

Annual and impact report 2020

in accordance with the Social Reporting Standard

Our Vision:

A world where JOBLINGE becomes redundant because young people can build their future without the barriers of background.

Our Mission:

JOBLINGE courageously thinks resistance further by

- Empowering young people - regardless of their background - to recognise their potential and work towards finding their own training or job,
- dares to break new ground for youth success and can be measured by its effectiveness,
- to this end, brings together the strongest social forces from the state, business and civil society.

2020: Corona.



"2020 has presented us with challenges that we would never have expected. The fact that we ended the year with our highest placement rate since the initiative was founded clearly shows: the JOBLINGE principle works."

Ulrike Garanin, Managing

Director, JOBLINGE e. V.



"The young people are the focus. In 2020, we proved that JOBLINGE lives this motto at every location and in every team throughout Germany. We never lost sight of the young people and therefore continued to work effectively for them from the first moment. Without considering rescue packages, but courageously. Against the odds of the system."

Kadim Tas,

Operative Board, JOBLINGE e. V.

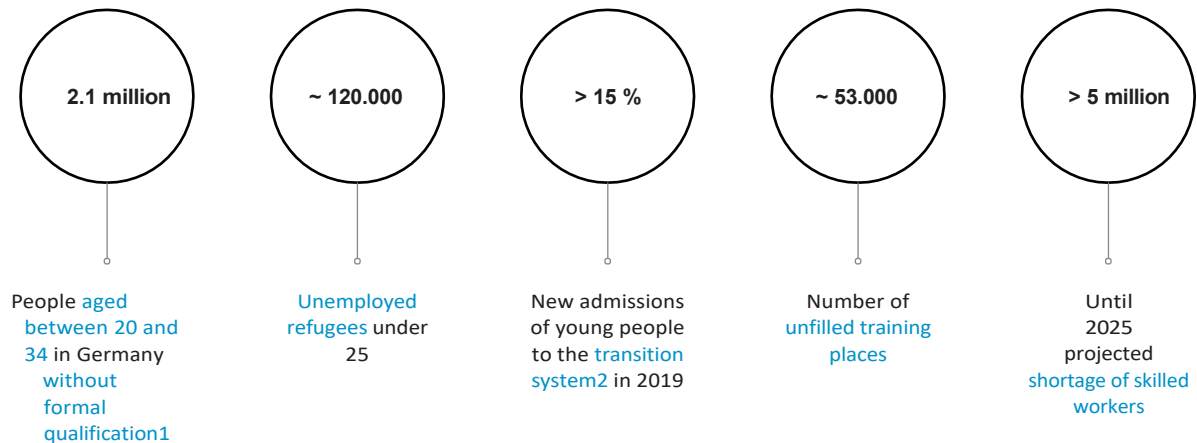
2020 was to be a year full of deeper ideas and strategic development. We wanted to deepen the foundations of PLAN A that we had laid in 2019 and build on them. But in March, everything turned out quite differently than we had imagined for the year. Our work, especially in the area of digitalization, showed itself to be almost prophetic in the spring. We were able to rely on fresh hardware in the locations, had set up initiative-wide communication channels that we could use. The expertise was there and within a few weeks JOBLINGE was rethought: digital, flexible, close to the participants. Looking back, we can be proud of our achievements. We placed 78 percent of all participants in the program for the 2020/2021 training year. At the same time, we look forward with great respect to what 2021 and 2022 will bring. Take a look back with us at this special 2020.

The JOBLINGE model

Challenge: Why we (still) need JOBLINGE

Even though youth unemployment in Germany is very low, our participants do not benefit from the good situation on the labour market. Around 500,000 young people are unemployed or stuck in measures of the transition system - 2.13 million people up to the age of 34 are thus left without vocational qualifications: young people and young adults, but we cannot do without them.

Youth unemployment remains a social challenge



This costs the state 4.3 billion euros a year. ³

¹ Source: BiBB-Datenreport 2020, p. 279; "non-formally qualified (NFQ)" or "unskilled" refers to all (employable) persons who have not had "successful, certified participation in formal (standardised, state-regulated or recognised) educational courses" (Volkmar Gottsleben [1987]: Randgruppe in der zertifizierten Arbeitsgesellschaft? On the declining importance of the non-formally qualified [NFQ] in the labour market. In: Mitteilungen aus der Arbeitsmarkt- und Berufsforschung, Jg. 20, H. 1, pp. 1 - 14), i.e. not having completed dual or purely school-based vocational training or a course of study at a university of applied sciences or university (or an equivalent qualification). This term does not include pupils, students, trainees and persons doing voluntary service.

² Source: BiBB Data Report 2019, p. 383.

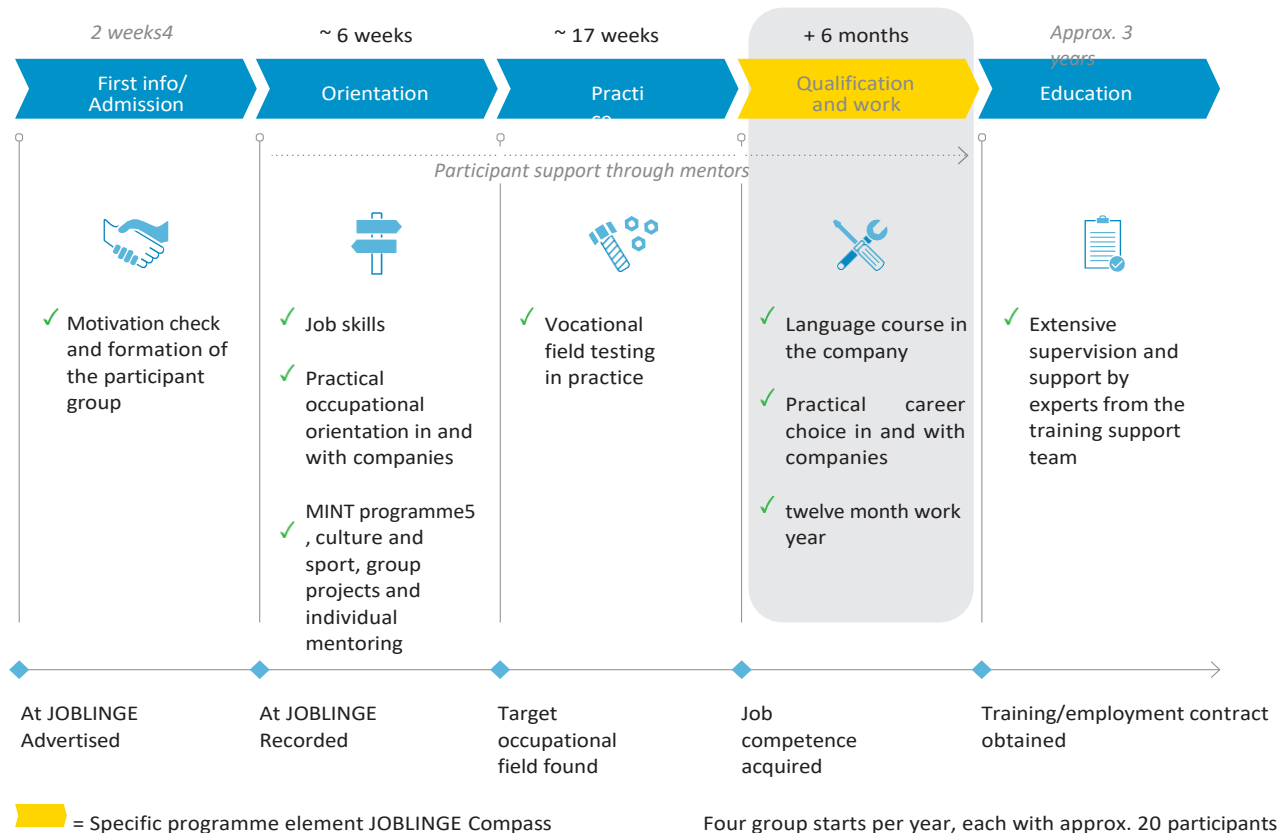
³ Klaus Klemm (2012): What are the costs of a training guarantee in Germany? Bertelsmann Foundation. Costs without social benefits.

Note: Possible differences due to rounding.

Solution approach: How JOBLINGE works

In the non-profit initiative JOBLINGE, business, government and private individuals are jointly committed to supporting young people with difficult starting conditions. The goal: real job opportunities and sustainable integration into the labor market and society. In our two six-month programs, "Classic" and "Compass," young people can demonstrate their skills in practice - beyond school grades and traditional job interviews.

The JOBLINGE program: Intensive preparation for the working world in six months



⁴ Preceded by the official JOBLINGE programme - participation voluntary; admission phase not remunerated by public authorities.

⁵ The JOBLINGE MINT program focuses on teaching scientific knowledge in the fields of mathematics, computer science, natural sciences and technology.

What makes the JOBLINGE program special?

- Learning important key qualifications in a practical way: in the MINT programme
- Train social skills and dare to try something new: in the cultural and sports programme
- Vocational language qualification
- To work out the training or job in a targeted way
- Work in group projects and several internships

All our participants receive personal, volunteer mentors (1 : 1 support) -

People who listen, motivate and, especially in difficult phases, help you not to give up.

The goal is to find the right placement in a training or employment program. In addition, we provide further support afterwards: with the JOBLINGE training support - experts who support young people and companies as contact persons.

The success of the JOBLINGE program is based on four pillars



Success factors: Who JOBLINGE works with

Companies ranging from DAX corporations to handicraft businesses, the public sector, foundations, cultural and sports institutions as well as private volunteers form a strong network for the young people. We would like to express our sincere thanks to all local, regional and national supporters.



Partner network

- More than **2,400** corporate partners
- More than **2,000** volunteers, more than **50** public institutions

Initiators

In 2007, the Boston Consulting Group and the Eberhard von Kuenheim Foundation of BMW AG joined forces in a project to investigate how low-skilled young people can be better integrated into the labor market. After the joint concept and pilot phase, the initiators continue to support JOBLINGE today in a variety of ways.



**Eberhard
von
Kuenheim
Stiftung**

Stiftung der BMW AG



Thank you

to all nationwide partners
and supporters!

The partner model from 2021

You can't do it without partners - we at JOBLINGE know this very well after more than ten years of experience, because since day one we have relied on the close cooperation with our partner companies for the successful placement of our participants. Whether small or large, local or nationwide - we are grateful for the support of each and every one of them. And the various commitments at JOBLINGE are just as individual as our partners: Our partners support us with training positions, enable their employees to work with us as mentors, support us financially, with their expertise and much more.

In order to provide an ideal framework for all our current and future partners and their commitment, we are introducing four JOBLINGE partner categories in 2021: Partner, Regional Partner, Impact Partner and Premium Partner. You can find out more about the characteristics and special features behind the new categories on the following pages.





JOBLINGE Partner

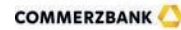
JOBLINGE Premium Partner

Premium Partners form a long-term and strategic partnership and support the JOBLINGE initiative annually with significant financial support for the implementation and further development of the program. Your commitment: As a financially strong partner, you support the initiative annually with a donation of 100,000 euros or more. Other support services - such as mentoring or training positions - are also optionally included.

2021

JOBLINGE Premium partner

JOBLINGE Partner



JOBLINGE Partner

JOBLINGE Impact Partner

Impact Partners form a long-term and strategic partnership and support the JOBLINGE initiative annually by providing significant financial support for the implementation and further development of the program. Your commitment: With the help of significant donations starting at 50,000 euros as well as other support services, you enable the sustainable success as well as the nationwide further development of the JOBLINGE initiative. Your commitment should contribute to the long-term impact of JOBLINGE.

2021

JOBLINGE Impact Partner



B/S/H/



JOBLINGE Partner

The JOBLINGE Regional Partner and JOBLINGE Partner awards are presented nationwide by the individual independent JOBLINGE gAGs. They reflect the diverse partnerships of our locations with local and regional companies, foundations and institutions.



Through their extensive commitment, regional partners have an essential significance for the work and the success of the respective JOBLINGE locations in the region.



Partners support our local sites and gAGs on a recurring basis with various commitments. Whether in the form of training, tutoring, mentoring or individual positions - the possibilities are diverse.

JOBLINGE Partner

Public sector

The implementation of the JOBLINGE programme would not be possible without the strong partners at municipal, state, federal and European level. The public sector provides the framework for the joint commitment to young people and is the first point of contact when it comes to setting up a new location.



JOBLINGE Partner





"STEM and digital learning have been a focus of JOBLINGE's program for years. In 2020, the expertise available throughout the initiative was one of the foundations on which we successfully built the support for all program participants in the long term.

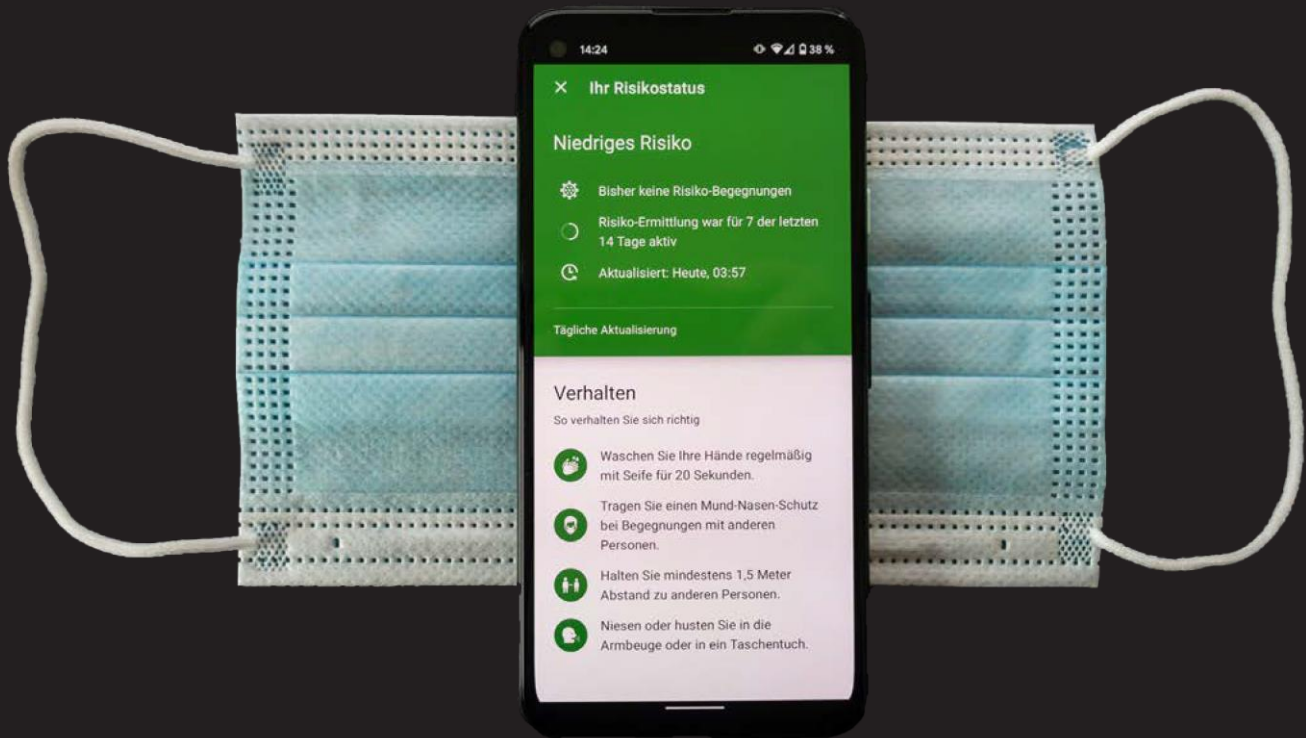
Fiona from Pronay,
STEM Program and Digital Learning Lead,
JOBLINGE umbrella organization

2020 - A year of change

The Corona pandemic and its impact on JOBLINGE

The year 2020 started with big plans at JOBLINGE. Then this: The first reports at the turn of the year, infections that stretched across continents, infection figures, R-values, rates of increase. Pandemic. In March 2020, a colloquial lockdown was imposed in Germany for the first time. The education system, schools, educational institutions and even the JOBLINGE initiative closed their doors. While many stakeholders in the transition system were unable to return to full effectiveness throughout the year, while discussions about how to secure the industry via the Social Service Provider Employment Act (SodEg) flared up, JOBLINGE set to work with a clear focus: especially during the crisis, young people must be the focus.

After mixed models (digital and face-to-face) in the summer and early autumn of 2020, it became increasingly clear that the cautious opening of our locations for participants had to be withdrawn again due to the rising infection figures. Thus, since December 2020, the support of our participants has again been provided in a purely digital model.



14:24 38%

✕ Ihr Risikostatus

Niedriges Risiko

- ⚙ Bisher keine Risiko-Begegnungen
- 🔄 Risiko-Ermittlung war für 7 der letzten 14 Tage aktiv
- 🕒 Aktualisiert: Heute, 03:57

Tägliche Aktualisierung

Verhalten

So verhalten Sie sich richtig

- 1. 🧼 Waschen Sie Ihre Hände regelmäßig mit Seife für 20 Sekunden.
- 2. 🧑‍🤔 Tragen Sie einen Mund-Nasen-Schutz bei Begegnungen mit anderen Personen.
- 3. 🚶 Halten Sie mindestens 1,5 Meter Abstand zu anderen Personen.
- 4. 🤧 Niesen oder husten Sie in die Armbeuge oder in ein Taschentuch.

Our Highlights 2020

Ulrike Garanin, managing director of JOBLINGE e. V., and Kadim Tas, operational director of JOBLINGE e. V., look back on the year 2020 at the digital fireside chat.

Ulrike Garanin: The situation since March is challenging and yet just now quite different. We would normally look back on the year's achievements at a celebration, at some joint event. Instead: a video call.

Kadim Tas: But at the same time it is somehow normal. Either alone in the office, or in the hustle and bustle of the family at home. Somewhere between the study, the children's room, the kitchen table and the car.

Ulrike Garanin: What makes me proud is that we were able to show during the crisis why we function so well as an initiative. The individual parts of our organization interlocked. The umbrella organization and the local non-profit stock corporations were able to pool expertise and we were up and running in no time. Our non-profit stock corporations made quick and independent decisions locally, while we as an umbrella organization developed nationwide perspectives and support. For our young people. In doing so, we worked on two major focal points: On one level, I was concerned with securing additional funding through foundations. On the other level you put a clear focus on our program.

To the fact that we have to be digitally effective. The fact that this has worked is now also reflected in our statistics.

Kadim Tas: I was impressed by the commitment of the colleagues. Around the news about the lockdown of the education system, it was clear to me that we had to proactively address the issue. We put together task forces, brought together experts from all over the country, and worked together internally. We managed to do this in just a few weeks, something that others are still nibbling away at at the end of the year. We were lucky that we had already invested in the equipment of our colleagues on site in 2019. The switch to the home office went accordingly quickly and "easy." That doesn't mean it's easy. Extra workloads were the order of the day. And we made sure that we created as much flexibility as possible. We have increased the number of sick days for children, but the teams have also absorbed a lot internally.

Ulrike Garanin: The strain on the individual colleagues was immense. Not only the job, but also managing children. No or at most little contact with friends. Single colleagues who were completely left to their own devices and had hardly any interaction outside of work. These are problem areas where we as an employer have tried to support as much as possible. But I don't think we should fool ourselves here: The pandemic cost us all a lot of energy, and is still costing us energy.

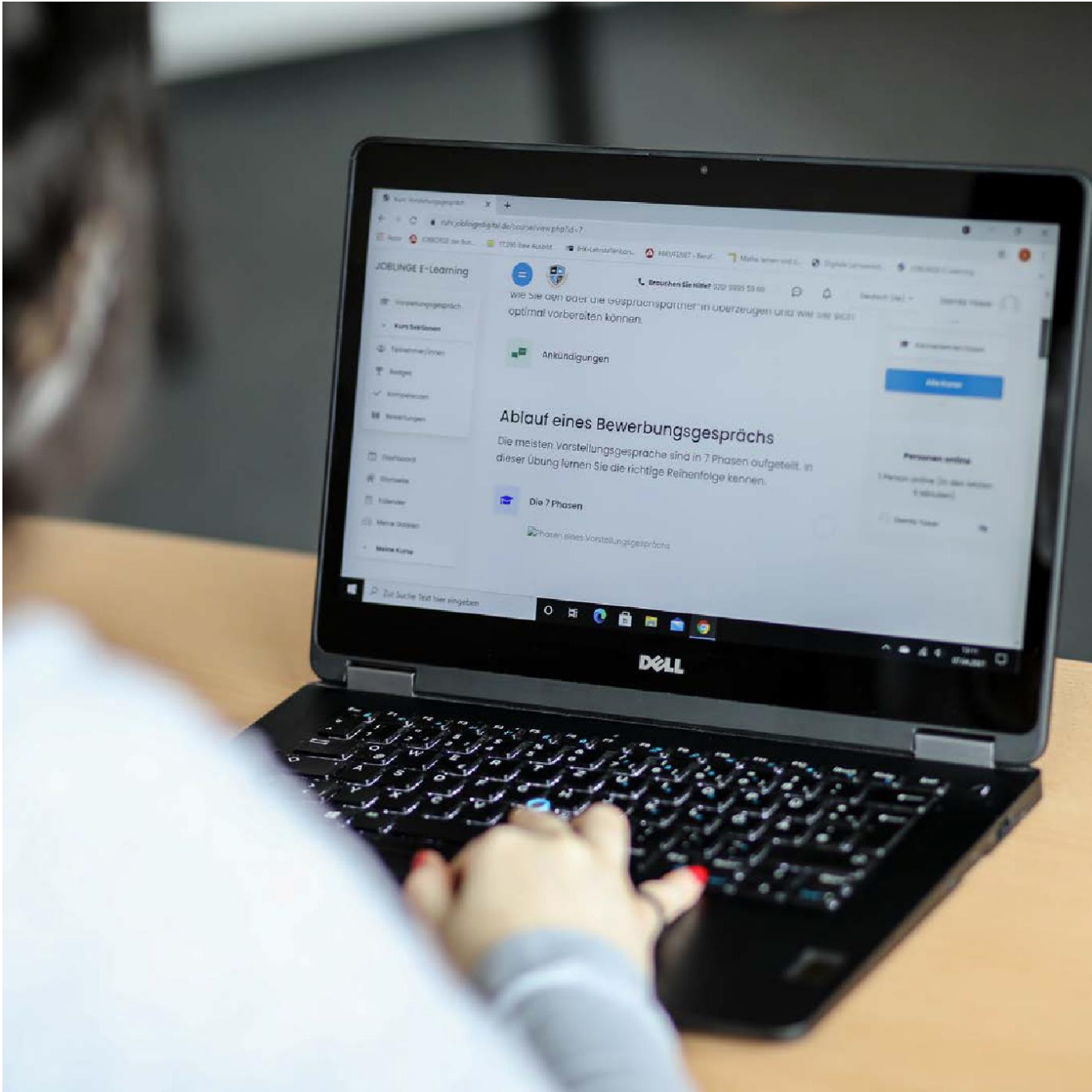
Our Highlights 2020

Kadim Tas: Yes, it is unbelievable how much our participants here have benefited from the commitment and motivation of our colleagues. You mentioned the statistics and I think that we have to emphasize that once again. We were able to place 78 percent of all participants in training in the 20/21 training year. This is an achievement that is based on the outstanding performance of all our colleagues. But we are already anticipating the conclusion: in March 2020, this was not yet foreseeable. Immediately after the start of the lockdown, we threw ourselves into the concrete work, it was a matter of ensuring that we remain operational, that our participants do not lose contact with us and that young people can continue to work on their future prospects.

Ulrike Garanin: Eleven task forces, in which the colleagues made sure that we could continue our programme digitally, that mentors could be trained digitally and receive the appropriate tools to be able to support their mentees well digitally. Supporting recruitment, because job centres and employment agencies could only insufficiently activate participants and, last but not least, funding, training and education opportunities. and an empowerment of the gAGs to make legally sound decisions at a time when simply so much was unclear. No one knew exactly what we were allowed to do, what we actually had to do. The fact that we were able to work so quickly here and that there was virtually no learning curve and no uncertainty for the participants in the program was terrific.

"During the crisis, we were able to show why we functioned so well as an initiative. The individual parts of our organization interlocked. The umbrella organization and the local non-profit corporations were able to pool expertise and we were up and running in no time.

Ulrike Garanin,
Managing Director, JOBLINGE e. V.



"Digitalization has been a topic at JOBLINGE for a long time. In 2019, all regions invested heavily in digital equipment, which benefited us massively in 2020. Expertise, and important digital structures were in place. This is the basis of our great effectiveness during the pandemic."

Kadim Tas,

Operative Board, JOBLINGE e. V.

Our Highlights 2020

Kadim Tas: During the crisis, one thing really interacted with another. Between the colleagues who took care of the digital concept and digital mentoring, simply so that our program could continue to be carried out at all. To the colleagues who laid the foundations for the work in the area of data protection and IT security. from the home office. Then working on the task force that brought all these new aspects into the certification. All this just so that we could continue to be able to work. Reaching out to new youth, activating them: Here we could rely on the experience of PLAN A, which we have already gained since 2019. But to set a focus here once again, to invest more strongly in order to reach young people who have no longer been reached by the public sector due to the discontinuation of the structures of the job centre and employment agency - that was a major step.

Ulrike Garanin: At the same time, we also focus on giving our colleagues the support they need.

to get through this time. It was a balancing act in its own way, and the local teams were the ones who managed it. Young families who suddenly had to reconcile homeschooling and home office. But also the colleagues who were suddenly very much on their own without children. Recognizing all the problem areas, addressing them and standing together as JOBLINGE. That was difficult and challenging, but it certainly showed us once again what kind of qualities are gathered in our initiative.

Kadim Tas: And all this with the support of our partners. Because it wasn't just us who made an effort during the crisis. Our partners, both foundations and companies, have seen and accepted their social responsibility. Because suitable certifications, investments in the programme and in the participants is something that our financial planning at the beginning of 2020 could not have anticipated. It was not easy to make these elements all run together.



"The crisis really intertwined every aspect of our work"

Kadim Tas,
Operative Board, JOBLINGE e. V.



"Identifying all the problem areas, addressing them and standing together as JOBLINGE. That was difficult and challenging, but it certainly also showed us once again the qualities that have come together in our initiative.

Ulrike Garanin,
Managing Director, JOBLINGE e. V.

Ulrike Garanin: In the beginning, we still sat in conference calls every morning. That was the absolute emergency mode. Nine regions, the umbrella organization, everyone worked together more closely than ever before. All the boards needed their updates and at the same time we tried to get as much information as possible in advance of government decisions.

Kadim Tas: The pandemic state of normality is now actually almost relaxed normality. Everything is going according to plan, and we have moved much closer together as an initiative than was previously the case. For example, the regional leaders now exchange information every two weeks in an intensive digital video call, instead of holding corresponding meetings in person at longer intervals. In the spring of 2020, it was still a matter of sending position papers to the appropriate minister-presidents' conference, lobbying for our young people, and

and to pursue our work. I believe that we are currently coping with the crisis much better than many others. While we were surprised by this new reality at the beginning of the year just like everyone else, we are building on very different foundations. Looking back at 2019 and earlier, many of our decisions have prepared us very well for this year.

Ulrike Garanin: Absolutely. But of course that doesn't mean that there weren't and aren't also difficulties. The challenges for every single person - be it in the work with the young people, in every single gAG or in their private lives - are huge and I think that we will all come out of this situation differently than we went in. At the very least, it's possible to be more positive about the future: Vaccinations will improve the situation and we as a JOBLINGE initiative know how to deal with all the vagaries.

What JOBLINGE achieves

The year 2020 was all about Corona. The biggest impact that JOBLINGE was able to make as an initiative was that we continued to put youth first in our program. While the school system struggled for almost a year on what good digital instruction should look like, we were able to dedicate ourselves to our core as a small innovative initiative. As social entrepreneurs, we know how to leave well-trodden paths and quickly think in new ways. These qualities have benefited us massively this year. And so JOBLINGE has made a contribution to ensuring that the large group of disadvantaged young people was always thought of first, at least by us, even during the Corona crisis.

For society, the greatest measurable effect of our initiative continues to be the economic benefit. In times of apparent social division, this is even more true than before: young people become active members of society and pay taxes and social contributions instead of receiving benefits. The direct, publicly funded programme costs (just under 3,600 euros per participant plus the costs of social benefits during the programme period) are already cheaper for the state after 17 months than simply continuing to pay social benefits. After three and a quarter years, full amortisation is achieved. After ten years, total savings amount to almost 140,000 euros for each sustainably placed young person.



- Implement a corona-compliant digital program in spring 2020.
- Changeover to blended learning formats in summer 2020
- Placement rate 78 percent despite Corona restrictions

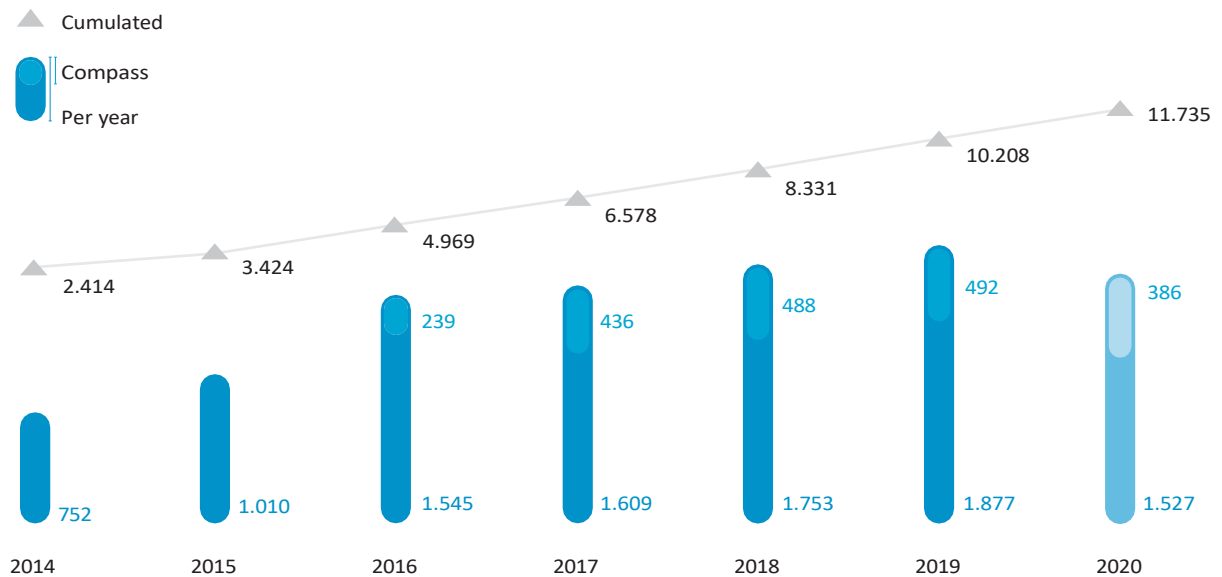
Facts and figures

Locations

In 2020, the Berlin Pankow location was closed. This means that JOBLINGE is active nationwide this year with 31 locations including the umbrella organization. Seven of these are Compass locations.

Participating

1,527 participants in 2020, including 386 in the Compass program:

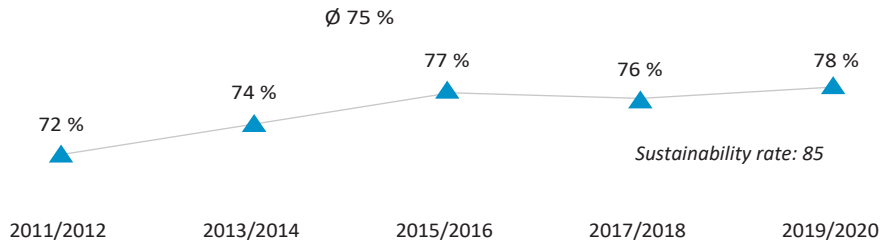


Placement rate

- Placement rate classic, first training or labour market: 75 percent (cumulated over all locations since start 2008)
- Placement rate classic in 2020: 78 percent⁶
- Placement rate Kompass, first training market: regular 61 percent (cumulative across all locations since the start of 2016 until the end of the training year 2019/2020)
- Compass placement rate in 2020, first training market: regular 67 percent
- Compass placement rate with training preparation measures 2020: 73 percent
- Compass placement rate with training preparation measures: 71 percent (cumulative across all locations since start in 2016 until end of training year 2019/2020)



Placement rate
JOBLINGE Classic



Sustainability ratio

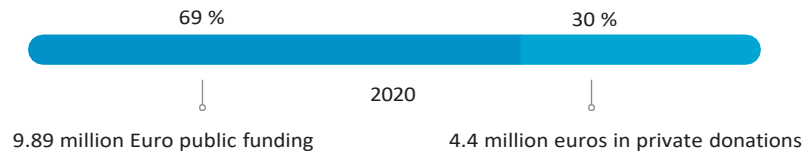
- Sustainability rate classic: 85 percent⁷ (cumulative across all locations since start 2008)
- Sustainability ratio classic in 2020: 82 percent
- Compass sustainability rate: 88 percent⁷ (cumulative across all sites since launch in 2016)
- Compass sustainability rate in 2020: 89 percent

⁶ Placement rate always calculated for the 2019/2020 training year (November 1, 2019 to October 31, 2020). The rate is based on the number of all participants who completed the programme in this period.

⁷ Number of participants still in training (or work) six months after the start of training - related to the number of participants who started training/work more than six months earlier. Sustainability values include all locations except for the pilot location Bayerwald (2008 - 2012), where there was no systematic training monitoring and recording of sustainability figures yet.

Donate

Funding is one of the biggest challenges of any non-profit initiative - and it's the same for us. It is the basis for the development of further locations and thus for more support for the young people. With more and more locations and participants, we need more and more internships and training places, more commitment from volunteers and also donations. We are always happy to win new partners with different competences.



Employees

- 206 employees (corresponds to 182 full-time equivalents)
- Of which 58 new employees added in 2020

"In 2020, all of our colleagues at JOBLINGE were able to show why we are so good. Together we have made the impossible possible this year.

Kadim Tas,
Operative Board, JOBLINGE e. V.



"I only know JOBLINGE in Corona mode. Contact with young people is more demanding. Personal contact is digitally more difficult to establish. And the motivation of the participants suffers above all due to the general conditions of the pandemic: lockdown, hardly any internships, that's simply a huge challenge, but one that we solve very well at JOBLINGE."

Lisa Schürmann,
Youth and Mentor Coordination,
JOBLINGE gAG Ruhr

Our Highlights 2020

"It's good that social entrepreneurs like us approach social challenges with an economic attitude. So it has always been our ambition to take up new megatrends and integrate them into our program. Our digital formats and blended learning concepts, which we established prior to Corona, allowed us to quickly transition from face-to-face to remote in the spring, ensuring we stayed in touch with our youth and thus our success. But what if there are further restrictions or even new lock-downs? No matter how the situation changes, for us it will always be: Challenge accepted!"

Raphael Karrasch, Regional Manager JOBLINGE gAG Ruhr

"I am proud and touched how despite all the challenges and wild rollercoaster ride, despite constant waiting for new information on funding, all colleagues have absorbed the situation in this special year with full commitment for the young people and also for the team. We have certified a digital voucher scheme despite the extra workload and offer young people hope, encouragement and prospects."

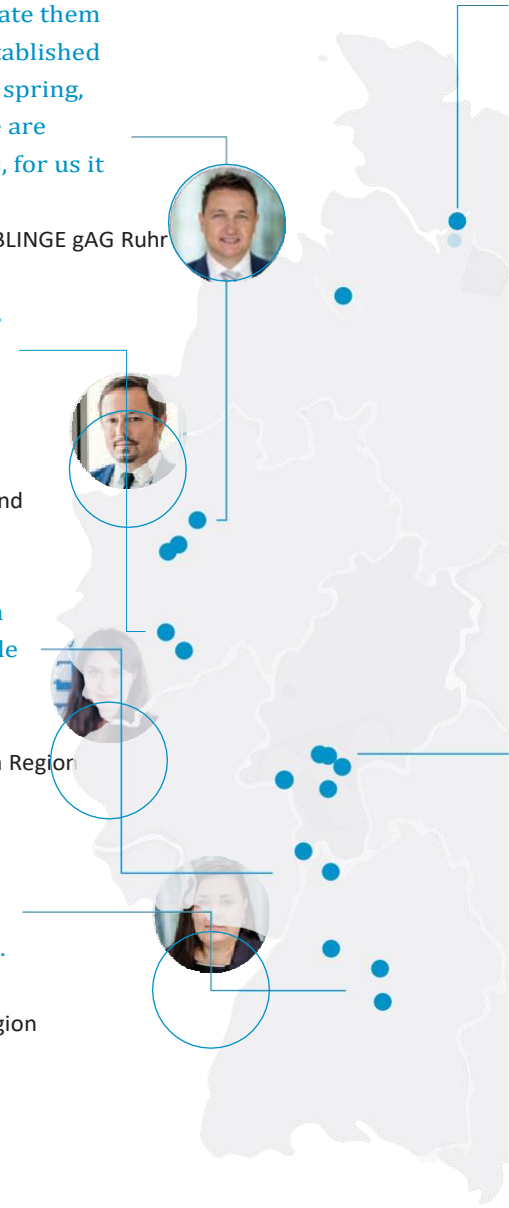
Mirosław Kania, Regional Manager JOBLINGE gAG Rhineland

"After the intensive Corona year, the Rhine-Neckar metropolitan region is looking positively towards 2021. We have proven that our adaptability, flexible digitalisation concept and strong partner network in the region enable us to support young people and place them in training - despite the crisis. Goal for 2021? More impact, more opportunities, more JOBLINGE in the region".

Lavan Sabir, Regional Manager JOBLINGE gAG Rhine-Neckar Metropolitan Region

"In the Corona year 2020, it was important to prevent young people who already have hardly any job market opportunities under normal circumstances from being even more disadvantaged. With the digital preparation of program content, JOBLINGE has created a means that not only serves to overcome a temporary crisis. Here, new perspectives open up for the digital qualification of participants."

Duygu Utku, Regional Manager JOBLINGE gAG Stuttgart Region



Our Highlights 2020



"We as an initiative - all colleagues and of course the participants themselves - have managed to master the Corona Year 2020. At gAG Hanse, we are proud of the commitment from all sides, with which we have advanced and further developed digitalisation in the organisation. We have shown the best possible commitment to young women and men with difficult starting opportunities. 2021 can come - JOBLINGE is ready!"

Simon Busch, Regional Manager JOBLINGE gAG Hanse



"2020 has shown us how agile and fast we are as an initiative: That we can switch from analog to digital programming across sites in a crisis situation. And we can do it virtually overnight. We are very happy that in this way - and thanks to the tireless efforts of all our colleagues - we have managed to continue to place young people with difficult starting conditions in apprenticeships."

Jonas Hettwer, Regional Manager JOBLINGE gAG Berlin



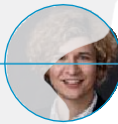
"What a year! We are proud that we were able to continue to support our participants in the gAG Leipzig despite the pandemic and that they achieved internships, EQ, apprenticeships or work. This was guaranteed by the stable support of our partner network of public authorities, regional companies and volunteers and the enormous flexibility of the whole team, which encouraged the young people day after day to keep at it and not to lose heart."

Matthias Kretschmer, Regional Manager JOBLINGE gAG Leipzig



"This year has been special. To look on the bright side: We have managed to keep up with our young people and place them in training. It has paid off that we have been working intensively on teaching digital skills for a long time. The collective effort of the whole team was huge and fantastic."

Christiane Schubert, Deputy Regional Manager JOBLINGE gAG FrankfurtRheinMain



"Challenge upon challenge. This year has shown what we are capable of as a team. Despite the difficult conditions between home office and office, we found ways to give the young people in the JOBLINGE programme the best possible support."

Marijana Bralo, Deputy Regional Manager JOBLINGE gAG Munich



"JOBLINGE always has a special focus on disadvantaged young adults. This means that the continuous development of the JOBLINGE program is in our nature. In 2016, we focused on young people with a refugee background with JOBLINGE Compass. Now we are also focusing on young single parents. Here, too, specialized support is necessary to help them help themselves.

Stefanie Baic,
Head of Business
Development, JOBLINGE
Umbrella Organization

How JOBLINGE works in detail

Input - Output - Impact

JOBLINGE level model



Stages 1 - 3: Input = resources used in 2019

Support by:

- More than 2,400 local and national companies and businesses of all sizes and industries
 - 50 public sponsors
 - More than 2,000 private individuals, foundations, educational institutions as well as associations and institutions from the fields of culture and sport.
 - 117 mandate holders, who volunteer their time in the committees of the gAGs and in the
- JOBLINGE Foundation as a member of the board of directors, supervisory board or advisory board.
 - 206 employees
 - Public-private co-financing: EUR 4.424 million in private donations in 2020 and EUR 9.898 million in public funding

HOW JOBLINGE WORKS IN DETAIL

Levels 4 - 6: Output = services rendered

- 1,527 participants in 2020, of which 386 in the Kompass programme
- Placement rate classic in the first training or labour market: 75 percent (cumulated over all locations since start 2008)
- Placement rate classic in 2020: 78 percent⁸
- Placement rate Compass in the initial training market 2020: regular 67 percent
- Compass placement rate with training preparation measures 2020: 73 percent
- Compass placement rate in the initial training market: regular 61 percent (cumulative across all locations since the start in 2016 until the end of the 2019/2020 training year)
- Compass placement rate with training preparation measures: 71 percent (cumulative across all locations since start in 2016 until end of training year 2019/2020)
- 114 group starts of the Classic and Compass programs in 2020
- More than 1,700 internships
- Individual support for young people by staff
- 1:1 support of the young people by mentors in more than 100 mentor trainings
- In 2020, JOBLINGE employees, together with the companies, have more than 1,400 training and job opportunities offered

Level 7: Impact = change in society

Effects that cannot be measured in numbers:

- Participants experience individual development by demonstrating their skills in practice to themselves and others.
- Through "help for self-help", the young people are given the opportunity to lead an independent and self-determined life. life made possible
- The mentors see the work with the young people as a great enrichment, also for themselves.

The greatest measurable effect is the economic benefit:

- Young people enter or complete vocational training and become active members of society, paying taxes and social contributions.
- After ten years, the state will save a total of 140,000 euros for each sustainably placed young person.

⁸ Placement rate always calculated for the 2019/2020 training year (November 1, 2019 to October 31, 2020). The rate is based on the number of all participants who completed the programme in this period.

Evaluation and quality assurance

JOBLINGE aims to achieve sustainable placement in the primary labour market for as many participants as possible and to be measured by the results. Therefore, all locations commit to the collection and use of transparent indicators. Together with the umbrella organisation, each gAG regularly reviews and discusses these indicators. In regular reports, the following quality indicators are considered on a quarterly basis:

1. Operating result indicators

- Key performance indicators: Integration or placement rate and sustainability rate
- Placement rate = number of participants who are placed in unsupported training or work through the JOBLINGE programme.
- Sustainability rate = proportion of former participants who are still in training or work six months after the end of the programme.
- In addition, the utilisation rate (= proportion of places filled in the programme), the rate of participation in the training module and the internship rate are checked.

2. Operational process indicators

- Survey of the mentor quota
- Survey of young people on their satisfaction with the programme

3. Financial targets

Close observation of

- Profit and loss (no budget overrun)
- Solvency (sustained positive liquidity)
- Balance sheet (maintenance of the necessary equity base)

4. Certification

- In 2018, all locations successfully achieved certification as a provider in accordance with AZAV (Accreditation and Licensing Ordinance for Employment Promotion). The annual certification is a legal requirement for funding by the Federal Employment Agency.

JOBLINGE sees itself as a learning system and wants to continuously develop itself and the program. For this purpose, individual program elements, such as the cultural program or JOBLINGE Compass for Young Refugees, are evaluated.

The organization of JOBLINGE

Social Franchise I: Structure and cooperation

JOBLINGE is organized as a social franchise system: In close cooperation with the national umbrella organization as the "franchisor", the local locations as "franchisees" implement the concept of the initiative in their work with young people.

The gAGs/Franchisees

The framework for local commitment is formed by non-profit stock corporations (gAGs), which are founded with partners from business and the public sector. Companies, foundations and organisations, but also municipalities and districts participate as shareholders. For gAGs, the same conditions essentially apply as for stock corporations - with one important difference: instead of a financial dividend, the shareholders receive a non-material dividend. Shareholder representatives volunteer their time as board members or on the supervisory board of the gAG or the advisory board of a branch.

The umbrella organization/non-profit JOBLINGE e. V./franchisor

The initiative is managed on a supra-regional basis by the JOBLINGE umbrella organization. As the franchisor, it sets standards, drives the further development of the con-

and manages the growth of the initiative. At the same time, it takes over central services such as communication and public relations, reporting systems, database and IT infrastructure. It prepares certification, supports fundraising and the exchange of best practices. The umbrella organization is also responsible for the onboarding of new site teams and organizes training courses for employees.

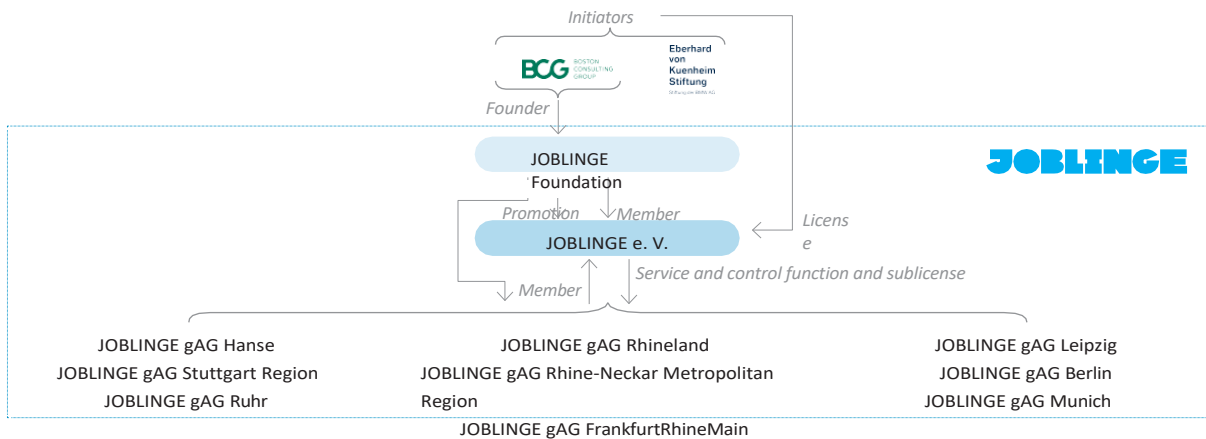
The JOBLINGE Foundation

The Boston Consulting Group established the JOBLINGE Foundation in 2011 to provide long-term support for the initiative. Unlike the locations and the umbrella organization, the foundation has no employees. As a sponsoring foundation, it bundles the donations of the initiators, premium partners and other private sponsors. Depending on the donor's intention, these donations benefit either individual locations or the initiative as a whole.

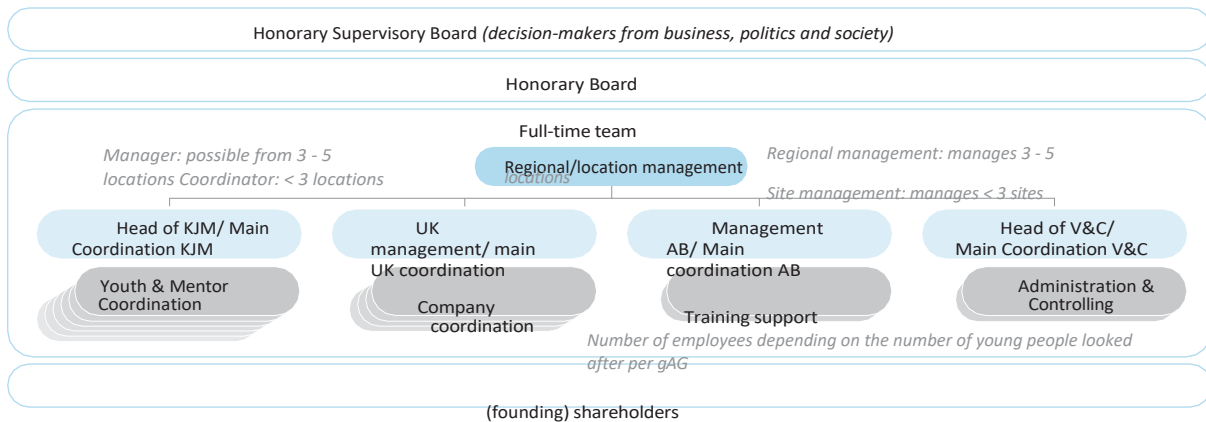
THE ORGANIZATION OF JOBLINGE

All organizations involved in the JOBLINGE initiative - the local gAGs, the umbrella organization and the JOBLINGE Foundation - are non-profit. They pursue the charitable purposes of promoting youth welfare (§ 52 para. 2 sentence 1 no. (n) 4 AO) and promoting education (§ 52 para. 2 sentence 1 no. (n) 7 AO).

Organisational structure of the JOBLINGE initiative



Structure of the JOBLINGE non-profit stock corporations (gAGs)



Social Franchise II: Who is behind it? The profiles of the participating organizations

The gAGs/Franchisees

- Full-time team of a gAG: site management or regional management, main and management coordination, administration & controlling, company coordination, coordination of young people & men- talists as well as training supervisors.
- Several local sites are represented in the regions under the umbrella of a gAG
- Tasks: Direct implementation of the concept, daily work with the participants, direct cooperation with the public sector and local/regional partner companies and voluntary supporters.
- The general meeting takes place twice a year and decides on the election of the board as well as its discharge. It receives the reports of the board, elects the auditors, decides on the setting of contributions, passes resolutions on the amendment of the statutes, the admission and exclusion of members in cases of appeal, etc. The general meeting is held twice a year.
- Areas of responsibility: Controlling and quality management, marketing and communication, business development, concept development, program development (culture and sports program, MINT program, development of JOBLINGE Compass for refugees and language concept) and team assistance.

The umbrella organization/non-profit JOBLINGE e. V./franchisor

- Headquarters in Munich
- Managing Director: Ulrike Garanin, co-initiator; released for this task as Principal of the Boston Consulting Group
- Chief Operating Officer: Kadim Tas, also Regional Manager of JOBLINGE gAG FrankfurtRheinMain
- Both members of the Management Board are full-time employees and are authorised to represent and sign on behalf of the company.
- Supervisory body: the General Meeting, in which the gAGs and the JOBLINGE Foundation are represented by their Boards of Directors

The JOBLINGE Foundation

- Non-operational
- Honorary board members: Carsten Kratz (Senior Partner Bridgepoint DACH), Georg Sticher (Managing Director and Senior Partner, Boston Consulting Group), Dr. Andreas Dinger (Managing Director and Senior Partner, Boston Consulting Group), Astrid Rauchfuß (Managing Director and Partner, Boston Consulting Group) and Birgit Dengel (Global Positioning and External Communications Director, Boston Consulting Group)

THE ORGANIZATION OF JOBLINGE

JOBLINGE locations

JOBLINGE gAG Munich

with Munich and Kompass location

Board of Directors: Daniel Huber - *Regional Management:* Ilse Schmücker until February 2019; since March 2019 Marijana Bralo (parental leave replacement) - *Start:* April 2009 - *Staff capacity:* 14.57 - *Young people supported:* 108 per year - *Shareholders:* Apax Foundation (until 2018) - Betten Rid GmbH - BMW AG - Eberhard von Kuenheim Foundation of BMW AG - Grunwald Kommunikation & Marketing- dienstleistungen GmbH & Co. KG - JOBLINGE Foundation (since 2018) - Loden-Frey Verkaufshaus GmbH & Co. KG - Rotary Club München-Bavaria - Rotary Club München - Englischer Garten Gemeindienst e. V. - SAHLBERG GmbH - The Boston Consulting Group GmbH - TÜV SÜD AG

JOBLINGE gAG Berlin

with Friedrichshain,
Pankow, Spandau and
Tempelhof-Schöneberg

Board of Directors: Dr. Johanna Puetz - *Regional Management:* Jonas Hettwer - *Start:* June 2010 - *Staff capacity:* 14 - *Young people supported:* 97 per year - *Shareholders:* Arbeitgeberverband Nordost- chemie e. V. - BMW AG - GIG Technologie und Gebäudemanagement GmbH - GRG Services Berlin GmbH & Co. KG - Mining, Chemical and Energy Industrial Union - Northeast District (IG BCE) - PUK Werke KG - The Boston Consulting Group GmbH - Federation of Business Associations in Berlin and Brandenburg e. V.

JOBLINGE gAG FrankfurtRheinMain

with Mainz, Darmstadt, Frankfurt,
Offenbach, Wiesbaden, Bergstrasse (until
end of 2018)
and compass location

Board of Directors: Dr. Oliver Dany - *Regional Management:* Kadim Tas - *Deputy Regional Management:* Christiane Schubert - *Start:* March 2011 - *Employee capacity:* 30.5 - *Young people supported:* 278 per year - *Shareholders:* Gonder Facility Services GmbH - HessenChemie Arbeitgeberverband Chemie und verwandte Industrien für das Land Hessen e. V. - Mainova AG - The Boston Consulting Group GmbH - WISAG Beteiligungsmanagement GmbH & Co. KG

JOBLINGE gAG Metropolitan Region

Rhine-Neckar
with Ludwigshafen and
Heidelberg

Board of Directors: Dr. Matthias Becker - *Site Management:* Lavan Sabir - *Start:* May 2016, with the turn of the year 2017/18 independent gAG - *Staff capacity:* 7.75 - *Young people cared for:* 108 per year - *Shareholders:* Anpfiff ins Leben e. V. - Magna International Inc. - WISAG Industrie Service Holding GmbH - The Boston Consulting Group GmbH

JOBLINGE gAG Ruhr

with Essen,
Gelsenkirchen,
Recklinghausen and
Ruhr Kompass

Board of Directors: Jens Stefan Baier - *Regional Management:* Raphael Karrasch - *Start:* January 2013 - *Staff capacity:* 18.52 - *Young people served:* 201 per year - *Shareholders:* CMS Hasche Sigle - RAG Foundation - TalentMetropole Ruhr gGmbH Foundation - The Boston Consulting Group GmbH - Trimet Aluminium AG - Westdeutscher Wach- und Schutzdienst Fritz Kötter SE & Co. KG

JOBLINGE gAG Rhineland

THE ORGANIZATION OF JOBLINGE

with Cologne,
Troisdorf and
Kompass location

Board of Directors: Markus Hepp - *Regional Management:* Miroslaw Kania - *Start:* January 2012 -
Employee capacity: 12.6 - *Young people cared for:* 101 per year - *Shareholders:* CARGLASS GmbH
- CMS Hasche Sigle - Ebner Stolz Mönning Bachem GmbH & Co. KG - Festkomitee des Kölner
Karnevals von 1823 e. V. - Generali Deutschland Holding AG -
Platinion GmbH - REMONDIS Group - Sparkasse KölnBonn - The Boston Consulting Group GmbH -
WISAG Industrie Service Holding GmbH

JOBLINGE gAG Leipzig
with Leipzig, Leipzig Compass
and Halle (Saale)

Board of Directors: Dieter Schliek - *Regional Management:* Matthias Kretschmer - *Start:* February
2012 - *Staff capacity:* 18.2 - *Young people supported:* 154 per year - *Shareholders:* Apax
Foundation (until 2018) - Bau- und Verwaltungsgesellschaft mbH (since May 2019) - BMW AG -
CMS Hasche Sigle (from 2017) - Dr. Uwe Teichert - Eberhard von Kuenheim Foundation of BMW
AG - JOBLINGE Foundation (since 2019) - Leipziger Stadtbau AG - Offizin Andersen Nexö Leipzig
GmbH (until 2016) - Sparkasse Leipzig - Stadtwerke Leipzig GmbH - The Boston Consulting Group
GmbH

JOBLINGE gAG Stuttgart Region

with Stuttgart, Reutlingen, Pforzheim
and compass location

Board of Directors: Dr. Rolf Kilian - *Regional Management:* Duygu Utku - *Start:* May 2014 - *Employee
capacity:* 27.58 - *Young people supported:* 281 per year - *Shareholders:* CMS Hasche Sigle - compentus/
gmbh - JOBLINGE-Stiftung (since September 2019) - L-Bank, Staatsbank für Baden-Württemberg (until
September 2019) - The Boston Consulting Group GmbH - TRUMPF GmbH & Co. KG (since September
2019)

JOBLINGE gAG Hanse

with Hamburg, compass location
and Bremen

Board of Directors: Dr. Matthias Krühler - *Regional Management:* Simon Busch - *Start:* October 2014 -
Employee capacity: 15.95 - *Young people served:* 198 per year - *Shareholders:* CMS Hasche Sigle - Deut-
sche See GmbH - Olympus - Philips Deutschland GmbH - The Boston Consulting Group GmbH

**JOBLINGE umbrella organization
(JOBLINGE e. V.)**

Board members: Ulrike Garanin - Kadim Tas - *Start:* March 2012⁹ - *Employee capacity:* 17.66 - *Members:*
JOBLINGE Foundation - JOBLINGE gAG Munich - JOBLINGE gAG Berlin - JOBLINGE gAG
FrankfurtRheinMain - JOBLINGE gAG Rhine-Neckar Metropolitan Region - JOBLINGE gAG Rhineland -
JOBLINGE gAG Leipzig - JOBLINGE gAG Ruhr - JOBLINGE gAG Stuttgart Region - JOBLINGE gAG Hanse.

JOBLINGE Foundation

Members of the Executive Board: Carsten Kratz - Georg Sticher - Dr. Andreas Dinger - Astrid Rauchfuß - Birgit
Dengel -

Start: November 2011 - *Staff capacity:* none - *Founder:* The Boston Consulting Group GmbH

⁹ Continuation of the team of initiators since 2007.
Note: The figures refer to the end of 2020.

Environmental and social profile

For JOBLINGE as a non-profit initiative, impartiality is a core value that determines our work and attitude towards all partners and employees involved. Respectful treatment of the individual and our environment is always the basis of our actions. In addition, our funding agreements with the public sector contain clauses on equality, anti-corruption, exclusion of Scientology and transparency obligations, which we naturally ensure are complied with.



Finance

At the locations and in the umbrella organization JOBLINGE e. V., work is carried out according to the principles of double-entry bookkeeping. The annual financial statements of the JOBLINGE gAGs are prepared by local tax consultants in accordance with the German Commercial Code (HGB). The annual audits are carried out by KPMG. The accounting and annual financial statements of JOBLINGE e. V. and the JOBLINGE Foundation are prepared by Haus des Stiftens gGmbH. The annual financial statements of JOBLINGE e. V. for 2019 and 2020 were audited by KPMG. Controlling is ensured by the umbrella organization. All locations work with a uniform financial controlling tool, with the help of which budget planning is prepared and the P&L, equity and cash flow are controlled.

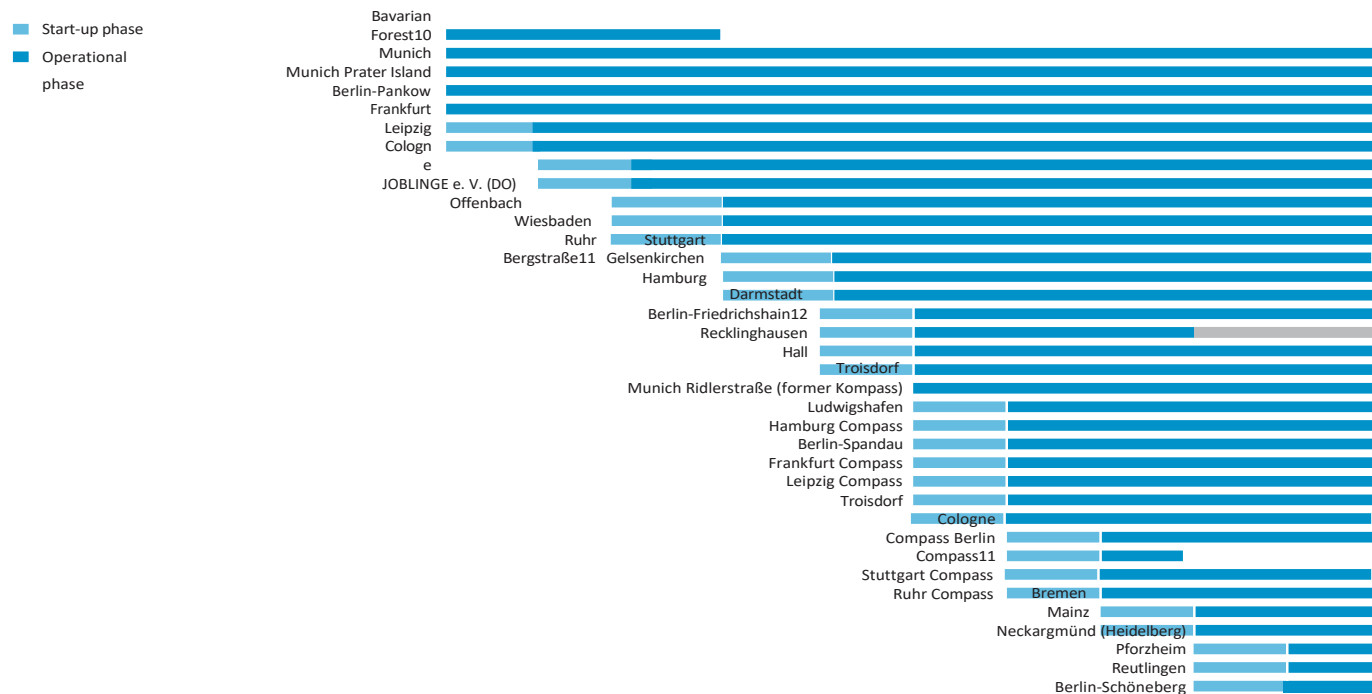
Loan

As a supraregional partner of the initiative, BMW Bank GmbH grants interest-free loans to the locations as needed to bridge liquidity bottlenecks that can arise due to the delayed payment of public grants and the irregular inflow of private donations. In 2016 and 2017, gAG Berlin and gAG Rheinland took out interest-free loans from BMW Bank to bridge liquidity bottlenecks. gAG Berlin will fully repay a loan of € 130,000 taken out in November 2016 in 2022. gAG Rheinland fully repaid the liquidity loans taken out in October 2016 and March 2017 in the total amount of 150,000 euros in January 2019.

FINANCES

Revenue and expenditure of the overall organisation

Total account for all locations (in thousand euros)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Number of locations and umbrella organization (DO)	6	7 + DO	10 + DO	12 + DO	17 + DO	24 + DO	27 + DO	28 + DO	30 + DO	30 + DO



Yield										
government grants	1.070	1.577	2.208	2.861	3.708	5.606	7.304	8.793	9.650	9.774
Donate	492	1.033	1.431	1.869	2.514	3.064	3.740	3.854	3.923	4.036
Other income	1	31	54	51	22	33	9	102	249	321
Total income	1.564	2.641	3.692	4.782	6.243	8.703	11.053	12.749	13.822	14.131
Effort										
Personnel costs	1.004	1.751	2.323	2.996	3.820	5.298	6.891	8.007	9.119	9.821
Material costs	465	880	1.252	1.629	2.072	3.206	4.316	4.258	4.879	4.283
Financing costs	3	-	-	-	-	-	-	-	-	-
Total expenditure	1.472	2.631	3.575	4.625	5.891	8.504	11.208	12.265	13.998	14.104
Annual result	92	10	118	157	352	199	-155	484	-176	27

¹⁰ Operations ceased at the end of September 2013. ¹¹ Operations ceased at the end of December 2018.

¹² No participants since 2019.

Note: Possible differences due to rounding.

FINANCES

Financial situation of the organisation as a whole

Total account for all locations (in thousand euros)	2011	2012	2013	2014	2015	2016	2017	2018	2019
Number of locations and umbrella organization (DO)	6	7 + DO	10 + DO	12 + DO	17 + DO	24 + DO	27 + DO	28 + DO	30 + DO
Assets (assets, use of funds)									
A Fixed assets	22	32	25	30	38	78	76	125	135
I. Intangible assets (e.g. software)	1	-	-	-	-	-	2	7	31
II. property, plant and equipment	21	32	25	30	38	78	74	118	104
B Current assets	761	1.206	1.410	1.872	2.858	3.642	4.173	4.739	4.816
I. Receivables	239	237	155	427	417	682	967	1.167	1.097
II. liquid funds (cash, bank balances)	522	968	1.255	1.445	2.441	2.960	3.206	3.572	3.719
C Prepaid expenses and deferred charges	11	16	25	27	31	47	39	41	38
Total assets	794	1.255	1.439	1.929	2.927	3.767	4.288	4.905	4.989
Liabilities (source of funds)									
A Equity ¹³	368	498	533	875	1.463	1.115	1.286	1.841	1.334
B Special item for unused grants and donations ¹⁴	84	233	-	564	824	1.622	1.923	1.983	2.133
C Accruals	141	194	204	214	255	316	392	375	442
D Liabilities	200	250	121	259	270	440	602	598	559
I. Loans taken out	115	95	-	98	30	91	127	69	47
II. trade payables	15	21	35	68	98	121	110	246	236
III. other liabilities	70	134	86	93	142	260	365	282	274
E Accruals and deferred income	-	80	143	17	115	274	86	107	521
Total liabilities	794	1.255	1.439	1.929	2.927	3.767	4.288	4.905	4.989

¹³ In the case of JOBLINGE e. V. and JOBLINGE Foundation, including funds carried forward and foundation capital.

¹⁴ For JOBLINGE e. V. and JOBLINGE Foundation including free reserves.

Note: Possible differences due to rounding.

FINANCES

Income and expenses of the sites

	Total	gAG Munich	gAG Berlin	gAG FrankfurtRhineMain	gAG Rhineland	gAG Leipzig	gAG Ruhr	gAG Stuttgart Region	gAG Hanse	gAG Rhine-Neckar	e. V.	Foundation
Income and expenses 2020												
Location-specific (in thousand euros)												
Yield												
government grants	9.650	766	813	1.880	962	1.174	1.172	1.228	1.228	543	-	
Donate	3.923	152	355	732	76	108	375	636	636	164	1.157	1.820
Other revenue	249	-	7	-	17	8	16	1	1	-	163	-
Total income	13.822	918	1.175	2.612	1.055	1.290	1.563	1.865	1.317	707	1.320	1.820
Effort												
Personnel costs	9.119	918	837	1.618	700	902	1.107	1.164	819	404	881	
Material costs and other related expenses	4.879	231	391	993	355	388	456	701	498	303	56315	1.533
Statutory expenditure DO (e.g. financing gAGs)	-	-	-	-	-	-	-	-	-	-	-	
Total expenditure	13.998	1.149	1.228	2.611	1.055	1.290	1.563	1.865	1.317	707	1.444	1.533
Annual result	-176	-231	-53	1	-	-	-	-	-	-	-124	287
appropriation to reserves	74	-	69	5	-	-	-	-	-	-	-	196
Profit/loss carried forward from previous year	851	168	69	114	2	-	-	-	-	-	49816	-
Balance sheet profit/loss	601	-63	-63	110	2	-	-	-	-	-	37416	91

¹⁵ Including allocation to free reserves in the amount of 103 thousand euros.

¹⁶ Means lecture of e. V. and foundation.

Note: Possible differences due to rounding.

FINANCES

Financial situation of the sites

Balance sheet of the locations as of the reporting date 31.12.2020 (in thousand euros)	Total	gAG Munich	gAG Berlin	gAG FrankfurtRhineMain	gAG Rhineland	gAG Leipzig	gAG Ruhr	gAG Stuttgart	gAG Hanse	gAG Rhine-Neckar	e. V.	Foundation
Assets (assets, use of funds)												
A Fixed assets	135	16	-	69	6	2	20	11	4	1	6	50
I. Intangible assets (e.g. software)	31	-	-	31	-	-	-	-	-	-	-	-
II. property, plant and equipment	104	16	-	38	6	2	20	11	4	1	6	50
B Current assets	4.816	602	313	442	250	424	625	522	553	147	938	904
I. Receivables	1.097	62	200	198	70	22	126	107	241	55	16	-
II. liquid funds (cash, bank balances)	3.719	540	113	244	180	402	499	415	312	92	922	904
C Prepaid expenses and deferred charges	38	3	-	17	6	5	1	3	1	2	-	-
Total assets	4.989	621	313	528	262	431	646	536	558	150	944	954
Liabilities (source of funds)												
A Equity (funds carried forward and foundation capital) at foundation and e. V.)	1.334	257	146	170	102	80	55	50	50	50	374	⁵⁰¹⁷
B Special item for unused grants and subsidies Donations (incl. free reserves foundation and e. V.)	2.133	309	-	-	53	-	514	293	401	58	505	54218
C Accruals	442	29	31	84	47	52	55	81	42	21	-	358
D Liabilities	559	26	136	70	60	62	22	32	65	21	65	4
I. Loans taken out	47	-	-	-	47	-	-	-	-	-	-	-
II. trade payables	236	18	12	56	6	49	6	13	38	13	25	-
III. other liabilities	274	8	124	14	7	12	15	19	27	8	40	4
E Accruals and deferred income	521	-	-	204	-	237	-	80	-	-	-	-
Total liabilities	4.989	621	313	528	262	431	646	536	558	150	944	954

¹⁷ In the case of JOBLINGE e. V. and JOBLINGE Foundation, including funds carried forward and foundation capital. ¹⁸ For JOBLINGE e. V. and JOBLINGE Foundation including free reserves.
Note: Possible differences due to rounding.

Management Report

The financial position of the overall organization is largely stable, despite the increasing need for funding due to the opening of new locations. All gAGs closed the 2019 financial year with neutral or positive results. Retained earnings also remain in neutral or positive territory at all sites. The annual financial statements of JOBLINGE e. V. were negative in 2019, as earmarked donations were accrued for the first time for 2020. The JOBLINGE Foundation recorded a positive result.

The annual financial statements for the 2020 financial year are still being processed in part, but a predominantly positive trend is emerging. The annual result of JOBLINGE e. V. is positive, as expected. The annual financial statements of the JOBLINGE Foundation are negative in 2020 for various reasons: On the one hand, donations already received in 2019 for JOBLINGE gAGs and JOBLINGE e. V. were only forwarded in 2020. In addition, earmarked funding for multi-year grants received by the JOBLINGE Foundation was transferred in full to JOBLINGE e. V. in 2020. e. V., since the deferral of earmarked donations in the annual financial statements of the e. V. has been possible since 2019. These can now be found under the item "Unused donation funds" in the balance sheet of JOBLINGE e. V. The negative annual result of the JOBLINGE Foundation in 2020 can be completely offset by the funds carried forward.

The annual result of gAG Berlin will also be negative, but the losses can also be compensated for by the profit carried forward and the release of reserves. Since its inception, a key success factor of JOBLINGE has been its joint, cross-sectoral commitment, which is also reflected in its financing. Within the framework of public-private co-financing, the running costs of the JOBLINGE locations are largely borne by the public sector. The share of public funding varies greatly from location to location; calculated over the entire initiative, it amounts to 70 percent. About 30 percent of costs are funded by donations. In the 2020 financial year, the amount of private donations raised was around 4.4 million euros. They are particularly important for the innovative components of the concept that are crucial for the sustainable success of the participants, such as the professional training of the participants.



The JOBLINGE 4.0 project is a funded project in which young people learn about different elements of the digital world of work in a practical way. Or in 2020, the funding of the digital implementation of the JOBLINGE project with the financing of investments in software and hardware for the support of participants in digital form as well as ensuring the best possible digital collaboration of the JOBLINGE teams nationwide. This funding has made a significant contribution to mastering the extreme challenges during the Corona pandemic without existential losses and at the same time has significantly strengthened the initiative's goal of enabling as many young people as possible to enter the world of work. That is why, since 2020, it has been more important than ever: every euro counts. Particularly in times of lower participant numbers, because it is even more difficult to recruit young people via digital channels.

range. Funding that is not used because of a lower number of participants or fewer hours of support due to a reduction in personal contact is not considered. The funds that have failed to materialize must also be compensated for. This is only possible with a strong network of private sponsors. We are therefore very pleased that in 2020, despite all the circumstances, we have once again succeeded in increasing the total amount of private donations. Although the amount of donations to be raised is considerable and will increase continuously in the future due to growth and further development of the content, the JOBLINGE initiative is optimistic about the future thanks to the generous support and the growing willingness to support and looks forward to working with existing and new sponsors.



This is another way to
support JOBLINGE .

Like JOBLINGE on LinkedIn, subscribe to the newsletter, follow the website, rate it on Google, put us in touch with interested people and new partners ...

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Donate for the Future.

JOBLINGE FOUNDATION

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