

2022

# ANNUAL REPORT



JA  
Worldwide®



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# LEADERSHIP MESSAGE

## Serving more students than ever in our history.

This year, thanks to your support and partnership, JA delivered 15.1 million student learning experiences, the most in our 103-year history. We offered these experiences as part of our Inspire-Prepare-Succeed Pathway, which includes introductory learning that piques a student's interest ("Inspire"); core learning experiences that build skills, attitudes, and competencies ("Prepare"); and applied learning that demonstrates mastery of competencies in the real world ("Succeed").

But as the world's youth and their parents and teachers clamor for the real-world, hands-on, immersive learning experiences that will prepare them for the jobs of the future, this year, we developed a three-year strategic plan that will move us toward deepening our impact on communities by serving more underserved youth and growing our global reach. Through four strategic priorities—accelerating digital learning experiences, cultivating new partnerships, strengthening the JA global network, and empowering the underserved by targeting the students in every region and country who have low access to (or poor outcomes for) education and livelihoods—we intend to reach 100 million youth per year by 2050.

Of course, we cannot serve millions of students without partnerships with schools, governments, foundations, and corporations, and 2022 delivered on those fronts, as well, with more schools served and more funded partnerships than ever before, including the largest grant in JA Worldwide's history, which is expanding offerings in sub-Saharan Africa.

## Earning global recognition for our work.

Early this year, we received word that JA Worldwide had been nominated for the Nobel Peace Prize, in recognition of our role in furthering global peace and prosperity throughout the last century,

often in parts of the world marked by political instability, violence, and war. Over the years, we've opened or maintained operations in some of the world's most precarious countries, including Yemen, Iraq, Nigeria, Sudan, Pakistan, and more. In early February, we also launched programs in Ukraine, despite the news that soldiers were gathering on the border. Our staff there remains safe and, thanks to extensive efforts by JA Europe, the JA Ukraine Fund is providing assistance to young people in need, delivering educational programs to help youth maintain their self-confidence and mental health, training Ukrainian-speaking volunteers to deliver learning experience to young Ukrainians digitally (regardless of where they are located now), and equipping the schools that are welcoming Ukrainian youth with the laptops or mobile devices they need. These efforts are paying off: In spite of the war that has ravaged the country, Ukraine's Ministry of Education recently endorsed the JA Company Program, our best-known learning experience, which has been used for generations to sustain families in times of hardship and to prepare young people with the skillset and mindset to rebuild broken communities.

Listed for the fourth-straight year as one of the ten most-impactful social-good organizations in the world, JA Worldwide also made *Fast Company's* Best Workplaces for Innovators as the top nonprofit on the list, and was honored with the Tony Hsieh Award for leadership through empowerment. This list only scratches the surface of the awards and recognitions in the JA network, with hundreds more at the regional, national, and local levels.

## Innovating through global initiatives.

In 2022, we launched new initiatives and delivered even more impact through existing initiatives. We attended the World Economic Forum Annual Meeting in Davos, deepened our relationship with United Nations' agencies, partnered with Global Entrepreneurship Week, broadened our global microcredential—the Entrepreneurial Skills Pass—to include 52 countries in four regions, landed two JA schools in the top-ten finalists for the World's Best School Prizes, inducted four new laureates into the Global Business Hall of Fame,

and invited the winning student team from each of our six regional youth-entrepreneurship competitions to compete for the second-annual De La Vega Global Entrepreneurship Award.

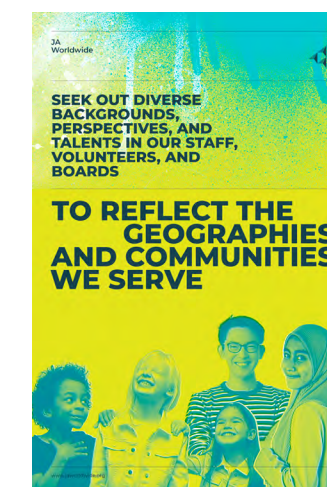
## Lifting youth voices.

Perhaps the initiative of which we're proudest this year is Youth Voices, a collaboration with the MIT Center for Constructive Communication, Cortico, and Accenture, which launched in 2022. In addition to continuing to offer JA's young alumni exceptional opportunities for mentorship, skill-building, visibility, networking, and leadership, this year, we created a team of Youth Voices Facilitators, who were trained to facilitate discussions among and give voice to their peers. The result? A collection of firsthand experiences from 100+ JA Worldwide students and alumni across 45+ countries that is not only revealing key insights but also reinforcing JA Worldwide's role in promoting youth empowerment.

2022 was an unprecedented year for JA around the globe, as you'll see throughout this report. We can't wait for what's next.

**Jonas Prising**  
Board Chair, JA Worldwide  
CEO, ManpowerGroup

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





# THIS IS JA

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# WHAT WE DO

## Our students tackle the toughest challenges in their communities.

As one of the world's largest and most-impactful youth-serving NGOs, JA delivers hands-on, immersive learning in work readiness, financial health, entrepreneurship, sustainability, STEM, economics, and more. Serving more than 15 million learning experiences to young people each year, JA Worldwide is one of few organizations with the scale, experience, and passion to build a brighter future for the next generation of innovators, entrepreneurs, and leaders.

But the impact of our real-world training goes beyond individual students. For over 100 years, JA has operated all over the world, even in areas of political instability, violence, and war, ready to help students through the unemployment, poverty, and hopelessness that stem from such conditions. By helping youth develop the employment and entrepreneurial tools to find meaningful work and start sustainable companies, JA serves as conduit for peace and prosperity. Through JA, young people are equipped with the skillset and mindset to build thriving communities.

## Building the skills that employers seek and that entrepreneurs need.

The global pandemic created an opportunity for new digital learning experiences to emerge faster than ever. At the same time, automation, globalization, and working from home require new skills, just as the largest generation in history is entering the workforce.

JA's skill-building programs—for students as young as 5 and as old as 25—are more important than ever before in our century of innovation and achievement.

Under the mentorship of nearly 300,000 volunteers from all sectors of society, plus more than 250,000 teachers, JA students benefit from real-world work experience and know-how, transforming their knowledge, skills, attitudes, and aspirations as they build

toward successful careers, prepare for the risks and rewards of entrepreneurship, and learn to thrive financially.

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

## Impact around the world.

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

Our 150+ million living alumni are a testament to JA's lifelong impact, serving as a global force for good. Many start businesses that serve a social need, solve a local problem, or inspire others to reach their potential. Others donate time and money to their communities. Still others give back to the next generation of young people by volunteering and mentoring.

## A modern NGO with 100+ years of experience.

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



## Entrepreneurship: Cultivating an entrepreneurial mindset

Through JA's real-world entrepreneurship programs—the longest-running in the world—students ignite their entrepreneurial spirit by developing an innovative product or service, financing their startup, marketing their product or service, and launching their careers as entrepreneurs or intrapreneur.



## Work Readiness: Preparing youth for the jobs of the future

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



## Financial Literacy: Developing financial independence

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



# STRATEGIC PLAN: BOUNDLESS!

JA's boundless ambition is underpinned by a strategic framework that serves as our blueprint to accelerate inclusive growth and impact over the next three years. Through the analysis managed by Accenture Development Partnerships, stakeholders helped us assess our greatest strengths:

## Global footprint enables significant breadth of impact

- JA's global reach enables opportunities to partner at scale
- JA succeeds in our capability to translate and integrate learning experiences throughout the world
- Our global brand has a long-standing history of engagement

## Local footprint enables significant depth of impact

- Partnerships with local governments and ministries of education is perceived as a huge value differentiator to partners that want sustainable, systems-driven solutions
- Community-level engagement is very strong, delivering culturally relevant programming and engagement through local volunteers

## JA offers exceptional partnership qualities

- Within existing partnerships, JA has built strong teams, solid performances, and excellent work quality
- JA team members are known to be collaborative, agile, talented, and mission-oriented
- We are also known to have a history of long-standing relationships with a diverse array of partners around the globe

## Priority #1: Accelerate Digital

The COVID-19 pandemic both highlighted and exacerbated the need to reach youth where they are: through multiple digital channels. But accelerating digital learning also requires us to be mindful of the digital divide, enabling options that can circumvent a lack of broadband through lower-tech options, such as television, radio and podcasts, printed publications, and more.

## Priority #2: Empower the Underserved

Increasingly, underserved communities in every region and country are home to a greater share of the global youth population. To successfully reach more youth and optimize impact, we'll dedicate sufficient resources to supporting youth in these communities while continuing to drive impact where present.

## Priority #3: Cultivate Partnerships

As we seek to make transformational impact around the globe, we'll increasingly rely on an ecosystem of partners to support learning-experience development and delivery across the network. Partners may include governments, other NGOs and social-good organizations, ministries of education, corporations, and more.

## Priority #4: Strengthen OneJA

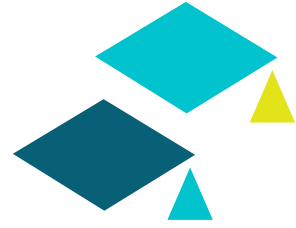
To realize the impact we seek to create, we'll amplify cross-pollination, collaboration, accountability, and impact across the network.

Formalizing clearer governance structures for JA member locations and fostering greater clarity around these structures is also key to achieving strong, consistent impact, and a sustainable business model.

**For additional information, visit [jaworldwide.org/strategicplan](http://jaworldwide.org/strategicplan).**



# JA's IMPACT



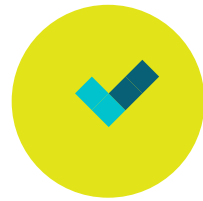
**15,144,900+**  
STUDENT EXPERIENCES



**288,100+**  
TEACHERS & EDUCATORS



**95,200+**  
SCHOOLS



**182,649,600+**  
CONTACT HOURS



**299,300+**  
VOLUNTEERS



**3,200+**  
STAFF



# OUR LOCATIONS

## JA AFRICA

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

## JA AMERICAS

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

Paraguay  
Peru  
Puerto Rico  
St. Kitts and Nevis  
Trinidad & Tobago  
Turks & Caicos  
Uruguay  
US Virgin Islands  
Venezuela

## JA ASIA PACIFIC

Brunei  
China  
Guam  
Hong Kong SAR—China  
India  
Indonesia  
Japan  
Malaysia  
Pakistan  
Philippines  
Republic of Korea  
Singapore  
Thailand  
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  
Montenegro  
Netherlands  
Norway  
Poland  
Portugal  
Romania  
Russia  
Serbia  
Slovakia  
Slovenia

Spain  
Sweden  
Switzerland  
Turkey  
Ukraine  
United Kingdom

## INJAZ AL-ARAB JA MENA

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

## JUNIOR ACHIEVEMENT USA

United States of America

## EXPANSION

Iraq  
Jordan  
Mauritania  
Papau New Guinea  
Sudan





# ELEVATING YOUTH VOICES

Every three years, JA Worldwide develops a strategic plan that guides our growth and priorities. In 2022, we asked young people ages 15–29 to lend their voices to the strategic plan process, participating as part of an advisor group and sharing their JA experiences.

In partnership with MIT Center for Constructive Communication, Cortico, and Accenture, our Youth Voices initiative included more than 100 JA alumni from over 45 countries. Led by nine Youth Advisor Facilitators, JA alumni trained to facilitate discussions, the initiative recorded more than 40 hours of conversations.

“I was able to showcase my ability as a leader, as well as a member of the global youth community. I was empowered to share my experiences and actively listen to the experiences of others.”  
–Raheel Al Abbassi

Six key themes emerged from the conversations: self-efficacy, impact, values, youth empowerment, thriving communities, and learning experiences. These themes helped JA shape our strategic priorities and focus areas, ensuring we align to youth needs.

Conversation results and recording highlights are available to the public at [youthvoices.org](https://youthvoices.org). Through nearly 2,000 highlights, alumni shared visions for the future, experiences of moving from “I can’t” to “I can,” stories about JA’s impact, memories of connecting with communities, moments of setting and achieving goals, and so much more.

Youthvoices.org allows users to navigate through conversation highlights by theme and region, and presents each highlight as both audio and text. These conversations not only strengthen the JA Worldwide strategic plan, but also share a powerful message about JA’s values and impact.

**Cimone Jefferson**  
United States

Georgia Southern University, studying information systems. And I now am a wellness entrepreneur and that is all thanks to Junior Achievement.

JA Worldwide Junior Achievement USA

Impact Self-Efficacy Show Subthemes

**Israa Obeid**  
Lebanon

to direct us. So when I'm searching for some organizations that direct people, I meet INJAZ, and from there my story starts. INJAZ teach us how to empower youth

JA Worldwide JA Americas

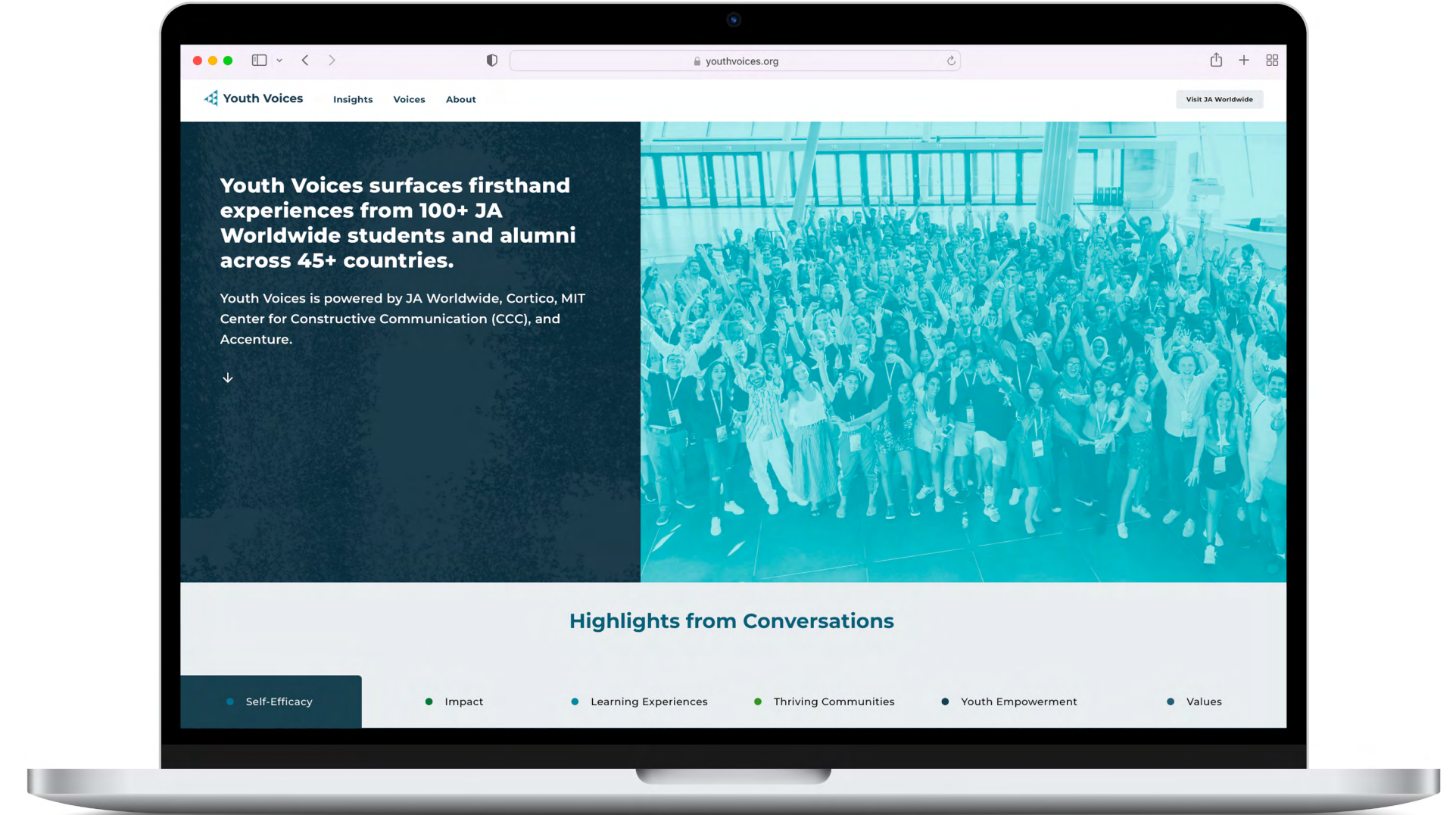
Values Youth Empowerment Show Subthemes

**Esdras Romero Gómez**  
Mexico

In my case, I don't know exactly what I want to be doing in 10 years. But what I do know is that I would like to be in a position or a place of influence, to be a voice and not just to be an echo.

JA Worldwide JA Americas

Self-Efficacy Thriving Communities Values Youth Empowerment



# JA ENTREPRENEURIAL SKILLS PASS

The JA Entrepreneurial Skills Pass (ESP), one of the world's first global microcredentials for high school students, stems from the JA Company Program. Started as a collaboration between JA Europe and the European Commission in 2013, the ESP has grown to include 52 countries in four JA regions, with a goal of credentialing 100,000 JA students by 2025.

To receive the ESP, students must complete one full year of the JA Company Program, followed by a self-assessment of entrepreneurial competences and an examination of business, economic, and financial knowledge. Students can add an ESP certification to their CVs and use to pursue further education, to enter the world of work or to start their own business.

For schools and teachers, the ESP is a full package to support entrepreneurial learning outcomes and to provide students with the skills and competencies that employers are looking for.

The World Economic Forum (WEF) included ESP among its 16 Education 4.0 Lighthouses, global examples of transformative public-private educational collaborations that are designed to serve as inspiration for educators, parents, policymakers, and employers. Education 4.0 Lighthouses aim to help catalyze systemic change by bringing visibility to and proactively scaling policies, practices, and collaborations that support future-ready learning. The hope is that the forward-thinking approaches from



Education 4.0 Lighthouses can inspire further innovation in education and demonstrate the potential to mainstream learning that is inclusive, lifelong, fit for purpose, and—most importantly—fun.

**[ADD HERE] receive the ESP, students must complete one full year of the JA Company Program, followed by a self-assessment of entrepreneurial competences and an examination of business, economic, and financial knowledge. Students can add an ESP certification to their CVs and use to pursue further education, to enter the world of work or to start their own business. [STOP HERE]**

## Entrepreneurial Skills Pass at a glance:

- **89,000+** students enrolled
- **39,029 ESP holders**, with a goal of 100,000 by 2025
- ESP holders in **52 countries**



## CSR AND IMPACT OF PRODUCT ON PROBLEM STATED

- ▶ For our CSR, we have held seminars and outreaches for girls in rural areas, visited orphanages and old homes in Nigeria spreading the importance of menstrual hygiene. We also distributed free sanitary pads to the students and have given toiletries to orphanages and old homes while reaching out. So far we have reached over 400 girls and women. We have also shared pads to girls in low income communities.
- ▶ Our product is being sold at a cheaper and more affordable price to women who formerly could not afford them. They also do not contribute to environmental pollution as all substances and material used for production are biodegradable and naturally sourced.



Photo by Lorrie Noggle



# DE LA VEGA GLOBAL ENTREPRENEURSHIP AWARD

**JA teaches the world's youngest entrepreneurs . . . and has for over 100 years.**

JA's entrepreneurship programs teach students real-world business skills so they'll be ready to create the jobs of the future. Through the JA Company Program—our flagship entrepreneurship program—students work with business-savvy mentors to launch companies that deliver innovative products and services. Student teams also participate in JA Company of the Year competitions at local, national, and regional levels, demonstrating their products and services in trade fairs and presenting their businesses on-stage to esteemed judges.

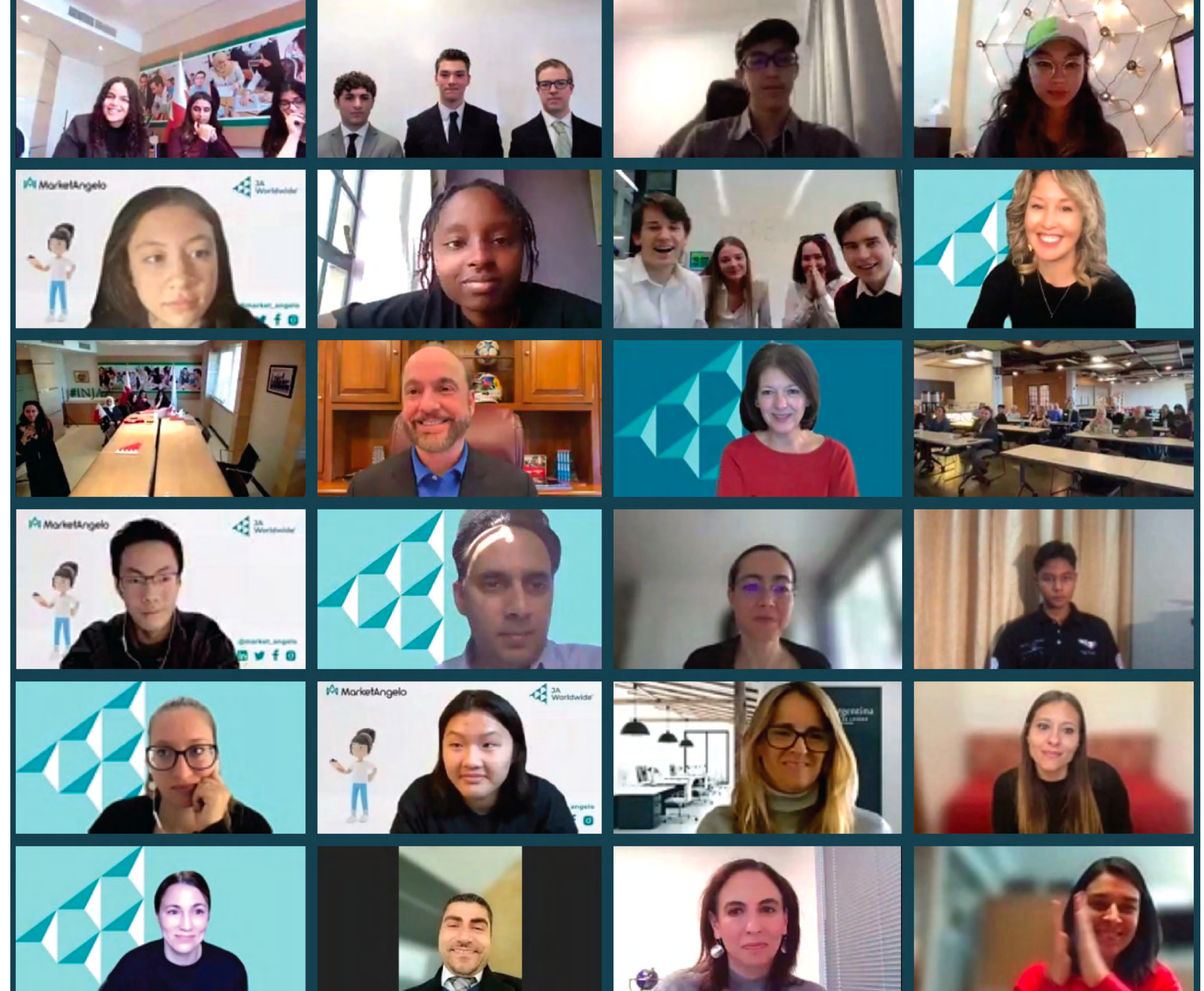
“I’m a firm believer that entrepreneurship leads to prosperity everywhere around the world. And prosperity around the world leads to peace.” –Ralph de la Vega

The De La Vega Global Entrepreneurship Award recognizes outstanding JA entrepreneurs. The first-place team from each of our six annual regional JA company competitions (including Company of the Year, Gen-E, Young Entrepreneurship Celebration, and National Student Leadership Summit) are automatically entered as finalists for the award. All six teams receive financial rewards, exposure, and more.

In 2022, JA student companies from Kenya, Canada, Singapore, Slovakia, Bahrain, and Ohio, USA, competed for the global prize. Each JA student company brought something different to the competition, from team size to product or service. Project Yoof from JA Kenya (Africa) built an online platform to help students' mental health; MarketAngelo from JA Canada (Americas) makes it easy for students to learn about ESG and investing through friendly virtual competitions with actual cash prizes; Scrapcap from JA Singapore (Asia Pacific) takes old school uniforms and repurposes them to make caps; Hasib from INJAZ Bahrain (MENA) invented a device that makes biking safer in their community; and Finlit from JA of North Central Ohio (USA) created a board game to help young people learn financial literacy. Ultimately, it was Scribo from JA Slovakia (Europe) and its environmentally friendly replacement for whiteboard markers that made from recycled printer wax that won the competition.

Thanks to the generosity of the de la Vega family, Scribo received a US\$15,000 cash prize and other educational opportunities, and JA Slovakia will receive US\$5,000, as well. Ultimately, every team in the compand JA Europe received US\$5,000 per team. The students are free to spend the money as they see fit, whether that's to continue to grow their businesses or spend on their educations.

Learn more about the award and the 2023 competition at [jaworldwide.org/delavega](http://jaworldwide.org/delavega).



# GLOBAL BUSINESS HALL OF FAME

## Inspiring Youth with Role Models

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

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

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

Today, our inspiring laureates are reflective of our global reach into over 100 countries, of the diversity of JA students, and of the many ways in which the business world has changed since 1975. We're ensuring inspiring representation from women, from countries around the world, and from a wide range of diverse industries.

## Two Inspiring Types of Laureates

Under 40 years of age, entrepreneurial in spirit, and community focused, the Innovator is changing the landscape globally or has emerged on the global stage because of the Innovator's work. The Innovator is an inspiration, full of energy, and passionate about work, courageous, and a promoter of change and innovation on behalf of the global good.

As a senior leader who is an inspiration to others, the Leader's contributions have advanced the landscape of business with a focus on improving the lives of others. As a result, the Leader has led companies and initiatives toward the Global Goals and is a role model who exhibits social values, inclusivity, and a global point of view. The Leader is likely to have led with a large scope of responsibility, resources, and talent.

## A Global Force for Good

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

Visit the Global Business Hall of Fame at [businesshalloffame.org](http://businesshalloffame.org).

**Global Business Hall of Fame**  
presented by 



Divine Ndhlukula



Kenneth Chenault



Madame C.J. Walker



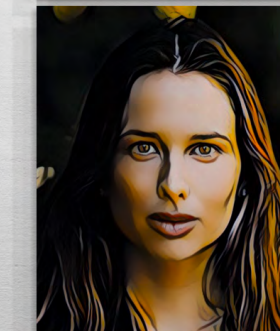
Roberto Goizueta



Marcos Galperin



Bethlehem Tilahun Alemu



Alisée de Tonnac



Audrey Cheng





# IMPACT STORIES

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- 14 **JA Europe | Team Scribo**
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- 16 **Junior Achievement USA | Michael Crome**

# JA AFRICA: Junior Billionaire's Club

More than 60 percent of Africa's population is under the age of 25. At the same time, as the microfinance boom has enabled easy access to capital, young Africans are being targeted by financial scams and unscrupulous lending. The solution? Develop financial literacy and resilience among Africa's 600 million youth.

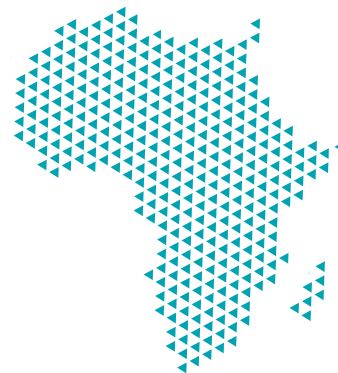
During 2022, JA Africa and The Richer Media signed a partnership to produce The Junior Billionaires Club, an animated TV series designed to teach children across Africa about financial health and wealth. By combining elements from The Richer Kids Club and JA's entrepreneurship and financial-literacy offerings, young Africans who watch and participate in the show develop the knowledge and skills to make informed financial, business, career, and life decisions.

The series features Lola, a 12-year-old Nigeria girl, and Kweku-Sika, a 10-year-old Ghanaian boy. The two animated characters go on adventures, through which they learn important financial lessons and grow in their leadership skills, civic awareness, and knowledge of African geography and history.

According to Simi Nwogugu, CEO of JA Africa, "Expanding financial literacy across the continent is a key area of focus at JA Africa. This animated series gives us the opportunity to reach and educate millions of African children and young adults, especially those in hard-to-reach communities who may not have access to JA's classroom programs or digital activities.

"The series also spotlights inspiring African leaders," Simi continues, "not only to celebrate them, but also to show young Africans that the continent has role models they can aspire to be like. It is our hope that schools across Africa will set up Junior Billionaires Clubs to inspire their students."

Once fully developed, the series will air in English, French, and Portuguese on traditional and digital-media channels.



- 11 member countries/areas
- 314,330+ student experiences
- 5.6+ million contact hours
- 1,200+ volunteers
- 4,280+ teachers & educators
- 900+ schools



# JA AMERICAS: Live and VR Youth Events

**In 2022, the Americas region drove youth education, engagement, and empowerment by successfully hosting national and regional events, both live and virtual. Filled with a mix of inspiring speakers and hands-on, experiential workshops, the virtual NAU Fest and three editions of FIE offered youth in the Americas region additional opportunities to expand their skillsets.**

With the support of the Project Management Institute Educational Foundation, JA Americas launched a new event in 2022, called NAU Fest. Hosted on the SpatialChat platform, which mimics an immersive, virtual-reality experience without the need for expensive headsets, the virtual festival featured workshops on entrepreneurship, employability, sustainability, STEM, and resilience for students ages 16 and over, all in three languages. Keynote speakers at 2022 NAU Fest included Ndaba Mandela, Muhammad Yunus, Argentine rapper Wow, Rayssa Bratillieri, Maren Lau, and more.

Similarly, the International Entrepreneurs' Forum (FIE) is a high-impact educational program organized by JA Mexico, Junior Achievement Argentina, and JA Guatemala in three separate events, all of which were held in person in 2022. During a FIE event, participants interact with cultures from different parts of the world; talk with prominent speakers who serve as a source of inspiration;

and take part in competitions, hands-on workshops, and activities that enhance students' skills.

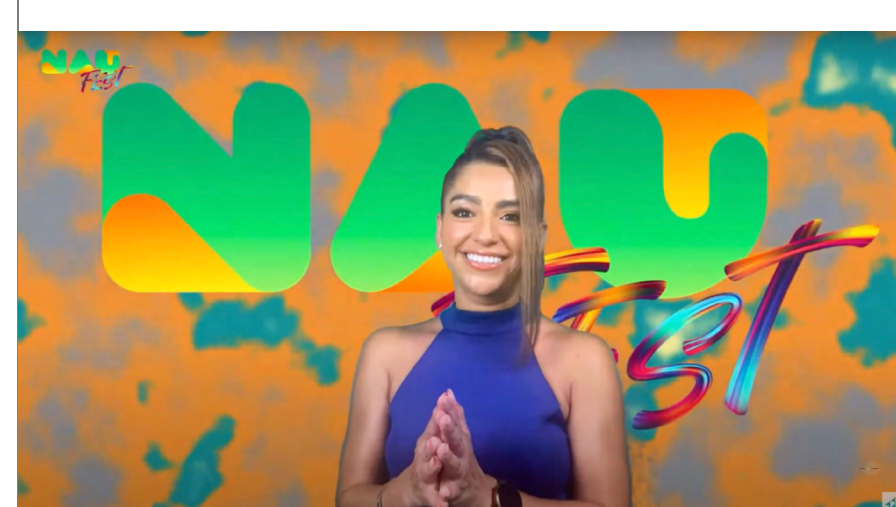
In recommending the FIE Mexico event, FIE alumnus Alejandro Márquez shared his story: "More than 10 years ago, I had the opportunity to live the FIE experience and I can say, it's one of the best experiences of my life. Now I'm an economist and I work with federal government institutions that support entrepreneurs. I'm glad that you continue with this extraordinary work."

According to Andrés Vila, co-director of the Córdoba, Argentina, event location, FIE "is a transforming experience for young people because they encounter many different realities and cultures, yet they all agree on being the engine of change to positively impact their communities."

Gabriel Allasia, president of JA Córdoba (Argentina), shared that "the particularity of the 2022 event was the large number of young volunteers involved to make it possible," most of whom were previous FIE participants. These near-peers serve as important role models to young people from across the Americas, a key component of JA's Theory of Change.



- 27** member countries/areas
- 1,488,580+** student experiences
- 10.5+** million contact hours
- 8,800+** volunteers
- 18,800+** teachers & educators
- 13,300+** schools



# JA ASIA PACIFIC: Cha-Ching Curriculum

Co-developed by Prudence Foundation and JA Asia Pacific, Cha-Ching Curriculum introduces economic concepts for students aged seven to twelve. The program emphasizes economic and social studies content while providing a strong focus on finance, mathematics, planning and analytical skills. Students are encouraged to use critical thinking skills to make decisions on how to manage money applying four key concepts: Earn, Save, Spend and Donate in their daily lives.

These four concepts support positive attitudes as students explore and enhance their money-management skills in the classroom and beyond. Through a variety of hands-on activities and technological supplements designed to support differentiated learning styles, students develop a better understanding of the relationship between what they learn at school and their successful participation in a worldwide economy.

At its core, Cha-Ching consists of a series of music videos featuring six lively characters, which helps children understand the fundamental money-management concepts. The six characters are members of the Cha-Ching band, each with a different approach to money management. Cha-Ching music videos feature catchy songs with

lyrics and enhanced subtitles that children can sing along to, aiding comprehension and retention.

The episodes air on Cartoon Network, the number one children's channel in Asia, in eight markets: Hong Kong, Indonesia, Malaysia, the Philippines, Singapore, Taiwan, Thailand and Vietnam. Offered in nine languages, the program now has over over four million views.

Also used extensively by teachers in the classroom, the Cha-Ching Curriculum has now been endorsed by the Ministry of Education of the Philippines, Cambodia, Indonesia, Malaysia, Philippines, Taiwan, and Thailand and Vietnam. To date, over 500,000 students have experienced the Cha-Ching Curriculum, with more than 10,000 teachers trained.



- 14** member countries/areas
- 3,007,260+** student experiences
- 32.4+** million contact hours
- 54,300+** volunteers
- 14,900+** teachers & educators
- 11,800+** schools





# JA EUROPE: Team Scribo

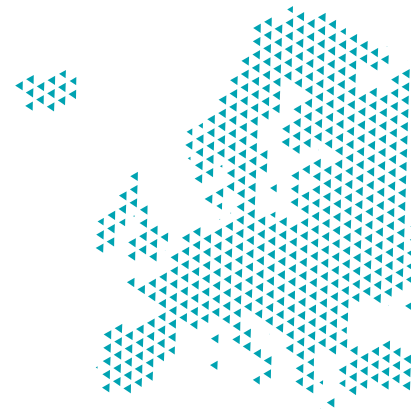
**Whiteboard markers present an environmental challenge, as they dry out quickly and are tossed into waste bins in conference rooms and classrooms all over the world, resulting in millions of pounds of waste. But one JA company found a solution: zero-waste markers that also recycle printer wax that would also end up in a landfill.**

The De La Vega Global Entrepreneurship Award is the most prestigious student award in the JA network. Made possible by the generosity of JA Worldwide Governor Ralph de la Vega and his wife, Maria, the competition brings together the first-place JA Student Company winners from JA's six regions.

Scribo from JA Slovakia and JA Europe took home the prize in 2022, with its zero-waste, environmentally friendly whiteboard markers made from recycled printer wax, a waste product that the printer is happy to give away for free. Miroslava Velgosová, Gréta Sotáková, Oszkár Urbán, Jakub Mičko, who make up Team Scribo, tried nearly two dozen varieties of alternative materials before finding an innovative composition that neither produces waste nor leads to dried-out markers, offering the potential to keep 35 billion markers out of landfills each year. Scribo markers are currently available in ten countries.

Thanks to the generosity of the de la Vega family, Scribo received a US\$15,000 cash prize and other educational opportunities. Students are free to spend the money as they see fit, whether they continue to grow their business or further their education.

Ralph and Maria de la Vega were inspired to create this award when they attended a JA Company of the Year competition in Oslo, Norway. Inspired by the young people they saw competing, they wanted to do more. "Young people are living messages to a time we will not live to see," Ralph said at this year's De La Vega Global Entrepreneurship Award ceremony. "Messages of hope, messages of inspiration, messages of prosperity, and messages of peace."



- 43** member locations
- 6,226,340+** student experiences
- 103.4+** million contact hours
- 128,600+** volunteers
- 84,000+** teachers & educators
- 55,200+** schools



# INJAZ AL-ARAB JA MENA: Team Hasib

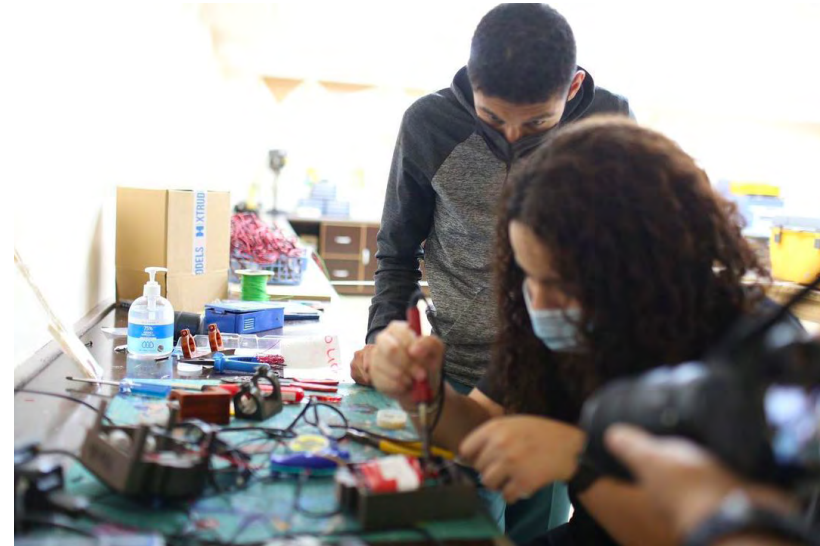
When the pandemic dramatically increased the number of bike riders across the Middle East, accidents and injuries also skyrocketed. One team of student entrepreneurs devised a high-tech solution.

In Bahrain, bikes are used as often as cars, but without the built-in protection that cars provide.

Team Hasib, a JA student company from INJAZ Bahrain that won the INJAZ Al-Arab Young Entrepreneurs Celebration in 2022,, was especially concerned that accidents would drive down the number of cyclists and drive up the number of cars on the road, negating the environmental gains made during the pandemic. So the team invented a product that alerts drivers by both sound and a visual warning whenever car comes within 2.5 meters of the rider.

Team Hasib—Habiba Maher, Hussain Al Mahoozi, Fatima Al Goud, Lulwa Osama, and Rashid Mahmood—put efficient and well-placed sensors into a small box designed to fit under the bike seat, thus creating an innovative early-alert signal cyclists may be in danger.

Hasib—which means “be careful” in Arabic—is revolutionizing Bahrainian bike travel and encouraging more riders to leave their cars at home. Like many JA student companies, profit meets sustainability seamlessly.



**13** member countries/areas  
**763,310+** student experiences  
**5.8+** million contact hours  
**3,500+** volunteers  
**7,400+** teachers & educators  
**2,400+** schools



# JA USA: Michael Crome

When an accountant came into Michael Crome's 11th-grade classroom in Columbus, Ohio more than two decades ago as a JA volunteer, neither one knew that day would change Michael's life.

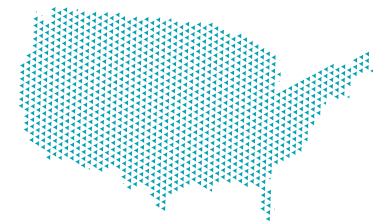
Earlier this year, Michael was promoted to Chief Financial Officer of the Las Vegas Raiders, overseeing all financial aspects of the NFL team, including athlete salaries, stadium sales, merchandise, and more.

"Junior Achievement opened the door for me," Michael recalls, "to learn more about my future career. The volunteer who taught in my classroom inspired me with the insight about his career as an accountant. That interaction helped me to find my way into the world of finance, where I work today.

"Seeing someone who looked like me, someone that I could relate to, who was in the classroom, teaching a lesson [caused me to] go that route. I went to college, majored in accounting, and the rest is history."

"Now, I'm trying to find more Michaels," he says, "who may just need one or two chance interactions to set a new trajectory."

Michael followed in his volunteer's footsteps in another way: In 2006, he started volunteering with JA, too. By 2019, Michael was so invested in promoting JA's mission that he had completed the World Marathon Challenge, finishing seven full marathons in seven continents over seven days to raise money for JA, after previously serving as Board Chair of JA in Las Vegas.



- 100+ local areas
- 3,344,970+ student experiences
- 24.7+ million contact hours
- 102,700+ volunteers
- 158,400+ teachers & educators
- 11,400+ schools





# FINANCIALS & LEADERSHIP

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# FINANCIALS

## Consolidated Statement of Financial Position

Year Ended June 30, 2022

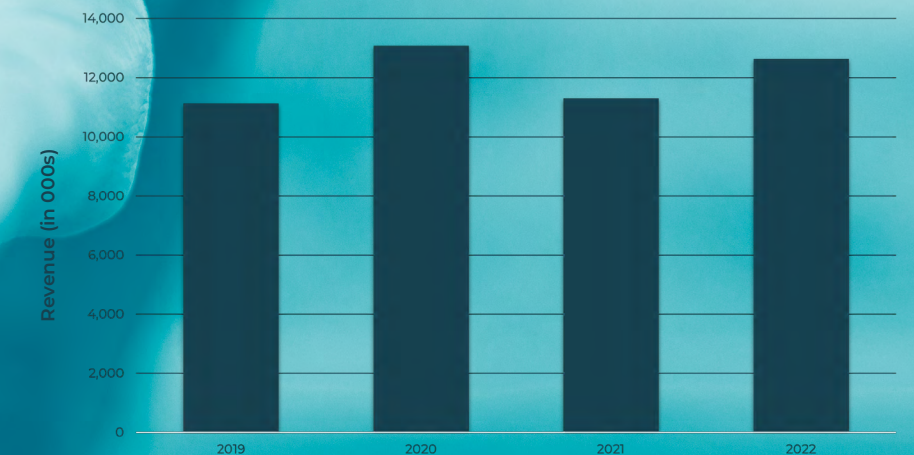
	2022	2021
<b>Assets</b>		
Cash and equivalents	\$ 11,152,499	\$ 9,632,927
Investments	3,280,732	2,994,660
Contributions and federal grants receivable	795,610	544,294
Accounts receivable and pre-paid expenses	1,369,728	1,177,877
Total current assets	16,598,569	14,349,758
Affiliates accounts receivable, net of current portion	150,148	159,695
Total assets	\$ 16,748,717	\$ 14,509,453
<b>Liabilities and Net Assets</b>		
<b>Liabilities</b>		
Account receivable and accrued expenses	\$ 2,387,782	\$ 1,296,154
Due to affiliate	86,592	228,670
Funds held for affiliates	6,198,814	4,793,544
Total liabilities	8,673,188	6,318,368
<b>Net Assets</b>		
Without donor restrictions		
Undesignated	3,166,320	4,182,625
Board designated	2,361,197	1,603,753
Total assets without donor restrictions	5,527,517	5,786,378
With donor restrictions	2,544,642	2,404,707
Total net assets	8,072,159	8,191,085
<b>Total liabilities and net assets</b>	\$ 16,745,347	\$ 14,509,453

## Consolidated Statements of Activities

Year Ended June 30, 2022

	2022		2021	
	Without Donor Restrictions	With Donor Restrictions	Total	Total
<b>Revenue, Gains, and Other Support</b>				
Contribution, net of event expense	\$ 1,546,603	\$ 6,111,876	\$ 7,658,479	\$ 6,774,549
Member fees	2,327,028		2,327,028	2,447,875
In-kind contributions	1,478,220		1,478,220	403,036
Federal Grants	1,443,855		1,443,855	1,470,897
Investment and other income	(140,945)		(140,945)	194,218
Releases from restrictions	5,971,941	(5,971,941)	-	-
Total support and revenue	12,626,702	139,935	12,766,637	11,290,757
<b>Program services</b>				
Field Services	7,418,117		7,418,117	6,617,779
Communications and Marketing	1,077,092		1,077,092	596,308
Research and development	564,046		564,046	424,441
Human resources	291,386		291,386	265,891
Total program services	9,350,641	-	9,350,641	7,904,419
<b>Support services</b>				
Management and general	2,519,849	-	2,519,849	1,969,682
Fundraising	1,015,073	-	1,015,073	1,017,267
Total support services	3,534,922	-	3,534,922	2,986,949
Total expenses	12,885,563	-	12,885,563	10,891,368
<b>Change in net assets</b>	(258,861)	139,935	(118,926)	399,207
<b>Net assets, beginning of the year</b>	5,786,378	2,404,707	8,191,085	7,791,878
<b>Net assets, end of the year</b>	\$ 5,527,517	\$ 2,544,642	\$ 8,072,159	\$ 8,191,085

JA Worldwide's balance sheet is strong, ending the year with over US \$8 million in net assets and US \$14.4 million in cash and investments. With high hopes that the COVID-19 pandemic is behind us, JA Worldwide generated revenue exceeding \$12.6 million, with contributions exceeding \$7.6 million during 2022.



# JA WORLDWIDE BOARD OF GOVERNORS

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

## Jonas Prising

Chairman & CEO, ManpowerGroup  
*Board Chair*

## Shiv Khemka

Vice Chairman, SUN Group  
Chairman, The Global Education & Leadership Foundation  
*Board Co-Vice Chair*

## Karen Reddington

President, FedEx Express Europe and CEO, TNT  
*Board Co-Vice Chair*

## Asheesh Advani

President & CEO, JA Worldwide

## Ainar D. Aijala, Jr.

*Emeritus Governor*

## Alan S. Armstrong

President & CEO, The Williams Companies  
*Board Chair, JA USA*

## Mayu Avila

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

## Maliz Beams

*Emeritus Governor*

## Partha Bose

Global CXO Advisor  
*Marketing Committee Chair*

## Michael Bray

*Emeritus Governor*

## Jim Carroll

Senior Vice President, Global Government Relations, Honeywell International

## Doug Charles

President of the Americas, Korn Ferry

## David L. Cunningham, Jr.

President & Chief Executive Officer (retired), FedEx Express

## Francesco Vanni d'Archirafi

Chair, Euroclear

## Ralph de la Vega

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

## Michel De Wolf

*CPA, DGST & UCLouvain*

## Phil Evans

Managing Director, Global Provider Strategy, BlackRock  
*Development Committee Chair*

## Karen Hopkins

*Global CMO, Partner, EY*

## Brad S. Karp

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

## Vivian Lau

Vice Chair and Group CEO, Pacific Air Holdings Limited

## Luciano Macagno

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

## Fiona Macaulay

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

## Pamela Maynard

CEO, Avanade

## Carlos Motta

Director, Inversiones Bahia  
*Board Treasurer, Finance Committee Chair*

## Charles Olumuyiwa Moyela

Strategic Communications Advisor  
*Board Chair, JA Africa*

## David Oskandy

Deputy General Counsel International, M&A, and Strategic Initiatives, CDW

## Peter Njonjo

Co-Founder and CEO, Twiga Foods

## Stephen O'Hearn

Former Partner, PricewaterhouseCoopers Gmbh WPG  
*Audit Committee Chair*

## P G Raghuraman

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

## Gus Schmedlen

President & Chief Revenue Officer, Xio Research, Inc.  
*Learning Experiences Committee Co-Chair*

## Shannon Schuyler

Principal, Chief Purpose & Inclusion Officer, PwC

## Steve Sear

Executive Vice President, Global Sales, for Delta Air Lines

## Claudia Slacik

Chair of the Board, SIPC (Securities Investor Protection Agency)  
*Board Secretary*

## Sheikha Hanadi Bint Nasser Bin Khaled Al Thani

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

## Elena Tosheva

EU Brand and Reputation Manager, Google  
*JA Alumni Honoris and former JA Alumni Europe President*

## Bhakti Vithalani

Founder & CEO, BigSpring  
*Learning Experience Committee Co-Chair*

## Adam Warby

CEO Emeritus, Avanade  
*Board Chair, JA Europe*

## Rebecca Winthrop

Senior Fellow and Co-Director, Center for Universal Education at The Brookings Institution



# JA GLOBAL COUNCIL

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

## John Ambrose

Founder, Net-zero Energy Investors

## Omar Bawa

Founder and COO, Goodwall

## Camille R. Blair

Senior Associate, Team Lead, Capital One

## Todd Cassler

President, Financial Institutions and Advisory Solutions, John Hancock Investments and Manulife

## Samuel A. Di Piazza, Jr.

Global CEO (retired), PwC

## Robert Glazer

Founder and CEO, Acceleration Partners

## Patricia L. Francy

Chair and President, The Muriel F. Siebert Foundation

## Brad Geddes

President and CEO, Zucora Home

## Hashim Gillani

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

## Anubhav S. Goel

Executive Vice President of Client Growth Solutions, SPINS

## Ger Graus

Global Director of Education, KidZania

## Brandon L. Griffin

Head of B2B Marketing, LOCALiQ

## Jonathan G. Isaacson

Chairman and CEO of The Gem Group, Inc.

## Joseph Jeong

Entrepreneurship Instructor; Investor; Co-Founder, FutureHack

## Alan Kelly

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

## Rob Klapper

CEO, Zollege

## Walter Loewenstern, Jr.

Founder, ROLM Corporation; Venture Capitalist and Investor

## Sam Masri

Global Head of Digital and Managing Director of Midmarket Business, SAP

## Andrew McKee

Serial Entrepreneur; Investment Banker; Venture Capital Investor

## Rodney Moses

Managing Director, Edgewater Talent

## Nadeem Nathoo

Co-Founder, The Knowledge Society (TKS)

## Maurice & Katy Ostro

Serial Entrepreneurs; Philanthropists; Co-Founders, Entrepreneurial Giving

## Lindsey Pollak

Bestselling Author; Career & Workplace Expert

## William Salomon

Senior Partner, Hansa Capital Partners

## William Schawbel

Chief Executive Officer, Schawbel Companies

## Andrew Schmahl

Partner and Managing Director; The Boston Consulting Group

## Mark Thompson

Senior Executive Coach; Bestselling Author; Keynote Speaker

## Andrew K. Tipping

Global Strategy Consultant

# JA UNIVERSITY CHANCELLORS

Through JA University, JA alumni and staff gain access to lifelong learning content and unique learning experiences.

The Chancellors have generously provided access to their books, TV shows, videos, keynote speeches, and consulting services to support JA's staff development and alumni engagement activities.

## Ismael Cala

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

## Jack Canfield

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

## David Corbin

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

## Marshall Goldsmith

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

## Don Green

Executive Director, Napoleon Hill Foundation, global social entrepreneur

## Mark Victor Hansen

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

## Gowri Ishwaran

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

## Sharon Lechter

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

## Dave Meltzer

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

## Greg Reid

Author, film producer, keynote speaker, and founder of the Secret Knock

## Steve Rodgers

Business and lifestyle consultant, Amazon #1 bestselling author

## Brian J. Sidorsky

Founder and CEO, Lansdowne Equity Ventures

## Mark Thompson

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

## Brian Tracy

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

## Satish Verma

President and CEO of the Think and Grow Rich Institute



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