

JA WORLDWIDE —————

ANNUAL REPORT 2020



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This Is JA

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Leadership Message

The world is transforming. So is JA.

When we wake up each morning and read the news, it can be a challenge. By the time we finish the day, though, after we've had a chance to interact with young people, watch their progress through JA's learning experiences, and see their entrepreneurial innovation—we just can't help but feel optimistic about the future.

Our future is more digital, with learning experiences that transcend borders. Our future is more sustainable, with young entrepreneurs (soon to be adult entrepreneurs) addressing climate change using market-based solutions. Our future is more interconnected, because pandemics don't stop at man-made borders, and there is unity in diversity.

JA's learning experiences are transformative by design.

As our students expand their work-readiness skills, develop financial literacy, or build their first companies, they not only master business-critical skills, but also transform their way of thinking, developing a certainty about their own future success that we call "self-efficacy." This mindset helps them see disappointments and failures in a new light, understanding that they are temporary setbacks, not overwhelming obstacles. JA students also apply this belief in their future success to the larger challenges facing the world. They're committed to the Global Goals for Sustainable Development (SDGs) through their products and services, whether they're working to eradicate poverty, create a more just and equitable society, or ensure the sustainability of the planet. Throughout our century of education, JA students have transformed their own lives and the lives of their communities.

But what about JA as a whole, the network of teams in over 100 countries that make our organization one of the most impactful NGOs in the world? Most organizations transform in one of two ways: with slow-and-steady improvements or through an all-out

sprint. Neither is inherently better: The first approaches innovation as an important—but not necessarily urgent—organization-wide task, while the second prioritizes rapid-fire breakthroughs that are generally unsustainable over time. Throughout JA's history we've taken both approaches, sometimes synchronizing the JA network in a steady, deliberate march toward an outcome; other times, focusing the network on a critical, urgent transformation, such as during the Great Depression, World War II, and the tech revolution.

But never have we encountered anything like the urgency—and the long-term effects—of the COVID-19 global pandemic, which turned the JA model on its head: For 100+ years, JA has delivered hands-on, experiential programs guided by in-person volunteering, mentoring, and teaching relationships. Yet, quite suddenly, the world was no longer spending time face-to-face.

We've committed to an innovative spirit.

By late March of 2020, we had launched #KeepLearning, a curated collection of the digital programs our network had innovated, all housed in one place, available in a dozen languages, and totaling nearly 100 learning experiences. Virtual panels and live discussions quickly followed. Then virtual events, including augmented reality trade fairs that mimic the in-person experience, in which visitors are able to move from booth to booth to meet young entrepreneurs and examine their products. New partnerships and collaborations followed, enabling us to harness innovation and enable us to reach even more students. And more will come in the months and years ahead.

Why did we do it? Because the world is transforming. And so is JA.

Francesco Vanni d'Archirafi

Board Chair, JA Worldwide
Vice Chairman, Institutional
Clients Group, EMEA Citi

Asheesh Advani

President and CEO,
JA Worldwide



What We Do

**100 years. 100 countries.
100 million success stories.**

As one of the world's largest youth-serving NGOs, JA prepares young people for employment and entrepreneurship, delivering hands-on, experiential learning in work readiness, financial literacy, and entrepreneurship. Reaching more than 10 million young people last year, JA is one of the few organizations with the scale, experience, and passion to build a brighter future for the next generation of innovators, entrepreneurs, makers, and managers.

Building the skills that employers seek.

Technological advances are emerging faster than ever. New industries and automation require new skills. And the largest generation in history will enter the workforce in five years, with youth unemployment already reaching an all-time high in many parts of the world. JA's skill-building programs—for students as young as 5 and as old as 25—are more important now than ever before in our century of innovation and achievement.

Under the mentorship of over 310,000 volunteers from all sectors of society, plus more than 275,000 teachers, JA students benefit from real-world work experience and know-how, transforming their knowledge, skills, attitudes, and aspirations as they build toward successful careers, prepare for the risks and rewards of entrepreneurship, and learn to thrive financially.

We equip young people from every corner of the world with the employment and entrepreneurship skills to thrive right now—and in the future. By building a host of skills and nurturing self-belief, JA prepares young people for the future of work, teaches them how to think entrepreneurially, and ensures that they have the tools to be financially capable adults.

Impact across six continents.

In over 100 countries, our passionate staff has unparalleled access to schools, creating an ecosystem of hands-on programs driven by volunteers, teachers, policymakers, and the private sector. In addition to maintaining deep relationships with our funders, we're forging partnerships with high-tech startups, universities, and like-minded NGOs, giving even more students the opportunity to benefit from JA's learning experiences.

Our 100 million living alumni are a testament to JA's lifelong impact, serving as a global force for good. Many start businesses that serve a social need, solve a local problem, or inspire others to reach their potential. Others donate time and money to their communities. Still others give back to the next generation of young people by volunteering and mentoring.

At JA, we're laying the groundwork to serve exponentially more students by supporting innovation throughout our network, making investments in technology and human capital, and executing partnerships with select organizations that benefit from our unparalleled access to schools and students. An investment in JA is an investment in the success of the next generation.



Work Readiness: Preparing youth for the jobs of the future

JA's volunteer-led work-readiness programs teach critical skills that prepare young people for college, trade school, or the workforce. By job shadowing skilled mentors, building skills through digital experiences, and developing solutions to business challenges, JA students are prepared for the future of work.



Financial Literacy: Developing financial independence

JA's hands-on, role-playing financial-literacy programs expose young people to smart saving and investing, thoughtful spending and credit, the role of taxes, the value of employment and community involvement, and the opportunities of global trade. We prepare young people for lifelong financial health.



Entrepreneurship: Cultivating an entrepreneurial mindset

Through JA's real-world entrepreneurship programs—the longest-running in the world—students work as a team to develop an innovative product or service, finance their startup business, creatively market their product, and launch their careers as entrepreneurs or intrapreneurs.

Strategic Priorities

The world has transformed since 1919.

Young people face a global employment crisis that will impact their career opportunities and financial well-being for the rest of their lives, due in part to the global pandemic and to the changing nature of work, which is widening the gap between the needs of employers and the skills of young people.

As the world changes, so must JA, and we relish the challenge. We've embarked on a journey to raise the aspirations of the young people we serve, arming them with the work skills, entrepreneurial experience, financial know-how, and technical savvy that will propel them toward a life of economic stability and career success. Our strategic plan reflects our aspirations through four global priorities.

#1: Learning Experience Modernization

Both before and after the COVID pandemic, JA Worldwide has prioritized the introduction of modern learning experiences and student events using technology, virtual reality, and experiential learning through new interfaces. We're building on recent investments made through JA Labs (our network-wide innovation fund), data-gathering and learning-management systems, online alumni community engagement, and student-facing digital programs. Our impact metrics have been upgraded to include global and regional elements to ensure that the introduction of technologies and digital delivery enhances employability and entrepreneurship outcomes for the youth we serve.

#2: Impact Measurement and Data Analytics

Across more than 100 countries, JA's impact is felt not just in the students who experienced our unique programs, but also in that student's community. We're making strategic investments in enhancing our data-analytics capabilities to upgrade the ways in which we collect information from our network and the business-intelligence tools we offer to our stakeholders.

In addition, JA Worldwide has introduced an impact-scoring framework that ensures our global network has incentives that are outcomes-focused, data-driven, and aligned to our unifying impact objective of employability and entrepreneurship. The framework was piloted in the MENA region and is now utilized globally by JA Worldwide.

#3: Partnerships for Growth and Innovation

JA Worldwide is changing the way we work with partners. Rather than only raising funding to deliver JA-branded learning experiences, we're leveraging our assets to deliver more impact and achieve greater scale. For example, we're increasingly working with partners who bring their own educational programs to our network, and are co-creating solutions that meet the needs of school systems, JA locations, and the youth we serve. This approach has allowed JA to accelerate our adoption of technology-enabled programs, test the latest educational approaches, and increase ROI on philanthropic donations to serve youth. With over 300 legal entities spread across 100+ countries, the JA network is built on a foundation of partnerships that is managed by JA Worldwide and six regional operating centers.

#4: Network Collaboration

JA's network of teams is connected by a globally recognized and respected brand; passion for relevant, hands-on learning; and a shared belief in the boundless potential of young people. In addition to raising funding to support the JA network, we invest in activities that enable greater collaboration among JA network members and youth around the world. Our strategic imperative is to invest in more global youth events such as the Global Youth Forum, more global staff events such as the JA Global Leadership Conference, more staff development initiatives such as #KeepLearning Staff, more alumni initiatives such as Gather and JA University, and more technology that makes it easier for the network to collaborate and gain access to best-in-class learning experiences.

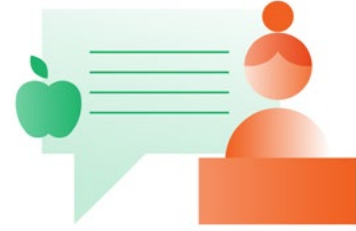
For additional information, visit jaworldwide.org/strategicplan.



JA's Impact



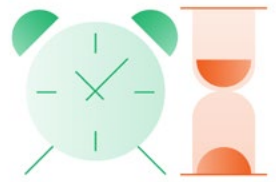
10,500,000+
student experiences



278,000+
teachers & educators



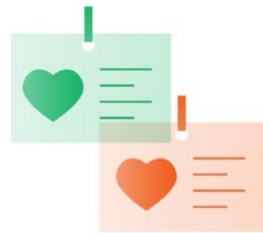
92,500
schools



190,400,000+
contact hours



312,000+
volunteers



3,300+
staff



Locations

JA AFRICA

Botswana
Côte D'Ivoire
Eswatini
Gabon
Ghana
Kenya
Mauritius
Nigeria
Senegal
South Africa
Tanzania
Uganda
Zambia
Zimbabwe

JA AMERICAS

Argentina
Bahamas
Brazil
Canada
Cayman Islands
Chile
Colombia
Costa Rica
Curaçao
Dominica
Dominican Republic
Ecuador
El Salvador
Guatemala
Honduras

Jamaica
Mexico
Nicaragua
Panama
Paraguay
Peru
Puerto Rico
St. Kitts and Nevis
St. Lucia
Trinidad & Tobago
Turks & Caicos
Uruguay
US Virgin Islands
Venezuela

JA ASIA PACIFIC

Australia
Azerbaijan
Brunei
China
Guam
Hong Kong, China
India
Indonesia
Japan
Malaysia
Pakistan
Philippines
Republic of Korea
Singapore
Thailand
Turkmenistan
Vietnam

JA EUROPE

Albania
Armenia
Austria
Belgium (Flemish)
Belgium (French)
Bulgaria
Cyprus
Czech Republic
Denmark
Estonia
Finland
France
Georgia
Germany
Greece
Hungary
Iceland
Ireland
Isle of Man
Israel
Italy
Latvia
Lithuania
Luxembourg
Macedonia
Malta
Moldova
Netherlands
Norway
Poland
Portugal

Romania
Russia
Serbia
Slovakia
Slovenia
Spain
Sweden
Switzerland
Turkey
United Kingdom

INJAZ AL-ARAB JA MENA

Algeria
Bahrain
Egypt
Kuwait
Lebanon
Morocco
Oman
Palestine
Qatar
Saudi Arabia
Tunisia
United Arab Emirates
Yemen

JUNIOR ACHIEVEMENT USA

United States of America



Story of the Year: INJAZ Yemen

INJAZ Yemen navigated checkpoints, impassible roads, and war-ravaged cities to bring a student team to MENA's top youth-entrepreneurship competition in Oman

When Majid Al-Shammiri first heard that the INJAZ Al-Arab Young Entrepreneurs Celebration (YEC) would be held in Oman, he knew it was the closest the competition would ever come to his home country. In better days, the trip was a three-hour flight. But traveling from Sana'a, Yemen, to Muscat, Oman, would require three solid days of travel, mostly by car, as Majid, the student team, and their mentor circled well around the country's most dangerous roads and checkpoints.

Yemen, currently ranked as the most dangerous place on earth, has been engaged in a civil war for more than six years. Yet INJAZ Yemen, which operates out of a modest location in the capital city, served 28,000 students in 2020, thanks to a small but dedicated group of employees and volunteers.

Majid's Story

Born in Taiz, Yemen, Majid moved to Sana'a with his family when he was seven years old. By the time he finished high school, he had come to love the 7,000-year-old city, full as it was then of shops and cafes, and home to Sana'a University.

Majid's last year of university, 2011, also marked the famous Arab Spring, and Yemen was one of the first countries to experience the exhilarating—and destabilizing—protests, following the first uprisings in Tunisia and Egypt. After a mostly peaceful few months of political turmoil, Yemen began 2012 with a new president and a renewed hope in democracy.

That was also the year that Majid was offered the opportunity to relaunch JA operations in Yemen. He had other job offers but wanted to bring JA's hands-on programs to his home country. Success quickly followed: In both 2012 and 2013, INJAZ Yemen made impressive showings at the YEC. But conditions within the country steadily worsened . . . until a civil war erupted in late 2014.

A Country at War

At first, Majid and his countrymen were hopeful that a peace agreement would quell the violence. But that lasted only a few months. By the end of 2015, the INJAZ location suffered damage during an airstrike, and Majid considered, for the first time, shutting down the operation.

But his students simply wouldn't let him give up. Keenly aware of how much they need the skills to prepare them for employment and entrepreneurship, INJAZ Yemen students insisted on taking the risk and continuing to learn.

The new building allocated to them was undamaged but a long way from a home for staff, volunteers, and students, creating new problems due to gasoline shortages and increasingly frequent checkpoints. These factors also increased the challenges that Majid and his staff and students faced when traveling. For the INJAZ Yemen Company of the Year team (called Balda Taiba) to travel to Oman in the middle of a civil war now seemed a remote possibility.

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Local Impact

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Sarah Talbi

“It all started with the JA Company Program.”

by Sara Hammoud, Gather Reporter for MENA

Thanks to Algerian entrepreneur and JA alumna Sarah Talbi, cleaning your plate at the end of the meal is no longer enough. Now, your plate is part of the meal. Sarah, a 22-year-old food engineer, is the co-founder of Genewin, a startup with a mission to replace plastic plates and cutlery with edible and biodegradable versions. Through her patent-pending product, Sarah sources wheat bran, a part of wheat that is usually thrown away by bread makers, to manufacture Genewin's products: plates, bowls, cups, flatware, and more.

The worst enemy of yourself is yourself. The most difficult challenges to overcome are the ones we carry internally.”

It took hundreds of hours in the lab to develop a product that starts biodegrading as soon as it touches soil or water and that is edible. (Compare this to several centuries required for plastic products to biodegrade!) Genewin's first prototype was tested with team members and university professors.

By January 2020, the prototype was assessed to be safe for both the consumer and the environment, and Sarah applied for a patent to protect the formula and the process of manufacturing. She expects to be granted the patent in 2021, giving her 20 years of protection in Algeria, which can be extended to other countries through the collaboration that exists between the Algerian government and the World Intellectual Property Organization (WIPO).

“It all started with the JA Company Program,” Sarah says, thinking back to her time with INJAZ Algeria, when she decided to combine her newfound business skills with her engineering background to create a successful startup.

Her JA team, which was made up of 20 students working in the food industry, came in second at the INJAZ Algeria Company of the Year competition. That singular experience brought out the entrepreneur in Sarah, and began building both her confidence and skills. She adds that being a young female entrepreneur in the MENA region is challenging, because women are often not taken seriously in the business world. But her INJAZ mentors did. They treated all students equally, regardless of gender.

Today, the Genewin team all have backgrounds in food engineering and business and are targeting Algeria youth, with green consumption patterns, as their target market. Over time, they also hope to lower costs through economies of scale by expanding to other countries in Europe and in the Arab world. And Genewin continues to research improvements in the shelf life of the product: It's currently six months before opening the package and one month after opening.

But Sarah's longevity in the business world is practically a guarantee given all that she has already accomplished. Sarah encourages young people like her to dream big and work hard toward their goals. Bran may be the main ingredient of Sarah's product, but ambition and passion are the ingredients of her success.



Arya Yurdacan & Öykü Ulusay with Entella Co.

“We failed so many times. But we failed as a team, not as individuals.”

“Wouldn't it be great to see a startup from the JA Company Program become one of the world's leading companies?” asks 20-year-old JA Turkey alumnus Arya Yurdacan. She speaks with a confidence that belies her age, especially when the subject is her JA student company, Entella Co, winner of the JA Europe Company of the Year competition and the FedEx Access Award.

When team members first came together in the JA Company Program, they sought a solution to a significant problem in Istanbul: marine pollution. But the answer didn't come easily. “Being a team is difficult, because everyone has different ideas but we need that one solution,” Arya says. “We are 10 people, and that means 10 different ideas.”

“And we have 10 different backgrounds,” added Öykü Ulusay, Head of Sales and Marketing. “We failed so many times. But we failed as a team, not as individuals.” Öykü, a high school senior, who encountered one of the highest highs possible in JA in 2019, perfectly articulated one of the hallmarks of this organization: resilience. In a year of global tumult, Entella Co endures.

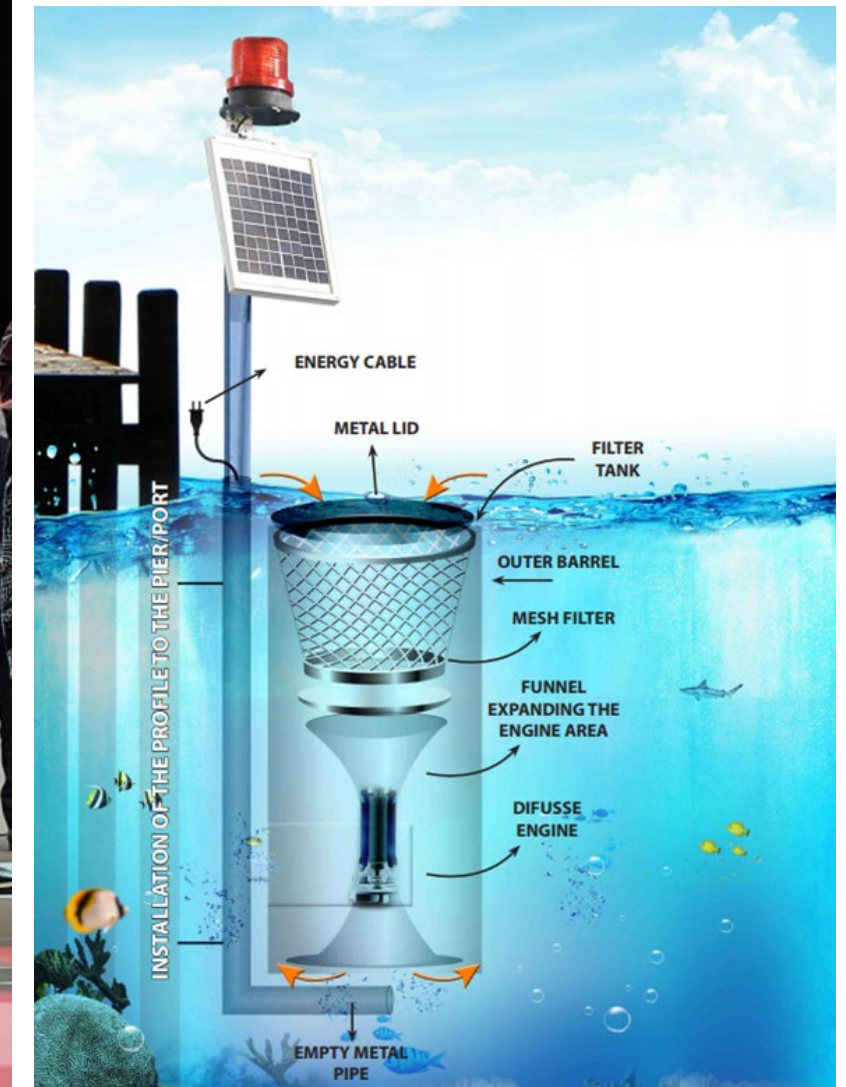
As if juggling school schedules and work weren't enough, Arya, Öykü, and the Entella team are pursuing patents for their marine filtration system, Mareen, and looking to scale up. Meeting with angel investors to grow the business, securing patents for their design, and finding new battles to fight in the oceans, especially due to the presence of disposable face masks in waters. They're also giving back to current

JA Turkey students, volunteering as mentors for the up-and-coming entrepreneurs following in their footsteps. One of Arya's biggest aims is to improve lives through innovative solutions and to empower and inspire people to dream big. “Balancing one's innovation, knowledge, and hard work with values, passion, and dedication creates leaders best equipped to change the world.”

“Everyone, everything is linked to each other. One movement affects the others.”

“But entrepreneurship is not easy,” she continues. “One day everything goes perfectly and the next day everything may be ruined, but the important thing is to be able to motivate yourself and keep going.” With this mindset and this leadership, our bet is on Entella Co turning into a world-class business.

In August, Arya was elected as one of the 20 Most Talented Entrepreneurs Under the Age of 20 in Europe's “20 under 20.” She is also honored to work with the Oceans Youth Council and contribute to promoting World Oceans Day.



Bill Schawbel

“I believe it’s entrepreneurial to give back, whether with time or money.”

Early in 2019, JA received exciting news: We had qualified for two charity entries in the 2020 Boston Marathon, representing a significant fundraising opportunity. William (Bill) Schawbel—founder and CEO of Schawbel Companies, Wharton graduate, JA alumnus, JA volunteer, chair of the 2019 JA Centennial Gala, and all-around JA supporter—had decided to run the marathon in celebration of his 80th birthday and secured the two entries, which are managed by John Hancock. The other entry went to Leo Martellotto, President of JA Americas, IronMan triathlete, and JA alumnus.

Then along came COVID-19.

The marathon was postponed to September, but later changed to a virtual event. Registered runners completed the 26.2-mile run on their own and reported the results. Participants could run around their neighborhoods, put in miles on treadmills, or travel to another location to run, as long as they practiced COVID hygiene. Participants even had access to a virtual marathon expo and an app for family and friends to follow along.

An experienced marathoner, Bill would run the Boston Marathon for the seventh time, but this time at his home in Needham, Massachusetts, USA, completing the entire marathon on a treadmill. Blessed with an exceptional workout facility on his property, Bill arranged for supporters to cheer him on, rotating every hour and watching from a safe distance. And he and Leo raised over US \$125,000 for JA.

Bill, an inspiring lifelong entrepreneur, lived and breathed JA while a student at Boston Latin School. “In 1956 or 1957, when I was involved in JA,” he says, “I was president of my JA company. We had to deal with banks, get a product to market, and get investors. This

experience was not that much different than experiences later in my career, when I also had to deal with financial institutions, create new products, and manage accounts receivable and accounts payable.”

“Have a vision outside of your neighborhood. There are opportunities outside of your city, your region, and your country. Reach out and see what’s happening in the rest of the world, because you might find there are more opportunities outside than at home. But get involved locally, too.”

Now entering his ninth decade, Bill remains an active supporter of JA Worldwide and Junior Achievement of Northern New England. He has served on the JA of Northern New England Board of Directors for over 15 years as Board Chair, Executive Committee member, and Advisory Council member. Bill now serves on the JA Worldwide Global Council, and he continues to make a difference locally as a JA of Northern New England Board Emeritus.

“JA is very, very valuable for the economy in general and for underserved people in particular. JA enhances what students learn in school, through which JA students realize that, “Yeah, I can do that.”



Regional Impact

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Tonatiuh Gomez

JA Americas

Back in high school, Tona Gomez attended the JA Mexico FIE Entrepreneurship Camp, never believing it would change the course of his life. But while he was there, surrounded by other students who had passion and vision, he decided he would do whatever it took to accomplish something big with his life. He didn't know exactly what, but his participation in the FIE Talent Show and his journey in dance would set the stage for the inspiring career that would follow.

Today, as a principal dancer with the San Diego Ballet Company who trains an average of seven hours per day, Tona credits JA with developing the work ethic, emotional maturity, leadership, and humility required to pursue an emotionally and physically demanding career in the ballet.

He also learned resilience through JA, a trait that allowed him to not lose hope after being rejected twice by the National Center for the Arts in Mexico City (one of the most important schools in Mexico), after sustaining a serious injury that prevented him from any physical activity for over two years. Once Tona had fully healed, he had missed the age cutoff for any of Mexico's national dance schools . . . that is, until the Superior School of Music and Dance in Monterrey extended its maximum age, and Tona came in just under the wire. He was accepted and trained extensively for one year, during which he would eat, breathe, and sleep ballet. From there, he was offered a scholarship to The Rock School for Dance Education in Philadelphia, which opened an even bigger world of opportunities, given its close proximity to New York City. Tona started traveling into the city regularly to watch ballets and go on auditions.

“I fell in love with ballet because it wasn't easy. The challenge is to bring your best performance wherever you are.”

Although ballet is Tona's passion, his heart is that of an entrepreneur. Throughout Tona's training and professional dance career, he has been developing business ideas and projects with a social impact, specializing in the arts and creative industries. Prior to this, he already had one successful venture under his belt: While Tona was in college earning a B.S. in marketing, he co-created a fast-food operation that transformed a food cart (usually used to sell hot dogs or burritos) into a salad bar called Fresh & Green. When a friend wanted him to start a second location, Tona began franchising the operation, eventually creating more than 30 locations throughout Mexico.

For now, though, Tona gives the ballet company and his nonprofit organization his full attention, especially since the pandemic has given him a chance to heal from herniated discs he suffered in a late 2019 performance of *The Nutcracker*. At the time, just before the pandemic, doctors weren't even sure Tona would be able to dance again. But with performances cancelled for months on end, Tona took time to heal and was surprised to find that his strength, stamina, and flexibility fully returned for the 2020 *Nutcracker*.

What does the future hold for Tona? He intends to keep growing in ballet, extending his entrepreneurial projects, and, perhaps, even try his hand at other performing arts ventures, such as acting. But, thanks to JA, there's one thing he's sure of: There will be many more startup businesses in his future.

Justin Valdez, Gather Reporter for the Americas, contributed to this story.



29 member countries/areas
1,387,400+ student experiences
34.6 million+ contact hours
27,700+ volunteers
500+ JA staff
32,900+ teachers & educators
20,300+ schools

Team Balda Taiba, INJAZ Yemen

INJAZ Al-Arab JA MENA

~ continued from p. 16 ~

In late 2019, after Majid negotiated for months to secure passports and visas for his students, Team Balda Taiba set off for Oman on a warm Wednesday afternoon. The first part of the journey, from Sana'a to Marib, had been a two-hour car ride in pre-war days. But it took the INJAZ Yemen team 14 hours, as they were forced to travel on a secluded mountain road that avoided checkpoints and other dangers.

From Marib to Seiyun was another eight hours in the car. From Seiyun to the Oman border took another 14 hours, this time through the desert, finally arriving at 6am on Saturday. The team had been on the road for two and a half days, with just seven hours of breaks.

Once in Oman, they traveled by car to Salalah, slept for a few hours, and then boarded a plane to Muscat, arriving late Saturday night. The competition would begin the next morning. They had made it.

Coffee, Camaraderie, and Competition

The INJAZ Al-Arab YEC is a well-oiled machine. In addition to presentations and interviews with judges, each team is assigned a trade-show booth, which they arrange in whatever way they believe will elicit the best response from judges. For Team Balda Taiba—all students at Sana'a University—the theme was coffee, the product that the company processes, infuses with local flavors, and sells, along with other hot beverages. At the trade show, the team set up carafes

“Our work is to open the minds of the youth of Yemen. For they will lead the way.”

of samples, along with bags of coffee and tea available to purchase. Judges and other VIPs who visited the team's trade booth received a hot, spicy sample beverage, and then were pitched on its unique flavor, its affordable cost, and how there was no doubt that Yemen produces the finest coffee in the world.

When one visitor, a native of Brazil, stopped by, suggesting that, perhaps, Brazilian coffee—not Yemenese—was the best in the world, a member of Team Balda Taiba laughed out loud, and said, “Oh, you Brazilians. Just like the Kenyans. You always think you have the best. But wait until you taste the real thing!”

She was right. The judges thought so, too, and on the last day of the YEC, Team Balda Taiba was awarded the prestigious Citi Foundation Client Focus Award, a coup for the team and their mentor, Mr. Ibrahim Al-Isti, as well as for Majid and his staff. Suddenly, the 50+ hours of dangerous travel seemed worthwhile.

Two Yemens

The sheer joy of the team as they rushed across the stage to receive the award is, perhaps, the most illustrative contrast between the Yemen described in international news stories and the Yemen that Majid experiences every day. One is a story of suffering and loss, ranging from extreme food insecurity to demolished city blocks to shortages of everything from gasoline to teachers. The other is a story of exuberance, resilience, and—most of all—hope.

But, as Majid would tell you, they're the same Yemen. One reflects the present; the other, the future.



13 member countries/areas
254,800+ student experiences
1.8 million+ contact hours
6,100+ volunteers
200+ JA staff
3,800+ teachers & educators
1,700+ schools

Daniel Amoako Antwi

JA Africa

by Helenah Swedberg and Fungai Tanya Chimbuya,
Gather Reporter for Africa

It's empty and quiet inside the bright white wooden church in central Accra, Ghana. Daniel Amoako Antwi stands in the middle of the aisle, leaning against one of the red chairs. This is his place to reflect and think outside his busy work life. "Every business needs a fundamental blueprint, beyond yourself," he says, confirming why social values and impact are at the heart of his business mindset. The spark ignited by the JA Company Program well over a decade ago eventually led him to start the social entrepreneurship hub he runs today, only a few blocks away from his church.

Daniel joined JA in high school in 2004, and his JA company team decided to sell sport products. The sport teams of central Ghana were very competitive, and several schools were bitter rivals. There was a high demand for merchandise with team names and colors. But Daniel's JA company had no initial funds to start production, so they began selling shares to raise money. As the team's marketing officer, Daniel went around to classrooms, dining halls, dorms, prep time, and even games, where he would pitch their company to crowds as large as 1,000 people.

"I learned to speak in front of a large audience at an early age," he says. "Being in JA taught me to persuade and convince people."

After university, he spent a few years in corporate positions at Guinness and Hewlett Packard before he and a colleague decided to branch out on their own and start a software company together. "We rented a big office and bought everything we needed, but we didn't know how to code," he says. "We hired people we thought were good at IT, and all our money went to rent and salaries. We thought it was cool to say that we had our own business, but at the same time, we could barely afford rent."

In an unexpected twist, they stumbled upon the opportunity to organize the first TEDx Ghana in 2014, the first of many they would

organize, opening a door into a community of social entrepreneurs. But after recruiting volunteers for events, it became clear to them that young people were lacking fundamental work skills, like organization, data collection, and presentation. Employment is one of the biggest challenges for young people in Africa, with an unemployment rate hovering around 20% and about 10 million students graduating from African universities each year unable to find jobs. And that was pre-COVID-19.

"The more we learned about the skills gap," Daniel says, "the more we wanted to do something about it." So Daniel and his teammates created a bridge Internship program to prepare students for work. Africa Skills Hub is a youth employment and business incubator that aims to groom Africa's next generation through hands-on learning and coaching tools, delivered online and offline using the Career Pathways Module, which includes a combination of digital, leadership, and entrepreneurial skills.

"JA shaped my thinking and narrative.
It was one of the best experiences of my life."

In 2020, COVID-19 moved the program entirely to a digital platforms and launched a number of new features, such as "Ask HR," during which experts share insights into the new normal around employability and help young people prepare for what's next. Daniel's achievements haven't gone unnoticed: He has been a Bill & Melinda Gates Foundation Goalkeeper, was chosen as a UNDP Africa Youth Connekt Fellow, was listed as one of the top 10 Global Changers in Education by TEDx, and has been selected as the brand ambassador for the UN #Togetherband.



14 member countries/areas
218,900+ student experiences
2.4 million+ contact hours
1,800+ volunteers
120+ JA staff
2,000+ teachers & educators
1,700+ schools

Maria Rahamägi and Adil Bey

JA Europe

by Senni Aalto, Gather Reporter for Europe

Maria Rahamägi

Founder and a CEO of Edumus, Maria Rahamägi, a JA Estonia alumna, got the idea for her company from the impact her JA mentors made on her.

Edumus brings professionals to schools to teach one grade, in one subject over one school year. For example, electrical engineers come to schools to teach physics, giving the students the opportunity for real-world knowledge and experience and giving the professionals the opportunity to experience the joy of interacting with students. In February 2020, Maria and Edumus were awarded the top prize (US \$12,000) in the JA Alumni Accelerator Award competition, sponsored by FedEx.

When COVID-19 broke out in Estonia, all students were moved to online school. Realizing that not all families have computers at home, Maria led an initiative called “Every Student Online,” organizing data about students who still needed devices and people who had some to donate. Within one month they managed to deliver around 1,000 devices to those in need and, to date, another 1,000 more! Maria has turned the initiative over to an existing NGO to carry it forward, although she continues to advise them and spread the word.

“With Edumus, I aim to inspire and enable professionals across fields and countries to share their passion with students by teaching. Through my JA experience I learned that investing in education has by far the greatest returns one could wish for.”

Adil Bey

Originally from Cyprus, Adil Bey studies politics, philosophy, and economics at the University of Liverpool in the UK. He also serves as president of the Federation of Turkish Cypriot Students (FTCS) studying in the UK and is an active JA alumnus.

In spring of 2020, Adil found himself trapped in the UK due to a Cyprus travel ban as a result of the COVID-19 pandemic. Schools had closed in both countries, with lessons moving online, and Adil and other students became increasingly concerned that they wouldn't have a place to stay in the UK if lockdowns intensified. So Adil put a plan into motion.

He and a friend reached out to government officials and organized two planes for students to fly back to North Cyprus, where they spent 18 days in quarantine hotels and 14 more days of quarantine at their homes.

During the quarantine, the group organized online events and activities, including yoga, arts and crafts, and even an online celebration with a virtual DJ. Sharing their days online made the quarantine bearable. And the Turkish Cypriots comforted and helped everyone they could. When one student lost a close relative while in quarantine, Adil and his friends acquired special permission from the Minister of Health for her to attend the funeral in an ambulance, which drove her to the location, and she watched the ceremony through the window.

Adil and the FTCS continue to support one another today, meeting regularly, organizing virtual activities, and strengthening their bond.



41 member countries/areas
3,864,500+ student experiences
99.6 million+ contact hours
95,800+ volunteers
875+ JA staff
140,500+ teachers & educators
40,700+ schools

Edward Lee

JA Asia Pacific

by Howard Zhenn Leong, Gather Reporter

When Edward Lee was 17 years old, he stopped by the office of his JA mentor. With his eye fixed on the charts and numbers pinned on the wall, he asked, "What is that?" Little did he know that the question would set the course for the rest of his career.

Edward learned a little about stock trading that day in 1972, and he soon became fascinated by the financial markets. He dedicated his free time to understand the workings of the stock exchange and mastering the craft of trading stocks. His stock-trading journey got off to a rough start, however, during the 1974 economic turmoil in the Philippines, when he suffered big losses. Since then, in times of crisis, he has turned adversity into opportunity.

“Financial stability impacts every aspect of a person’s life, as being in control of finances offers the freedom to focus on other matters.”

Edward started his financial career with an international trading company and, several years later, started his own investment firm with two of his original JA teammates. COL Financial, a publicly listed company, was founded on the belief that everyone can invest, not only the wealthy. But this required Edward and his partners to teach financial literacy. So, they created a learning infrastructure around investing, launched the EKL Learning Viber Community, and established Caylum Institute to further the cause of a properly educated and informed citizenry in the area of stock trading. During the COVID crisis, COL Financial had to reinvent itself. In the Philippines, most stock trades happen in person, but business

shutdowns made that impossible. COL needed not only to make online investing possible but also create comfort with a virtual transaction. All the learning materials had to be transferred online, too.

Today, in spite of only a US \$4,000 per capita gross domestic product and a global pandemic, COL opens 200 to 300 accounts per day.

Edward continues to be involved in JA, having served on the JA Asia Pacific and JA Philippines boards and mentoring Filipino students to repeated wins in JA Asia Pacific Company of the Year competitions.

And he sees clients on the streets of Manila every day, who thank him for educating them about financial literacy. Although many of his clients came to him for financial advice, Chairman Lee always reminds them that gratitude/compassion/generosity is the mantra for investing and encourages his audiences to keep those words dear to their hearts, no matter what successes they achieve through investing.

“If you can create an impact, no matter how small it is, you can change the lives of people. That is the most important achievement.”



- 17 member countries/areas
- 1,746,000+ student experiences
- 25.7 million+ contact hours
- 28,900+ volunteers
- 170+ JA staff
- 17,800+ teachers & educators
- 11,200+ schools

Henry Hurowitz and Team Germ Genie

Junior Achievement USA

As Henry Hurowitz's flight left Miami International Airport, he had no idea he was about to embark on a new business venture. But the high-school junior fell asleep with his cheek resting against the fold-down tray table, only to awake a few hours later with an itchy rash. The tray was most definitely not germ-free.

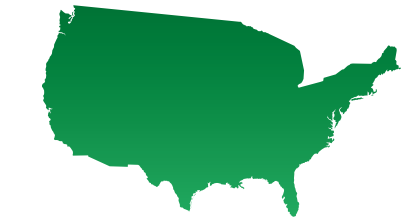
Through the JA Company Program offered at his school, Henry teamed up with Daniel Gutkin, Romy Peretz, Jonah Lubin, Benjy Sterne, and others to research exactly what sort of germs airline travelers were facing and find solutions. Their answer? Germ Genie.

Germ Genie is a travel pack used to sanitize your space on a plane, train, car, or subway. Inside the zippered pouch, you'll find disposable covers that fit onto tray tables, disinfecting wipes for armrests and displays, a cover for the headrest, hand sanitizer, and latex-free gloves.

Launched in late 2019, Germ Genie couldn't have been better positioned to move beyond travel needs when the global COVID-19 pandemic hit. The online shop (at germgenie.com) was already up and running, so the team added a deluxe version of Germ Genie that includes N95 masks, a large selection of cloth masks, and mask filters to its lineup, as well as a first-aid kit, a pair of disposable booties, and toilet-seat covers. The startup's impeccable timing led both to national press coverage (with items selling out quickly) and to numerous awards at the Junior Achievement USA National Student Leadership Summit.

The team also positioned Germ Genie as a social enterprise, giving 20% of its profits to local charities, including Joe DiMaggio Children's Hospital, and helping supply first-responders with free products. The company is also negotiating with airlines and hotels to offer Germ Genie to customers, as they navigate travel during a pandemic.

"There's no avoiding the myriad pollutants in our environment. Germs and allergens contaminate our air and the surfaces of our world, and we are vulnerable with every breath or touch, which can trigger the body's immune system to flare up in response. A mindful and proactive approach is the best way to prevent needless exposure to harmful and potentially deadly germs and allergens. Our company provides a series of products that help germ-conscious and allergen-sensitive individuals protect themselves from those invisible threats and stay germ-free on the go."



105 local areas
3,036,000+ student experiences
26.1 million+ contact hours
151,000+ volunteers
1,475+ JA staff
81,000+ teachers & educators
16,500+ schools

Global Impact

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JA Worldwide: Realizing the Global Goals

Goal 1: No Poverty

Young people around the world—especially in sub-Saharan Africa, India, Central America’s Northern Triangle, and war-torn Yemen; in indigenous homelands that have been stripped of resources; and in refugee camps—face extreme, multi-generational poverty.

JA is uniquely positioned to help eradicate poverty by providing access to offline and out-of-school learning experiences that build financial capability, create access to economic resources, and develop resilience to economic and natural disasters. JA’s programs are designed to profoundly impact the livelihood of young people by teaching critical entrepreneurship and work-readiness skills. Through hands-on, experiential learning, youth emerge ready to build sustainable businesses, lift their incomes, and transform their communities.

Goal 4: Quality Education

Education is the key to prosperity, and JA continues to transform the educational landscape through our hands-on, interactive, accessible learning experiences that prepare youth for employment, entrepreneurship, and global citizenship. We’re committed to teaching young people the skills they need for employment and entrepreneurship. And we’re teaching more than 10 million students each year not only to harness technology but also to use their digital skills to create a sustainable, safe, and inclusive world.

Goal 5: Gender Equality

One hundred years ago—before most of the world had guaranteed a woman’s right to vote, hold property in her own name, or own a business—JA was teaching girls the same employment, entrepreneurship, and leadership skills that boys were learning.

Today, across our global footprint, girls are excelling in their vision, technical skills, organizational skills, creativity, and commitment to start and scale businesses. JA helps girls choose their own paths, free from the barriers, discrimination, and exploitation that women have faced for millennia.

Goal 8: Decent Work and Economic Growth

At JA, we’re helping the world’s youth develop real-world skills through hands-on learning experiences. We’re pairing young people with experienced, inspirational volunteers who help develop student confidence, raise career ambitions, and lay the groundwork for full global employment. Through the JA Company Program and related programs, our alumni entrepreneurs are tackling the world’s biggest challenges with sustainable, just, and profitable small businesses, creating jobs for everyone who wants to work, at wages that enable a life beyond work.

Goal 17: Partnerships for the Goals

JA’s global impact is the result of diverse partnerships and sponsorships that enhance and grow existing programs, enable the development and launch of JA locations in the world’s least developed countries, and provide incentives for innovation. The impact of each volunteer and JA supporter—whether through funding, collaboration, or mentoring—flows through our entire organization and empowers us to further our mission effectively.



5 GENDER EQUALITY



17 PARTNERSHIPS FOR THE GOALS



1 NO POVERTY



4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH

Solomon Odong'o Maxwell

Global Goal #8

Solomon Odong'o Maxwell built his first company in his second year of high school in Uganda. His company, which created a liquid soap product, won the national Company of the Year competition and qualified for the JA Africa regional finals. Through JA, he also understood, for the first time, how a bank works and, shortly after, saw his first computer and fell in love with the possibilities that coding and design could offer. JA not only gave him real-world experience, but also radically improved his academic work. "JA was the best part of high school," he says.

By the time he entered college, Solomon was designing and developing websites, including the site for his high school, so majoring in IT felt familiar. One day, he realized that students had two realities in their lives that could work together: most rode bikes to school, and most were unable to find outlets to charge their phones.

"Surround yourself with other passionate people. Create a vibrant movement."

The idea for Emali Creation was born: a mobile phone-charge device designed for bicycles. After securing a small grant to develop a prototype, Solomon was able to launch the company, which he ran throughout the rest of his college career. He also got involved in Model UN and other UN youth activities, and then took on the roll of local director for the Hult Prize, often called "the Nobel Prize for students." Both endeavors created a close connection to youth issues. Before long, Solomon was given the responsibility of becoming the country director for AIESEC, which works with UN Uganda to develop leadership talent in the country.

Although Solomon still runs Emali, which powers the primary mode of communication for Ugandan youth, his current passion is 1MillionYouthAfrica, an initiative to teach one million young Africans how to turn their career dreams into reality. Day by day, Solomon makes his way toward Global Goal 8, "Decent Work and Economic Growth" for African youth.

"Wherever you are, start! Ideas are good, but they have to be pushed into action. Business plans are great, too, but no one can predict what will happen in the future."



Bonnie Chiu

Global Goal #5

At 16, Hong Kong-born Bonnie Chiu first discovered the power of social entrepreneurship. As CEO of her JA student company, she not only led her team to an impressive 200% profit, but subsequently donated 40% of those profits to the youth-serving organization, Make a Wish Foundation.

Four years later, at age 20, Bonnie successfully petitioned to overturn the death-penalty conviction of a domestic-abuse survivor, organized a World Anti-Drugs Day event, and launched a global nonprofit for women and girls called Lensational. And she was just getting started.

By the time she was 25, Bonnie had been named to the *Forbes* “30 Under 30” Social Entrepreneurship list, risen to managing director of London-based The Social Investment Consultancy, which tracks and magnifies the SROI (social return on investment) of companies, and secured a regular column in *Forbes* to advocate for women and girls, all while continuing to manage her growing nonprofit. Three years later, in response to the global pandemic throughout 2020, Bonnie launched “Women & COVID-19,” a contest to give voice to the lives of girls and women during lockdowns. Through Lensational, the global movement Bonnie founded eight years earlier, underrepresented women use photography, digital storytelling, and video production

“I really think that, without the JA experience, I wouldn’t be running my own social enterprise company today.”

to tell their own stories, advocate for the issues they face, and earn a profit by selling their work. This year’s contest resulted in 11 shortlisted projects receiving a cash prize, one-on-one mentorship, and a global platform for their stories. See more at lensational.org.

Thanks to her work toward Global Goal 5, “Gender Equality,” Bonnie is also the winner of the Humanitarian Grand Challenge, Facebook Social Entrepreneurship Award, and Hivos Social Innovation Award. She was featured as the Ambassador for Sustainable Development Goal 5 in the Lavazza Calendar, has been interviewed by dozens of global publications, and has been invited to speak about social entrepreneurship in more than 20 countries.

“I was 16 years old when I joined the JA Company Program in Hong Kong. We made over 200% profit on our investment and we gave about 40% of those earnings to Make A Wish Foundation. We won the JA Hong Kong Corporate Social Responsibility award, which, to me, was the most important award to win. I think even then there was a desire deep inside of me to make some difference in society.”



Patricia Hernandez

Global Goal #4

Thanks to a unique JA Americas entrepreneurship program that lives up to the challenge of Global Goal 4, “Quality Education,” Patricia Hernandez and her family have enough business income to see them through the global pandemic. But it took living through the most difficult year of her life—three years ago—to propel Patricia to start her successful family business.

In 2017, 30-year-old Patricia and her husband, Antonio, lost their son, Juan, to a congenital heart condition. He was only 19 months old. Awash in grief, an opportunity appeared: the JA Women for Development program, which trains women to develop entrepreneurial skills, start a business, and apply for microcredit. Although JA in every other region of the world offers programs only to young people ages 5 to 25, JA Americas recognized a need to address the lack of opportunities and subsequent poverty facing women in Central and South America. In 2010, JA Women for Development launched. This year, the program celebrates a decade of training women entrepreneurs, which has resulted in thousands of new women-owned businesses in the region.

Armed with a degree in communications, but not a drop of entrepreneurial experience, Patricia signed up for the program, welcoming the opportunity to focus on something outside of her own sadness, which she recognized was “beginning to sap my strength and inspiration.” Within six months, with the support of the program’s business mentor, she had mastered the fundamentals of a startup business.

Patricia then met with her parents, siblings, and in-laws and developed a business plan for a family venture called “In Guatemala,” which would feature products from local artisans. Her mentor, Laura, gave Patricia advice on how to gain the trust of Guatemalan artisans and, according to Patricia, “her advice and the endorsement of the program proved critical in negotiations.”

Patricia notes that the program didn’t offer only entrepreneurial support. “Emotional aspects were addressed, too,” she says. “It was exactly what I needed.”

Having now moved past the critical two-year anniversary that often separates companies that will succeed from those that won’t, “In Guatemala” is spending the pandemic as an online shop (at in.gt) that, this year, ramped up its offerings to provide essential services. The site offers face masks, health-care items, food, apparel, gifts, books, furniture, and other household items as a lifeline during lockdowns and serves as a source of revenue to the artisans featured on the site.

As Patricia built her family business, she also expanded her family. Sophie is two and a half, while Camilla recently celebrated her first birthday.

“We were not alone. Together, we not only built our businesses, but also built a network of entrepreneurs. All women. All learning. All intent on being successful.”

Patricia, second from left, with her family.



Global Business Hall of Fame

Inspiring Youth Since 1975

The Global Business Hall of Fame, presented by JA Worldwide, features top entrepreneurs and business leaders that span the last two centuries. From the inventor of blue jeans to the co-founder of one of the world's leading biotech companies, young people find a diverse set of influencers to kindle their entrepreneurial spirit.

From 1975 to 2009, the Business Hall of Fame inducted more than 200 celebrated laureates. Some were founders of successful companies. Others were CEOs, industry pioneers, or publishers. Each demonstrated a commitment to their communities, both locally and globally.

Each Global Business Hall of Fame laureate may inspire the millions of young people who are preparing for employment and entrepreneurship.

Upon reviving the Global Business Hall of Fame in 2020, JA and the landscape of business had both evolved in the decade since our last induction. So, too, has the Global Business Hall of Fame. Our inspiring laureates are more reflective of our global reach into over 100 countries, of the diversity of JA students, and of the many ways in which the business world has changed since 1975. We're committed to ensuring more representation from women, from countries around the world, and from a wide range of diverse industries.

Two Inspiring Types of Laureates

Under 40 years of age, entrepreneurial in spirit, and community focused, the Innovator is changing the landscape globally or has emerged on the global stage because of the Innovator's work. The Innovator is an inspiration, full of energy, and passionate about work, courageous, and a promoter of change and innovation on behalf of the global good. As a senior leader who is an inspiration to others, the Leader's contributions have advanced the landscape of business with a focus on improving the lives of others.

As a result, the Leader has led companies and initiatives toward the Global Goals and is a role model who exhibits social values, inclusivity, and a global point of view. The Leader is likely to have led with a large scope of responsibility, resources, and talent (for example, 200+ employees; \$3 million+ annual revenue, and so on).



A Global Force for Good

We also feature laureates who are making the world a better place. As such, the Global Business Hall of Fame prioritizes nominees who are working toward the Global Goals for Sustainable Development (SDGs), as we reinforce to JA students that they have the power to be a force for global good.

Global Business Hall of Fame
presented by  JA Worldwide®

Featured Laureates

Discover more at businesshalloffame.org

	Whatever I have aspired for or achieved in my career has always been fueled by a longing to break the stigma or what is perceived of the women in my region. Sheikha Hanadi Al Thani		If you take risks, you may fail. But if you don't take risks, you will surely fail. The greatest risk of all is to do nothing. Robert Goizueta
	CEOs can't just follow one leadership style. They need to adapt to different situations. Kenneth Chenault		I had to make my own living and my own opportunity. But I made it! Don't sit down and wait for the opportunities to come. Get up and make them! Madam C. J. Walker
	If each of us hires people who are bigger than we are, we shall become a company of giants. David Ogilvy		A lot of women are afraid to speak. So speak up! Gert Boyle
	In these fast-changing times we need the different viewpoints and experiences, we need the enlarged talent bank. The real risk lies in continuing to do things the way they've always been done. Muriel Siebert		If we tackle corruption, no child would sleep hungry, there would be no injustice, every child would be in school. The most powerful force against corruption is one person saying "no." Strive Masiyiwa

Leaders & Supporters

- 54 JA Worldwide Board of Governors
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- 60 Our Donors
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JA Worldwide Board of Governors

Representing the top worldwide corporations and the brightest minds of their generation, the JA Worldwide Board of Governors shapes our global footprint, steers our strategic direction, and mentors our staff.

Francesco Vanni d'Archirafi

Vice Chairman, Institutional Clients Group, EMEA, Citi
Board Chair

Jonas Prising

Chairman & CEO, ManpowerGroup
Board Vice-Chair

Asheesh Advani

President & CEO, JA Worldwide

Ainar D. Aijala, Jr.

Senior Advisor to Global CEO, Deloitte

Mayu Avila

Corporate Sustainability Regional Head (retired), HSBC Latin America
People Development Committee Chair

Maliz Beams

CEO (retired), Voya Financial Retirement Systems
Board Treasurer, Finance Committee Chair

Partha Bose

Partner and Chief Marketing Officer, Oliver Wyman
Marketing Committee Chair

Michael Bray

Partner, Grimaldi Studio Legale
Emeritus Governor

Jim Carroll

Senior Vice President, Global Government Relations, Honeywell International
Board Chair, JA USA

Doug Charles

President of the Americas, Korn Ferry

David L. Cunningham, Jr.

President & Chief Executive Officer (retired), FedEx Express

Ralph de la Vega

President & CEO (retired), AT&T Mobile and Business Solutions

Michel De Wolf

CPA, DGST & UCLouvain
Board Secretary

Phil Evans

Managing Director, Global Provider Strategy, BlackRock
Development Committee Chair

Sheikha Hanadi Bint Nasser Bin Khaled Al Thani

Vice Chairman, NBK Holdings
Board Chair, INJAZ Al-Arab

Karen Hopkins

Global CMO, Partner, EY

Brad S. Karp

Chairman, Paul, Weiss, Rifkind, Wharton & Garrison, LLP

Shiv Khemka

Vice Chairman, SUN Group
Chairman, The Global Education & Leadership Foundation

Vivian Lau

Vice Chair and Group CEO, Pacific Air Holdings Limited

Luciano Macagno

Managing Director, Latin America, Caribbean & South Florida, Delta Air Lines
Board Chair, JA Americas

Fiona Macaulay

Founder-CEO WILD; Professor at Georgetown University McDonough School of Business; Inc.com Columnist

Carlos Motta

Director, Inversiones Bahia

Charles Olumuyiwa Moyela

Senior Communications Consultant, African Development Bank
Board Chair, JA Africa

David Oskandy

Former General Counsel & Secretary, Avande Inc.

Peter Njonjo

Co-Founder and CEO, Twiga Foods

Stephen O'Hearn

Partner, PricewaterhouseCoopers Gmbh WPG

P G Raghuraman

Managing Director, Chief Risk Officer for Growth Markets, Accenture
Board Chair, JA Asia Pacific

Karen Reddington

President, FedEx Express Europe and CEO, TNT

Gus Schmedlen

President & Chief Revenue Officer, Xio Research, Inc.

Shannon Schuyler

Principal, Chief Purpose & Inclusion Officer, PwC

Steve Sear

President, International, and Executive Vice President, Global Sales, for Delta Air Lines

Claudia Slacik

Chief Banking Officer and Senior Vice President-Export Finance (retired), Export-Import Bank of the U.S.

Elena Tosheva

Brand Marketing Manager, Google
JA Alumni Honoris and former JA Alumni Europe President

Bhakti Vithalani

Founder & CEO, BigSpring

Adam Warby

CEO Emeritus, Avande
Board Chair, JA Europe

JA Global Council

The JA Worldwide Global Council is a body of distinguished individuals who are committed to the mission of JA around the world. Members of the Global Council participate in and support JA as their schedules allow, whether connecting with budding entrepreneurs, participating in JA events, or mentoring our global staff.

Ann Cramer

Director, Corporate Citizenship and Corporate Affairs (retired), IBM; Senior Consultant, Coxe Curry & Associates

Samuel A. Di Piazza, Jr.

Global CEO (retired), PricewaterhouseCoopers International Ltd

Robert Glazer

Founder and CEO, Acceleration Partners

Camille R. Francis

Senior Interview Logistics Coordinator, Capital One

Patricia L. Francy

Chair and President, The Muriel F. Siebert Foundation

Brad Geddes

President and CEO, Zucora, Inc.

Hashim Gillani

President-Strategy, Business Development and M&A, Alghanim Industries

Anubhav S. Goel

Executive Vice President of Client Growth Solutions, SPINS

Ger Graus

Global Director of Education, KidZania

Jonathan G. Isaacson

Chairman and CEO of The Gem Group, Inc.

Joseph Jeong

Entrepreneurship Instructor; Investor; Co-Founder, FutureHack

Alan Kelly

Corporate Vice President & President (retired), ExxonMobil, Fuels, Lubricants, & Specialties Marketing Company

Rob Klapper

CEO, Ashworth College Vice Chairman, NBK Holdings

Walter

Loewenstern, Jr.

Founder, ROLM Corporation; Venture Capitalist and Investor

Andrew McKee

Serial Entrepreneur; Investment Banker; Venture Capital Investor

Nadeem Nathoo

Co-Founder, The Knowledge Society (TKS)

Maurice & Katy Ostro

Serial Entrepreneurs; Philanthropists; Co-Founders, Entrepreneurial Giving

William Salomon

Senior Partner, Hansa Capital Partners

William Schawbel

Chief Executive Officer of Schawbel Companies

Andrew Schmahl

Partner and Managing Director; The Boston Consulting Group

Mark Thompson

Senior Executive Coach; Bestselling Author; Keynote Speaker

Andrew K. Tipping

Global Strategy Consultant

JA University Chancellors

Through JA University, students and alumni will engage with a library of content contributed by our University Chancellors, who instill hope and purpose into their books, talks, videos, podcasts, and consulting services.

Ismael Cala

Radio and TV presenter and producer, journalist, motivational author and speaker

Jack Canfield

Founder and former CEO of Chicken Soup for the Soul Enterprises, author, motivational speaker, corporate trainer, and entrepreneur

David Corbin

Two-time *Wall Street Journal* best-selling author, professional speaker, brand strategist, mentor to mentors, and business advisor

Marshall Goldsmith

Best-selling author of over 35 books, world-renowned business educator and coaching leader

Don Green

Executive Director, Napoleon Hill Foundation, global social entrepreneur

Mark Victor Hansen

Founder and co-creator of the Chicken Soup for the Soul book series; inspirational and motivational speaker, trainer, and author

Frances Hesselbein

President and CEO, Frances Hesselbein Leadership Forum; former CEO, Girl Scouts of the USA

Gowri Ishwaran

Educationist, education consultant, and advisor to the Shiv Nadar Foundation; current Vice-Chair and former CEO of the Global Education & Leadership Foundation (tGELF)

Dave Meltzer

Co-founder of Sports 1 Marketing, former CEO of Leigh Steinberg Sports & Entertainment agency, three-time international best-selling author, Top 100 Business Coach

Sharon Lechter

Entrepreneur, international speaker, best-selling author, mentor, philanthropist, licensed CPA, and Chartered Global Management Accountant

Bob Proctor

New York Times best-selling author, co-founder and chair of the Proctor Gallagher Institute

Gary Reid

Author, film producer, keynote speaker. And founder of the Secret Knock

Steve Rogers

Business and lifestyle consultant, Amazon #1 bestselling author

Brian J. Sidorsky

Founder and CEO, Lansdowne Equity Ventures

Mark C. Thompson

New York Times bestselling author; leadership coach for the world's fastest growing, most innovative companies

Brian Tracy

Chairman and CEO of Brian Tracy International; keynote speaker and seminar leader of 250,000 participants each year; author of 70+ books

Satish Verma

President and CEO of the Think and Grow Rich Institute

Financials

Consolidated Statements of Activities

Year Ended June 30, 2020

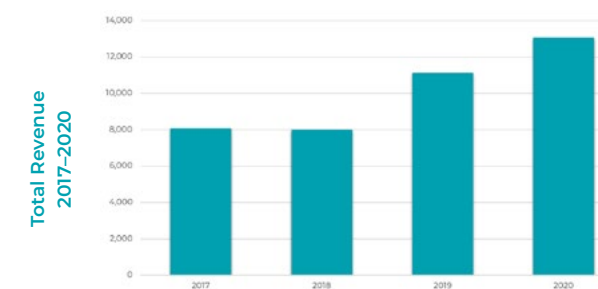
Revenue, Gains, and Other Support	2020		2019	
	Without Donor Restrictions	With Donor Restrictions	Total	Total
Contribution, net of event expense	\$ 1,395,844	\$ 6,409,758	\$ 7,805,602	\$ 6,550,617
Member fees	2,575,909		2,575,909	2,405,413
In-kind contributions	1,289,663		1,289,663	681,477
Federal Grants	1,318,576		1,318,576	1,440,041
Investment and other income	81,769		81,769	50,955
Releases from restrictions	5,214,837	(5,214,837)	-	
Total support and revenue	11,876,598	1,194,921	13,071,519	11,128,503
Program services				
Field Services	7,083,653		7,083,653	5,753,027
Communications and Marketing	707,240		707,240	604,800
Research and development	292,539		292,539	164,910
Human resources	271,688		271,688	80,182
Total program services	8,355,120	-	8,355,120	6,602,919
Support services				
Management and general	2,119,954	-	2,119,954	2,021,842
Fundraising	1,176,774	-	1,176,774	1,227,940
Total support services	3,296,728	-	3,296,728	3,249,782
Total expenses	11,651,848	-	11,651,848	9,852,701
Change in net assets	224,750	1,194,921	1,419,671	1,275,802
Net assets, beginning of the year	4,258,214	2,113,993	6,372,207	5,096,405
Net assets, end of the year	\$ 4,482,964	\$ 3,308,914	\$ 7,791,878	\$ 6,372,207

Consolidated Statement of Financial Position

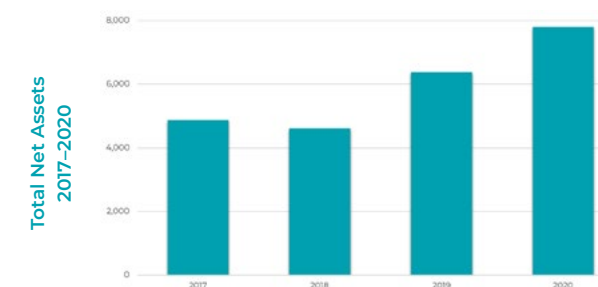
Year Ended June 30, 2020

	2020	2019
Assets		
Cash and equivalents	\$ 6,788,309	\$ 6,656,450
Investments	3,692,444	2,359,982
Contributions and federal grants receivable	438,081	751,177
Accounts receivable and pre-paid expenses	792,013	825,784
Total current assets	11,710,847	10,593,393
Affiliates accounts receivable, net of current portion	160,806	153,374
Total assets	\$ 11,871,653	\$ 10,746,767
Liabilities and Net Assets		
Liabilities		
Account receivable and accrued expenses	\$ 1,058,820	\$ 1,016,427
Due to affiliate	92,686	185,140
Refundable advance	334,636	-
Funds held for affiliates	2,593,633	3,172,993
Total liabilities	4,079,775	4,374,560
Net Assets		
Without donor restrictions		
Undesignated	3,093,996	3,252,581
Board designated	1,388,968	1,005,633
Total assets without donor restrictions	4,482,964	4,258,214
With donor restrictions	3,308,914	2,113,993
Total net assets	7,791,878	6,372,207
Total liabilities and net assets	\$ 11,871,653	\$ 10,746,767

JA Worldwide's revenue for the 12 months ending June 30, 2020 reflected the continued support and commitment of our partners, reaching US \$13.1 million for the year, a 17% increase over 2019. Cash contributions grew by 19%, while in-kind contributions nearly doubled, which was especially notable given the challenges presented by the COVID-19 pandemic. This growth in revenue allowed us to increase program services to the JA network—



especially our investment in digital support of JA programs—by 26%, while keeping support service expenses in line with the prior year. Our balance sheet is strong, ending the year with US \$7.8 million in net assets, a growth of 22%, with US \$10.5 million in cash and investments, compared to US \$9.0 million in 2019. As we look to the coming year, we are confident in our capacity and capability to weather the uncertainty of the pandemic and support the JA network in delivering our strategic goals.



Our Donors

JA Worldwide and our six JA regional operating centers recognize donors and partners for their generous contributions during our fiscal year 2020. Contributions made directly to local JA organizations are not included in this section, but we extend our appreciation and gratitude to the individuals, corporations, foundations, and government agencies that provide further support to JA locally.

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 AM, AP, EU, USA, WW
 EU, USA, WW
 AF, AM, EU, MENA, USA, WW
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 AP, USA, WW
 AM, EU, MENA, WW
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USA
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 USA
 USA
 USA
 USA
 EU
 AM
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KEY

- AF: JA Africa
- AM: JA Americas
- AP: JA Asia Pacific
- EU: JA Europe
- MENA: INJAZ Al-Arab JA MENA
- USA: JA USA
- WW: JA Worldwide



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JA Africa

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CEO

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