, the internship contracts were structured as follows:

- The internships were arranged as “Orientierungspraktikum” in accordance to § 22 Abs. 1 Nr. 3 MiLoG. In order to qualify as “Orientierungspraktikum” an internship has to meet the following criteria:
 - Limited duration of maximum 3 months
 - Since your Experiencing Europe initiative will last less than 3 months, this criterion is fulfilled
 - Weekly working hours have to be less than industry standards for a regular apprentice
 - Existence of a training schedule and a mentor

- Usually, the intern is entitled to a reasonable compensation for expenses (e.g. food) comparable to a regular apprentice:
 - In your Experiencing Europe initiative exemption of minimum wage requirements due to very short employment period (additionally, 75% recognition of non-cash compensation such as housing, transportation and food) applies – Continental provides the interns with food, money for social activities and other necessities and therefore does not compensate them with any additional cash; your Experiencing Europe initiative is free to handle the intern’s compensation for expenses as you wish.
- Where applicable: Requirement to consult the works council in accordance to § 99 BetrVG

In the initial wave there were no issues concerning hidden subcontracted labour (dt.: verdeckte Arbeitnehmerüberlassung) since the internships qualify as education or training.

Provide insurance for interns

In addition to a valid internship contract, you will need to cover the intern’s insurance while he or she is participating in your Experiencing Europe initiative.

- Health insurance
 - Each intern will have standard German health insurance when they start the internship. Analogous to Continental’s approach, we recommend covering the foreign health insurance for the interns similar to the one for your expats
- Liability insurance
 - Basically, all interns should in general be covered by the liability insurance of your plant in the host location. Nevertheless, we suggest providing private liability insurance in addition.
- Accident insurance
 - Generally, the accident insurance is covered through the internship relationship (limited to disability and death). The specific insurance sum needs to be determined by your company individually

As we have seen in the initial wave, it might be possible to cover the interns in the group policies at the relevant insurer. Nevertheless, you should contact your insurance company in order to agree on specific terms and conditions.

Draft non-disclosure agreements and permission slips to publish personal information

Since the interns may be exposed to confidential material and processes, it might be helpful to consult with your compliance department whether a non-disclosure agreement is necessary or not. Furthermore, you need to get a written consent of the interns and employees involved in the communication (e.g. pictures in host families) if you want to publish any pictures or stories of them or their private environment in the media or on the company's homepage, blog or the like.

Cover upcoming legal issues throughout the process

In case of any legal issues that might occur throughout the internship process, it is helpful to consult on the specific topic with your legal counsel.



4. Costs and funding

An important question to be answered is who bears the cost of the programme.

Your company will be responsible for covering the costs in regard to the internship, company-related social activities and accommodation. We would further suggest subsidising activities between buddies and interns that take place outside of the company environment. In addition, you will have to cover your own communication costs, such as flyers, etc.

You are free to structure the intern's salary as you wish. Nevertheless, we recommend applying the same standards as for your other internship programmes.

To support participating companies, the Employment Agency will provide the financials for the selection of the candidate and will cover the intern's travel costs to the host location and back home. Prerequisite is that the aim of your Experiencing Europe initiative is to initiate an employment relationship with social security benefits.

Preparation and follow-up will be covered by the national "Bildungsträger" and the Employment Agency without any additional costs for the participating companies.

5. Exemplary Project Setup – “We I.o.v.e. Europe”

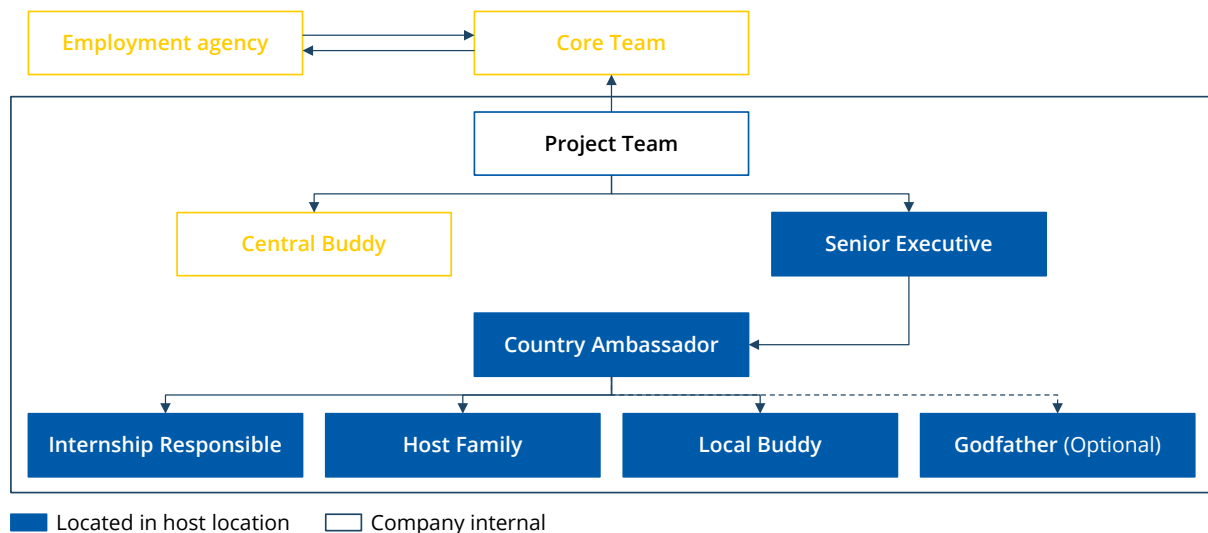
Below, you can find the setup of Continental’s initial project called “We I.o.v.e. Europe” as an example.

With regards to it being the first wave ever and Continental being a large corporation with more than 220.000 employees across the globe, the set up was quite prominent. Please be aware, that your Experiencing Europe initiative will be as well manageable with fewer roles.

Figure 2 shows the roles defined by Continental in the initial wave.

We are happy to provide you with detailed roles and responsibilities and an elaborate process book if you wish to receive more granular information.

Figure 2: “We I.o.v.e. Europe” – Project organisation



If you have any further questions about the programme or wish to receive more details, please feel free to send an email to the following email address:

experiencing.europe@oliverwyman.com

