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Our vision is building a sustainable society by resolving social polarization and developing an employment-friendly environment.
Creating decent jobs

We are working to help the disadvantaged in society - women, the elderly, long-term unemployed, etc. - find jobs and improve the quality of their employment through social services that have a great potential to create jobs. We created 4,635 jobs, 96.4% of which are good quality jobs that adhere to the Labor Standards Act and provide employment welfare benefits.

- Types of Employment

![Diagram showing Types of Employment]

- Stable jobs 96.4%
- Transitional jobs 3.6%
- Total 4,635 people

- The rate of observing the Labor Standards Act (%)

<table>
<thead>
<tr>
<th>Retirement funds</th>
<th>Social insurance</th>
<th>Annual/monthly paid vacation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offered 98.2%</td>
<td>Registered 97.2%</td>
<td>Offered 97.4%</td>
</tr>
<tr>
<td>Not offered 1.8%</td>
<td>Not registered 2.8%</td>
<td>Not offered 2.6%</td>
</tr>
</tbody>
</table>

※ Retirement funds, social insurance, and annual/monthly paid vacations are not offered to employees who work under 20 hours a week, since they are not covered by the Labor Standards Act.

Providing social services

We are focusing on providing customized services such as patient care, education, meal services, and welfare, primarily targeting the poor and the disadvantaged to supplement those social services that are at present lacking in our society.

- Targets of the services

![Diagram showing Targets of the services]

- The poor and the almost poor 49.5%
- Children 38.4%
- Etc. 11.1%
- Youths 0.8%
- The elderly 0.2%
Establishing and expanding social capital

We initiated the first credit-based capital loan project in Korea, and loaned KRW 4,405,000,000 for the purpose of business operation, equipment, and rental fees to 26 capable certified social enterprises in 2008.

Supporting the capacity building of the civil sector

We provides featured training courses according to each social entrepreneur’s needs and business fields: Social Entrepreneurs’ Academy, Open Forum, and advanced job trainings by fields and stratum. It contributes to the sustainability of social enterprises and individuals.

- **Annual recipient enterprises**

  - 2008
  - 2007
  - 2004
  - 2003

- **Annual size of total loan** (unit: KRW)

  - 2008
  - 2007
  - 2004
  - 2003

- **2008 Social Entrepreneurs’ Academy curriculum**

  - Customer relationship management and organization management 22%
  - The certification of social enterprise and its policies 5%
  - Field visits and featured lectures 17%
  - Financial accounting 5%
  - The introduction and understanding of social entrepreneurship 21%
  - Understanding management systems and strategies 20%
  - Marketing 10%
  - Customer relationship management and organization management 22%

- **2008 The distribution of Social Entrepreneurs’ Academy participants**

  - Seoul 34%
  - Jeolla 15%
  - Jeju 5%
  - Chungcheong 11%
  - Gangwon 9%
  - Gyeongsang 13%
  - Gyeonggi 13%
  - Jeju 5%
  - Gyeongsang 13%
  - Jeolla 15%
  - Chungcheong 11%
  - Gangwon 9%
  - Gyeongsang 13%
  - Gyeonggi 13%
  - Seoul 34%
Working to improve community-based employment and welfare

We are trying to improve community-based employment and welfare in every region of Korea. As a part of this effort, we support the creation of cooperative networks among local organizations to create employment-friendly communities. Even though the grant rate last year in Seoul seems high, as well as in its outskirts where there is a large population and high unemployment, the grants were evenly distributed in almost every region of Korea.

- Status of distribution by region *

  * Based on committed funds until December 2008: total KRW 14,566,624,632
Intro 2008 Achievements

The number of created jobs

We created 4,635 decent jobs for the disadvantaged in 2008.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>4,635</td>
</tr>
<tr>
<td>2007</td>
<td>4,227</td>
</tr>
</tbody>
</table>

232,643 persons

We provided 232,643 people with quality social services such as patient care, child care, education, and meal services through nine projects in 2008.

KRW 14,566,824,632

We distributed KRW 14,566,824,632 to improve the quality of employment and welfare in Korea.

KRW 4,405,000,000

We loaned KRW 4,405,000,000 to 26 capable certified social enterprises.
01 Employment

Incubating and supporting social enterprise startups and model businesses to resolve unemployment
Incubating and supporting social enterprise startups
We have supported the institutionalization of a multi-sector partnership with corporations supporting social job creating projects from the Ministry of Labor to expand the sustainable social enterprise model and improve employment welfare for the disadvantaged since 2004. This could be facilitated with the partnership among the civil sector, the private sector such as Kyobo Life Insurance, SKT, and POSCO, and the central/local government.

Establishing funds for social enterprise incubating
We raised project funds and supported five projects with KRW 4,174,279,000 in 2008.

Incubated social enterprises from the Work Together Foundation

@ Kyobo Dasomi Care Service: the DASOMI Foundation
Kyobo Dasomi Care Service started its business with the foundation’s donation link-up with Kyobo Life Insurance (KRW 7,800,000,000) in 2004. It envisioned the creation of stable jobs for the disadvantaged, such as middle-aged women who were heads of households, and the offering of care services which are lacking. As of December 2008, it had provided free or for-pay care services to 92,155 patients through 264 caregivers annually. The DASOMI Foundation was established and certified as a social enterprise in 2007, and became the Korean representative model of sustainable social enterprise providing social services. It runs and expands a stable social enterprise business model through developing care manuals to help standardize the quality of services and by offering caregivers the guidelines of the Labor Standards Act. dasomi.org

@ Happy Dosirak Project: The SK Nanum Foundation
The Happy Dosirak Project gains people’s attention as a successful corporate-government-NGO multi-sector partnership model while receiving KRW 12.9 billion for three years along with integral support such as management support, profit-making model development, and volunteering from SKT since 2006. The SK Nanum Foundation was established in 2006, and processed its business by filling about 500 social jobs with the almost poor unemployed, self-support project recipients, and related professionals in 29 Happy Dosirak centers, and distributing meal boxes to approximately 10,000 neighbors who were going without meals. It has been building leading social enterprises in food delivery services with investments in sanitary equipment, professional human resources management, and multi-support for the neighbors going without meals. happynanum.org

@ Sin-na-neun Culture School: Jobarte
Sin-na-neun Culture School started its business providing various art and culture services to children, youths, women, and the disabled in alienated poor areas and offering social jobs to artists with the initial support of SAMSUNG Securities in 2004. As of December 2008, it offered cultural services to approximately 800 local residents with 47 culture teachers in Seoul, Ansan, and Incheon. After being certified as a social enterprise in 2008, it re-named itself ‘The Culture Teachers Association of the Sin-na-neun Culture School: Jobarte’. It now operates various projects working to build a culture and art community made by artists, local residents, and local NGOs based on its achievements of the past four years. arteplay.net

The Work Together Foundation initiates ‘the expansion of public social services’ and ‘the government (policy/labor cost support) - corporate (donation/management support) - NGO triangle partnership model establishing social enterprises for securing sustainable jobs and improving the quality of social services in Korea.
Employment

New and renewable energy social enterprise startup support
This project involving local self-support centers is supported by Kangwon Land (High1), and distributes wood pellet boilers and wood pellets without charge to deserted mine areas in Gangwon - Jeongseon, Yeongwol, Taebaek, and Samcheok. It creates alternative focusing on three categories; local social jobs, energy independence, and energy welfare.

**New and renewable energy social enterprise startup support**

We built a consortium with self-support centers in Jeongseon, Yeongwol, Taebaek, and Samcheok with the support of Kangwon Land (KRW 1.5 billion for three years) and established a new and renewable energy project team. This created jobs for 10 residents in the deserted mine area in 2008. We held informal gatherings for local residents and a local energy forum before the projects started, and plan to install 50 wood pellet boilers and establish a new and renewable energy social enterprise by building a wood pellet manufacturing factory in 2009.

**What are Wood Pellets?** A new and renewable energy can be created by compressing wood waste from forestry and thinning, making it into sawdust, and removing moisture. This creates wood pellets (6 mm in diameter, 1.2-2.5 cm in length), which can be automatically and regularly placed into boilers.
01 Employment

Nourishing pre-social enterprise in cultural heritage
Recently, the burning of Seoul’s South Gate focused people’s attention on cultural heritage management, and it became a big issue to reduce the cost of repairs through proper management, and raise the efficiency of public service based on the support of a central government (the Cultural Heritage Administration of Korea), local government and NGO partnership. This is an innovative job-creation project pursuing regular management of cultural heritage sites and creating model businesses related to cultural heritage while creating jobs for the disadvantaged in 2008.

We established a central government, local government and NGO partnership consortium with the Cultural Heritage Administration of Korea, the Association for Proprietor Korean Cultural House, Andong People Cultivating Culture, and Daejeon Cultural Tourism Forum, etc. This consortium was selected as a social jobs creation project by the Ministry of Labor; this creates jobs for 332 people with KRW 3.4 billion. In addition, we are seeking for effective ways of heritage management through a research on the need of cultural heritage conservation (targeting local government officers and cultural heritage proprietors) and regular monitoring. We support developing business models and pre-social enterprises with cultural heritage based on various cultural heritage social enterprise incubating projects; developing a training program for cultural heritage management human resources, building capacity for the related staff, institutionalizing the cultural heritage conservation management system, and diversifying the cultural heritage business model, etc.

Nourishing pre-social enterprise in cultural heritage

We established a central government, local government and NGO partnership consortium with the Cultural Heritage Administration of Korea, the Association for Proprietor Korean Cultural House, Andong People Cultivating Culture, and Daejeon Cultural Tourism Forum, etc. This consortium was selected as a social jobs creation project by the Ministry of Labor; this creates jobs for 332 people with KRW 3.4 billion. In addition, we are seeking for effective ways of heritage management through a research on the need of cultural heritage conservation (targeting local government officers and cultural heritage proprietors) and regular monitoring. We support developing business models and pre-social enterprises with cultural heritage based on various cultural heritage social enterprise incubating projects; developing a training program for cultural heritage management human resources, building capacity for the related staff, institutionalizing the cultural heritage conservation management system, and diversifying the cultural heritage business model, etc.

• Partnership Model

Establish social enterprises for cultural heritage management in 2009
Employment

Supporting Welfare Teachers for Children
We have taken charge of the welfare teachers support project from the Ministry of Health, Welfare and Family Affairs, and offer quality education services to local children in poverty, and provide fruitful social jobs to unemployed youth, etc. This project is operated by a consortium consisting of the Work Together Foundation (the consortium representative), the Corporation Leftovers Love Sharing Community, the National Council of Center for Local Children, and the National Council of YMCAs in Korea.

**Supporting Welfare Teachers for Children**

We provided 2,961 trained teachers comprised of the young unemployed, unemployed artists, and housewives who had interrupted their careers to 2,297 local children’s centers in Korea. They in turn offered educational services in 10 different areas, such as improving self-study capacity, reading skills, and so on to 60,000 children all over Korea. The teachers are highly satisfied with their jobs and their relationships with their colleagues, and ensure a smooth supply of quality teachers to educational centers.

- Statistics on teachers sent out and services offered in 2008

※ Opened and operated a headquarters office and 18 regional centers
Employment

Training and sending the elderly out as traditional culture instructors
This is a job creation project that improves intergenerational communication by training the elderly who need activity after retirement as traditional instructors and sending them out. With the initial support of SAMSUNG, it created 337 jobs for the elderly from 2005 until 2008. It has provided educational services to 379,169 children at 679 child care centers.

Training and sending the elderly out as traditional culture instructors

In 2008, we selected 124 retired elderly, organized 89-hour basic and special training courses for them, and brought up 115 traditional culture instructors. Twenty-five selected instructors from previous years were formed as a specialized project team pursuing social contribution, and plan to have various professional volunteering activities such as teaching culture, mentoring for newcomers and performers, and promoting the project.

The status of teachers for traditional culture

- The first year (July 2005~May 2006)
- The second year (June 2006~February 2007)
- The third year (April 2005~February 2008)
- The fourth year (August 2008~July 2009)

Recipients of Traditional Culture Education

- The first year (July 2005~May 2006)
- The second year (June 2006~February 2007)
- The third year (April 2005~February 2008)
- The fourth year (August 2008~July 2009)

※ The fourth year of the project started in August 2008, had education courses until December, and began dispatching instructors in January 2009.
Employment

POSCO Free Care Services
We established POSCO Free Care Services with the POSCO TJ Park Foundation, and have provided community-based home care service as a transient job training project for middle-aged disadvantaged women in 2006. This project has provided 37,000 instances of free home care service to the poor, the elderly who live alone, and the disabled in P’ohang, Gwangyang, and Sungnam for three years.

POSCO Free Care Services

In 2008, the project created 55 jobs (including 33 new jobs) for middle-aged disadvantaged women in P’ohang, Gwangyang, and Sungnam, who then offered free home care services to 16,000 disadvantaged people such as the elderly who live alone and the disabled. It also promoted the career competitiveness of unemployed with specialized home care training.
01 Employment

- Young Unemployed Networking Center
  ‘The Hope-Social Networking Center for the Next Generation’
- ‘Work Together’ Competition sponsored by G Market
Hope-Social Networking Center ‘the activities concerning people in their twenties’

It created diverse and practical alternatives for the young unemployment policy, and organized various activities for people in their twenties to get society’s attention through education programs, forums, and symposiums where related professionals and the youth concerned participated. (The center was consigned to a certified social enterprise, NORIDAN in 2008)

- Activities of the Hope-Social Networking Center in 2008

<table>
<thead>
<tr>
<th>Project</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corridor Forum</td>
<td>Youth activists (20s) informal discussion (five times, 120 participants in total)</td>
</tr>
<tr>
<td>Forum</td>
<td>Senior forum with the theme of social enterprises pursuing cooperation between generations</td>
</tr>
<tr>
<td>Forum</td>
<td>Young writers (20s) aiming to publish books</td>
</tr>
<tr>
<td>Forum in May - Preparing for the 20s Bondob Revolution</td>
<td>Forum in June - Seeking Solutions to Youth Unemployment ’Twenty-something social entrepreneurs buffer against youth unemployment’ (around 100 participants)</td>
</tr>
<tr>
<td>Opening party of the Hope-Social Networking Center; The Tempest (400 participants)</td>
<td>People in their twenties are mad, too; Mad &amp; Reach Networking party after remodeling the Hope-Social Networking Center, introducing its projects in the second half of the year</td>
</tr>
<tr>
<td>Opening party of the Hope-Social Networking Center, The Tempest (400 participants)</td>
<td>Policy proposals from 20 twenty-somethings; co-working with the press (the Hankyoreh)</td>
</tr>
<tr>
<td>Opening party of the Hope-Social Networking Center, The Tempest (400 participants)</td>
<td>Run, My Lonely Youth! co-broadcasting with local broadcaster Mapo FM and the Hope-Social Networking Center (broadcasted 15 times in total)</td>
</tr>
<tr>
<td>Opening party of the Hope-Social Networking Center, The Tempest (400 participants)</td>
<td>Film making: ‘The twenty-somethings want social enterprises’</td>
</tr>
<tr>
<td>Opening party of the Hope-Social Networking Center, The Tempest (400 participants)</td>
<td>Researching various cases from overseas</td>
</tr>
<tr>
<td>Communication and Echo (Media Action)</td>
<td>Organizing and operating a social entrepreneurs’ academy specializing in youths (31 participants)</td>
</tr>
<tr>
<td>Business Incubating</td>
<td>Coordinating the Noryanjin tour and the Hope-Social Networking Center visit for NPO activists from Japan</td>
</tr>
<tr>
<td>Managing</td>
<td>Japanese and Korean translating team concerning youth unemployment (40 people)</td>
</tr>
<tr>
<td>Managing</td>
<td>Coordinating volunteers (43 volunteers, Asian Social Entrepreneurs Summit, Social Enterprise Festival; Han Ma Dang)</td>
</tr>
</tbody>
</table>

‘Work Together’ Competition sponsored by G Market

With the sponsorship of G Market, all together ten teams were selected from the competition, and received KRW 100 million for six months in total to aid the progress of the selected projects. It could provide the youth and students with job experience where they wanted to work, while they returned profits and results to disadvantaged neighbors and society.

- ‘Work Together’ Competition Winners

<table>
<thead>
<tr>
<th>Project</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donation &amp; TAKE</td>
<td>The students of an ‘international trade specialist incubating program’ work as export agents for eco-friendly products of small and medium companies, and donate the profits to environment-related organizations</td>
</tr>
<tr>
<td>Rainbow Bridge</td>
<td>They help children from the Republic of Haiti, where the children eat mud cookies because of hunger, with the profits from a social enterprise that sells and markets cookies</td>
</tr>
<tr>
<td>Organization for People Holding on to Korean Tradition</td>
<td>They combine the skills of grandmothers and the fashion sense of youths, making items from the recycled materials, and selling them. It also contributes to environment protection through recycling.</td>
</tr>
<tr>
<td>Hello 79!</td>
<td>They sell baked goods produced by the disabled and the abled together for vocational training, and donate the profits and facility from it to special schools.</td>
</tr>
<tr>
<td>Touch4Good (T4G)</td>
<td>They manufacture and sell eco-friendly shirts and bags recycled from old flags, and donate the profits.</td>
</tr>
<tr>
<td>Gomasi_VIA</td>
<td>They establish an art platform for artists in their twenties.</td>
</tr>
<tr>
<td>Culture Galaxy Express</td>
<td>Performance director candidates prepare for education and communication through a camp, and organize a study center festival and performance with disadvantaged children.</td>
</tr>
<tr>
<td>20 Happy Soldier</td>
<td>They organize a training program for counseling that targets executives in the military to prevent psychological and spiritual problems.</td>
</tr>
<tr>
<td>Saengle_Saengle</td>
<td>Housewives build a team and get trained for performing puppet shows at after school centers for low-income children. They have performed 24 times at each center.</td>
</tr>
<tr>
<td>SWS Raj</td>
<td>They revitalize enjoyable rural communities with a ‘back to the farm’ project targeting people in their twenties seeking jobs.</td>
</tr>
</tbody>
</table>
Integral Support for Social Enterprise
An enterprise which does good for society while making a profit
We intensified the social effort to create jobs and improve the quality of social services, and led the expansion of social capital and the capacity building of social entrepreneurs to develop sustainable social enterprises in 2008. In addition, we studied and distributed the best practices of social entrepreneurship and maximized the potential capability of the private sector; supporting the social entrepreneurs cultivation, Social Venture Competition Korea, and Korea Awards for Social Enterprise. We also promote mentoring and networking within groups of concerned professionals and resource providers.

The foundation operated a one-stop support organization for social enterprises in 2008.

We offer professional service for establishing social enterprises and getting certified as social enterprises, targeting corporations and non-profit organizations to promote sustainable social enterprises. Based on the accumulated knowledge of the social entrepreneurship, the foundation was selected as a one-stop support organization by the Ministry of Labor, and has consulted 150 organizations seeking to get certified as social enterprises. We also provide workshops to 1,200 people in 400 organizations concerned about social entrepreneurship, and consulting services in labor, strategic management and legal issues to individuals and organizations involved in 100 cases. The foundation gives social enterprises integral services from startup to becoming independent and sustainable.

- **Integral support to social enterprises in 2008**

- **Financial support for social enterprises from the Work Together foundation in 2008**

(Based on executed amount for total projects as of December: KRW 7,302,004,900)

- Capital loan for social enterprises
- Social entrepreneurs’ capacity building
- Global study tour and cooperation support
- Social enterprise promotion (including management consulting)
- Social enterprise networking
- Monitoring and workshop for social jobs by the Ministry of Labor
- Social Venture Competition Korea and Korea Awards for Social Enterprise
- Supporting facility and equipment for social enterprises
- Etc. (including operating cost of the one-stop support organization for social enterprises)
Korea Awards for Social Enterprise
Social Venture Competition Korea
Korea Awards for Social Enterprise
We have held annual ceremonies for the ‘Korea Awards for Social Enterprise,’ targeting social enterprises and their entrepreneurs, in order to identify best practices and salute the achievements of excellent working social enterprises since 2006. We provided awardees with expenses for participating in the 2008 Global Social Venture Competition, as well as a larger prize amount per awardee.

● 2007 KASE Winners

<table>
<thead>
<tr>
<th>Awards</th>
<th>Awardees</th>
<th>Details of business</th>
<th>Prize</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grand Award for Social Enterprise</td>
<td>Future ENT Co.</td>
<td>Recycling used plastic</td>
<td>KRW 7million</td>
</tr>
<tr>
<td>Award for Innovative Management</td>
<td>Dongchun Cap</td>
<td>Manufacturing hats and caps with severely disabled staff</td>
<td>KRW 4million</td>
</tr>
<tr>
<td>Awards for Innovative Value creation</td>
<td>E-Jang Co.</td>
<td>Consulting in agricultural regions</td>
<td>KRW 4million</td>
</tr>
<tr>
<td>Award for Social Entrepreneurs</td>
<td>Han Kil Woo, representing Social Art Enterprise Co.,</td>
<td>Cultural arts business for the public</td>
<td>Support expenses to participate in the Global Social Venture Competition in 2008</td>
</tr>
</tbody>
</table>

Social Venture Competition Korea
We held Social Venture Competition Korea to introduce social enterprises to youths as an alternative working place pursuing not only profit but also resolving diverse social problems, and to contribute to the development of new model of social enterprises equipped with innovative technology and specialty since 2006. It was co-hosted by 10 universities: Kyunghee University, Korea University, Kookmin University, Pusan National University, Sogang University, Seoul National University, Sungkonghoe University, Soongsil University, Yonsei University, and KAIST, as well as ARK Equity Hedge Funds Investment Advisors. Twenty-six teams participated in the competition through the three mentoring workshops held by a mentor group of researchers from the Hankyoreh Economic Research Institute, venture capitalists, and business consultants. The four teams on the final list won KRW 19 million in total and were qualified to participate in the GSVC Asian round. The winners are in the preparation process of actualizing their business ideas or the operating process, and some have been certified as social enterprises and are working actively.

● 2008 SVCK Winners

<table>
<thead>
<tr>
<th>Awards</th>
<th>Awardees</th>
<th>Details of business</th>
<th>Prize</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gold</td>
<td>Yeon-nori</td>
<td>English-speaking foreign exchange students learn about Korea through traditional Korean plays while they are working as English teachers at after school centers for low-income children.</td>
<td>KRW 10 million (qualified for the GSVC Asian Regional Round)</td>
</tr>
<tr>
<td>Silver</td>
<td>Gong Sin</td>
<td>They secure the right to a quality education for students in rural areas by instructing them how to study via tele-mentoring.</td>
<td>KRW 5 million (qualified for the GSVC Asian Regional Round)</td>
</tr>
<tr>
<td>Bronze</td>
<td>MUVEST</td>
<td>They support the making and selling of records by indie musicians through internet technology.</td>
<td>KRW 2 million (qualified for the GSVC Asian Regional Round)</td>
</tr>
<tr>
<td>Social Impact Assessment Award</td>
<td>Sooda &amp; Partners</td>
<td>They try to improve the working environment of tailors (sewers) and normalize their wages compared to the average wage while manufacturing eco-friendly clothes.</td>
<td>KRW 2 million (qualified for the GSVC Asian Regional Round)</td>
</tr>
</tbody>
</table>
Social Enterprise

Pro Bono Services for Social Enterprises
We coordinate the pro bono services of diverse professionals such as retired professionals, business directors, professional staff from private companies, business consultants, certified public accountants, and professionals related to the law, IT and marketing, and link them up with social enterprises. We support professional services and the infrastructure for the social enterprises to attain their sustainability through improving management systems, providing easy access to financial resources, finding a market, and developing human resources.

Pro bono services for social entrepreneurship

We had an MOU (Memorandum Of Understanding) for pro bono services with the Social Consulting Group, opened a new direction of corporate social responsibility by professional volunteering services with the staff of private companies, and developed regional resources with local professionals. These activities proved the positive effect of the partnership between professionals and social enterprises. Expecting that the value and participation of the potential human resources for pro bono will be enlarging, we plan to drive various activities expanding the pro bono community in order to improve social enterprise supporting systems through field by field consulting practices and develop an effective working system in 2009.

Corporate social responsibility:

SKT professional volunteering team.

We coordinated pilot pro-bono services between seven staff members of the ‘SKT professional volunteering team’ and five social enterprises around Seoul in 2008. This proved the potential of pro bono services utilizing the professional resources of private companies, and encouraged the private companies to achieve innovative corporate social responsibility and partnership with social enterprises.

Developing local government resources:

Mapo-gu Office

We processed ‘the social responsibility matching project for promoting social enterprises’, finding the needs of community businesses and reminding them of the necessity of partnership institutionalization with diverse groups of people in the community in 2008. As a result of the partnership in 2008, we plan to develop a local partnership structure in 2009.

<table>
<thead>
<tr>
<th>Projects</th>
<th>Period</th>
<th>Human Resources</th>
<th>Matching Social Enterprises</th>
</tr>
</thead>
</table>
| Pro bono Service Group                | Partnership with ‘Social Consulting Group (SCG)’ for intensive social enterprise consulting | August 2008 - December 2009 | • 49 professionals  
• 20 interns  
• 2 business assistants | Gongshin  
Auto Charming  
Jangdoollae  
Sooda & Partners  
The Youth Ilfriend Foundation  
Fair Trade Korea  
CNH Construction |
|                                       |                 |                          | 7 projects                  |
| Corporate Social Responsibility       | SKT; Professional volunteering team (Pilot project) | December 2008 - January 2009 | • 7 SKT staff  
Noran Dlpan  
Naran Food  
Banigoom Co. Ltd.  
Make the Future Co. Ltd  
Happy Sharing | 5 projects |
| Developing local government resources | Mapo-gu Office;  
The social responsibility matching project for promoting social enterprises | July 2008 - December 2009 | Plan to develop as a local partnership structure in 2009 |
Social Enterprise Capital Loans
We started to support financial resources for social enterprises based on their credit for the first time in Korea and have offered integral services like management skills, networking and training to 43 social enterprises with loans of KRW 6,433,000,000 for business operating, equipment & facilities, and renting spaces for the businesses since 2003. We created 1,918 jobs for the disadvantaged including the disabled, women heads of household, and the elderly.

**Social Enterprise Capital Loans**

We offered loans of KRW 4,405,000,000 to 26 social enterprises with growth potential for the cost of business operations, equipment, and renting spaces in 2008. With this, we pursue the stability of the social enterprises in their development stage, and help to build supporting infrastructure and discover new social enterprises.

- **Credit loans from the Microfinance Foundation**
  We got projects of KRW 2 billion from the Microfinance Foundation to provide credit loans for 14 social enterprises confronting financial hardships and pre-social enterprises to be developed in their startup and operation in 2008.

- **Credit loans from the Ministry of Labor**
  As a way of supporting social enterprises’ development and growth, the foundation was selected as an agency offering loans to social enterprises endangered by economic difficulties in 2008, and offered KRW 2,405,000,000 in long term loans with low interest rates to 12 social enterprises.
Establishing networks for building employment-friendly communities
We encourage the government to implement employment-friendly policies with the cooperation of NGOs, companies, and local government within each community, raise public support of improving employment welfare for the disadvantaged, and identify and support best practices. We supported 22 organizations with grants of KRW 430,000,000 to encourage this agenda and develop local policies on the community level.

Establishing networks for building employment-friendly communities
We structured a cooperative network and enhanced the capability of organizations in the field, and supported the creation of a government/civil sector cooperation model for each community. We focused on building a platform for creating employment within each community through seminars, forums, campaigns, research and establishing regional network capability. We supported seven organizations in six regions with the amount of KRW 184,000,000.

Structuring a community hub for social enterprises
We established social enterprise networks by region and by business field, and supported the building of a government and non-government partnership. We gave a grant of KRW 150,000,000 to five local organizations.

Establishing prizes for social solutions
We try to find the areas where the people need support from the non-governmental sector, since the support of the government is lacking or non-exist. We have provided KRW 98 million to 10 organizations, building a base of continuous job creation and resolving problems such as poverty and unemployment in each community since 2005.
2008 Social Entrepreneurs’ Academy
Educational courses for innovative entrepreneurs who change society
We provided training program nourishing capable social entrepreneurs for social enterprises and pre-social enterprises with the sponsorship of the Ministry of Labor and SKT. The program helps people understand the core value of social entrepreneurship and work as professional business managers.

2008 Social Entrepreneurs’ Academy
As the headquarters for Social Entrepreneurs Academy, the foundation selected 19 academy partners such as universities, research institutes, NPOs, etc. to operate training programs (41 organizations, including all the sub-consortiums) and supported a grant of KRW 616,025,000. We held 506 lectures by 286 professional lecturers, and educated 517 individuals. We also provide standard curriculum and guidelines to secure the quality of each program.

- Organizations holding each Social Entrepreneurs’ Academy(SEA) program in 2008

<table>
<thead>
<tr>
<th>Academy</th>
<th>Representative Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008 Cyber Social Entrepreneurs’ Academy</td>
<td>Social Enterprise Support Network</td>
</tr>
<tr>
<td>Sungkonghoe Univ. Social Entrepreneurs Academy</td>
<td>Sungkonghoe Univ. Industry and Academic Cooperation Foundation</td>
</tr>
<tr>
<td>Soongil Univ. Social Entrepreneurs Academy</td>
<td>Soongil Univ. Industry and Academic Cooperation Foundation</td>
</tr>
<tr>
<td>Cheonnam National Univ. Social Entrepreneurs’ Academy</td>
<td>Cheonnam National Univ. Management Institute</td>
</tr>
<tr>
<td>Jeonju Univ. Social Entrepreneurs’ Academy</td>
<td>Jeonju Univ. Industry and Academic Cooperation Foundation</td>
</tr>
<tr>
<td>Daegu &amp; Gyeongbuk Social Entrepreneurs’ Academy</td>
<td>Daegu YMCA</td>
</tr>
<tr>
<td>Busan Social Entrepreneurs’ Academy</td>
<td>Research Institute for Social Enterprise</td>
</tr>
<tr>
<td>Chungcheong Social Entrepreneurs’ Academy</td>
<td>Working Community, Solidarity for Overcoming Unemployment</td>
</tr>
<tr>
<td>Gangwon Province Self-Sufficiency Center’s Social Entrepreneurs’ Academy</td>
<td>Gangwon Province Self-Sufficiency Center</td>
</tr>
<tr>
<td>Jeju College of Technology</td>
<td>Jeju College of Technology Industry and Academic Cooperation Foundation</td>
</tr>
<tr>
<td>HERI Social Entrepreneurs’ MBA</td>
<td>Hankyoreh Economic Research Institute</td>
</tr>
<tr>
<td>KAIST management professional course for social enterprises and non-profit organizations</td>
<td>KAIST Business School</td>
</tr>
<tr>
<td>Social Entrepreneurs’ Academy concerned with the disabled</td>
<td>Great Wing</td>
</tr>
<tr>
<td>Change Maker Academy</td>
<td>HAJA Center</td>
</tr>
<tr>
<td>2008 Academy for nourishing pre-social entrepreneurs in culture and art</td>
<td>NORIDAN</td>
</tr>
<tr>
<td>The first ‘Happy Sharing’ management academy for catering services</td>
<td>SK Nanum Foundation</td>
</tr>
<tr>
<td>Participatory democratic management and future strategy learned from the experience of cooperatives for social enterprises</td>
<td>Sangi Univ. Industry and Academic Cooperation Foundation</td>
</tr>
<tr>
<td>Community revitalizing Social Entrepreneurs’ Academy</td>
<td>E-jang</td>
</tr>
<tr>
<td>Business Incubating Social Entrepreneurs’ Academy</td>
<td>Hoseo Univ. Industry and Academic Cooperation Foundation</td>
</tr>
</tbody>
</table>

- Annual comparison of the Academy

- The percentage of SEA participants establishing social enterprises before and after the courses

<table>
<thead>
<tr>
<th>Phase</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>In the discussion phase</td>
<td>52%</td>
<td>14%</td>
</tr>
<tr>
<td>Etc.</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Not planned</td>
<td>3%</td>
<td>14%</td>
</tr>
<tr>
<td>Plan to be certified within one year</td>
<td>14%</td>
<td>3%</td>
</tr>
<tr>
<td>Plan to be certified within three years</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>Certified - the first term</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Certified - the second term</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certified - the third term</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

-2003 Organized a social enterprise school and operated a course on the social economy (short-term 4 weeks, total 54 participants): It was the first training course discussing and proposing the direction of social enterprise in Korea.
-2006-2007 Opened professional training courses for social entrepreneurs; It was the first partnership with universities (Soongil Univ. and Pusan Univ.) for the education the social entrepreneurs.
-2008 Raised the national demand for social entrepreneurs’ capacity building, and included Social Entrepreneurs Academy as a part of the social enterprise promotion policy of the Ministry of Labor.
Let’s give wings to social entrepreneurs
Open forum for social entrepreneurship + Social entrepreneurs’ global study tour
To encourage the sustainability of social enterprises and build the capacity of social entrepreneurship, we promoted the ‘Let’s give wings to social entrepreneurs!’ project sponsored by SKT and Community Chest Korea, cooperating with Good Hands and SK Nanum Foundation.

**Open forum for social entrepreneurship**
The forum has supported an on-going networking platform between practitioners and researchers to allow them to raise issues about social enterprises since 2007. It is believed that the forum contributed to expanding the social base for social enterprise issues, with about 100 participants from academics, social enterprises, and students involved in each forum.

**Social entrepreneurs’ global study tour**
We provide continuous support for sending practitioners and professionals out to improve their insight and build international networks. We supported six teams for short-term study tours, two teams for a long-term tour, and one team for featured study tour for professionals to 10 countries (53 organizations) in 2008. In total, the size of the global study tour was nine teams with 55 people from 43 organizations or social enterprises in Korea.

● The detail of global study tour (2007~2008)

<table>
<thead>
<tr>
<th>Class</th>
<th>Representative organization</th>
<th>Theme</th>
<th>Target region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short term</td>
<td>Korean Women Workers Association</td>
<td>To study the social service system and social entrepreneurship in Europe</td>
<td>France, Belgium</td>
</tr>
<tr>
<td></td>
<td>Korea Culture Association for the Disabled</td>
<td>To open new markets for the recycling business</td>
<td>Philippines</td>
</tr>
<tr>
<td></td>
<td>Working Together Corporation</td>
<td>To enhance the competitiveness of social enterprises in the cleaning business</td>
<td>France, Belgium, Italy</td>
</tr>
<tr>
<td></td>
<td>Hasang Welfare Center for the disabled</td>
<td>To benchmark Japanese cases, and develop standard workplaces for Korean social enterprises for the blind</td>
<td>Japan</td>
</tr>
<tr>
<td></td>
<td>Gyeonggi Province Self Sufficiency Center</td>
<td>To establish a strategy for the localization of self-support programs</td>
<td>UK, France, Belgium</td>
</tr>
<tr>
<td></td>
<td>The Alumni association of the Social Entrepreneurs Academy</td>
<td>To study social entrepreneurship in Canada</td>
<td>Canada</td>
</tr>
<tr>
<td>Long term</td>
<td>Wonju Cooperative Movement</td>
<td>To learn about producing, manufacturing, and marketing products for improving social enterprises in agriculture</td>
<td>Japan</td>
</tr>
<tr>
<td></td>
<td>NORIDAN</td>
<td>To develop technical partnership and invent bicycle instruments and sculptures</td>
<td>Korea (Foreign professionals were invited for a training workshop in Korea)</td>
</tr>
<tr>
<td>Featured</td>
<td>Related professionals</td>
<td>To study social entrepreneurship in Asia</td>
<td>China, Taiwan, Hong Kong</td>
</tr>
</tbody>
</table>
Professional support for social jobs and social enterprises
Backing-up Social Job Creation project of the Ministry of Labor
We have offered consultation, information, and monitoring on the job for social jobs since 2003, found best practices, and shared ideas to improve the system. The foundation works as a non-governmental supporting infrastructure for social jobs.

Introducing social jobs and instructing their management system to social-job recipient organizations
Targeting the representatives of organizations, recipients, and local government officers participating in social job creation projects, we provide specialized workshops for them. These workshops help the participating organizations become pre-social enterprises. Total participation was 685 people from 489 organizations in 2008.

<table>
<thead>
<tr>
<th>Details of education</th>
<th>The number of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>General capacity building program</td>
<td>387 persons (twice with 301 organizations)</td>
</tr>
<tr>
<td>Capacity building program by business fields</td>
<td>186 persons (four times with 130 organizations)</td>
</tr>
<tr>
<td>(care, child care and education, recycling and environment, and local food delivery)</td>
<td></td>
</tr>
<tr>
<td>Social-job recipients workshop</td>
<td>112 persons (once with 57 organization participating social jobs creating project)</td>
</tr>
<tr>
<td>Government and non-government joint workshop in Gangwon Province</td>
<td>88 persons (once)</td>
</tr>
</tbody>
</table>

Monitoring and research
The foundation researches to improve the social-job creation project, collecting fundamental resources by analyzing training needs and monitoring on the job site.
- Monitored on the job site for 34 organizations
- Researched the training needs of 272 organizations
- Studied social job creation projects between 2005-2008 and published a policy research report

Backing-up Social Job Creation project of the Ministry of Labor
- Supported consulting and selecting social-job recipient organizations (30 cases)
- Held seminars on enhancing job sites and discovering business fields strategically (three times)

Developing new model businesses
- Developed a corporation link-up model for social jobs

Supporting social enterprise networks by business field
Care, recycling, education, culture, supporting the disabled, manufacturing and distribution, and child care
Research & Policy Development

The Institute for Policy Research
The Institute for Policy Research attached to the Foundation was founded in 2006. It consists of several professionals from various fields. The researchers conduct research and studies, publish related articles and books, and hold symposiums, with the aim of contributing a meaningful perspective about unemployment and poverty.

### 2008 Joint research

<table>
<thead>
<tr>
<th>Research projects and their details</th>
</tr>
</thead>
<tbody>
<tr>
<td>The diastrophism in the economy and technology centered society, and the new paradigm of value creation</td>
</tr>
<tr>
<td>Researcher: CHOI, Jong Tae</td>
</tr>
<tr>
<td>The new dimension of social cohesion and its potential</td>
</tr>
<tr>
<td>Researcher: KOH, Hyung-Myun</td>
</tr>
<tr>
<td>The potential and limit of expanding the social services of social enterprises</td>
</tr>
<tr>
<td>Researcher: Lee, Tae-Soo</td>
</tr>
<tr>
<td>The legal structure of social enterprises</td>
</tr>
<tr>
<td>Researcher: Lee Kwang-Taek</td>
</tr>
<tr>
<td>The change in the skill development system: the alteration of industrial structure, development strategy, and policy for skill development</td>
</tr>
<tr>
<td>Researcher: Chang, Hong-Geun</td>
</tr>
<tr>
<td>The consideration for the mentoring program: focusing on cyber-mentoring targeting women</td>
</tr>
<tr>
<td>Researcher: Lee, Hong-Jik</td>
</tr>
</tbody>
</table>

- It introduces the trend of changing from an industrial society to a creative society, and seeks the new economic and management paradigm to reflect the transformation of the era.
- It considers the way social cohesion appeared in Korea as a strategy for achieving a common purpose.
- It compares the characteristics of laborers from the manufacturing and cultural industries in terms of wage, employment type, and so on, introducing the implications of human resource policy on cultural businesses.
- It researches the meaning of social enterprises in social services, and inquires into the relationship between the existing voucher system and social enterprises.
- It considers diverse examples of social enterprises regarding the legal form, and finds the implication of the social enterprise policy in Korea.
- It studies the structural characters of the skill development system from a historical point of view, and shows the way for the system to be developed.
- It researches the meaning of social enterprises in social services, and inquires into the relationship between the existing voucher system and social enterprises.
- It estimates the efficiency of a cyber-mentoring program pursuing women’s employment and the sustainment of their employment, and proposes a way to improve the program.

### 2008 Funds offered for research

<table>
<thead>
<tr>
<th>Research projects and their details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research on the labor disadvantaged’s awareness of the quality of their jobs</td>
</tr>
<tr>
<td>Researcher: Lee, Hong-Jik (principal researcher) / KIM, Soo Wan / BAEK, Hak-Young</td>
</tr>
<tr>
<td>The solution to revitalizing social entrepreneurship in the era of economic paradigm changing</td>
</tr>
<tr>
<td>Researcher: KIM, Jong Kwon (principal researcher) / HONG, Gil Pyo / JANG, Seung Kwan</td>
</tr>
</tbody>
</table>

- It examines the need for appropriate jobs for disadvantaged woman in the labor market with positive research, and proposes policy alternatives.
- It proposes a direction for the policies of social enterprises in a changing economic situation while explaining the characteristics of the change in the economic paradigm and governance according to the paradigm.

### Research network

It organizes a network by field and task with capable professionals, and each network holds discussions with its members and comes up with alternative solutions for policy proposals according to the current employment situation.
We try to contribute to the structure and actualization of an Asian social entrepreneurship network through various activities such as organizing international symposiums, raising funds for an Asian network, acquiring best practices, and introducing the Korean social entrepreneurship model to the international society.

Asian Social Entrepreneurs Summit 2008

On October 28, the first large gathering of Asian social entrepreneurs was held in Seoul, Korea with the name of ‘ASES 2008: Asian Social Entrepreneurs Summit’. About 200 professionals concerned with social entrepreneurship and social entrepreneurs from eight Asian countries participated in this summit. Pursuing building a network platform for Asian social entrepreneurs and expanding the opportunity for global communication, they gathered together and held lectures, discussions and SE tours for further cooperation and communication.

www.asiases.org

● Korea and Japan cooperation projects
  | Organized special study tours and symposiums for Japanese NPO leaders, co-hosting with the Japan Foundation; the main theme was the situation of youth unemployment and social enterprises in Korea.
  | We coordinated the study visit of 22 Japanese researchers with the Hope Institute Japan and Korea, and organized a symposium for social entrepreneurship researchers in Japan and Korea.
  | We introduced the situation and policies of social entrepreneurship in Korea to the researchers of the Mitsubishi Institute

● Special featured lectures with professionals from overseas
  | Jeffrey Stark: “Social Entrepreneurship in Canada”
  | Watanabe Nana: “The Great Social Entrepreneurs of the World”

● Professional research tour
  | Visited and researched governmental and non-governmental social enterprise supporting systems in the UK
  | (With the Ministry of Labor, and the Korea Labor Institute) : OTS, CIC Regulator, Business Link, SEC, SSE, Skoll Centre, and CAN

● ASES Speakers

<table>
<thead>
<tr>
<th>China</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fang Jiake</td>
</tr>
<tr>
<td>Fan Li</td>
</tr>
<tr>
<td>Jeff Shen</td>
</tr>
<tr>
<td>Ren Xu Ping</td>
</tr>
<tr>
<td>Yvonne Yee Yean Li</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HongKong</th>
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<tbody>
<tr>
<td>Houghton Wan</td>
</tr>
<tr>
<td>Timothy Kam Wi Ma</td>
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<table>
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<tr>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chizaghal Lamruquua</td>
</tr>
<tr>
<td>Khushuroo Poacha</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Japan</th>
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<tbody>
<tr>
<td>Hiroshi Takui</td>
</tr>
<tr>
<td>Katsu Auymu</td>
</tr>
<tr>
<td>Ken Ito</td>
</tr>
<tr>
<td>Kudo Kei</td>
</tr>
<tr>
<td>Nomoto Yasuo</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Korea</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hong, Sang-Sik</td>
</tr>
<tr>
<td>Kim, Hye-Won</td>
</tr>
<tr>
<td>Lee, Eun-Ae</td>
</tr>
<tr>
<td>Lee, Hea-Joo</td>
</tr>
<tr>
<td>Lee, Won-Jae</td>
</tr>
<tr>
<td>Park, Bong-Hee</td>
</tr>
<tr>
<td>Park, Won-Sun</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Singapore</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albert C. Y. Teo</td>
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</table>

<table>
<thead>
<tr>
<th>Taiwan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andy Kao</td>
</tr>
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<table>
<thead>
<tr>
<th>The Philippines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marie Lisa Decanay</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>U.S.A.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sutia Kim Alter</td>
</tr>
</tbody>
</table>
International Relations and Cooperation

Asian Social Entrepreneurs Summit 2008
Seoul Declaration of the Asian Social Entrepreneurs Summit 2008

We social entrepreneurs from 8 countries and regions, gathered here in Seoul, Korea at Olympic Parktel for the Asian Social Entrepreneurs Summit (ASES) with the host of Korean friends & sponsors. We would like to express our appreciation to all the organizations, sponsors, volunteers and friends that made this happen.

We dream of changing our society through social entrepreneurship. This dream had once seemed far away and unattainable in the near future. But today, as we stand together here in Seoul, sharing with each other the unbelievable, amazing achievements and progress made over the recent years, we are now confident to that this once seemingly unachievable dream may soon become a reality.

Poverty, unemployment, and environmental degradation, are some of the major problems facing Asians today. We believe that social entrepreneurship could be an alternative to address various crucial issues in the modern society such as imbalances and environmental destruction, etc. The sacrifices and the efforts made by our forerunners who had predicted the future have not been in vain. Waves of long sought after changes are now seen all over Asia. We, who are gathered here are passionate to build upon these sparks of changes to bring about further innovations and advancements.

We propose to do the following to promote the social entrepreneurship in Asia in order to build an alternative society encompassing all regions:

- With an entrepreneurial mind set, we will earnestly search for remedies to the problems faced in each nation. We will share successful models of social entrepreneurship that works in the unique geographical, economical, and cultural setting in Asia.
- We will cooperate and communicate with each other in solving the distinct social and economic problems facing each country. We will engage ourselves in dynamic knowledge exchange and promote innovation on the ASES Internet homepage using it as a platform for communication.
- We will support establishment of strong partnerships between government, business, and non-governmental sectors to solve social and economic problems and to achieve sustainable growth in business management.
- We will collaborate to promote an environment in which social enterprises in Asia can be supported to success.
- We will present visions and goals designed to promote global wide cooperation and communication among social entrepreneurs to bring about global changes and innovations.

We will regularly hold summits and gather together for open discussions. We can no longer ignore the social problems. It is a reality that affects each one of us, and also our families and friends. The successful outcomes and inspiring stories from social enterprise experience should be shared with everyone in the world. We can dream and hope because many of us are standing together and bringing changes and innovations to change the world.

30th of October, 2008
The Participants of the Asian Social Entrepreneurs Summit 2008
Hope and desperation co-existed in the year 2008.

We are expecting **hopeful news** in 2009.
인턴세대
인턴세대 '매두기인생' 취업위해 평생교육…
가계 기업대출 연체
일반 전진 정규직 꼼도 못 베 〈서울신문〉
규모 33조원〈YTN〉
33조원

인턴부정 세대에 이어 인턴 세대가 등장(시사저널)
경제성장률 -4%때 실업자 107만명〈연합뉴스〉

답답한 20대 '소셜벤처'에 길을 묻다
"돈을 벌어도 좋은 일 하면서 벌자"

대학생 등 사회적 기업 창업 줄이어 '취업난 돌파' IMF 때 벤처 열풍 비슷 〈한국일보〉

취직을 한 것도 아니고, 안 한 것도 아니고… 88만원 세대

일자리 놓려주는 비우처 사업
봉사하며, 돈도 벌고…

서민 ‘자활’ 도와 〈조선일보〉

조금 벌어도 만족도 최고… 20대 ‘사회적기업’으로 간다

자신이 원하는 일과 이타적인 일 공익을 위하여 프로보노플리코

‘나눔’으로 자라는 기업, ‘나눔’으로 행복한 사회〈한겨레〉

마이크로크레디트 '20억→130억'으로 확대

정부 서민 지원지급 규모 확대…

소상공인, 중소기업 보증 강화 〈프레시안〉

2,063억 '희망의 나눔' 사회복지공동모금회

64개의 새로운 희망이 됐습니다! 노동부, 64개 기관을 사회적기업으로 추가 인증하여

2008년 말 총 218개 사회적기업 탄생 〈정책포털〉

로고 '희망의 나눔' 사회복지공동모금회

970,000명

불상속 태생 '이퇴백·삼조평·부천남...'을 아시나요 〈경향신문〉

서민·중산층 '훈돌...' 내달 고교·대학 졸업자

긴급지원 신청 1년 새 17배↑ 〈매일경제〉

답답한 20대 ‘소설 벤처’에 길을 묻다

"돈을 벌어도 좋은 일 하면서 벌자" 대출까지 받아 기부 … "많이 주면 또 얻더라고요"

컨설팅 고영씨의 '금등난다' 인생 친구·수감자·고려인들… 어려운 사람 보면 못 참아 "재능 나누는 것도 기부" 전문직봉사 모임 주도… 〈중앙일보〉

"인력사무소 하루80~90명 헛걸음" 〈경향신문〉

인생은 60부터 다시 시작이죠

사회적기업이 희망이다
The Work Together Foundation is maximizing our added value for our donors

We invest all of your donations -every penny- in starting up new businesses and supporting them.

Financial Achievement

• Based on accounts as of 31st of December, 2008

<table>
<thead>
<tr>
<th>(unit : KRW)</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising</td>
<td>12,489,358,339</td>
<td>13,027,833,776</td>
</tr>
<tr>
<td>Bank interest and profit</td>
<td>1,935,142,875</td>
<td>3,647,122,534</td>
</tr>
<tr>
<td>Balance carried forward from the last account (projects)</td>
<td>3,147,585,040</td>
<td>567,881,158</td>
</tr>
<tr>
<td>Total revenue</td>
<td>17,572,086,254</td>
<td>17,242,837,468</td>
</tr>
<tr>
<td>Total expense</td>
<td>14,566,824,632</td>
<td>17,242,837,468</td>
</tr>
</tbody>
</table>

* It marks the reduction of the working expenses of the Work Together Foundation as incubated projects from the foundation went independent with their resources; the Dasomi Foundation and the SK Nanum Foundation became independent.
• Based on executed settled account on 31st of December, 2008
• All administrative expenses are borne by the Foundation from bank interest and profits.

<table>
<thead>
<tr>
<th>Budget items</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning and creating new businesses for creating employment</td>
<td>5,764,560,947</td>
</tr>
<tr>
<td>Support for social enterprise startup and management</td>
<td>989,004,479</td>
</tr>
<tr>
<td>Community development micro credit (including credit loans)</td>
<td>4,981,940,417</td>
</tr>
<tr>
<td>Social entrepreneurs’ capacity building</td>
<td>981,184,005</td>
</tr>
<tr>
<td>Research and policy development</td>
<td>100,031,916</td>
</tr>
<tr>
<td>Regional networking support</td>
<td>382,112,530</td>
</tr>
<tr>
<td>Public awareness projects</td>
<td>155,923,458</td>
</tr>
<tr>
<td>Administration</td>
<td>1,212,066,880</td>
</tr>
<tr>
<td>Total</td>
<td>14,566,824,632</td>
</tr>
</tbody>
</table>
Started national people’s movement to overcome the Asian Financial Crisis

When unemployment emerged as a social problem with mass dismissal and minus growth caused by the Asian Financial Crisis in late 1997, the National Movement Committee for Overcoming Unemployment was established from the civil sector; it was the biggest organization to make countermeasures against unemployment. In 2003, the committee was re-born as the ‘Korea Foundation for Working Together’, a non-profit foundation, designed to react to the unemployment situation, which is structured and drawn out by establishing a continuous platform.

Five years of pursuing the creation of decent jobs

After establishing the foundation, we made business models for social enterprises and social jobs to solve the unemployment problem by creating decent jobs, built funds for credit loans to social entrepreneurs, organized a capacity building program for social entrepreneurs, and found a way to have partnerships with corporations according to their Corporate Social Responsibility activities for the last five years. We also focused our strength on media campaigns and policy proposals to build an employment-friendly environment and continuously work to resolve social polarization.

The need to develop a new name and CI(Corporate Image) of the foundation to raise people’s interest

The foundation feels the necessity of focusing on ending unemployment on a national level, and it became our critical task to create a new and familiar image of public social activities and raise public awareness. With the consensus that we needed to create a new image to draw long-term social investment, we agreed to develop a new name and CI, and won the approval of the board in February 2007.

Work Together Foundation: the History of New CI

**1998.6** Establishment of the National Movement Committee for Overcoming Unemployment (co-chaired by KANG Won Yong, KIM Soo Hwan, and SONG Wi Joo)


**2004** Social enterprise incubating with the first multi-sector partnership in Korea (Kyobo Dasomi Care Service project and Sin-na-neun Culture School project)

**2005** Training and sending the elderly out as traditional culture instructors, sponsored by SAMSUNG

**2007** Children welfare teachers support project (with the Ministry of Health, Welfare and Family Affairs) Operating Social Enterprise Startup Support Center (with the Ministry of Labor)

**2007** ‘Give wings to social entrepreneurs’ project (Open Forum, Global study tour)

**2008** Asian Social Entrepreneurs Summit (Co-hosted by Korea, China and Japan)

**2008** Organized national Social Entrepreneurs Academy (19 academy programs, with the Ministry of Labor)
Collected various opinions to change the name and image of the foundation

We collected and analyzed cases of CI and name alteration, and consulted with professionals for 10 months before beginning to develop our new name in earnest.

We put our energy into gathering diverse opinions and analyzing the set image of the foundation within the foundation, and to interviewing and submitting questionnaires to 60 professionals and partners concerned with the foundation. The number of name candidates was up to 70.

Confirmed the new name as the Work Together Foundation

In consideration of the expansion of fundraising from citizens and our mission to work as a bridge to bring each sector together, our new name had to communicate and reflect the 10-year history of the foundation. Taking all of this into consideration, we decided to change our name to the Work Together Foundation in July 2008.

Showed our willingness to become involved with social responsibility in the new CI of the foundation

Based on the new name of the foundation, we pushed forward to make new logo. Using the name, “Work Together Foundation” as a motif, we developed new CI with the letters “W” and “T.” We linked the “W” and “T” together naturally, and the image of the two letters stands for a society working together, holding each other’s hand. “WT” symbolizes a positive “wave” leading society to a bright sky, while also saying WORK TOGETHER. This wave means a positive wave that has the good effect of creating decent jobs that improve people’s lives, and the effect of the wave represents the foundation’s willingness to work actively for social responsibility in a positive way.
It was a year of turbulence in 2008. Korea was ranked at the bottom of the OECD in diverse labor index, showing an expansion of unstable employment, a reduction of decent jobs, an increase of low-wage jobs, and a deepening of social polarization resulted from the retardation of economic growth, a reduction of employment, and an increase of idle human resources in the labor market. This sudden economic crisis made us remember the nightmare of the Asian financial crisis 10 years ago. However, I always find small hope rather than desperation in this kind of chaotic occasion. We can see this hope in that personal donations last year were high compared to other years. As you know, the giving culture of Korea is in its toddler stage compared to developed countries. Regardless of this economic difficulty, the amount of personal giving in Korea was doubled compared to the previous year. There are lots of people who canceled their New Years’ party and donated, who donated their oil price refund, and so on. All of them are a blanket making our society warmer and warmer. The foundation has changed its name to ‘Work Together Foundation’ and is warmly working to melt our frozen society in 2009.

We tried to develop various models for overcoming the unemployment of the disadvantaged including low-income women heads of household and youths, and create sustainable jobs by supporting social entrepreneurship, which is an alternative employment model for those people, and establishing a social enterprise startup fund. We started the “Social Enterprise Promotion Project for New and Renewable Energy,” contributing to creating sustainable jobs, energy independence, and energy welfare, and organized the conservation and utilization of the cultural heritage project, creating new jobs with a partnership with the Korean Administration of Cultural Heritage in 2008.

Pursuing the effect and efficiency of supporting for social enterprises, the foundation coordinated and matched pro bono services and professional volunteering between professionals and social enterprises, raising public awareness of pro bono services. Furthermore, we successfully organized the Asian Social Entrepreneurs Summit, which was the first big gathering of social entrepreneurs from eight Asian countries.

Above all, we put most of our energy into supporting social enterprises in a variety of ways after the Social Enterprise Promotion Act was enacted. We newly structured a youth concern team to resolve serious social problems of youth unemployment, and tried to find an alternative solution. Even though the foundation achieved many things in 2008, I believe we still have many tasks to do in order for these achievements to take the root in the ground and grow into a tall tree with the firm roots. Some projects might still be in an unstable state, since we focused on moving forward as fast as possible. We would like to take more time to ruminate over our past activities and results, and seek a new direction for 2009.

I expect that this annual report could serve as a compass to show us our new direction while reviewing our vision, and help our old and new partners cooperating with us to understand our projects and their mission.

February 2009

Song, Wol Joo
Chairman
Board of Directors
Chairman
Song, Wol-Joo
Chairman the Good Hands for Global
Ex-director General Affairs at Joyner Order of Korean Buddhism

Directors
Ko, Kwang-Heon
President & CEO the Hankyoreh Co., the daily newspaper
Kim, Hea-Joong
President the Pro Korean National Council of Women
Nam, In-Soon
Executive director the Korea Employment Information Service
Moon, Kook-Hyun
Congressman
Ex-president the Korean Association for Public Administration

Ohm, Ki-Young
President & CEO MBC (Munhwa Broadcasting Corporation)
Yoon, Suk-Man
President & CEO POSCO E&C

Lee, Kwang-Taek
Chairman the Community Chest of Korea

Lee, Sae-Joong
Chairman the Board of Directors the Korea Green Foundation

Chon, Pal-Geum
Ex-chair the Asian Conference on Religion for Peace

Choi, Jong-Taek
Professor Emeritus, Business School at Seoul National Univ.

AHN, Jae-Woong
Executive Director the Work Together Foundation

Auditor
Lee, Kyung-Woo
Attorney at law

Lee, Jeong-Hee
Chairman Equal Employment Opportunities Committee

Chairman
Ahn, Jae-Woong
Executive director the Work Together Foundation

Chairman
Kim, Joon-Youl
Ex-secretary general the Korea Disabled People's Development Institute

Pak, Tae-Ju
Professor the Korea Labor Education Institute

Lee, Kwang-Taek
Professor College of Law at Kookmin Univ.

Lee, Min-Woo
Director Policy Bureau at the Federation of Korean Trade Unions

Lee, Ho-Sung
Director the Korea Employers Federation

Lee, Eun-Ae
Managing Director the Work Together Foundation

Chung, Dae-soon
Senior manager the Social Contribution Dept. of the Federation of Korean Industries

Kim, Joon-Suk
Vice-president the Korean Association for Public Administration

Chon, Pal-Geum
Chairman the Board of Directors the Korea Green Foundation

AHN, Jae-Woong
Executive Director the Work Together Foundation

Steering Committee
Chairman
Lee, Kwang-Taek
Chairman the Work Together Foundation

Ahn, Jae-Woong
Executive Director the Work Together Foundation

Kim, Joon-Youl
Ex-secretary general the Korea Disabled People's Development Institute

The Institute for Policy Research
Chairman
Choi, Jong-Tae
Professor Emeritus Business School at Seoul National Univ.

Permanent Researcher
Ahn, Jae-Woong
Executive Director the Work Together Foundation

Kim, Hyeung-Yong
Researcher KDI, Hyung-Myun

Kim, Hye-Won
Assistant Professor Dept. of Sociology at Dongguk Univ.

Nam, Jea-Ryang
Research Fellow Korea Labor Institute

Park, Tae-Ju
Professor Korea Labor Education Institute

Seok, Jae-Eun
Associate Professor Dept. of Social Welfare at Hallym Univ.

Eum, Hyung-Sik
Debtorant

Chairman
Lee, Jeong-Hee
Auditor
Kim, Hyoung-Yong
Assistant Professor Dept. of Sociology at Dongguk Univ.

Nam, In-Soon
Executive director Sustinvest KOSIF (Korea Sustainability Investing Forum),

Kim, Joung-Youl
Ex-secretary general the Korea Disabled People’s Development Institute

Pak, Tae-Ju
Professor the Korea Labor Education Institute

Lee, Kwang-Taek
Professor College of Law at Kookmin Univ.

Lee, Min-Woo
Director Policy Bureau at the Federation of Korean Trade Unions

Lee, Ho-Sung
Director the Korea Employers Federation

Lee, Eun-Ae
Managing Director the Work Together Foundation

Lee, Tae-So
Associate Professor Dept. of Social Welfare at Keodongmoe Hyundong Univ.

Lee, Hong-JK
Assistant Professor

Chang, Hong-Geun
Director the Work Together Foundation

Chung, Sun-Ho
Associate Professor

Haho, Shin
Professor Department of Economics, College of Social Sciences at Chung-Ang Univ.

Kim, Hye-Won
Research Fellow Korea Labor Institute

Kim, Hyeong-Min
Assistant Director

Hong, Won Pyo
Associate Researcher

Korea Employment Information Service

Kim, Hyoung-Yong
Assistant Professor Dept. of Sociology at Dongguk Univ.

KOH, Hyung-Myun
Researcher

Organization Chart

Board of Directors
Chairman
Ahn, Jae-Woong
Executive Director the Work Together Foundation

Managing Director

Steering Committee
Chairman
Kim, Joon-Youl
Ex-secretary general the Korea Disabled People’s Development Institute

The Children's Welfare Teachers' Support Project (headquarters)

The Korea Cultural Heritage Support Project (main office)

New and Renewable Energy Project team (main office)

Division of Planning and Communication
- Strategy and development team
- International relations and human resource development team
- Communication team

Division of Social Enterprises Support
- Social enterprise support team
- Social jobs support team
- Regional networks support team

Division of Management Support
- Management support team
- Youth concern team
- Finance and General Affairs Team

Financial Resources Management Committee
Moon, Seong-Hoon
Vice President YMPIS Capital Management Inc.

Yoon, Choahn-Suk
Executive Director & CFO Yun Jae Education Inc.

Ryu, Young-Jae
President Center for Sustainable Investment in KOSIF (Korea Sustainability Investing Forum),

Kim, Joon-Suk
Certified public accountant Newa Sam Duk Global Network Accounting Company

Licensed Tax Accountant

The Work Together Foundation

Kim, Hyoung-Min
Assistant Director

Hong, Won Pyo
Associate Researcher

Korea Employment Information Service

Kim, Hyoung-Min
Assistant Director

Hong, Won Pyo
Associate Researcher

Korea Employment Information Service
The society working together is our hope.

We make ourselves valuable, the corporation valuable, and society valuable.