



**Annual Report 2018**

**A**zad Ali never intended to become an entrepreneur. As a 12-year-old, he escaped from Kurdistan in Northern Iraq, and after several years of dangerous travels, he finally ended up in Sweden, where he began training as a skilled carpenter.

Occasionally, he tested his skills by creating furniture and accessories for his own use. One such creation was a modern wooden lamp, which he developed not as a prototype to launch a business, but simply as a beautiful way to increase lighting in his home.

Then one day, a friend stopped by and marveled at the workmanship. "Where I can buy one of these?" the friend asked, admiring the lamp. Azad volunteered to make another one.

A second friend had the same reaction a few weeks later. Then a friend of a friend. Requests started rolling in. Azad enrolled in JA Sweden's Company Program, through which highschool seniors form real companies, develop a product or service, market and sell the product, and assess their profits.

When it was time for Azad to choose a product for his company, he knew just the thing.

Azad ended up representing his region at the national JA Sweden Company of the Year competition in Stockholm, where he sold two lamps to Mikael Damberg, Sweden's Minister for Industry and Innovation.

The Minister later posted a short video on social media showing his new lamp and demonstrating how easy it was to assemble.

"I brought one of Azad's lamps home," Mikael says in the video, "and today, I assembled it. It went faster than IKEA." The video received a lot of attention online.

Azad was later selected to represent his region at a dinner at the Royal Palace with the royal family, all of Sweden's governors, and another 180 invited guests, ranging from celebrities and sports stars to community leaders. The Swedish dinner is an annual event to celebrate Swedes—including Azad—who have made a significant contribution to society.

It was an overwhelming experience for Azad to visit the Palace. "I never had a country. Where I come from, you are never exposed to the people who are in charge. When I left the Palace, I cried. It's an experience I will never forget," Azad says.

While at the dinner, Azad also had a chance to talk to Prince Daniel, who sits on the board of JA Sweden. They spoke for thirty minutes, and the Prince ordered one of Azad's lamps.

Azad is considering going to college, hoping to focus on design and start-up ventures, and he continues to grow his business, AXD Sweden. His next step will be to design more types of furniture to complement his famous lamp.

Currently, he is working as an instructor at the same school where he once studied, and the entrepreneurial carpenter hopes to give back: "A lot of entrepreneurs helped and supported me on my journey," he said. "And now I see, in so many other young people who have emigrated to Sweden, the same will and interest I had"

Like so many of JA's 100+ million alumni—who, together, form a global force for good—Azad Ali is making the world a little bit brighter.

# Our Favorite highlight from the Year

“Before running my JA company, I was shy and afraid of speaking with strangers. JA changed everything.”

Azad Ali, Sweden





# 10+ MILLION students per year



JA prepares young people for employment and entrepreneurship.



#### MISSION

JA inspires and prepares young people to succeed in a global economy.

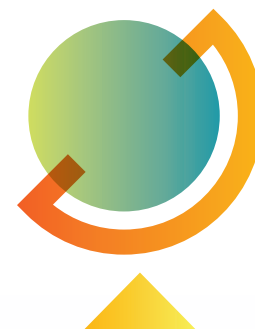


#### VISION

Be the partner of choice for businesses, educators, and policymakers around the globe seeking to expand youth education and economic development.

## What is JA?

As one of the world's largest youth-serving NGOs, JA (Junior Achievement) Worldwide prepares young people for employment and entrepreneurship.



For 100 years, JA has delivered hands-on, experiential learning in work readiness, financial literacy, and entrepreneurship. We create pathways for employability, job creation, and financial success.

This year, our network of over 460,000 volunteers served more than 10 million students in over 100 countries.

## JA's Three Focus Areas



### WORK READINESS

JA's volunteer-led work readiness programs teach critical work skills that prepare young people for college, trade school, and the workforce.



### FINANCIAL LITERACY

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.



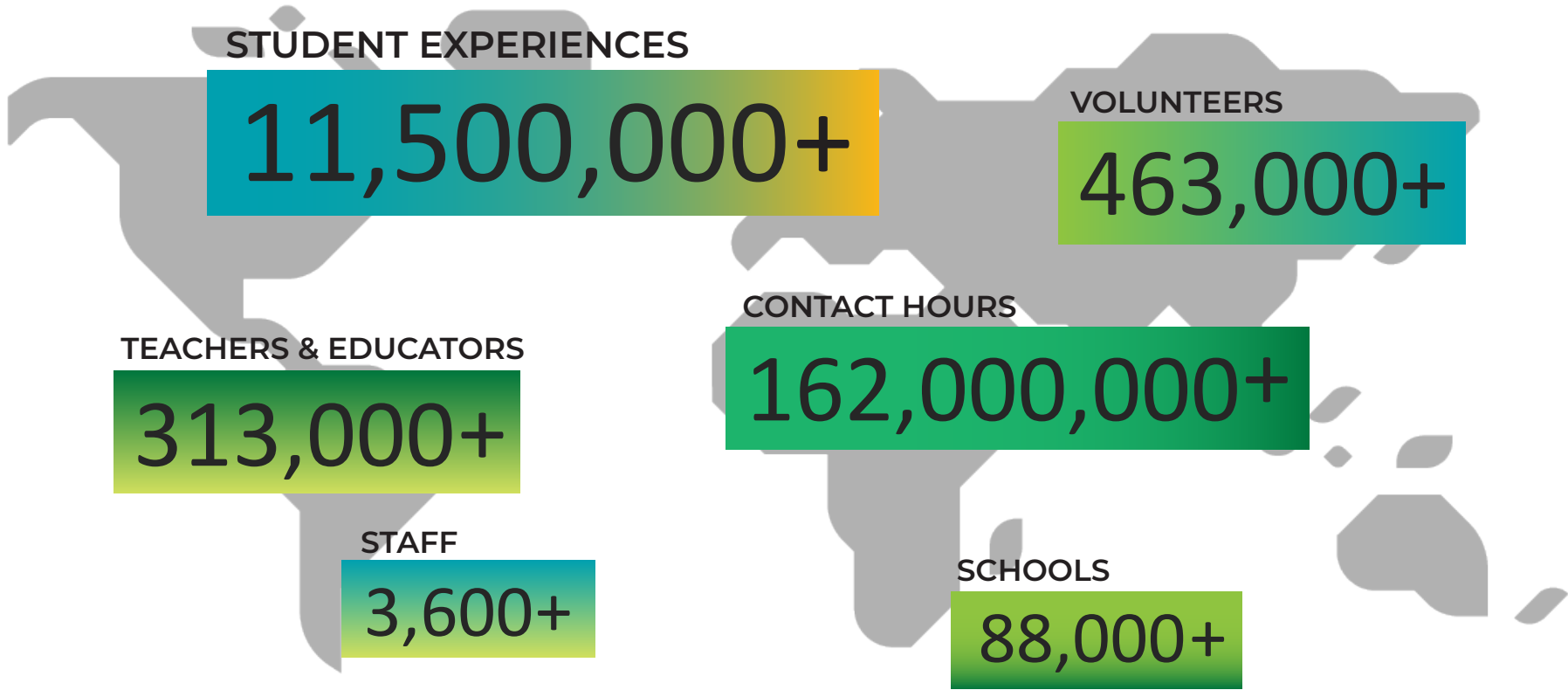
### ENTREPRENEURSHIP

Through JA's real-world entrepreneurship programs, students create real companies with real products, working as a team on product development, small-business finance, product marketing, and equity valuation as they launch their entrepreneurial careers.





# 2018 in Numbers



	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	STAFF	SCHOOLS
JA Africa	242,952	2,482,272	1,830	1,856	129	1,455
INJAZ Al-Arab JA MENA	366,540	2,680,633	10,587	3,474	325	3,002
JA Americas	1,283,709	13,940,779	36,265	17,779	462	14,576
JA Asia Pacific	789,424	11,098,219	29,891	16,431	164	8,112
JA Europe	4,025,914	94,986,994	139,123	131,077	884	39,186
JA USA	4,805,183	37,027,046	245,329	143,104	1,643	21,812
TOTAL	11,513,722	162,215,943	463,025	313,721	3,607	88,143

# JA Countries

## JA AFRICA

Botswana  
Burkina Faso  
Gabon  
Ghana  
Kenya  
Mauritius  
Nigeria  
Senegal  
South Africa  
Eswatini\*  
Tanzania  
Uganda  
Zambia  
Zimbabwe

## INJAZ AL-ARAB JA MENA

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

## JA AMERICAS

Argentina  
Bahamas  
Brazil  
Canada  
Cayman Islands  
Chile  
Colombia  
Costa Rica  
Dominica  
Dominican Republic  
Curacao\*\*

Ecuador  
El Salvador  
Grenada  
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  
Indonesia  
Japan  
Kazakhstan  
Malaysia  
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

## JA USA

United States of America

\*Eswatini: formerly Swaziland

\*\*Curaçao = formerly listed as Dutch Caribbean Islands

## TABLE OF CONTENTS

Leadership Message _____	1
Highlights _____	3
Global Youth Forum 2018 _____	5
Programs _____	7
Entrepreneurship _____	9
Financial Literacy _____	13
Work Readiness _____	17
Alumni _____	21
Volunteers _____	23
Leadership & Staff _____	27
Board of Governors _____	27
JA Worldwide Team _____	31
Global Council _____	33
JA Chancellors _____	35
Financial Information _____	37
Letter from the CFO _____	39
Financial Summary _____	40
Financial Statements _____	41
Gratitude _____	43
Contact _____	53



## Building Skill Sets and Changing Mindsets

One hundred years ago, the Boys' and Girls' Bureau of the Eastern States League—the original name for JA—began after-school “Company Program” clubs to teach business to students.

The young entrepreneurs who enrolled in JA clubs created business plans, elected company officers, sold shares in their companies, produced and sold products, and distributed profits among team members, profits that often contributed directly to family incomes during times of economic instability.

The JA Company Program spread rapidly throughout the United States, and then globally into Canada, Japan, Mexico, and South Africa.

To complement this leading entrepreneurship program, JA launched additional global learning experiences aimed at fostering work readiness, financial literacy, and other enablers of employability. Donors, recognizing JA's impact on the employment potential of young people, began supporting multi-year global partnerships. As such, each new generation of students graduated

from JA and made their way into the world as innovators, entrepreneurs, makers, and managers.

A century after our beginning, the JA Company Program remains our flagship learning experience, and is joined by dozens of programs, initiatives, and events that also teach young people the skills they need for employment and entrepreneurship. Our value proposition remains as strong today as it was in 1919: We're the only global NGO to offer young people hands-on, experiential training in work readiness, financial

literacy, and entrepreneurship, delivered through a business-savvy volunteer. Last year, JA Worldwide served 11.5 million students in 116 countries on six continents.

Since our founding, millions of JA alumni have built new ventures from the ground up, won election to the highest political offices, studied at the world's most prestigious universities, and invented products that revolutionized their industries. Millions more have built ethical and sustainable small businesses that help the world meet the challenges of the



Seventeen United Nations Global Goals for Sustainable Development (also known as SDGs) aim to make a better world by 2030. JA Worldwide is aligning our programs and partnerships to eight of the seventeen goals to build a better future for today's youth.

UN Global Goals for Sustainable Development. And millions of other JA alumni have achieved less well-known—but no less important—successes, like being the first in their families to graduate from college, spending less than they earn throughout their lifetimes in order to save for retirement, and becoming respected and effective middle managers. We celebrate all forms of achievement, from those that incubate global social movements to those that foster better outcomes for individuals, families, and communities.

NGO Advisor recently agreed, calling JA Worldwide “one of the most influential networks connecting entrepreneurs all over the planet,” as it listed our organization among the top ten NGOs in the world.

What will the next 100 years bring? Just as our founders couldn't have envisioned the advent of smartphones and self-driving cars, we cannot predict the wonders that 2119 will produce. But we do know this: JA's impact and influence will be as important 100 years from now as it is today, as we continue to help

students build the skills they need for the jobs of the future while developing the self-efficacy—the mindset for success—that enables young people to weather disappointments and failures while remaining confident in their future success.

From building skill sets to changing mindsets, from global shapers to local makers, JA is ready to train the next generations of young people for the future of employment and entrepreneurship.

Francesco Vanni d'Archirafi  
CEO, Citi Holdings  
Board Chair, JA Worldwide

Asheesh Advani  
President & CEO, JA Worldwide



The worldwide network of JA organizations collaboratively surpassed targets and met new benchmarks in 2018, leading to one of our most successful years in our century of service. For the first time in JA's 100-year history, we delivered 11.5 million educational experiences to young people around the world. The year also brought exciting student events, new and extended partnerships, curricula innovation, and excitement for our JA Centennial celebration in 2019. Here's a sampling of highlights from our year.



JA China celebrated its 25th anniversary in 2018, having impacted over 6 million youth since its start. The major milestone was celebrated at the 8th JA Asia Pacific Company of the Year Competition in Beijing in March.



JA Europe launched *Why Europe Matters*, a year-long combination of innovation workshops and a survey exploring young Europeans' views about Europe, all culminating with a conference in Brussels in March.



In November, the Inter-American Development Bank (IDB), JA Americas, and SAP launched EmpleaTECH, an initiative that provides employment training to 2,400 vulnerable youth in Guatemala, El Salvador, and the Dominican Republic.



JA Asia Pacific implemented the Schools Challenge Program in Hong Kong, highlighting STEM careers. Students were encouraged to co-create innovative solutions to help transform Kowloon East into a pioneer smart community. The program received support from J.P.Morgan and HKUST volunteers.



JA Worldwide launched its partnership with the Varkey Foundation, hosting a panel and contributing content for the Global Education & Skills Forum in Dubai, the world's largest teachers conference.



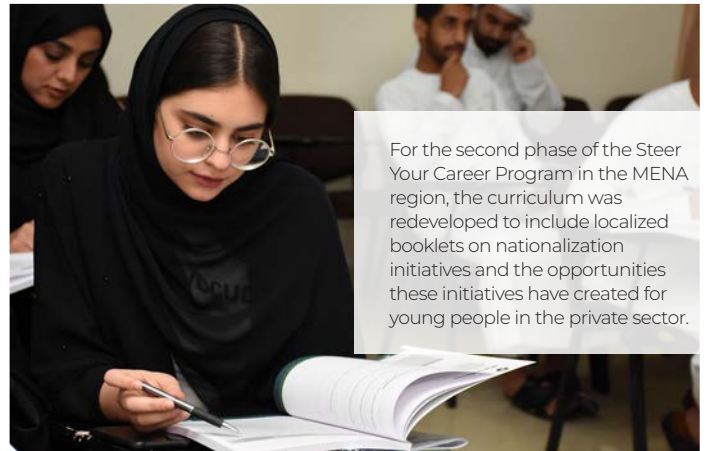
145 female university students in Saudi Arabia and Lebanon participated in the JA Company Program, which for the first time also included challenges and opportunities in the tech industry in MENA. INJAZ Al-Arab and Mastercard collaborated to implement the program as part of the Women's Empowerment Program.



JA Worldwide expanded its collaboration with the World Economic Forum, participating in panels and contributing thought leadership pieces for WEF global events around the world.



The Entrepreneurial Skills Pass (ESP), JA Europe's micro-credential in entrepreneurship, is implemented in 28 countries and available in 22 languages. To date, about 8,000 students have passed the ESP.



For the second phase of the Steer Your Career Program in the MENA region, the curriculum was redeveloped to include localized booklets on nationalization initiatives and the opportunities these initiatives have created for young people in the private sector.



JA Americas launched its first regional initiative with The Coca-Cola Company. Targeting young women working in informal shops, the program Emprendamos Juntos teaches business skills to more than 4,600 women in Costa Rica, El Salvador, Guatemala, Honduras, Panama, and Nicaragua.



88 university students from six schools in Senegal participated in JA Innovation Camp, developing solutions to two design thinking challenges created by Delta Air Lines.



On May 18, the American football team the Washington Redskins' 2018 rookie class joined a lesson on budgeting alongside students from Hyattsville Middle School at JA Finance Park Prince George's County in Hyattsville, Maryland, USA.



Recycling Industry, a student company from Gabon, won the JA Africa Company of the Year Competition in South Africa. The company produces environmentally friendly household products.



Four Mt. View Elementary School fifth graders shared what they had learned in the JA Our Nation Program at the Maine Business Hall of Fame in the USA. The students wrote their own speeches and delivered them to a crowd of 200 local business and community leaders.





When the JA Global Youth Forum—sponsored by Delta Air Lines—was announced, Brandon Johnson knew that he wanted to represent JA Saskatchewan (a member of JA Canada) as an alumnus, staff member, and budding entrepreneur. His only challenge? Fitting in the week-long event among his college classes, fulltime job, networking functions, and entrepreneurial ventures.

Brandon attends the University of Saskatchewan Edwards School of Business, where he is working with the university and JA to create the first entrepreneurship degree in Saskatchewan. “An entrepreneur is someone who creates an innovative idea that changes the world in some capacity,” he says. Brandon knows first-hand that JA helps young

people develop that idea. But after JA, they need a university program that supports their start-up goals. Brandon plans for the Edwards School of Business to be the next step after JA for Canadian youth.

He started his JA career as president of Wired, a JA student company made up of 14 employees that produced a 3D-printed fidget cube. The success of Wired led to winning Achiever of the Year, which led to Brandon’s acceptance to university and his job at JA Saskatchewan. “I was the youngest JA Company Program Director ever hired, and it was the best job I’ve ever had,” Brandon shares. “I get to help students create ideas.”

While at the first-ever JA Global Youth Forum, Brandon joined a handful of JA alumni selected as ambassadors of

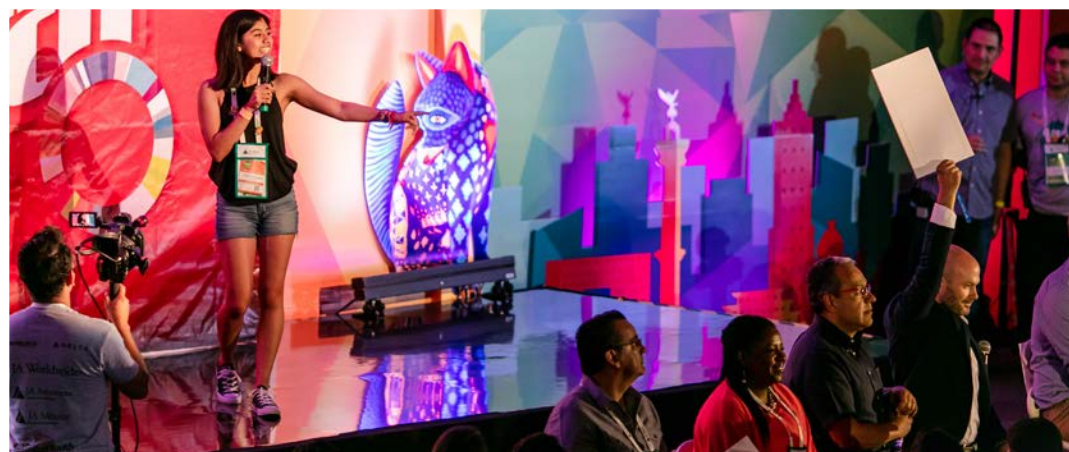
Gather, the JA global alumni community, which launched at the forum. We can’t think of a better example of how JA alumni are changing the world.

*Delta partners with 30 Junior Achievement (JA) chapters across four continents to ignite an educational spark in more than 800,000 students across the globe each year. Delta volunteers facilitate job shadows and work with students through simulated real-world exercises that teach financial literacy, work readiness, entrepreneurship education and introduce them to careers in aviation. Visit [delta.com](http://delta.com).*



## THANK YOU

Accenture  
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BCIE  
BIMBO  
C&A Foundation  
Coca Cola  
Dell  
Delta Air Lines  
Gaspa  
Gerdau  
HSBC  
Hotel Hacienda Cocoyoc  
IBM  
InSpring  
Invaco  
KPMG  
Linde  
Marhinos  
Mobility ADO  
Nacional Monte de Piedad  
Oracle  
Organization of American States  
PPG  
Prolomer  
Reichmann International  
SAP  
Scotiabank  
Torre Mayor  
Zapita



“As much as you will do wonderful things,” Lord Michael Hastings told the 600 students attending the first-ever JA Global Youth Forum, “you will liberate others to do even greater things.”

Lord Hastings is one of the world’s leading experts on the United Nations Global Goals for Sustainable Development and a member of the JA Worldwide Board of Governors.

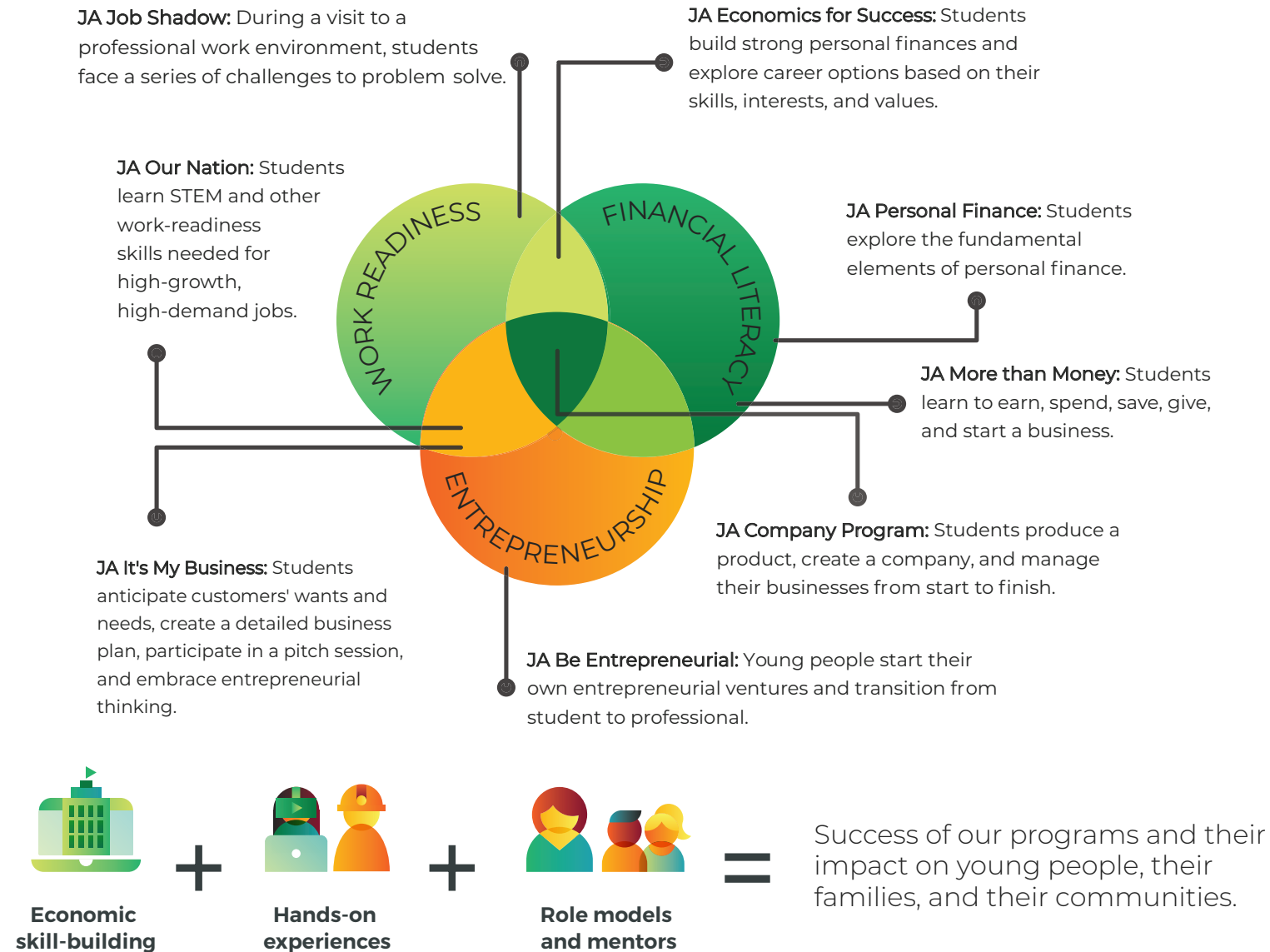
He gave a keynote address at the JA Global Youth Forum, during which ten students carrying Global Goals posters translated into dozens of languages joined him onstage. Embracing the difficult work of the 17 Global Goals is a natural extension of the way JA students see the world.





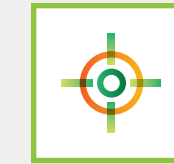
# Preparing Youth for the Future of Work

Much of today's education is focused on the need for students to acquire the hard skills of the future, such as coding, design, science, mathematics, and engineering. However, JA's corporate partners share time and again that other pragmatic qualities—a variety of soft skills, the ability to think outside the box, and a basic understanding of finance and economics—are more important than technical skills. This is why JA's global programs focus on three critical skill-building areas: **work readiness**, **financial literacy**, and **entrepreneurship**. Eight flagship programs are offered worldwide, with 50 more that are customized at the local level. Taught in all six JA regions, these eight programs also encourage social innovation and the use of science, engineering, technology, and mathematics (STEM) to solve societal challenges.

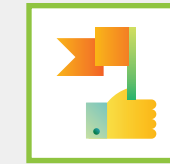


## Key Skills Students Learn in JA Programs

### WORK READINESS



Problem-solving & learnability



Communication, interpersonal, & social skills



Hard work, dependability, & teamwork



Integrity & ethics



Self-motivation & self-control



Positive attitude & positive self-concept



Self-efficacy & self-belief

### FINANCIAL LITERACY



Money and risk management



Higher-order thinking



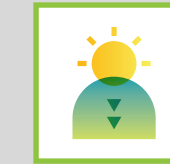
Adaptability



Negotiation



Resilience

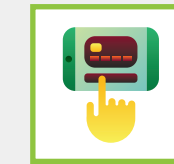


Intuitive decision-making



Self-efficacy & self-belief

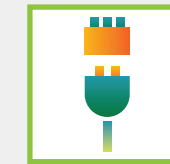
### ENTREPRENEURSHIP



Goal orientation & initiative



Leadership & responsibility



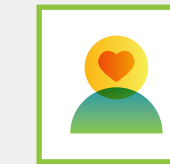
Creativity



Teamwork



Perseverance



Resourcefulness



Self-efficacy & self-belief



# “JA taught me to become a leader”

**E**ncouraged by her mother, Angela Rompis started sewing her own clothing as a young teen living in Indonesia. Now 19, her clothing line—C by Angel—is carried online and in 14 boutiques around the United States. Drawing on colors and fashions of her childhood, the rich colors, long lines, and natural fabrics she uses in her women’s wear bring a little bit of Indonesia to New York City.

Angela joined JA when she was in high school and was appointed president of her student company, which designed and produced a hat that doubled as a bag for carrying a phone, money, sunglasses, and

more. “Through JA, I began to understand a lot about finance, production, and marketing,” Angela says. “But what it taught me the most was how to become a leader, one who has a big responsibility to the company. JA taught me not just to become a boss but to become a leader who moves people.”

Citi recently featured Angela in a TV ad about JA. For Brandee McHale, former Head of Corporate Citizenship at Citi and President of Citi Foundation, Angela’s experience explains why Citi Foundation supports JA. “JA is unique, because it inspires young people to think creatively,” she explains, “and they

are going to bring an entrepreneurial spirit to making our world a better place.” For Angela, that means using her start-up to bring Americans to a culture halfway around the globe and, in doing so, bringing the world a little closer.

*For more than 30 years, Citi and Citi Foundation have partnered with JA to ensure pathways to opportunity and upward mobility for young people around the world. In our years of partnership, Citi and Citi Foundation have become dedicated supporters of JA offices in every region and program initiatives at every level and have deployed*

*volunteers as student mentors around the world. In addition, long-term infrastructure investments in technology have enabled JA to deploy systems that are aligning a variety of stakeholders, including NGOs, governments, the private sector, school systems, and the youth constituents. Visit [citifoundation.com](http://citifoundation.com).*

Citi Foundation





# “The experience improved my knowledge of business”

**W**hen John Samuel Ewotu joined JA Uganda, he didn't think he was about to change his life. In fact, he didn't think much about what direction his life would take. But JA brought him opportunities that he couldn't get in the classroom. Through the JA Company Program, John and four of his peers founded WotArt, a company specializing in African crafts—jewelry, leather sandals, bags, and more—made with recycled fabrics and tires.

John's teammates voted him the CEO of the company and, together, they learned to produce their products, market them, assess their finances, and grow the business.

John says, “The experience improved my attitude and knowledge of business.” The team competed in the JA Uganda Company of the Year competition . . . and finished second.

WotArt was disappointed. But John, their leader, said, “Next year, we are going to come back bigger and better.” And they did. They won the JA Uganda competition and traveled to Johannesburg for the JA Africa finals. There, they won the FedEx Access Award—which recognizes the student company that best exhibits the principles of global connectivity—and are now working to sell their products across borders while addressing environmental and social impacts.

From there, John applied to the African Leadership Academy and is currently there on scholarship, pursuing studies in entrepreneurial leadership, public speaking, and African studies.

award goes to the team with a business that is innovative, connects to new markets, creates jobs, and demonstrates commitment to sustainability and social responsibility. Visit [fedexcares.com](http://fedexcares.com).

**FedEx**

*FedEx and the FedEx Cares platform are key success factors in driving JA's impact around the world. With a shared focus on global entrepreneurship, FedEx and JA collaborate at the global, regional, national, and community levels. FedEx has supported JA regional Company of the Year competitions for more than a decade. At each competition, the FedEx Access Award creates incentive for JA Company Program students to seek higher achievement through pursuit of the award. The signature*





# Learning the financial skills to achieve her dreams

**T**en-year-old Wallamase Wong, a JA Hong Kong student, has always had an affinity for animals. Her dream? To travel the world, exploring species that few of us ever see or hear about. Her challenge? Wallamase knew her dream was expensive and never thought she could ever achieve it.

But then she met an HSBC volunteer teaching the JA More than Money program at her school. JA More than Money is designed for elementary school students, ages 7–11, and is available worldwide. The purpose of the program is to introduce students to both financial literacy and

entrepreneurship, focusing on money management, creating goods and services, and entering global markets.

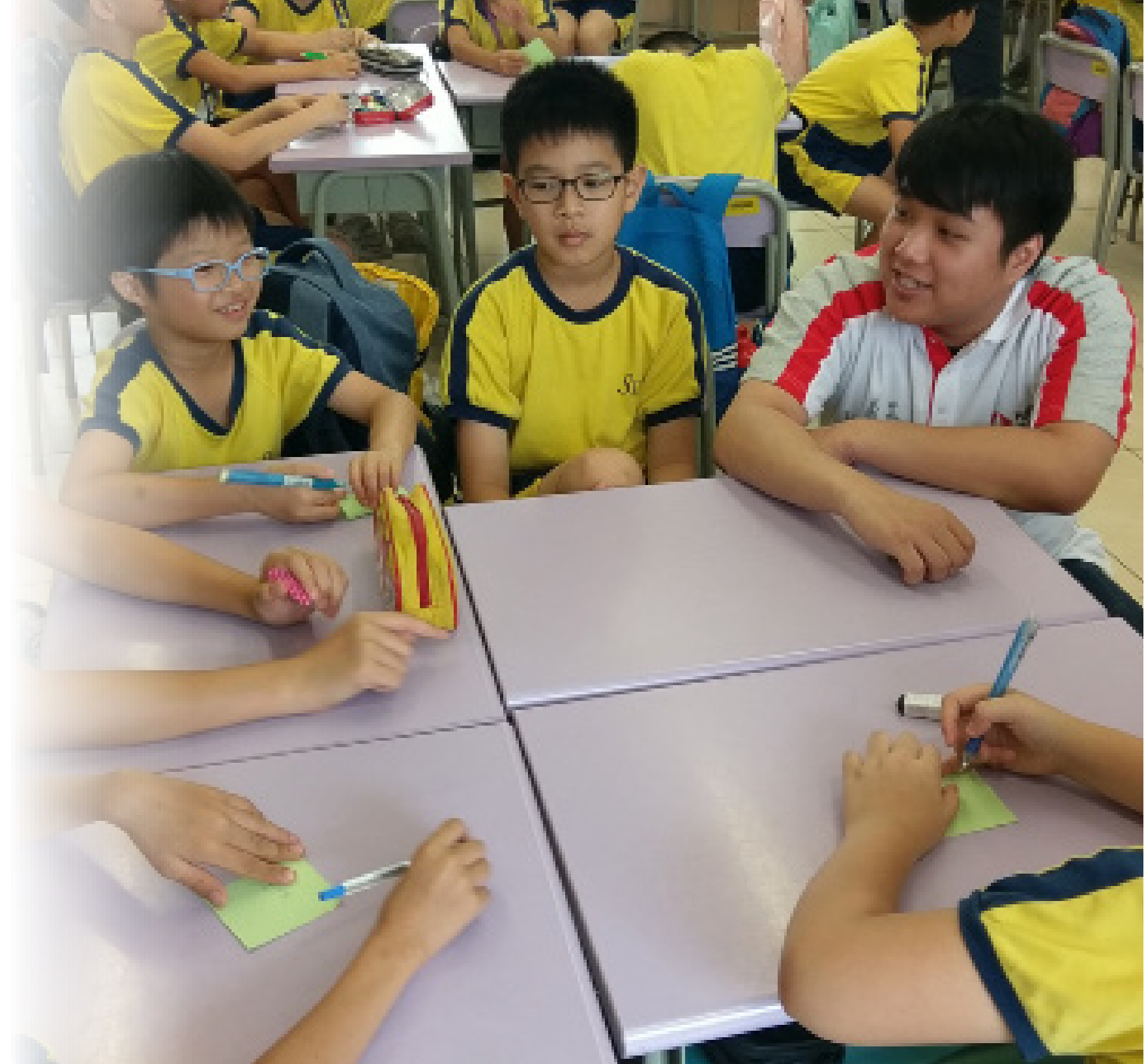
Wallamase learned from her HSBC volunteer that one way to generate money is to follow our dreams and create opportunities. She was inspired to start a blog to begin turning her dream into a reality. She also set up a crowdfunding campaign and wants to publish a book one day about her journey.

JA More Than Money taught her about managing her financial future, but also about entrepreneurship.

Wallamase is taking what she learned to draft a business plan so she can manage and grow her business to achieve her dream. All before her 11th birthday!

Other students have had similar experiences. “Thank you so much for teaching us how to start a business,” one student said in a letter to her HSBC volunteer. “We’re so happy you shared your knowledge with us.” Teachers agree. “We are glad to have such great volunteers from HSBC,” said one teacher. “They are willing to give their time, skill sets, and talents for a great cause.”

*For more than 70 years, HSBC and JA Worldwide have collaborated to help youth develop financial skills and secure long-term prosperity. During fiscal year 2018, HSBC volunteers worked with more than 50,000 JA students in 23 countries. visit [HSBC.com](https://www.hsbc.com) and search **Future Skills**.*







## “The Innovation Challenge was a beautiful experience”

Equifax partnered with JA to help young people gain financial knowledge and awaken their entrepreneurial spirit through a number of programs in the Americas. In Argentina, Equifax volunteers guided students through an Innovation Challenge, through which they solved a business problem and competed with other teams for the most innovative solution. Eighteen-year-old Leonardo was on the winning team: “The Innovation Challenge was a beautiful experience,” he said. “I liked the topics and the opportunity to show our skills to the fullest. I hope to make the most of the prize since I

feel it is a unique opportunity in my life that might open other doors towards success.”

Volunteers who worked with students also benefited: “These experiences, personally, are what I like most of my profession,” said Salomé from Buenos Aires. “It is very useful, as someone responsible for the development of a corporation, to understand the doubts, challenges, interests, and aspiration of young people, who tomorrow will part of the labor market. Wanda, also from Buenos Aires, “loved the experience. My motive for participation was to contribute with a tiny grain of sand

to the future of our society.” The program, which also included Chile, Peru, El Salvador, Paraguay, and Uruguay, expanded to JA Ecuador for the first time in 2018. Fourteen-year-old Sebastián Constante, who attends Domingo Faustino Sarmiento School in Quito, was one of the students who participated. He learned about making good decisions, especially financial ones. But another lesson came through: “The most important thing I learned from the program,” he said, “is that to achieve a great career you must make the most of your studies; the more you learn the better person you will be. I want to

thank JA Ecuador and Equifax for teaching us how valuable it is to study and know how to manage our money.”

*Equifax, Inc., a global information solutions company, partnered with JA in ten countries. In 2018, more than 500 Equifax volunteers in served over 8,000 JA students in 199 schools. Visit [equifax.com](http://equifax.com).*

**EQUIFAX**



## “It is about doing the smart and responsible thing”

At Memorial Middle School in Point Pleasant, New Jersey (USA), a bus sits in the parking lot, loading up students and their lunches, notebooks, and extra sweaters. Ahead is an hour-and-a-half drive up the Atlantic coast to Union City—close to New York City—where students will spend the day facing adult jobs, bills, and responsibilities.

Memorial Middle is known for its excellent math and reading programs, and although most of the students wouldn’t trade living in one of the prettiest towns on the Jersey Shore, they hunger for training in business and finance and head up the I-95 to find it. Memorial Middle partners with JA of New Jersey to give students the challenge offered by JA Finance Park, a capstone

program that students spend weeks preparing for, and then culminates in a day-long role-playing game in which students work jobs, manage a budget, and pay bills according to their assigned life situations. As part of the global initiative, Franklin Templeton supports New Jersey students as they attend JA Finance Park at no cost to students or schools.

Lianne, a Memorial student, was given a career that paid well. When it came time to pay the bills, she figured she’d have it easy. But she was shocked at how little was left over after paying taxes and basic expenses. “Having adult responsibilities is very difficult,” she says. According to her profile, as Lianne tells it, “I was single but had two children. I had to pay for their

expenses. Because of that, child care and groceries became a large part of my monthly budget. This took away from any money left for entertainment and dining out.”

Alexis, also part of the Memorial Middle School group participating in the Finance Park project, agreed. “It was intense having adult responsibilities. There is so much to pay for, and so much to worry about. I never really thought about all the expenses my parents had before this project, and now I know how stressful it truly is.”

JA Finance Park is a large complex, visited by hundreds of students every day, including a group from Union City that only had to go across town to make the visit. JA student Angelis said she enjoyed the

responsibility: “Being an adult was a really good experience. I enjoyed having to be responsible and to be able to handle our own money. I learned during this process that being an adult is just not getting money, it is about doing the smart and responsible thing to get what we need and want and to live your life.”

*Franklin Templeton provided implementation grants to eight JA locations across four regions around the world: Hong Kong, Luxembourg, São Paulo, Central Ontario, Northern California, South Florida, Sacramento, and New Jersey. Visit [franklintempleton.com](http://franklintempleton.com).*

 **FRANKLIN  
TEMPLETON**

**JA  
100**



# Bringing back girls' natural interest in STEM

The number of women who attend college and earn degrees is rising, and they often outnumber men. But in certain fields, women are still poorly represented.

Two years ago, for example, 80 percent of graduates in engineering, computer science, and physics were men. Once they settled into jobs for a year, that number jumped to 89 percent men, with most women reporting dissatisfaction with such male-dominated workplaces. Likewise, in computer science, one of the world's best-paid careers, and one with tremendous job security degrees awarded to women have

fallen from 38 percent in the late 1980s to 15 percent today.

Johnson & Johnson (J&J) aims to change that dynamic with WiSTEM<sup>2</sup>D, an initiative aimed at sparking enchantment for science, technology, engineering, math, manufacturing, and design in one million girls worldwide.

The WiSTEM<sup>2</sup>D website includes volunteer resources, and activities designed to engage young people of all ages and ignite girls' natural aptitude for STEM<sup>2</sup>D fields, which diminishes each year between preschool and high school. Research shows that just one caring adult, a

parent, a teacher, or a J&J volunteer, can be all a girl needs to continue into a STEM<sup>2</sup>D degree and career.

*Johnson & Johnson's WiSTEM<sup>2</sup>D initiative is committed to building a diverse WiSTEM<sup>2</sup>D community for women and girls of all ages. J&J has partnered with JA, FHI360, and the Smithsonian Science Education Center to develop the SPARK STEM<sup>2</sup>D resource and website, which focuses on creative problem-solving and play. Visit [stem2d.org](http://stem2d.org).*

*Johnson & Johnson*



Kathy Wengel, Executive Vice President & Chief Global Supply Chain Officer, Johnson & Johnson



# “During the year, students transformed themselves”

**W**hat do London, East Tennessee, and Saudi Arabia have in common? Not geography, language, or culture. But all three are proving grounds for start-up businesses, thanks to Bechtel's support of JA's work-readiness programs.

In Saudi Arabia, Bechtel supports JA It's My Business, which encourages students to use entrepreneurial thinking as they explore higher education and career choices. Students participate in fun, challenging activities such as an entrepreneurial quiz game, completing a blueprint for a teen club, participating in an auction of businesses, and creating entrepreneur profile cards. "It's My Business is one of the most important programs for youth to touch their ambitions and

direct them," says Abdullah, a volunteer in Jeddah. "The program enables young people to go to the labor market, rely on themselves, and achieve the spirit of Kingdom 2030 in economic transformation."

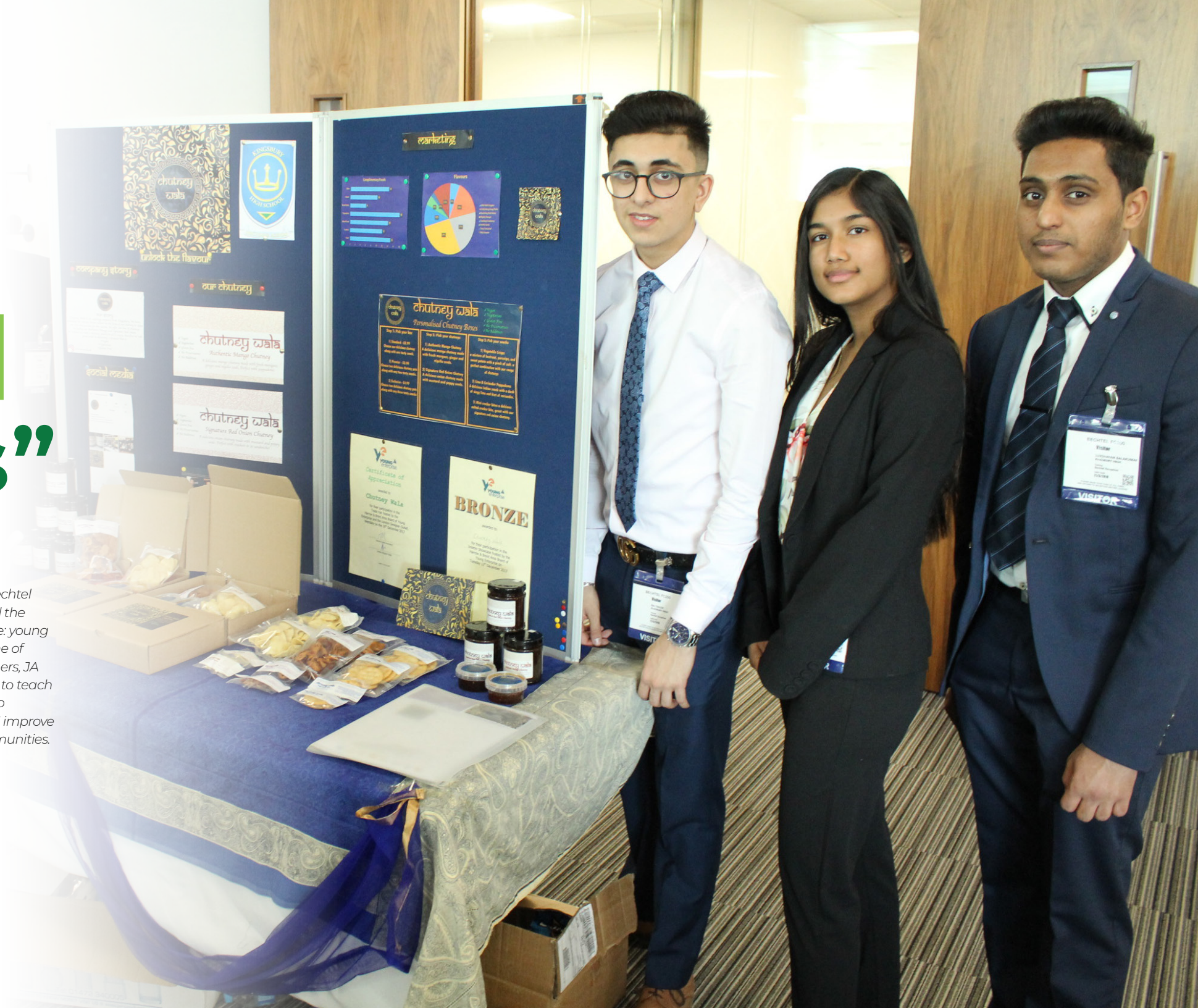
Kester, a volunteer at St. Paul's School in London, where Bechtel supports the JA Company Program, agrees. "During the year," he says, "the student company I worked with learned many new soft skills and absolutely excelled in leadership, teamwork, confidence, and resilience."

"The entire team was hesitant to attend trade fairs, talk to the public, and speak to customers to get product feedback, but they gained confidence in all these areas. The entire journey has enormously improved the skills of the team

members; during the year they transformed themselves!"

Devin, a student in Sunbright, Tennessee, USA, a town located in one of the poorest counties in Appalachia, found that, just as with Kester's students, his skills rapidly improved. Thanks to Bechtel's support of the JA Company Program. "JA has taught me that I am decent under pressure," he says, "because there were times where I had to take over the full business and order new product. It was a great experience that opened my eyes to the different areas of business and how involved you have to be to run a successful company. I highly recommend other students participating in the JA Company Program."

*For more than seven years, Bechtel has partnered with JA to build the world's most precious resource: young people across the globe. As one of Bechtel's four Signature Partners, JA works with Bechtel volunteers to teach the skills young people need to activate the future of jobs and improve the quality of life in their communities. Visit [bechtel.com](http://bechtel.com).*





## “Development of interpersonal skills”

**J**A Leaders-for-a-Day invites students who have completed the JA Company Program and obtained the Entrepreneurial Skills Pass—JA’s first microcredential—an opportunity to spend the day shadowing executives. ManpowerGroup is one of the lead sponsors of the annual event, which empowers young people to make informed career choices, enlarge their network, and expand their career opportunities.

Danuta Jazłowiecka was elected to the Sejm (the lower house of Poland’s parliament) in 2005 and, in 2009, was elected as a member of the European Parliament and

reelected in 2014. During the 2018 JA Leaders-for-a-Day, Danuta spent the day with a JA alumnus from her home country, Maciej Bergier.

“As Member of the European Parliament,” she says, “I meet daily with various stakeholders and people from all around Europe. However, the time I spend with Maciej was full of interesting discussions and unforgettable experiences.

“Leaders-for-a-Day gave me an opportunity to ask Maciej for his opinion on the education system in Poland, especially whether it provides students with skills and qualifications being searched for by

employers on the labor market. We agreed that still a lot has to be done, that more time should be devoted to practical aspects as well as project-based learning,” like those skills learn in JA. “Development of interpersonal skills is also vital if one wants to become a leader in the future.”

Danuta was impressed by Maciej and grateful for the opportunity to spend the day with him. “He is a great example of a lively entrepreneurial spirit with fresh ideas and determination to work hard to achieve his goals.”

*As a JA partner for more than a decade, ManpowerGroup helps JA to inspire 10 million students every year to dream big, identify their passion, and reach their potential. Visit [manpowergroup.com](http://manpowergroup.com)*



## Building a Global Network of JA Alumni

Our 100 million alumni—living and working on six continents—are a testament to JA’s global impact. JA alumni are serving social needs, creating local jobs, designing innovative products, and effecting social change.

- JA alumni are **three times less likely to spend more than they earn**; they save more and have less debt.  
*Canada: Making an Impact: Assessing JA Canada’s Value Creation, 2011*
- JA alumni **start more companies and hire more employees**, and their firms produce significantly larger annual sales than those lead by non-alumni.  
*United Kingdom: Impact 50 Years of Young Enterprise, 2012*
- More than 80% of alumni credit JA with helping them **better understand the importance of managing their finances**.  
*Middle East & North Africa: Unlocking Arab Youth Entrepreneurial Potential, 2013*

**Are you a JA alumnus? Join Gather:** [gather.jaworldwide.org](http://gather.jaworldwide.org)

## The Opportunity to Gather

**T**hree years ago, a JA global alumni community was only a dream. JA alumni had gathered locally for decades. More recently, some alumni had gathered for continent-wide conferences. But the idea of a global community—one encompassing dozens of different languages, cultural expectations, JA experiences, and internet bandwidth—presented a number of challenges.

Armed with a small budget, an endless supply of creativity, and enough

tenacity to overcome setbacks, JA staff and alumni around the world combined efforts to bring the community to life. Known as Gather, the JA alumni network today offers answers to questions, advice, learning opportunities, leads for start-up funding, information about scholarships, and so much more. As a result, over 2,000 alumni from over 100 countries log on regularly—including a recent login from Antarctica!

Praise for Gather is effusive. Terry Gibson of Ghana says, “the idea of

sharing ideas and linking up again is just brilliant.” He points out that previous gatherings of JA alumni grouped them by countries, rather than by the borderless opportunities offered by Gather. Aymane Berrerrhdoche of Spain agrees: “You can make friends who have a like mindset.”

*Cisco’s funding made Gather possible. Cisco is the worldwide technology leader that has been making the Internet work since 1984. Cisco helps companies seize the opportunities of tomorrow by proving that amazing things can happen when you connect the unconnected. Discover more at [thenetwork.cisco.com](http://thenetwork.cisco.com).*





# Guiding Students into the Global Workforce

Imagine what 11.5 million young people—spread throughout 100+ countries across the globe—can accomplish with dedicated mentors. That vision drives our 460,000+ volunteers, who contribute their time and talents by nurturing young people's business and financial skills. From spending their workday with JA Job Shadow students to volunteering at a JA BizTown location to mentoring a JA Company Program team, JA volunteers share their enthusiasm and passion for work readiness, financial literacy, and entrepreneurship in all industries and fields. Our volunteers and mentors empower young people to transform their futures and own their economic success.



## U.S. PRESIDENT'S VOLUNTEER SERVICE AWARD

The U.S. President's Volunteer Service Award is a recognition program created in 2003 by the President's Council on Service and Civic Participation for individuals of all ages who contribute a significant amount of time to volunteer service in the United States. In 2006, Junior Achievement USA became an official certifying organization for the award because of its national reach and standing. This status allows JA to bestow this honor on corporations with a U.S. presence that provide volunteers to teach JA programs anywhere in the world.

### **GOLD** (15,000+ hours)

Accenture LLP  
AT&T  
Bank of America  
Capital One  
Citi  
Deloitte  
Ernst & Young LLP  
HSBC Bank USA, N.A. and HSBC Holdings plc  
KPMG LLP  
MetLife  
National Credit Union Foundation  
PwC  
SunTrust Banks, Inc.  
TD Bank, N.A.  
The Dow Chemical Company

### **SILVER** (10,000+ hours)

Barclays  
GE  
JPMorgan Chase & Co.  
Santander Bank, N.A.  
U.S. Bancorp  
**BRONZE** (5,000+ hours)  
ADP, LLC  
BMO Harris Bank  
Boys & Girls Clubs of America  
Broward College  
Caterpillar Inc.  
ExxonMobil  
FedEx

General Motors  
Goldman Sachs  
Huntington Bancshares  
Jackson  
ManpowerGroup Inc.  
Marsh & McLennan Companies, Inc.  
Palo Alto College  
PepsiCo  
Regions Bank  
Robert Morris University-Illinois  
SAP America  
Starbucks  
State Farm  
Voya Financial  
Woodforest National Bank  
YMCA of the USA





# “Inspired and motivated me to reach my dreams”

**M**arsh & McLennan Companies (MMC) support JA through volunteer delivery of programs that help young people understand the basics of entrepreneurship, prepare them to enter the world of work and improve basic financial literacy skills.

SMK Cendekia AK Yasmin in Bogor, Indonesia is a free, rural school that provides educational assistance for children from low-income

households, for many of which catfish farming is the primary source of income. MMC volunteers traveled two hours by bus from Jakarta to West Java to spend the day at the school discussing the strengths, weaknesses, opportunities and threats of students' business ideas, working with students on resumes and interview skills, and helping students develop a basic budget. Volunteers not only supported knowledge acquisition

but also inspired self-confidence. Fenti, 16, summed up her MMC experience this way: “I met with Volunteers from MMC and JA who delivered material on the basic steps of entrepreneurship and the importance of work ethics, which has inspired and motivated me to reach my dreams.”

Prestasi JA Indonesia and MMC have been collaborating to work with students like Fenti since 2016.

*With a focus on their Global Volunteer Month each May, MMC connects corporate volunteers to mentor students through a variety of JA programs in cities around the world, thanks to MMC's nonprofit focus on mentoring. Visit [mmc.com](http://mmc.com).*



# “That is the invaluable reward of volunteering”

**M**etLife Foundation and MetLife employees partner with JA around the world, mentoring students and teaching programs that help young people secure their financial futures.

In the Americas region, MetLife Foundation, MetLife Mexico Foundation, and JA Mexico have worked together for 14 years. Throughout 2018, MetLife volunteers surpassed their goals in the states of México, Tabasco, Chiapas, and Oaxaca, working with more than 3,500 youth to increase their economic stability, improve their day-to-day finances, expand revenue opportunities, and develop

resilience to face unexpected financial challenges and plan for the future. Both volunteers and students reported that their MetLife-supported JA experience was a highlight of their school year.

In the Asia Pacific region, MetLife volunteers worked with JA Japan to offer JA Job Shadow, giving students a chance to visit a MetLife professional in the workplace, where they teamed up to solve a series of real-world challenges. Students prepared for weeks in advance of their JA Job Shadow day in order to make the biggest impact. One student reflected, at the end of JA Job Shadow Day, that “my mentor

was only in her second year with MetLife, but her attitude was really professional as she handled multiple tasks. I hope to be just like her!”

JA Europe and INJAZ Al-Arab (JA MENA) also utilized the MetLife-supported JA Job Shadow program to inspire and prepare young people for business. Razane Mokdad, MetLife Human Resources Specialist and volunteer with INJAZ Lebanon, saw tremendous impact from the program, both for students and volunteers: “It gives me great satisfaction to know that these students will be able to use the information they received. Maybe not today, but at some point, the content

we deliver will give them answers that will help them make better decisions, and that is the invaluable reward of volunteering.”

*Around the world, financial health is a persistent challenge, so MetLife Foundation partners with global organizations like JA Worldwide to create new financial health solutions and build stronger communities. Through MetLife Foundation's partnership with JA, MetLife volunteers help drive impact by empowering young people to become financially healthy. MetLife Foundation also sponsors signature regional initiatives. Visit [metlife.com](http://metlife.com).*





# Board of Governors as of 6/30/2018



**Francesco Vanni d'Archirafi**  
Board Chair  
Vice Chairman, Institutional Clients Group, EMEA, Citi

Francesco Vanni d'Archirafi is the Vice Chairman of the Institutional Client Group, EMEA. From 2013 to 2018 he served as the Chief Executive Officer of Citi Holdings, which comprises Citi's non-core assets and businesses. Prior to running Citi Holdings, he served as the Chief Executive Officer of Citi Transaction Services (CTS). Prior to his role of CEO of CTS, Francesco was the Global Head for Treasury and Trade Solutions (TTS), a major business division of Citi Transaction Services. He joined CTS in 2003 as the Region Head for Europe, Middle East, and Africa.



**Jonas Prising**  
Board Vice Chair  
Chairman & CEO, ManpowerGroup

Jonas Prising was named ManpowerGroup Chairman in December of 2015 and Chief Executive Officer (CEO) in May of 2014. He leads all aspects of ManpowerGroup's \$20 billion business across 80 countries and territories worldwide. Prior to being elected CEO, Prising served as ManpowerGroup President from 2012 to 2014, leading the company's operations in the Americas and Southern Europe, and overseeing the global Right Management and ManpowerGroup Solutions businesses.



**Asheesh Advani**  
President and CEO, JA Worldwide

Asheesh Advani is a JA alumnus and lifelong social innovator with a passion for entrepreneurship. Early in his career, Asheesh founded CircleLending, which pioneered the business of managing peer-to-peer loans and was acquired by Richard Branson's Virgin Group in 2007. Prior to joining JA, Asheesh served as CEO of Covestor, an online marketplace giving access to investment managers for consumers, which was acquired by Interactive Brokers Group in 2015.



**Ainar Aijala, Jr.**  
Senior Advisor to the Global CEO, Deloitte

Ainar D. Aijala, Jr. is a Senior Advisor to the CEO and Chief Corporate Development Officer of Deloitte Touche Tohmatsu Limited. In his Senior Advisor role, he executes key priorities of member firm combinations. In his Corporate Development role, he is responsible for driving Deloitte's inorganic growth strategy. Previously, Ainar led Deloitte's global consulting practice, composed of more than 35,000 consultants serving clients in 84 countries around the world.



**Partha Bose**  
Partner and Chief Marketing Officer, Oliver Wyman

Partha Bose is a Partner and the Chief Marketing Officer of Oliver Wyman, providing global leadership for the marketing functions within Oliver Wyman. He drives the firm's collective efforts to build brand equity and provides leadership to strategic and operational marketing activities across all business units and geographies. Partha also serves on Marsh & McLennan's Global Communications Committee and represents Oliver Wyman on the MMC PAC Advisory Committee.



**Doug Charles**  
President of the Americas, Korn Ferry

Doug Charles is the President of Korn Ferry Americas. Based in Reston, VA, he oversees Korn Ferry's Americas region. Prior to joining Korn Ferry, he spent 15 years with Capgemini in a number of executive roles, including leading the North American National Industry Groups and CEO/President of Capgemini's Government Solutions business.



**David L. Cunningham, Jr.**  
President and CEO (retired), FedEx Express

David L. Cunningham, Jr., spent 36 years with FedEx and was most recently president and chief executive officer of FedEx Express, the world's largest express transportation company. He was responsible for the leadership and direction of the FedEx Express group, which includes FedEx Express and TNT. Prior to his current role, David led all customer-facing aspects of the company's U.S. operations and its international business, spanning more than 220 countries and territories across the globe.



**Michel De Wolf**  
Board Secretary; CPA, DGST & UCLouvain

Michel De Wolf is an external auditor (honorary president of the Belgian Institute of Registered Auditors and of the Worldwide Federation of French-speaking auditors and accountants) and a legal expert. He is regularly consulted for advising, restructuring, negotiation or conflict resolution missions with financial stake, both for individuals and companies (SMEs or multinationals). He is a specialist in high-level tax advice, financial analysis, corporate law and accounting standards.



**Lord Michael Hastings CBE**  
Global Head of Citizenship, KPMG International

Michael is a Trustee of the Vodafone Group Foundation and a Vice President of UNICEF UK and Tearfund. He is also a Patron of Free the Children. Canterbury in recognition for his leadership at KPMG, the BBC and for his work in international development and corporate responsibility. In 2017 Michael was installed as the Chancellor of Regent's University London.



**Brad S. Karp**  
Chairman, Paul, Weiss, Rifkind, Wharton & Garrison, LLP

Brad S. Karp is Chairman of Paul, Weiss, Rifkind, Wharton & Garrison LLP, and has served in that role since 2008. Brad is one of the country's leading litigators and corporate advisers, with extensive experience successfully defending financial institutions and other companies in "bet the company" litigations and regulatory matters. Prior to being named chair of Paul, Weiss, Brad chaired the firm's Litigation Department.

## COMMITTEE CHAIRS



**María Eugenia Brizuela de Avila**  
People Development Committee;  
Corporate Sustainability Regional  
Head (retired), HSBC Latin America

Mayu is currently engaged with Inversiones Vision, her Executive Coaching and Consulting firm in El Salvador. She serves as Non-Executive Director on several Boards, such as Davivienda Banks and Insurance Companies in El Salvador and Honduras where she Chairs the Audit and Risk Committees.



**Michael Bray**  
Governance and Nominations  
Committee; Partner,  
Grimaldi Studio Legale

Michael Bray has well over 40 years experience as a banking partner in London with Clifford Chance, having graduated from Liverpool University in 1970 with first class honours in law. Michael retired from Clifford Chance in 2014 and is now a partner in Grimaldi Studio Legale.



**Ralph de la Vega**  
Board Treasurer, Finance Committee;  
President and CEO (retired), AT&T  
Mobile and Business Solutions

Ralph de la Vega is the founder and chairman of the De La Vega Group. Mr. de la Vega is the former Vice Chairman of AT&T Inc. and CEO of Business Solutions & International. He also had overall responsibility for AT&T's wireless business operations in Mexico and DIRECTV in Latin America.



**Phil Evans**  
Development Committee;  
Managing Director, BlackRock

Managing Director, is a member of the BlackRock Business Operations senior leadership team, serving as head of the Global Provider Strategy (GPS) group. Prior to joining BlackRock in 2010, Mr. Evans spent sixteen years at BNY Mellon. From 2001 to 2010 he was Managing Director within the Investment Management and Insurance Group (IMIG).



**Alan Kelly**  
Marketing Committee; President  
(retired), ExxonMobil Fuels, Lubricants  
and Specialties Marketing Company

Alan Kelly served 35 years as a top leader in ExxonMobil, serving as a Corporate Vice President and as President of the Fuels, Lubricants & Specialties Marketing Company, leading a \$160+ billion global portfolio. His visionary leadership promoted operational excellence and catalyzed the organization to deliver world-class business results.



**John S. Scheid**  
Audit Committee; Chairman, Global  
Leader Insurance-Assurance Services  
(retired), PricewaterhouseCoopers LLP

Currently, John is an investor and serves as Director of both for-profit and not-for-profit organizations. John also serves as a strategic advisor to companies with international operations on risk management. John was a senior partner at PricewaterhouseCoopers LLP through 2013 where he has held several leadership responsibilities."



## REGIONAL BOARD CHAIRS as of 6/30/2018



### Jose Brousset

Board Chair, JA Americas  
Regional Director (retired), Caterpillar Latin America

Jose "Pepe" Brousset is the former regional director for Caterpillar Latin America, responsible for Caterpillar's operations in Latin America including logistics, manufacturing, human resources, training, marketing, financial offices and parts distribution. Previously, Pepe served as marketing and operations manager in the region.



### Jean Chawapiwa

Board Chair, JA Africa  
Founder, Win Win Solutions 4 Africa Consulting

Jean Chawapiwa is a leader in the South African mining industry. She has served several senior positions in the areas of external affairs, government relations, and communication at global mining companies Rio Tinto, Barrick Gold, and Placer Dome. With over nine years in the mining sector, she has now established her own consultancy practice extending support to businesses in South Africa, Namibia, Guinea, Mozambique, Zimbabwe, Madagascar, Cameroon, and Tanzania.



### Shiv Khemka

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

Shiv Khemka has more than 20 years of investment and business experience, principally focused on Russia and India. After having headed up the family's Latin American activities in the 1980s, Shiv Khemka began leading SUN's investment and entrepreneurial activities in Russia and Ukraine in 1990, building a significant example of successful foreign direct and private equity investing into Russia, SUN InterBrew. He also established and led one of the first private equity funds in Russia, SUN Capital Partners.



### Fiona Macaulay

Founder and CEO, WILD Women Innovators and Leaders Development Network

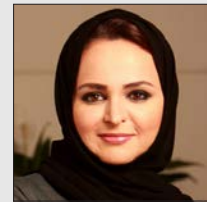
Fiona founded WILD, the Women Innovators and Leaders Development Network, in 2018, to support women social innovators to scale their impact and thrive personally. Prior, Fiona founded and for nearly 20 years was the CEO of Making Cents International, a social enterprise dedicated to economic growth that did business across 100+ countries. Fiona also founded, and for a decade led, the leading global platform that disseminates evidence-based scalable solutions to increase youth employment, entrepreneurship and financial inclusion.



### Jo Deblaere

Board Chair, JA Europe  
COO & Group Chief Executive, Accenture Europe

Jo Deblaere is Accenture's chief operating officer, responsible for leading the company's business operations globally, executing Accenture's business strategy and ensuring operational excellence company-wide. Jo is also group chief executive – Europe with overall leadership responsibility for more than 20 countries. In addition, he leads enterprise risk management for Accenture, working across the company to identify, assess and actively manage enterprise risks. He is a member of Accenture's Global Management Committee and chairs Accenture's Capital and Investment Committees.



### Sheikha Hanadi Bint Nasser Bin Khaled Al Thani

Board Chair, INJAZ Al-Arab JA MENA  
Founder and Chairperson, Amwal

Sheikha Hanadi is the Founder and Chairperson of Amwal, Founder & CEO of AL Waab City Real Estate development project, Vice Chairman of Nasser Bin Khaled Al-Thani & Sons Group, and Founding Chairperson Q-Auto. She started her career as an assistant lecturer in Economics at Qatar University. In 1998 Sheikha Hanadi founded Qatar Ladies Investment Company (known as Amwal), the first investment company to receive a license from Qatar Central Bank to conduct investment banking, asset and wealth management in Qatar.



### Nicky Major

Global Corporate Responsibility Leader, Ernst & Young

Nicky Major is the Global Corporate Responsibility Leader for Ernst & Young, one of the world's largest professional services organizations. EY's purpose is to build a better working world and Nicky's focus is on driving sustainable positive impact in its communities by using the skills of its 250,000 people in 150 countries. She also focuses on building and supporting EY's commitment to responsibility in everything it does. Prior to Nicky's current role, and a decade leading EY's activity around corporate responsibility for the UK and Ireland, Nicky held senior roles in brand, marketing, and communications.



### Carlos Motta

Director, Motta International, S.A.

Carlos Motta is a Director and part of the executive committee of Motta International, S.A., a family business that distributes consumer electronics, liquor, fragrances, watches and other luxury goods throughout Latin America. Motta International also owns and operates over 100 retail stores (Duty Free Stores, Specialty Stores & Boutiques), in airports and shopping malls throughout the region. Carlos serves on the board of directors of Motta Internacional SA, Inversiones Bahia, Copa Holdings, ASSA Insurance Company, Motco Inc, Cable Onda, Bahia Motors, TVN Media, Fundación Alberto C. Motta, Fundacion IFF Panama (Panama Film Festival), among others.



### Julie Monaco

Board Chair, JA USA  
Global Head Public Sector, Citi

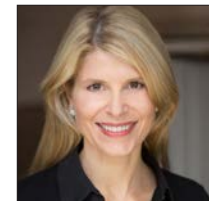
Julie Monaco is the Global Head of Citi's Public Sector Group in the Corporate and Investment Banking division of Citi's Institutional Clients Group. Julie leads the banking coverage team that is responsible for providing a full range of financial services (transaction banking, capital markets, advisory, sales, and trading) to public sector clients globally. These clients include central banks, central government agencies, state and local governments, supranationals, development banks, non-government organizations and academic institutions.



### Steve Wong

Board Chair, JA Asia Pacific  
President (Retired), ExxonMobil (China) Investment Co., Ltd, Greater China/Japan Gas Marketing

Dr. Steve Wong is the former President, Greater China & Japan Gas Marketing, ExxonMobil (China) Investment Co., Ltd., a subsidiary of ExxonMobil Corporation. In this role, Dr. Wong has the responsibility for the development of markets in Asia for LNG produced in projects where ExxonMobil has an equity position. His responsibilities also include the development and/or acquisition of mid and downstream infrastructure and other commercial activity as appropriate to support ExxonMobil's LNG business in Asia.



### Shannon Schuyler

Principal, Chief Purpose Officer and Corporate Responsibility Leader at PwC; President, PwC Charitable Foundation

Shannon is a Principal of PwC US, the firm's Chief Purpose Officer and Responsible Business Leader, and President of the PwC Charitable Foundation, Inc. She is widely recognized in her field as a dynamic change agent. Shannon serves as a managing editor of Huffington Post's What's Working initiative, was named a 2019 World Changing Woman in Conscious Business by Conscious Company Media, and a Most Creative People in Business by *Fast Company* in 2016.



### Claudia Slacik

(Former) Chief Banking Officer and Senior Vice President (retired), Export-Import Bank of the United States

Claudia Slacik is on the board of JA Worldwide, Inc. and Chief Banking Officer & Senior VP-Export Finance at Export-Import Bank of the United States. She previously was Head-Client Strategy at Citigroup, Inc. and Head-Client Strategy at Citibank, Inc. (New York) (a subsidiary of Citigroup, Inc.), CEO-Treasury & Securities Services Europe at JPMorgan Chase & Co. and Vice President-Strategic Planning at World Color Press, Inc.



## JA Senior Leadership Team



**ASHEESH ADVANI**  
President and CEO,  
JA Worldwide



**BRANDIE CONFORTI**  
Global Chief of Development,  
JA Worldwide

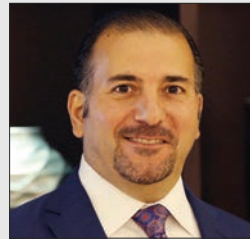


**TERE STOFFER**  
Global Head of Marketing  
& Communications,  
JA Worldwide



**MARGIE M. WANG**  
Chief Operating  
Officer and CFO,  
JA Worldwide

### REGIONAL LEADERSHIP



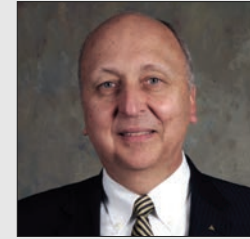
**AKEF AQRAWAWI**  
President and CEO,  
INJAZ Al-Arab JA MENA



**ELIZABETH BINTLIFF**  
CEO, JA Africa



**CAROLINE JENNER**  
CEO, JA Europe;  
Global Head of Regional  
Growth and Development,  
JA Worldwide



**JACK E. KOSAKOWSKI**  
President and CEO,  
Junior Achievement USA



**VIVIAN LAU**  
President and CEO,  
JA Asia Pacific



**LEO MARTELOTTO**  
President, JA Americas





# 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. Global Council members have the professional experience and stature to be considered for the global Board of Governors, but do not have the time to commit to governance responsibilities. Instead, 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.



**William Schawbel**  
Founding Member

Founder and CEO of The Schawbel Corporation, a business he formed in 1981 through the acquisition of two divisions from The Gillette Company. Bill is the former Chair of Junior Achievement of Northern New England.



**Samuel A. Di Piazza, Jr.**  
Chair, Board Legends

After retiring as Global CEO of PricewaterhouseCoopers International, Samuel Di Piazza joined Citigroup as the Vice Chairman of the Global Corporate and Investment Bank. Sam is currently Chairman of the Board of Trustees of The Mayo Clinic.



**Ann Cramer**

Serving as a Senior Consultant with Coxé Curry & Associates, Ann had a long career at the IBM Corporation, where she started as a Systems Engineer and retired as its Director for IBM Corporate Citizenship and Corporate Affairs for the Americas.



**Patricia L. Francy**

A corporate, mutual fund, foundation, and not-for profit director, Patricia has served on the Board of Junior Achievement USA for more than a decade and been an active JA volunteer, teaching JA Economics to sixth graders in the New York area.



**Brad Geddes**

President and CEO of Zucora Inc., Canada's leading provider of retail service programs for the home furnishings industry. Brad has a keen interest in emerging technologies and has focused on providing solutions for businesses in the distribution, publishing, and retail industries.



**Anubhav S. Goel**

Executive Vice President of Client Growth Solutions at SPIN, working with brands on innovative growth strategies. Anu also heads SPIN's Financial Clients Practice, working with private equity firms, investment banks, and other financial institutions.



**Mark Hamister**

Chairman and CEO of Hamister Group. Mark is a proven leader with a clear vision for the future of his company. His commitment to research leads to a healthy recognition of when it is time to divest select product or service areas of the company.



**Rob Klapper**

CEO of Ashworth College, an online school educating 60,000 traditionally underserved students who graduate debt-free. Rob is deeply committed to ensuring that students have access to effective, flexible, affordable career-focused education opportunities.



**Walter Loewenstern, Jr.**

Co-founder of the ROLM Corporation, which became a Fortune 500 company, later acquired by IBM. Today, Walter is a venture capitalist in tech start-ups and a real estate investor. Active in JA for over 40 years, he has served on the Santa Clara Board and helped establish JA in Novgorod, Russia.



**Andrew McKee**

Starting out as an investment manager for The Bank of New York and as an analyst at Goldman Sachs, Andrew founded, grew, and sold three companies, and co-founded another. In 2017, Andrew transitioned back to making early stage and angel investments in young entrepreneurs.



**Maurice and Katy Ostro**

Fusing entrepreneurship and philanthropy—two main strands of Maurice's and Katy's careers—the duo oversees Entrepreneurial Giving, a community to encourage entrepreneurs to embed purpose within their businesses and to be purpose-driven in their lives.



**Art Papas**

Founder and CEO of Bullhorn, Inc., the global leader in software for the recruitment industry, and the original architect of Bullhorn's flagship Customer Relationship Management (CRM) system. He is also Chairman of the Board at Career Collaborative, an organization that strives to end working class poverty.



**Andrew Schmahl**

Partner & Managing Director for The Boston Consulting Group's Chicago office, he is focused on transportation, industrial, and private-equity sectors. Andy is known for his expertise in helping clients identify opportunities inherent within market disruptions.



**Donna E. Shalala**

Professor at and former president of the University of Miami, Donna is also the former U.S. Secretary of Health and Human Services, former president of the Clinton Foundation, recipient of the Presidential Medal of Freedom, and a proud JA alumni. She has been elected to seven U.S. national academies.



**Brian J. Sidorsky**

Founder and CEO of Lansdowne Equity Ventures Ltd., a successful real estate business. Brian started out in the furniture business, and developed the largest retail furniture and appliance store in the City of Calgary. He attributes much of his success to his early days with JA, and has served on the Board of Directors of JA Southern Alberta.



**Mark Thompson**

A keynote speaker, senior executive coach, and a *New York Times* bestselling author, Mark is also the co-founder of Sir Richard Branson's Entrepreneurship Centres and an advisor to the Virgin Unite Entrepreneurs. As a venture capitalist, he was an early investor in Facebook, Netflix, and Esurance. He has also served on the faculty at the World Economic Forum and the World Business Forum.



# JA University Chancellors

When completed, JA University will provide curated personal- and professional-development resources and access to experts for JA alumni, who are lifelong learners. The effort is led by our JA University Chancellors, who instill hope and purpose into their books, talks, videos, podcasts, and consulting services and are unwavering in their commitment to JA.



## Ismael Cala

Life and business strategist, bestselling author, and international speaker, who has impacted more than 400 companies in over 25 countries through the CALA Enterprises Corporation and the Ismael Cala Foundation.



## Jack Canfield

Co-founder and co-author of the Chicken Soup for the Soul book series and enterprise with over 500 million copies in print worldwide; record seven books on *The New York Times* bestseller list at one time; founder and chairman of the Canfield Training Group; affection-ately known as America's #1 Success Coach.



## Dave Meltzer

CEO of Sports 1 Marketing; technology pioneer; motivational speaker; international bestselling author; recognized by *Entrepreneur Magazine* (2017 Top Five Best Entrepreneurial Speaker), *Forbes* (2016 Top Ten Keynote Speaker), and *Variety* (Sports Humanitarian of the Year); JA alumnus.



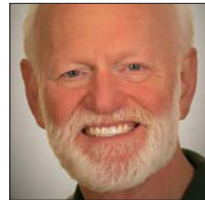
## Sharon Lechter

International speaker; *New York Times* bestselling co-author of the Rich Dad Poor Dad series and three Think and Grow Rich titles; entrepreneur; business mentor; passionate philanthropist advocating for education and financial literacy.



## David Corbin

Keynote speaker, business advisor, and award-winning inventor; host and star of the movie, *Pass It On*; ranked among Inc. Magazine's top five percent of speakers and inducted into the Speakers Hall of Fame.



## Marshall Goldsmith

Author/editor of over 30 books, with over 2 million copies in print, translated into 30 languages, and become bestsellers in 12 countries; Amazon.com recognized *Triggers and What Got You Here Won't Get You There* in the top 100 books ever written in the category of "Leadership & Success Books;" executive advisor to global CEOs.



## Steve Rodgers

Business and lifestyle consultant; speaker; bestselling author; former President and CEO of Prudential California Realty, a Home Services America division of Berkshire Hathaway; philanthropist supporting young people, their schools, and communities.



## Brian J. Sidorsky

Founder and CEO of Lansdowne Equity Ventures Ltd.; entrepreneur; JA alumnus who started five JA companies through the JA Company Program in Canada and attributes his enormous success to the learning-by-doing business experiences gained through JA during his formative years.



## Don Green

Quintessential entrepreneur who has built a savings bank, a real estate enterprise, and a host of other successful businesses; CEO of the Napoleon Hill Foundation, expanding young people's understanding of entrepreneurship and work ethic principles.



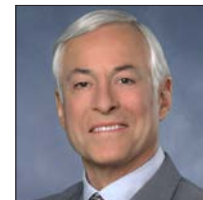
## Mark Victor Hansen

Entrepreneur, author, and keynote speaker; co-founder and co-author of the Chicken Soup for the Soul book series and enterprise; founder of the Richest Kids Academy.



## Mark Thompson

Keynote speaker; senior executive coach; bestselling author; venture capitalist and early investor in Facebook, Netflix, Esurance, and more; co-founder of Sir Richard Branson's Entrepreneurship Centres; JA alumnus.



## Brian Tracy

Founder and CEO of Brian Tracy International; consultant for more than 1,000 companies; bestselling author; producer of more than 300 learning programs; his bestselling books, *Maximum Achievement* and *Psychology of Achievement*, are based on 25 years of research and have been translated into 28 languages.



## Frances Hesselbein

President and CEO of the Frances Hesselbein Leadership Institute; recipient of more than 20 honorary doctoral degrees and author/editor of over 20 books, including Hesselbein on Leadership and My Life in Leadership; longest-serving CEO of Girl Scouts of the USA; recipient of the Presidential Medal of Freedom.



## Gowri Ishwaran

CEO of The Global Education and Leadership Foundation (tGELF); Founder Principal of Sanskriti School, New Delhi; recipient of the coveted Padmashri Award from the government of India in 2004; innovative educator with over 30 years of experience.



## Satish Verma

President and CEO of the Think and Grow Rich Institute, which offers programs that change lives, based on the bestselling book.



# JA Leaders Around the World

To successfully implement JA's programs in a rapidly changing world, excellent leadership is required. JA is fortunate to be the workplace of leaders who support their staff, safeguard the quality of JA programs, and set the course for a sustainable path forward. In each JA member country and local area, an innovative CEO leads a hard-working team that fulfills our global mission to prepare young people for employment and entrepreneurship.



## JA AFRICA

Botswana  
Matshidiso 'Tshidi' Tlhong  
**Burkina Faso**  
Sylvestre Tiendrebeogo  
**Eswatini**  
Sboniso Madlopha  
**Gabon**  
Radia Garrigues  
**Kenya**  
John Wali  
**Mauritius**  
Michele Lionnet  
**Nigeria**  
Simisola Nwogugu  
**Senegal**  
Fatou Samb  
**South Africa**  
Nelly Mofokeng  
**Tanzania**  
Hamis Kassongo  
**Uganda**  
Geofrey Wakhakunya  
**Zambia**  
Teddy M. Nyasulu  
**Zimbabwe**  
Phillimon Mlambo

## INJAZ AL-ARAB JA MENA

Algeria  
Leen Abdel Jaber  
**Bahrain**  
Hana Sarwani  
**Egypt**  
Dina El Mofty  
**Kuwait**  
Laila Al Mutairi  
**Lebanon**  
Samar Dani  
**Morocco**  
Laila Mamou  
**Oman**  
Khaula Al Harthy  
**Pakistan**  
Zaheer Chand  
**Palestine**  
Rania Kutteneh  
**Qatar**  
Emad Al Khaja

**Saudi Arabia**  
Nagib Abdulrahman  
**Tunisia**  
Abdallah Ben Abdallah  
**United Arab Emirates**  
Razan Bashiti  
**Yemen**  
Majid Khalid Al-Shammiri

## JA AMERICAS

**Argentina**  
Noël Zemborain  
**Bahamas**  
Tammy Lecky  
**Brazil**  
Bety Tichauer  
**Canada**  
Scott Hillier  
**Cayman Islands**  
Marzeta Boden  
**Chile**  
Francisco Piriz Simonetti  
**Colombia**  
Fernando Loaiza  
**Costa Rica**  
Randall Pacheco  
**Dominica**  
Rhanda Alexander  
**Dominican Republic**  
Cesar Asiatico  
**Dutch Caribbean Islands**  
Elgenia Pieternella  
**Ecuador**  
Luis Salazar Borja  
**El Salvador**  
Ricardo Monterroza  
**Grenada**  
Jessie Cumberbatch  
**Guatemala**  
José Herrera  
**Honduras**  
Liliana Flores  
**Jamaica**  
Alphie Mullings Aiken  
**Mexico**  
Jaime Santibañez  
**Nicaragua**  
Rene Gonzalez Mejia  
**Panama**  
Jorge Luis Burgos

## JA ASIA PACIFIC

**Australia**  
Aaron Ngan  
**Azerbaijan**  
Sevinj Mammadova  
**Brunei**  
Louis Tan  
**China**  
Alice Chou  
**Guam**  
Beth Lizama  
**Hong Kong**  
William Lo  
**India**  
Gowri Ishwaran  
**Indonesia**  
Robert Gardiner  
**Japan**  
Hideo Sagawa  
**Kazakhstan**  
Kuzembayeva Aigul  
Irismatovna  
**Korea**  
Moonhwan Yuh  
**Malaysia**  
Shanthi Kanthaswamy  
**Philippines**  
Krishna C. Alejandrino

**Paraguay**  
Bruno Vaccotti  
**Peru**  
Carla Muñoz de los Rios  
**Puerto Rico**  
Janet Medina  
**St. Kitts and Nevis**  
Carlyle James  
**St. Lucia**  
Agnella Joseph  
**Trinidad & Tobago**  
J. Errol Lewis  
**Turks & Caicos**  
Rayshell Campbell  
**Uruguay**  
Pablo Marroche  
**U.S. Virgin Islands**  
Catherine Kean  
**Venezuela**  
Ileana Leyba de Villegas

## JA EUROPE

**Albania**  
Suela Bala  
**Armenia**  
Armine K. Hovannisian  
**Austria**  
Milica Markovic  
**Belgium Flemish**  
Peter Coenen  
**Belgium French**  
Thierry Villers  
**Bulgaria**  
Milena Stoycheva  
**Cyprus**  
Antigoni Komodiki  
**Czech Republic**  
Martin Smrz  
**Denmark**  
Christian Vintergaard  
**Estonia**  
Kersti Loor  
**Finland**  
Virpi Utriainen  
**France**  
Adeline Mongrué  
**Georgia**  
Eka Gegeshidze  
**Germany**  
Marion Huechtermann  
**Greece**  
Argiris Tzikopoulos  
**Hungary**  
Orsolya Gergely  
**Iceland**  
Petra Bragadottir  
**Ireland**  
Helen Raftery  
**Isle of Man**  
Sue Cook  
**Israel**  
Yael Chen-Nahman

**Italy**  
Miriam Cresta  
**Latvia**  
Janis Krievans  
**Lithuania**  
Andzelika Rusteikiene  
**Luxembourg**  
Stéphanie Damgé  
**Macedonia**  
Ljupka Pancevska  
**Malta**  
Julian Azzopardi  
**Moldova**  
Laurentia Filipischi  
**Netherlands**  
Joyce Rommelaar  
**Norway**  
Grete Ingeborg Nykkelmo  
**Poland**  
Zbigniew Modrzewski  
**Portugal**  
Frederico Fezas Vital  
**Romania**  
Stefania Eugenia Popp  
**Russia**  
Nina Kuznetsova  
**Serbia**  
Darko Radicanin  
**Slovakia**  
Eva Vargova  
**Slovenia**  
Jožica Rejec  
**Spain**  
Blanca Narváez  
**Sweden**  
Cecilia Nykvist  
**Switzerland**  
Noémie Sasse  
**Turkey**  
Secil Celebi  
**United Kingdom**  
Michael Mercieca

**JA USA**  
United States of America  
Jack E. Kosakowski



“At JA, we believe this is the beginning of something even bigger.”

11.5 million. That's a big number representing the number of student experiences delivered by JA globally in 2018. That's the largest reach ever captured by JA in our 99-year history and was accomplished through the tireless efforts of thousands of staff, volunteers, and alumni in 116 countries. That's a number to be proud of, but at JA, we believe this is the beginning of something even bigger.

According to World Social and Employment Outlook-Trends 2018, prepared by the International Labor Organization, young people under the age of 25 are less likely to find work than adults. The global youth unemployment rate stands at 13%, three times higher than the figure for adults, which is 4.3%. Coupled with predictions that artificial intelligence (AI) may eliminate 9 to 38% of jobs, one might believe that preparing

and inspiring young people to be successful in a global economy is an insurmountable task.

At JA, our Centennial in 2019 provides a platform to recognize our successes, but more importantly, to be part of a larger picture, in which we engage partners and technology to reach more youth and accelerate impact. We know we can't do it alone. But through partnerships and technology, we can reach more young people faster and at lower cost.

We're discarding "not invented here" thinking and embracing the core competencies of others who bring know-how in the areas of AI, robotics, machine learning, biotechnology, as well as a focus on ethics, personal and professional development, and other skills for the future of jobs.

With an unrelenting commitment to work readiness, financial literacy, and entrepreneurship, at JA, we teach soft skills such as creativity, critical thinking, collaboration, and communication and instill youth with a growth mindset to overcome obstacles throughout their lifelong journeys.

We also subscribe to the highest standards of integrity, ethics, and accountability and that is a constant across our network. Each local JA entity operates independently, with its own fiduciary board, yet is part of a global family of members linked by a common mission, member agreement, and code of conduct.

Financial statements of JA Worldwide presented in this report do not include the finances of member countries and represent only a fraction

of the size and strength of the global network. When member countries are included, JA global network revenue totaled over \$330 million in 2018, which fuels innovation and builds JA capacity through unrestricted support of operations, programmatic support, and in-kind donations.

We invite you to partner with us, so that together, we can make a difference in the lives of millions more young people who in turn care for their families, communities, and the world.

Respectfully,



Margie M. Wang  
Chief Operating Officer and CFO

## Financial Summary

JA Worldwide, Inc. (the Organization) is a Delaware not-for-profit organization whose mission and principal activities are to oversee global fundraising, brand development and protection, quality assurance, and financial accountability.

JA Worldwide, Inc. provides oversight to Europe, Africa, Asia Pacific, the Middle East, and the Americas (excluding the USA) and is responsible for the growth and development of Junior Achievement around the world.

Junior Achievement USA®, a related party, provides oversight to the United States. Future grants, gifts, and contributions that will be focused either entirely or mostly outside of the United States will be processed and executed by the Organization.

The Organization reaches out to the global community through a network of over 100 affiliates that develop and implement economic education programs for young people through a partnership between business and education.

Except for JA Africa, Inc., JA Asia Pacific Limited, and JA Americas (discussed below), the affiliates' financial statements are not included in the consolidated financial statements of the Organization, since it does not have a controlling interest in the affiliates' Board of Directors or a financial interest in the affiliates' operations.

The bylaws of each affiliate designate a similar purpose not-for-profit organization to receive the residual interest of an affiliate in the event of dissolution.

While not a separate legal entity, but rather legally part of the organization, the activities of JA Americas (which does not include the USA) are included in the consolidated financial statements. JA Africa, Inc. is a Delaware not-for-profit corporation that conducts education programs in Africa.

JA Asia Pacific Limited is a Hong Kong not-for-profit corporation that conducts education programs in Asia. JA Africa, Inc. and JA Asia Pacific Limited are subsidiaries of the Organization and their results are fully consolidated. The Organization's primary revenues come from corporate and individual contributions, federal and private grants, and member fees charged to its affiliates.

### FUNCTIONAL ALLOCATION OF EXPENSES

The costs of providing the various program and supporting services have been summarized on a functional basis in the consolidated statements of activities. Accordingly, certain costs have been allocated among the program and supporting services benefited based on relative efforts expended on each activity. Program services include the following:

**Field Services:** Encompasses a range of direct support to over 100 member countries of the Organization to inspire and prepare young people to succeed in a global economy. Services include, but are not limited to, staff training, learning and fellowship opportunities, event planning, sharing of best practices, and assistance with board development and governance.

**Communications and Marketing:** Heightens awareness and understanding of the Organization's purpose and mission through multiple media channels to policymakers, thought leaders, foundations, educators, and the general public. Fosters brand consistency throughout our network, elevates stories from the network to regional and global audiences, and supports marketing campaigns throughout the world.

**Research and Development:** Covers the development and support of JA programs, including student competitions and programs directed at marginalized populations, youth unemployment, and quality education for youth ages 5–25.

**Human Resources:** Encompasses talent management and employee development to ensure the Organization is hiring, retaining, and promoting high-quality staff to deliver programs and recruit volunteers to educate young people in the areas of work readiness, financial literacy, and entrepreneurship.



# Financial Statements

## Consolidated Statements of Financial Position

June 30, 2018 and 2017

	2018	2017
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and cash equivalents	\$ 5,290,234	\$ 9,562,208
Investments	1,498,903	-
Contributions receivable	1,148,648	487,463
Federal grants receivable	211,878	77,739
Due from related party	12,818	4,254
Affiliates accounts receivable, net of allowance for doubtful accounts; \$54,000 in 2018 and 2017	848,721	307,008
Prepaid expenses and other receivables	162,596	100,920
Total current assets	9,173,798	10,539,592
<b>Fixed Assets, Net</b>		
	1,773	6,069
Total assets	\$ 9,175,571	\$ 10,545,661
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current Liabilities</b>		
Accounts payable - trade	\$ 339,667	\$ 1,002,732
Accrued liabilities	626,473	518,167
Funds held for affiliates	3,594,209	4,151,124
Total current liabilities	4,560,349	5,672,023
<b>Net Assets</b>		
Unrestricted	2,585,749	1,985,141
Temporarily restricted	2,029,473	2,888,497
Total net assets	4,615,222	4,873,638
Total liabilities and net assets	\$ 9,175,571	\$ 10,545,661

## Consolidated Statement of Activities

Year Ended June 30, 2018

	Unrestricted	Temporarily Restricted	Total
<b>Support and Revenue</b>			
Contributions	\$ 1,077,626	\$ 2,588,863	\$ 3,666,489
Member fees	2,399,813	-	2,399,813
In-kind contributions	701,064	-	701,064
Federal grants	1,161,371	-	1,161,371
Investment return	(2,278)	1,140	(1,138)
Other income	76,205	-	76,205
Net assets released from restrictions	3,449,027	(3,449,027)	-
Total support and revenue	8,862,828	(859,024)	8,003,804
<b>Expenses</b>			
Program services			
Field services	5,027,615	-	5,027,615
Communications and marketing	562,012	-	562,012
Research and development	175,488	-	175,488
Human resources	50,724	-	50,724
Total program services	5,815,839	-	5,815,839
Support services			
Management and general	1,342,253	-	1,342,253
Fundraising	1,104,128	-	1,104,128
Total support services	2,446,381	-	2,446,381
Total expenses	8,262,220	-	8,262,220
Change in Net Assets	600,608	(859,024)	(258,416)
Net Assets, Beginning of Year	1,985,141	2,888,497	4,873,638
Net Assets, End of Year	\$ 2,585,749	\$ 2,029,473	\$ 4,615,222

## Consolidated Statement of Activities

Year Ended June 30, 2017

	Unrestricted	Temporarily Restricted	Total
<b>Support and Revenue</b>			
Contributions	\$ 1,313,163	\$ 3,110,181	\$ 4,423,344
Member fees	2,476,617	-	2,476,617
In-kind contributions	752,088	-	752,088
Federal grants	405,616	-	405,616
Interest income	28	-	28
Other income	5,173	-	5,173
Net assets released from restrictions	3,194,263	(3,194,263)	-
Total support and revenue	8,146,948	(84,082)	8,062,866
<b>Expenses</b>			
Program services			
Field services	4,428,743	-	4,428,743
Communications and marketing	620,941	-	620,941
Research and development	370,746	-	370,746
Human resources	18,361	-	18,361
Total program services	5,438,791	-	5,438,791
Support services			
Management and general	1,087,826	-	1,087,826
Fundraising	1,008,169	-	1,008,169
Total support services	2,095,995	-	2,095,995
Total expenses	7,534,786	-	7,534,786
Change in Net Assets	612,162	(84,082)	528,080
Net Assets, Beginning of Year	1,372,979	2,972,579	4,345,558
Net Assets, End of Year	\$ 1,985,141	\$ 2,888,497	\$ 4,873,638

## Consolidated Statements of Cash Flows

Years Ended June 30, 2018 and 2017

	2018	2017
<b>Operating Activities</b>		
Change in net assets	\$ (258,416)	\$ 528,080
Items not requiring (providing) operating activities cash flows		
Depreciation	4,296	4,296
Bad debt credit	-	(4,099)
Net unrealized loss on investments	1,138	-
Changes in assets and liabilities		
Contributions receivable	(661,185)	710,041
Federal grants receivable	(134,139)	(44,468)
Affiliates accounts receivable	(541,713)	149,168
Funds held for affiliates	(556,915)	173,497
Due to/from related party	(8,564)	(823)
Prepaid expenses and other receivables	(61,676)	(46,333)
Accounts payable and accrued liabilities	(554,759)	(398,092)
Net cash provided by (used in) operating activities	(2,771,933)	1,071,267
<b>Investing Activities</b>		
Purchase of investments	(1,500,041)	-
Net cash used in investing activities	(1,500,041)	-
Increase (Decrease) in Cash and Cash Equivalents	(4,271,974)	1,071,267
Cash and Cash Equivalents, Beginning of Year	9,562,208	8,490,941
Cash and Cash Equivalents, End of Year	\$ 5,290,234	\$ 9,562,208



OUR DONORS

JA Worldwide and our six JA regional operating centers recognize donors and partners for their generous contributions during our fiscal year 2018. 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.

\$1,000,000+

AT&T & AT&T Employee Giving Campaign	EU, USA, WW
Citi Foundation	WW
The Coca-Cola Company	AM, USA
European Commission	EU
FedEx	AF, AM, AP, EU, MENA, USA, WW
HSBC Holdings plc & HSBC Bank USA, N.A.	AF, AM, AP, EU, MENA, USA, WW
MetLife Foundation	AM, EU, MENA, USA, WW

\$750,000+

AIG, Inc	WW
Oliver Wyman	AF, MENA, WW

\$500,000+

Accenture LLP	EU, USA
Capital One Financial Corporation	USA
Charles Koch Foundation	USA
Exxon Mobil	EU, MENA
Scotiabank	AM

\$250,000+

Alliance Data Corporate Giving Fund, a corporate advised fund of the Silicon Valley Community Foundation	USA
American Express Foundation	USA, WW
Bechtel Group Foundation	WW
CrossKnowledge	USA
Dell Inc.	AM
Delta Air Lines, Inc.	AF, AM, EU, USA, WW
Equifax	AM, WW
Interamerican Development Bank	AM
Johnson & Johnson	AM, WW
JP Morgan Chase Foundation	AP, MENA, USA
KPMG & KPMG Foundation	USA, WW
Manpower Group	EU, USA, WW
MasterCard Worldwide	MENA, WW
McKinsey & Company	MENA, WW
NN	EU
Prudence Foundation	AP
Prudential plc	AF, WW
Santander Bank N.A.	USA
SAP International	AM, EU
U.S. Agency for International Development	AP, EU
VISA	EU

\$100,000+

American Honda Finance Corporation	USA
Arconic	EU
Avanade Inc.	EU, USA
Bloomberg	AP, EU
Chick-fil-A Foundation	USA
Cisco Systems Inc.	EU, WW
Citizens Financial Group, Inc.	USA
CNA Financial Corporation	USA
EIT RaWMaterials	EU
Ernst & Young LLP	EU, USA, WW
Salesforce Foundation	USA, WW
Franklin Templeton	WW
H+K Strategies	MENA
ICE NYSE Foundation, Inc.	USA
JHM Charitable Foundation	WW
Junior Achievement of Georgia, Inc.	USA
Marsh & McLennan Companies, Inc.	AM, WW
Monsanto	EU
People's United Community Foundation	USA
PwC & PwC Charitable Foundation	USA, WW
TD Ameritrade, Inc.	USA
UPS Foundation	USA
Voya Financial and Voya Foundation	USA
Western Union	AM
The Williams Companies Foundation	USA

\$75,000+

BATA	EU
BNY Mellon	EU, MENA
CCV	EU
Euroclear	EU
FERD	EU
MUFG	EU
TransUnion	USA

\$50,000+

Alghanim Industries	MENA
Evelyn Angelle	USA
AXA	EU
Bank of America Charitable Foundation	WW, USA
John Deere Foundation	Ww
Deloitte	MENA, WW
Emerson	USA
Facebook	AF, EU
Horace A. Moses Foundation	USA
John Deere Foundation	WW
Charles Kim	AM
Marriott International	MENA
MBC	MENA
Ooredoo	MENA

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



Gratitude	\$25,000+		\$10,000+		\$10,000+ (continued)			
	Alan and Carol Kelly Charitable Foundation	WW	ADP	WW	Heineken	EU	Prudential Foundation	WW
	American Tower Foundation	AM	Ainar Aijala	WW	Jeanette Hernandez Prenger	USA	Dino E. Robusto	USA
	Asheesh Advani & Helen Rosenfeld Family Foundation	AF, AM, AP, WW	Air Liquide	EU	Iberdrola	EU	Jeffrey S. Russell	USA
	Boeing	MENA	Sheikha Hessa Al Khalifa	MENA	InterAmerican Development Bank Project	AM	Shannon Schuyler	WW
	Ralph de la Vega	WW	Sheikha Hanadi Al Thani	MENA	Clyde D. Keaton	USA	Shorelight Education	WW
	Deluxe Corporation Foundation	WW	AmCham Eu	EU	Rob Klapper	WW	Lawrence W. Sidwell	USA
	El Pomar Foundation	USA	Alan S. Armstrong	USA	Loren C. Klug	USA	Siemens	EU
	FactSet	USA	Ana Paula Assis	AM	Larry A. Leva	USA	Claudia Slacik	MENA, WW
	Fidelity Bank Ghana Ltd	AF	BASF	EU	Lloyd's	EU	Smurfit Kappa	EU
	Fidelity Investments	USA	Timothy E. Baxter	USA	Shiv Khemka	WW	Solvay	EU
	IBM	AM	Maliz and James Beams	WW	The Loewenstern Fund at Community Foundation Santa Cruz County	WW	Sonae	EU
	Intel	EU	Partha Bose	WW	Nicky Major	WW	SunTrust Bank	USA
	International Association of Amusement Parks and Attractions Foundation	WW	Catherine S. Brune	USA	Making Cents International	WW	TEKsystems	USA
	Investcorp	MENA	Rodney D. Bullard	USA	Marketo	AF	Telefonica	EU
	Brad Karp	WW	T. Randall Cain	USA	Rodney O. Martin	USA	Buzzy Thibodeaux	USA
	Diane & Jack Kosakowski	USA	James M. Carroll	USA	Paul E. McKnight	USA	Total	EU
	Robert Lloyd	USA	Doug Charles	WW	Microsoft	MENA	Cynthia Tusan	WW
	Oracle	AM	Clifford Chance	EU	MolGroup	EU	Francesco Vanni d'Archirafi	AM, WW
	Pragma	MENA	John (Tripp) W. Davis	USA	Julie A. Monaco	USA	Vodafone	EU
	Samsung	MENA	Jo Deblaere	WW	Moneygram Foundation	WW	Margie Wang	WW
	Schawbel Family Fund at the Boston Foundation	WW	Raul Diez Canseco	AM	Carlos Motta	WW	Richard A. Woods	USA
	Brian Sidorsky	WW	Egon Zehnder	EU	The Muriel F. Siebert Foundation Inc.	WW		
	Silicon Valley Community Foundation	WW	European Round Table of Industrialist	EU	NBCUniversal LLC	USA		
	State Farm Insurance	USA	European Institute of Innovation and Technology (EIT)	EU	Nestle	EU		
	The Stiles-Nicholson Foundation	USA	Fayre Share Foundation	WW	Nokia	EU		
			FIS	USA	Douglas D. Olson	USA		
			FS Investments	USA	David W. Paul	USA		
			Edward Galante	WW	Helen C. Pekny	USA		
			Peter Gbedemah	AF	Peppers & Rodgers	MENA		
			Jeff Hansberry	USA	Philips	EU		
			Kerry M. Healey	USA	Jonas & Sylvia Prising	USA, WW		

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Gratitude	\$7,500+		\$2,500+		\$1,000+			
	Michael Bray	WW	Marilyn and Gary Blanchette	USA	Pamela and Howard Bartner	USA	Denman K. McNear	USA
	David Cunningham	WW	Brandie Conforti & Wayne Saville	AM, WW	Jose Brousset	AM	Merrill Lynch & Co. Foundation, Inc.	USA
	Lynne Ford	USA	Crowe Horwath	WW	Gilberto Caldart	WW	Claudio Muruzabal	AM
	Genworth Mortgage Insurance Corporation	USA	Michel de Wolf	WW	Pamela Casteel	USA	Leslie Pierce	USA
	Linkage	WW	Discover Financial Services	USA	The Cheka Fund at The Miami Foundation	WW	Richard Roth	WW
	Novartis	MENA	Evans Food Group LTD.	USA	MC Desrosiers	USA	Chad Runchey	USA
			Ed Grocholski	USA	Arnold B. Evans	USA	Andrew Schmahl	WW
			Perry Hewitt	USA	Feyzi Fatehi	WW	Julie and Steve Schmidt	USA
			Christophe Leclercq	EU	John Fiorito	USA	Edmundo Vallejo Venegas	AM
\$5,000+			Cesare and Wendy Mainardi	USA	David Frank	USA	Thomas D. Weldon	USA
	Kate J. Barton	USA	Medtronic	WW	Marcelo Godoy	AF	Robert Williams	AM
	BCIE - Central American Bank of Economic Integration	AM	Bruce Owens	WW	Tina and Tim Greinert	USA	Heather Wingate	USA
	BlackRock	WW	Arthur Papas	WW	James R. Hemak	USA	Lawrence Wolff	WW
	Irene Cervellera	EU	Purchasing Power, LLC	USA	Melanie and Sam Adams	USA		
	Michael M. Devan	USA	The Richard D. Donchian Foundation	WW	Joe Andris	AM		
	Samuel Di Piazza Jr	WW	John Scheid	WW	August A. Busch III Charitable Trust	WW		
	Phil Evans	WW	Shane Spyk	EU	Mary Hennelly	WW		
	Gen Re - A Berkshire Hathaway Company	USA	Tere Stouffer	WW	Mitwa Kaemba	AF		
	New York Life	WW	Dominique Virchaux	AM	Chris Kipphut	USA		
	Meysan Partners	MENA			Christy and Gary Kunz	USA		
	Rogers Capital	AF			Vivian Lau	AM, WW		
	Tom Speechley	WW			Dr. Benjamin LeCompte	USA		
	Synchrony Financial	WW			Jeanette and Ron Lee	USA		
	TTI Success Insights	USA			Michelle Y. Lee	USA		
	Cal Wenzel	WW			Richard Leist	WW		
	Raymond Winder	AM			Sandra Beach Lin	USA		
					Susan and Tat Luu	USA		
					Luciano Macagno	AM		
					Fiona Macaulay	WW		
					The Malley Charitable Fund	AF		
					Leo Martellotto	AM		
					Victor G. Martinez	AM		

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Gratitude	\$500+		Up to \$499		Up to \$499		Up to \$499	
	Walter Auger	WW	Ryan Adams	WW	Dianne Chinnes	USA	Anthony Grundy	WW
	Maria Eugenia Avila	AM	Hector Aguilar	AM	Nancy Claude	WW	Carolina Guardado	USA
	AJ Bartlett	USA	Alphie Aiken	AM	Barry Clements	WW	Jagadish Gurung	AP
	Bill Stroecker Foundation	USA	Ali Amarsy	AM	Susan Cohen	USA	Matthew Habeck	USA
	Elizabeth Bintliff	AF	AmazonSmile Foundation	AF	Marc Cohn	WW	Kim Hacker	USA
	James Burch	USA	Blain Anderson	USA	Lisa Connor	USA	Hannah Henry	USA
	Thelma Bustillo Peñuñuri	AM	Sarah Anderson	WW	Zachariah Cooper	USA	Pam and David A. Hicks	USA
	Causecast Foundation	USA	Anonymous	WW	Rachael Corr	WW	Craig Hillier	USA
	Terence Cremins	USA	Rupali Naik Aparaj	WW	Carrie Costanza	USA	Lindsay Holland	USA
AF = JA Africa AM = JA America AP = JA Asia Pacific EU = JA Europe MENA = INJAZ Al-Arab USA = JA USA WW = JA Worldwide	Russell Farnsworth	WW	Diana and Timothy Armijo	USA	Jane Court	WW	Ciara Hughes	WW
	Monica Flores Barragan	AM	Ashley Arnott-Boyd	USA	George Cousins	USA	Fernando Iraola	AM
	Kimber Glorioso	USA	Alexander Aylward	WW	Carrie Crowder	USA	James Irwin	WW
	Andres Uribe Gonzalez	WW	Susie Baretz	USA	Jackie and Rick Dant	USA	Steven Jacobs	USA
	Julie S. Gordon	USA	Joseph Bartolotta	WW	Jennifer Dellinger	USA	Geraldine James	WW
	John Hancock	WW	Carolyn Bassett	WW	Tony Denham	AF	Arthur Johnson	USA
	Luella and Randy Hartman	USA	Melissa Belkin	USA	Deborah Denmark	USA	Fredrick Jones	USA
	Victoria Kujawa	WW	Pina Bendaña	AM	Chinwe Effiong	AF	Margot Jones	WW
	Tom Landsness	USA	Cassie and Joseph Benzinger	USA	Kembala Evans	USA	Amini Kajunju	AF
	IoanDepot	USA	Robert Berndt	USA	Jasmin Eymery	AM	Shay Karia	WW
	Gail and Bruce Lockett	USA	Diane Birkeness	USA	Tochie Ezento	USA	Ankita Kaulberg	USA
	Bonnie McLain	AF, AM, AP, WW	Camille Blair	AF	Daniel Falk	USA	Eric Kaulberg	USA
	Charles McLean	WW	Lauren Bross	USA	Balazs Farkas	WW	Chelsea Kepler	USA
	Mika Mondragon	USA	Reno Brown	USA	Domingo Feliciano	WW	Khalid Khan	WW
	Kris and Garrett Ponciroli	USA	Grande Bucca	USA	Jody Fletcher	USA	Beth Kimmell	USA
	Jeannine Reilly	USA	Clare Burrows	WW	Cathy Francomano	USA	Leslie Kinder	WW
	Erik Schulz	USA	Stephanie Busby	WW	Bethany Frechette	USA	Wendy and Tim King	USA
	Clay Teramo	USA	Laura Cameron	AF	Jessica French	USA	Brian Klemstein	USA
	The Michael & Sharon Jones Family Fund	AF	Raquel Cardenas	WW	Daniel Barry Frisk	WW	Llora Kloppler	WW
	Sydney Walker	USA	Emma Cash	WW	Rob Fulton	USA	Kevin Koch	USA
	Willis Towers Watson	USA	Richard Cennamo	WW	Tami and John Godsey	USA	Crystal Law	USA
	Stavros Zafiridis	USA	Harshvardhan Chauhan	USA	The GoodCoin Foundation	WW	Janet Amanda Layne	USA
			Jean Chawapiwa	AF	Laura Goodman	USA	Sharon Lents	USA
					Jamie and Rick Granbois	USA	Diana Liang	WW
					Regina Grossman	USA	Santhi Lippin	WW





Gratitude	Up to \$499 (continued)					
	Joseph Lo Cicero	USA	Irene O'Rourke	WW	Jennifer Thoms	USA
	Lori Luther	WW	Tamas Orszagh	WW	Bety Tichauer Cuan	AM
	Thomas Lynch	WW	Reed Parker	USA	Keith Toland	WW
	Madison Performance Group	USA	Paula Pastor Flores	AM	Joseph Tortora	AF
	Julia Mann	USA	Jigisha Patel	USA	Hien Tran	USA
	Erin Martin	WW	Jagun Patel	EU	Truist	WW
	Wang Mary	WW	Laura Pedrosa	WW	Alise Underwood	WW
	Smrithi Mathew	USA	Christina Peens	AF	Celia Deitz Valdespino	AM
	August Matthusen	USA	Ronald Phillips	USA	Adrian van Schalkwyk	WW
AF = JA Africa AM = JA America AP = JA Asia Pacific EU = JA Europe MENA = INJAZ Al-Arab USA = JA USA WW = JA Worldwide	Susan McCabe	WW	Reid Powell	WW	William Vance	USA
	Nancy McCarty	USA	Eric Pringle	USA	Mary Wang	Ww
	Michelle McFarland	USA	Joseph Quigley	WW	Ivan Watanabe	WW
	Emma McGuinness	WW	Sarah Rapp	WW	Stuart Weir	WW
	Russell McGuire	AF	Khristopher Reid	WW	Joseph Wenzel	USA
	Arlene Miller	USA	Lisa Riley	USA	Stephen White	WW
	Tom Miller	USA	Lisa Ring	USA	Susan Willis	WW
	Jamie Mitchell	USA	Luis Ros	AM	Bruce Wilson	USA
	Katherine L. Mons	USA	Jordan Rowland	WW	Martin Young	WW
	Louise Montgomery	AF	Laura Sanchez	USA	Scott Zacharie	USA
	Christopher Morbelli	WW	Ngai Sang Ng	WW	Nermine Zakhary	USA
	Lewis Moss	USA	Erin Sawyer	WW		
	Eoghan Mullan	WW	Claudia and Andy Schenck	USA		
	Amy Murray	WW	Casey Shimpuku	USA		
	Kathleen Nallon	USA	Jacqueline Shu	USA		
	National City Services Corporation	USA	Simon and Marie Jaglom Foundation	USA		
	Jon Neill	AF	Jana Smith	USA		
	Network for Good	AF	Jennifer Smith	AM		
	Carolyn Nevins	WW	Mary E. Smith	USA		
	Matthew Noll	WW	LeAndra Speaks	WW		
	Brian O'Connor	USA	Subash Srinivasan	USA		
	Tina Olds	WW	Albert Stanley	WW		
	Hajnal Orban-Bakk	WW	Tracy Strickland	USA		
			Jennifer Stuart Smith	AM		
			Susan Sugar	USA		



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