



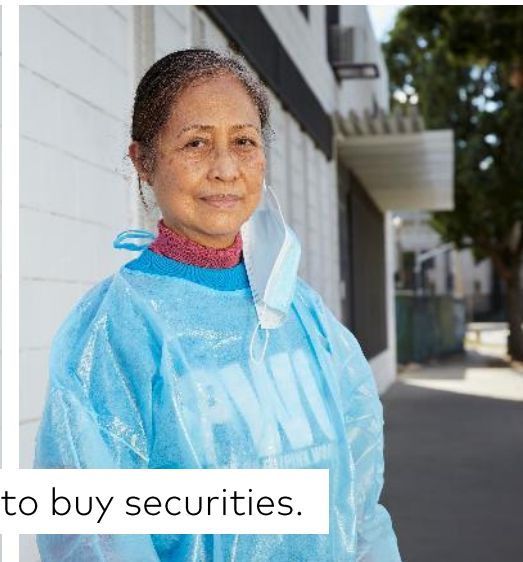
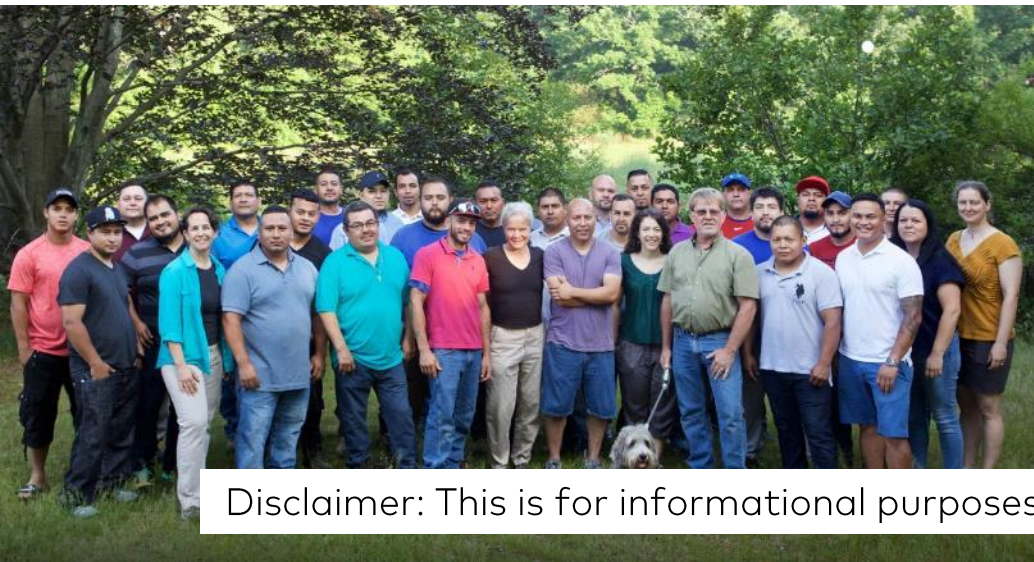
Transformative Capital & Coaching: A Future of Quality Jobs and Worker Power

Fund For

Jobs

Worth

Owning



Disclaimer: This is for informational purposes only and is not an offering to sell nor solicit an offer to buy securities.

Fund For Jobs Worth Owning

What We Do

Invest in **worker ownership** to create jobs worth owning that build wealth, voice, and power for workers.

How We Do It

Flexible financing combined with transformative coaching.

Where We Work

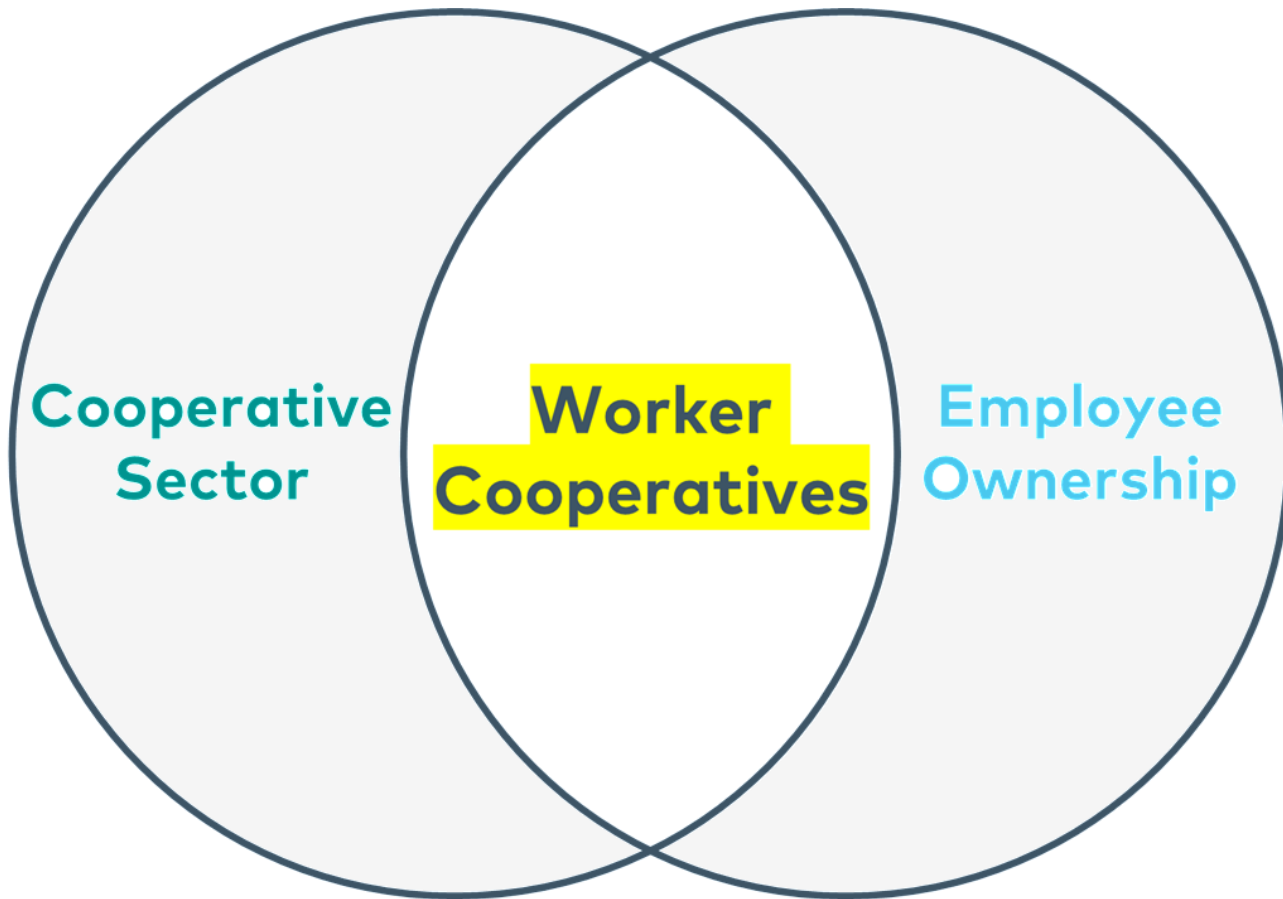
National, evergreen loan fund serving worker cooperatives.



What are Worker Cooperatives?

ONE PERSON
ONE VOTE

Employee-owned businesses that are democratically owned and managed by workers to meet their needs and aspirations.



See "Appendix: Worker Coops" for more information.

Expanding Ownership

We invest to transform low-wage work and shift economic power to workers.

The Care Economy

We grow coops in home care and child care led by women, immigrants, and workers of color.

Worker Cooperative Buyouts

We help employees in all industries to purchase the businesses where they work.

- Advertising
- Construction
- Health Care
- Manufacturing
- Hospitality
- *...and more!*

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The Problem:

Bad Jobs Worsen Income Inequality



Many jobs in our country do not meet the standard of dignified, stable work.

- ≠ Bad jobs deny workers respect, a living wage, stability, and career advancement.
- ≠ The **care economy** is dominated by low wages, benefits, and unreliable schedules.
- ≠ Across **all industries**, thousands of healthy small businesses face closure.

Worker turnover is nearly 80% in traditional home care businesses.

Care workers are 3x as likely to live in poverty than other workers.

Silver Tsunami threatens to erase jobs and local wealth because workers lack access to financing.



The Opportunity: Home Care & Child Care Cooperatives



Better Pay and Job Quality

Worker-owned home care and child care cooperatives raise compensation and benefits above industry norms.

Home care co-ops pay caregivers **5-15% above market rates.**

Greater Job Stability and Retention

Cooperative models reduce turnover and provide predictable schedules, addressing chronic instability.

Turnover is 30% in home care coops, **2.5x lower than sector**

Worker Voice and Empowerment

Cooperatives embed democratic governance, giving workers a voice and access to leadership opportunities.

Child care cooperatives center **educator voice and share profits.**



Borrower Spotlight: Cooperative Care



Investing in caregiver-owners and community services in rural Wisconsin.

- Women-owned, low-income-owned, rural cooperative with 40+ workers, over 25 years old
- Went from financial instability to profitability with patient investment and deep coaching
- In 2024, the cooperative started offering health insurance, a decades-long goal!



The Opportunity: Worker Cooperative Buyouts



Wealth Building & Economic Security

Worker-owners share in profits, creating pathways to financial stability and reducing wealth inequality.

Job Preservation & Community Impact

Conversions preserve existing jobs and keep businesses rooted in their communities.

Workplace Dignity & Job Quality

Workers gain control over major decisions, fostering workplace dignity through shared business ownership.

Research consistently shows that **worker-owners earn higher wages than non-owners.**

Worker-owners also experience **higher job satisfaction and significantly lower turnover.**



**WE'RE NOW
EMPLOYEE-
OWNED!**



Borrower Spotlight: **Green Mountain Graphics**



Investing in worker ownership as the solution for small business succession.

- 50-year-old manufacturer became worker-owned in 2021
- **Majority BIPOC-owned and women-owned cooperative**
- Profit-sharing has led to +30% increase in annual compensation
- **Significant opportunities realized for leadership and career advancement**



Just Getting Started

- 1979: ICA Group publishes the first model worker coop bylaws, which have been used by hundreds of coops nationwide.
- 1982: ICA creates one of the earliest mission-driven loan funds for worker ownership, the Local Enterprise Assistance Fund (LEAF), which has grown to more than \$30 million in assets.
- 1985: ICA helped launch Cooperative Home Care Associates (CHCA), now the largest worker cooperative in the US.
- 2019: ICA launched the Fund for Jobs Worth Owning to address the financing barriers facing home care and child care cooperatives, and worker-owner transitions lacking collateral.
- 2025: After 5 years of testing its thesis, FJWO fully launches as a national platform for democratic ownership in sectors long overlooked by traditional finance.



Our Progress & Momentum

Fund For Jobs
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We fully launched in 2025 after years of refining our model and approach.

FJWO is now the largest lender to worker-owned home care cooperatives and a leading national lender for worker-cooperative buyouts (conversions).

Impact to date:

- Deployed \$3.5 million to 21 worker coops
- Created and preserved 315 jobs
- Leveraged our capital 400%

80%

of clients are
Women-Owned

35%

of clients are
BIPOC-Owned

80%

of clients are
Low-Income-
Owned



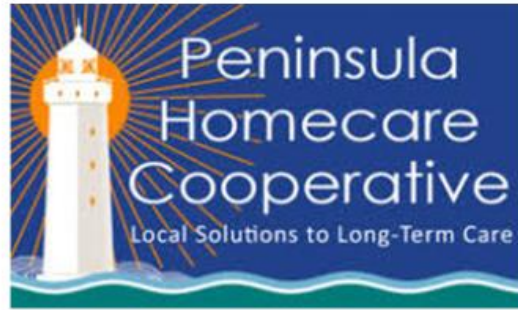
Our Borrowers

Big Duck



Cardinal Comfort Care
Cooperative

APARTNERSHIP



WHITE ELECTRIC ⚡⚡⚡



Heart is Home
COOPERATIVE CARE



RESOURCES
for **LEARNING**



Invest in Transformative Change

With a strong national pipeline, FJWO is seeking **patient investment capital** to deploy \$5 million over the next three years to expand worker ownership and strengthen the economic infrastructure of low-income communities.

\$5M = 40 investments in worker cooperatives, preserving and creating 500 worker-owned jobs in the care sector and worker buyouts.



To date, we have raised \$3,880,000 including our founding grant from the Kendeda Fund in addition to recent investments from Wells Fargo & Opportunity Finance Network.

FJWO Team



David Hammer
President



Chris Carley
Loan & Portfolio Manager



Jonathan Ward
Director of Lending



Margaret Lund
Principal Consultant

Board of Directors:

David Hammer President, the Fund for Jobs Worth Owning

Ron Hantz Founder, Network for Developing Conscious Communities

Katrina Kazda Vice President of Home Care Innovations at ICA Group

Talia Nevitt Development and Partnerships Manager at LEAF Fund

Jennie Msall Director, Ventura Trust

Damilola Odetola Vice President, National Cooperative Bank



ICA Team

FJWO was created by the ICA Group
– the oldest national developer of
worker-owned cooperatives – **with**
50 years of field-building experience.

ICA's team of cooperative experts
provide robust support to our clients.



Massachusetts | New York City | Philadelphia



A Future of Quality Jobs & Worker Power



Fund For



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Appendix: Worker Coops



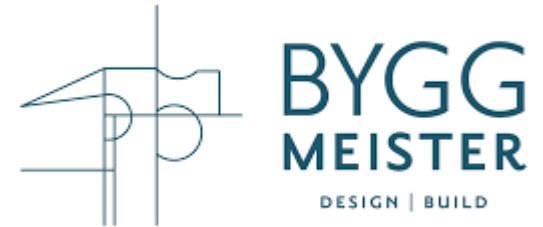
What's a Worker Cooperative?

- An employee-owned business
 - ...that is owned and controlled by its workers
 - ...as an equitable democratic partnership.

ONE PERSON
ONE VOTE



EwingControls



What's a Worker Cooperative?

- Each coop has its own rules for who can be an owner (eligibility & cost)
- The owners often elect a board of directors to oversee strategy & policy.
- Usually, there is still a management structure for day-to-day operations.
- Profit is shared with the owners (sometimes we call it patronage).



Why Invest in Worker Cooperatives?

Worker Cooperatives:

- Create quality jobs and improve job stability.
- Preserve local businesses through worker buyouts.
- Build worker wealth, not investor wealth.
- Strengthen democracy at work.



- As of 2025, over 800 worker coops in the U.S. (tripling in the last decade); +34% since 2020.
- Generating over \$800M in revenue annually.
- Employing over 10,000 workers.

*"State of the Sector of Worker Cooperatives & Democratic Workplaces 2025"
U.S. Federation of Workers Cooperatives & Democracy At Work Institute*

Cooperative Sector



A cooperative is a business owned and controlled by the people who use it.

- **Worker-Owned:**
 - >>>Worker Cooperative<<<
- **Producer/Business-Owned:**
 - Agricultural Coops (farms)
 - Gallery Coops (artists)
- **Consumer-Owned:**
 - Food Coops (customers)
 - Housing Coops (tenants)
 - Credit Unions (depositors)
 - Rural Electric Coops (subscribers)
- **Multistakeholder:**
 - Worker/Consumer
 - Worker/Investor
 - Consumer/Producer

Employee Ownership Sector

A worker cooperative is a democratic, direct-ownership model for EO that is more common for small business with less than \$10M in annual revenue.

Types of Employee Ownership:

- Democratic, Broad-Based Structures:
 - >>>Worker Cooperative<<<
 - Democratic ESOP
 - EOT (Purpose Trust)*
- Non-Democratic, Broad-Based:
 - Non-Democratic ESOP
- Non-Democratic, Concentrated EO:
 - Management Buyout
- Partial or Minority (<50%) EO:
 - Stock Options
 - Equity Grant
 - Minority ESOP
 - Minority EOT

Current Climate for Worker Cooperatives

Employee ownership and worker cooperatives are experiencing strong momentum right with heightened visibility and EO framed as a solution.

- Growing global interest in equitable, sustainable business models
- "Silver Tsunami" of retiring business owners fueling EO transitions in US
- Experimentation with new models (e.g., EOT, democratic ESOP, hybrid)

Federal: US Dept. of Labor launched the Employee Ownership Initiative.

State: Multiple states have built strong EO ecosystems (CO, MA, CA, NY).

Local: Almost a dozen major cities have funded cooperative development.