Azad 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 can I 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 high school 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 athletes 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. 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 it’s my turn to help people who have emigrated to Sweden, the same way I was helped.”

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

10+ MILLION students per year

JA prepares young people for employment and entrepreneurship.

MISSION

We inspire and prepare young people to succeed in a global economy.

VISION

We inspire and prepare young people to succeed in a global economy.

What is JA?

As one of the world’s largest youth-serving NGOs, JA (Junior Achievement) Worldwide 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.

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

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

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

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### Student Experiences

**11,500,000+**

- **Volunteers:** 463,000+
- **Schools:** 88,000+
- **Contact Hours:** 162,000,000+
- **Staff:** 3,600+
- **Teachers & Educators:** 313,000+
- **Leadership & Staff:** 27
- **Volunteers:** 23
- **Board of Governors:** 33
- **Global Council:** 33
- **JA USA:** 53

### JA Countries

#### JA Africa
- Botswana
- Burundi
- Cabo Verde
- Comoros
- Djibouti
- Ethiopia*
- Eritrea
- Egypt
- Equatorial Guinea
- Eswatini*
- Ghana
- Guinea-Bissau
- Kenya
- Lesotho
- Libya
- Madagascar
- Malawi
- Mauritania
- Morocco
- Mozambique
- Namibia
- Niger
- Nigeria
- Rwanda
- São Tomé and Príncipe
- Somalia
- South Africa
- Sudan
- Swaziland
- Tanzania
- Togo
- Tunisia
- Uganda
- United Republic of Tanzania

#### INJAZ Al-Arab JA MENA
- Algeria
- Bahrain
- Egypt
- Jordan
- Kuwait
- Lebanon
- Libya
- Morocco
- Oman
- Pakistan
- Palestine
- Qatar
- Saudi Arabia
- Tunisia
- Turkey
- United Arab Emirates
- Yemen

#### JA Americas
- Argentina
- Bahamas
- Brazil
- Chile
- Colombia
- Costa Rica
- Dominican Republic
- Ecuador
- El Salvador
- Grenada
- Guatemala
- Honduras
- Jamaica
- Mexico
- Nicaragua
- Panama
- Peru
- Puerto Rico
- Qatar
- St. Kitts and Nevis
- St. Vincent and the Grenadines
- Suriname
- Trinidad and Tobago
- Turks and Caicos
- Uruguay
- Venezuela

#### JA Asia Pacific
- Australia
- Brunei Darussalam
- Cambodia
- Chinese Taipei
- Cook Islands
- Fiji
- India
- Indonesia
- Japan
- Kampuchea
- Kiribati
- Korea, Republic of
- Lao PDR
- Malaysia
- Marshall Islands
- Micronesia
- Myanmar
- Nepal
- New Zealand
- Philippines
- Singapore
- Solomon Islands
- Sri Lanka
- Taiwan
- Thailand
- Timor-Leste
- Tonga
- Tuvalu
- United States of America

#### JA Europe
- Albania
- Armenia
- Austria
- Azerbaijan
- Belarus
- Belgium
- Bulgaria
- Croatia
- Czech Republic
- Denmark
- Estonia
- Finland
- France
- Georgia
- Germany
- Greece
- Hungary
- Iceland
- Ireland
- Israel
- Italy
- Latvia
- Liechtenstein
- Lithuania
- Luxembourg
- Macedonia
- Malta
- Moldova
- Montenegro
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Russian Federation
- San Marino
- Serbia
- Slovakia
- Slovenia
- Spain
- Sweden
- Switzerland
- Turkey
- United Kingdom
- United States of America

**2018 in Numbers**

<table>
<thead>
<tr>
<th>Region</th>
<th>Student Experiences</th>
<th>Contact Hours</th>
<th>Volunteers</th>
<th>Teachers</th>
<th>Staff</th>
<th>Schools</th>
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</thead>
<tbody>
<tr>
<td>JA Africa</td>
<td>242,952</td>
<td>2,482,272</td>
<td>1,830</td>
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<td>INJAZ Al-Arab JA MENA</td>
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<td>JA Americas</td>
<td>1,283,709</td>
<td>13,940,779</td>
<td>36,265</td>
<td>17,779</td>
<td>462</td>
<td>14,576</td>
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<td>JA Asia Pacific</td>
<td>789,424</td>
<td>11,098,219</td>
<td>29,813</td>
<td>16,431</td>
<td>164</td>
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<td>94,986,994</td>
<td>139,123</td>
<td>131,077</td>
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<tr>
<td>JA USA</td>
<td>4,805,183</td>
<td>37,027,046</td>
<td>245,329</td>
<td>143,304</td>
<td>1,643</td>
<td>21,812</td>
</tr>
<tr>
<td>TOTAL</td>
<td>11,513,722</td>
<td>162,215,943</td>
<td>463,025</td>
<td>333,723</td>
<td>3,607</td>
<td>88,143</td>
</tr>
</tbody>
</table>

*Source: JA Worldwide Annual Report 2018*

**Note:** Data may not sum up due to rounding.

### More Information

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- Highlights
- Global Youth Forum 2018
- Programs
- Entrepreneurship
- Financial Literacy
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*JA Worldwide is the world’s largest business education organization with a mission to transform education and improve life by empowering young people with the knowledge and skills to succeed in a global economy.*
Leadership

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.

Our programs and partnerships are aligned to eight of the seventeen United Nations Global Goals for Sustainable Development (also known as SDGs) to build a better future for today’s youth. 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.

Building Skill Sets and Changing Mindsets

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.

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

Asheesh Advani
President & CEO, JA Worldwide

17 PARTNERSHIPS FOR THE GOALS
13 CLIMATE ACTION
11 SUSTAINABLE CITIES AND COMMUNITIES
10 REDUCED INEQUALITIES
5 GENDER EQUALITY
4 QUALITY EDUCATION
1 NO POVERTY

NCG 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 generation of young people for the future of employment and entrepreneurship.
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, curricular innovation, and excitement for our JA Centennial celebration in 2019. Here’s a sampling of highlights from our year.

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

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.

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.

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.

In January, 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.

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.

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.
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, full-time 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. It was a natural extension of the way JA students see the world. Ten students carrying Global Goals posters translated into dozens of languages joined him on stage. Embracing the difficult work of the 17 Global Goals is a natural extension of the way JA students see the world.

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.

THANK YOU
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
- Negotiation
- Higher-order thinking
- Resilience
- Intuitive decision-making
- Self-efficacy & self-belief

**FINANCIAL LITERACY**
- Money and risk management
- Adaptability
- Negotiation
- Resilience
- Self-efficacy & self-belief

**ENTREPRENEURSHIP**
- Goal orientation & initiative
- Leadership & responsibility
- Creativity
- Teamwork
- Perseverance
- Resourcefulness
- Self-efficacy & self-belief

**JA Company Program:** Students produce a product, create a company, and manage their businesses from start to finish.

**JA Economics for Success:** Students build personal financial plans and explore career options based on their skills, interests, and values.

**JA Our Nation:** Students learn STEM and other work-readiness skills needed for high-growth, high-demand jobs.

**JA Personal Finance:** Students explore the fundamental elements of personal finance.

**JA Job Shadow:** During a visit to a professional work environment, students face a series of challenges to problem solve.

**JA More than Money:** Students learn to earn, spend, save, give, and start a business.

**JA It’s My Business:** Students anticipate customer wants and needs, create a detailed business plan, participate in a pitch session, and embrace entrepreneurial thinking.

**JA Economics for Success:** Students build personal financial plans and explore career options based on their skills, interests, and values.

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**JA It’s My Business:** Students anticipate customer wants and needs, create a detailed business plan, participate in a pitch session, and embrace entrepreneurial thinking.

Success of our programs and their impact on young people, their families, and their communities.

---

**Learning Experiences**

**JA 100**

- Economic skill-building
- Hands-on experiences
- Role models and mentors

"7"
Entrepreneurship

“JA taught me to become a leader”

Encouraged 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 not just 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 the 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, “to bring 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, and the youth constituencies. Visit citifoundation.com.
Entrepreneurship

When 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, “We’re not going to come backigger and better.” Indeed, they won the JA Uganda competition and traveled to Johannesburg for the 24 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.

FedEx and the FedEx Cares platform are key success factors in driving JA’s impact around the world. 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 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.

“Entrepreneurship

“The experience improved my knowledge of business”
Ten-year-old Wallamasee 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? Wallamasee 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 financial literacy and entrepreneurship, focusing on money management, creating goods and services, and entering global markets.

Wallamasee 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 about her journey.

"Wallamasee 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 you as our volunteers," 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 and search Future Skills.
The Innovation Challenge was a beautiful experience. I liked the Innovation Challenge was a beautiful experience. I liked the beautiful experience financial knowledge and help young people gain it is a unique opportunity in my life that might open other doors to success. It is very useful, as someone responsible for the development of a company, to understand the demands, challenges, interests, and aspirations of young people, which will help me in the labor market. Volunteers who worked with students also benefited: “These experiences, personally, are the most rewarding of my life.”

Volunteers working with students also benefited: “These experiences, personally, are the most rewarding of my life.”

Eleven-year-old Leonardo Salomé from Buenos Aires. “It is very useful, as someone responsible for the development of a company, to understand the demands, challenges, interests, and aspirations of young people, which will help me in the labor market. Volunteers who worked with students also benefited: “These experiences, personally, are the most rewarding of my life.”

Equifax partnered with JA to contribute with a tiny grain of sand to the future of our society.” The program, which also included China, Peru, El Salvador, Portugal, and Uruguay, expanded to 34 Ecuador for the first time in 2018. The 34 students from Domingo Faustino Sarmiento School in Quito, attended Domingo Faustino Sarmiento School in Quito, attended the memorial Middle School, which was the oldest private school in the world. Three years after the program, the most important thing I learned from the program, agreed. “It is about doing the smart and responsible thing to get what we need and want and to live your life.”

“Being an adult was a really good experience. I enjoyed having the power 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.”

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The number of women who are attending college and earning STEM 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 WiSTEM2D, an initiative aimed at sparking enthusiasm for science, technology, engineering, math, manufacturing, and design in one million girls worldwide.

The WiSTEM2D website includes volunteer resources, and activities designed to engage young people of all ages and ignite girls’ natural aptitude for STEM2D 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 STEM2D degree and career.

Johnson & Johnson’s WiSTEM2D initiative is committed to building a diverse STEM2D 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 STEM2D resource and website, which focuses on creative problem-solving and play. Visit stem2d.org.

Kathy Wengel, Executive Vice President & Chief Global Supply Chain Officer, Johnson & Johnson
What 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 was some times when 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 participatig 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 to ensure that all young people need to activate the future of jobs and improve the quality of life in their communities. Visit bechtel.com.

“During the year, students transformed themselves”
“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

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

The Opportunity to Gather

Three years ago, a JA 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, 2JA 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 startup 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 Berderche 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.
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.

Guiding Students into the Global Workforce

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
- Deloitte
- ExxonMobil
- HSBC Bank USA, N.A.
- KPMG LLP
- McDonald’s
- MetLife
- National Credit Union Foundation
- PwC
- SunTrust Banks, Inc.
- TD Bank, N.A.
- The Dow Chemical Company

SILVER (10,000+ hours)
- Barclays
- GE
- Goldman Sachs
- Morgan Chase & Co.
- Santander Bank, N.A.
- U.S. Bancorp
- U.S. PRESIDENT’S VOLUNTEER SERVICE AWARD

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
Marsh & 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.”

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.

“INSPIRED AND MOTIVATED ME TO REACH MY DREAMS”

That is the invaluable reward of volunteering.

MetLife 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 4D 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 4D Shadow day in order to make the biggest impact. One student reflected, at the end of JA 4D 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 4D 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.
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Corporate Development Officer, Deloitte

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

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Lord Michael Hastings, CBE
Chairman, Korn Ferry

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

Leadership & Staff

Board of Governors as of 6/30/2018
Leadership & Staff

Regional Board Chairs as of 6/30/2018

Jose Broussard
COO/CFO, CMA, NA
2013 Promotions Regional Director (retired), Caterpillar Latin America
Director, Global Head of Corporate Responsibility for Caterpillar Latin America, responsible for conducting business in Latin America. Broussard leads the company’s financial strategy in the region, which includes financial planning, portfolio management, financial risk and corporate governance. He is also involved in the company’s sustainability initiatives, including energy conservation and environmental management. He has been with Caterpillar for over 40 years, having held various leadership positions within the finance department and in various countries in addition to his role as regional leader.

Jean Chawapiwa
Director of the UN Global Compact
2013 Promotions Founder, Win Win Solutions + Africa Consulting
Jean is globally recognized as one of the most dynamic, bold and influential leaders and thinkers. In his current role, he collaborates across many sectors to drive impactful change worldwide. He is the first African to be a member of the Group of Elders, which is a group of former heads of state and statesmen who advise on global issues. He is also a member of the United Nations Advisory Board on Climate Change and the World Economic Forum's Global Agenda Council on Africa. Jean is a member of the Institute of Directors in South Africa and holds an MBA from Harvard Business School. He is the founder of Chawapiwa Consulting Group, a business strategy and development firm.

Shiv Kherka
Former President, Citi
2013 Promotions Chairman, Citi, President, Citi's Global Banking & Markets
Shiv Kherka is a globally recognized leader in financial services. He has held various leadership positions throughout his career, including as the head of corporate banking and investment banking at Citigroup. He has been instrumental in shaping the company's strategy and growth in emerging markets. He is also a current board member of the World Economic Forum and has served as a member of the board of directors of a number of other companies.

Jo Deblaere
COO & Group Chief Executive, Accenture
2013 Promotions COO, Accenture
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Shaila Hanesui Bint Nasser
Chairman, QL LLC
2013 Promotions Chairperson, Abdul Latif Jameel
Shaila Hanesui Bint Nasser is a well-known businesswoman and philanthropist. She is the Chairperson of Abdul Latif Jameel, a diversified business group with interests in sectors such as consumer electronics, aviation, energy, and real estate. She has been involved in several charitable initiatives, including the Jameel Arts Centre in Dubai, which is dedicated to promoting art and culture. She has also been a member of several boards of directors, including the boards of Jameel World Civilization, Jameel Arts Centre, and the Jameel Education and Leadership Foundation.

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Leadership & Staff

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JA Worldwide

BRANDIE CONFORTI
Global Chief of Development,
JA Worldwide

TERE STOUFFER
Global Head of Marketing & Communications,
JA Worldwide

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

AKEF AQABAWI
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 MARTELLOTTO
President, JA Americas

REGIONAL LEADERSHIP

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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 provide leadership and strategic guidance to JA to help ensure its effective growth, impact, and sustainability.

William Schawbel
Founder and CEO of The Schawbel Group, 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.

Ann Cramer
A corporate, mutual fund, foundation, and not-for-profit sector executive, Ann has held leadership roles in healthcare, education, and the arts. As President and CEO of The Nature Conservancy in New York, Ann is focused on providing solutions for businesses in the real estate, financial, and retail industries.

Brad Geddes
President and CEO of Zucora Inc., Canada’s leading medical technology company. Brad has a keen interest in emerging technologies and has focused on providing solutions for businesses in the technology, healthcare, and retail industries.

Patricia L. Francy
As Senior Consultant with Coxe Curry & Associates, Ann had a long career at the IBM Corporation, where she started as a Systems Engineer and retired as a Senior Vice President of IBM Corporate Citizenship and Corporate Affairs for the Americas.

Robert A. DiPiazza, Jr.
Chairman and CEO of the Bank of New York Mellon. Robert is a proven leader with over 30 years of experience in the financial services industry. He has a deep commitment to giving back to his community and supporting education initiatives.

Andrew Schmahl
As Managing Director for The Boston Consulting Group’s Chicago office, Andrew is focused on transportation, manufacturing, and private equity sectors. Andrew is a mentor for JA and has a passion for entrepreneurship and philanthropy.

Andrew McKee
Starting out as an investment manager for The Bank of New York and as an investor at Goldman Sachs, Andrew founded a new company, and co-founded another in 2017. Andrew transitions back to making early-stage and growth investments in young entrepreneurs.

Mark Hamister
Founder and CEO of The Hamister Group, 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.

Rob Klapper
A partner at the international law firm Sidley Austin, Robert is a proven leader with over 30 years of experience in the banking and finance industries. He has a deep commitment to giving back to his community and supporting education initiatives.

Walter Loewenstern, Jr.
Co-founder of Fiduciary Management, which now serves over 600,000 clients. Walter is a retired investment banker and real estate investor. Walter has served on the Board of Trustees of the Mayo Clinic.

Maurice and Katy Ostro
Entrepreneurial Giving, a community to encourage entrepreneurs to embed purpose within their businesses and to pursue missions driven in their lives.

Art Papas
Chairman and CEO of Build.com, the online leader in soft furnishings, furniture, home decor, and appliances.

Donna E. Shalala
A keynote speaker, senior executive coach, and a New York Times bestselling author. 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 special Assistant to the President.

Brian J. Sidorsky
Founder and CEO of Lansdowne Equity Ventures Ltd., a venture capital firm that focuses on making early stage and angel investments in young entrepreneurs.

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Starting out as an investment manager for The Bank of New York and as an investor at Goldman Sachs, Andrew founded a new company, and co-founded another in 2017. Andrew transitions back to making early-stage and growth investments in young entrepreneurs.

Maurice and Katy Ostro
Entrepreneurial Giving, a community to encourage entrepreneurs to embed purpose within their businesses and to pursue missions driven in their lives.

Art Papas
Chairman and CEO of Build.com, the online leader in soft furnishings, furniture, home decor, and appliances.

Donna E. Shalala
A keynote speaker, senior executive coach, and a New York Times bestselling author. 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 special Assistant to the President.

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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
Co-founder of the Calanx Partners Group which focuses on the development of high-growth enterprises and the funding of start-ups. Ismael is considered a thought leader in entrepreneurship and work ethic principles.

Jack Canfield
Co-founder and co-author of the Chicken Soup for the Soul book series and winner of over 250 million in print worldwide record seven books on the New York Times Best Seller list. The Chicken Soup Training Group affectionately known as America’s #1 Success Coach.

David Corbin
Co-founder of the Pass It On Enterprises Corporation and the Ismael Cala Foundation with over 30 years of experience.

Marshall Goldsmith
CEO, coach and author of over 2 million copies in print, translated into 50 languages, and become bestsellers in 12 countries; Amazon.com recognized as #1 Success Coach.

Don Green
Entrepreneur, author, and keynote speaker; co-founder of the Rich Dad Poor Dad series and co-author of the Chicken Soup for the Soul book series.

Mark Victor Hansen
International speaker, business advisor, and award-winning invent or-host and star of the Fox TV and SiriusXM radio program, The Secret Knock. The series and enterprise have over 500 million copies in print worldwide; record seven books on the New York Times Best Seller list; Amazon.com recognized as #1 Success Coach.

Frances Hesselbein
President and CEO of the Frances Hesselbein Leadership Institute; recipient of more than 20 honorary doctorate degrees and appointment of over 20 books, including speeches on leadership and life skills in leadership. Inducted into the Hall of Fame of The President’s Medal of Freedom.

Cowil Iwashina
President and CEO of William Iwashina Foundation, Leadership Foundation (WILF), Founder Principal of Family Business New Delhi, India; recipient of the Prime Minister Award from the Government of India in 2014, innovative educator with over 20 years of experience.

Steve Rodgers
Executive coach, business consultant, best-selling author, former President and CEO of the HubSpot Family of Companies, and co-founder of the Calanx Partners Group.

Dave Melitzer
CEO of Sports & Marketing Technologies, former President and CEO of the Maxpreps, and best-selling author recognized by Entrepreneur Magazine 2007 Top Fastest Growing CEO. Founder (2010 Top Ten Top Salaries Awarded to Sports) and Sports Humanitarian of the Year; JA Alumnus.

Bob Proctor
International speaker, CEO of the Proctor Gallagher Institute, former real estate entrepreneur, and transforming lives based on his life’s learning, studying under Earl Nightingale and as a student of Napoleon Hill’s success principles.

Marshall Goldsmith
CEO, coach and author of over 2 million copies in print, translated into 50 languages, and become bestsellers in 12 countries; Amazon.com recognized as #1 Success Coach.

Sharon Lechter
International speaker, New York Times bestselling co-author of the Rich Dad Poor Dad series and co-founder of Creative Life and the Rich Dad Poor Dad Institute, entrepreneur, business mentor, and passionate philanthropist for education and financial literacy.

Greg Reid
Executive speaker and bestselling author, and author of more than 20 books, including all bestsellers in 45 countries, and the motion picture founder of Secret Knock, a global movement to ignite global class leaders for a unique, inspiring event.

Brian 2. Sidersky
Co-founder and CEO of Landesbian Equity Ventures Ltd. entrepreneur; JA Alumnus who started 9x 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.

Mark Thompson
President and CEO of Brian Tracy International, consultant for more than 1,000 companies, bestselling author, creator of more than 50 learning programs, bestselling books, Maximum Achievement and World Class Achievement, based on over 15 years of research, and has been translated into 26 languages.

Satish Verma
Co-founder and CEO of Sir Richard Branson’s The Orbis Group, a group that brings together global class leaders for a unique, inspiring event.

Greg Reid
Executive speaker and bestselling author, and author of more than 20 books, including all bestsellers in 45 countries, and the motion picture founder of Secret Knock, a global movement to ignite global class leaders for a unique, inspiring event.

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Don Green
Entrepreneur, author, and keynote speaker; co-founder of the Pass It On Enterprises Corporation and the Ismael Cala Foundation with over 30 years of experience.

Marc Barcikowski
President of the Calanx and President of the Calanx Foundation which offers programs that change lives, based on the learning-by-doing model.

Bob Proctor
International speaker, CEO of the Proctor Gallagher Institute, former real estate entrepreneur, and transforming lives based on his life’s learning, studying under Earl Nightingale and as a student of Napoleon Hill’s success principles.

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JA Leaders Around the World

Leadership & Staff

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 Wakhakunyu

Zambia
Teddy M. Nyasulu

Zimbabwe
Phillimon Mlambo

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

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 Filipschi

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
Cecilia Nykvist

Sweden
Cecilia Nykvist

Switzerland
Noémie Sasse

Turkey
Secil Celebi

United Kingdom
Michael Mercieca

United States of America
Jack E. Kosakowski

JA ASIA PACIFIC

Australia
Aaron Ngan

Azerbaijan
Sevinj Mammadova

Brunei
Alice Chou

China
Gowri Ishwaran

Guam
Beth Lizama

Hong Kong
William Lo

India
Krishna C. Alejandrino

Indonesia
Robert Gardiner

Japan
Hideo Sagawa

Kazakhstan
Kuzembayeva Aigul Irismatovna

Korea
Moonhwan Yuh

Laos
Shanthi Kanthaswamy

Malaysia
Krishna C. Alejandrino

Malta
Giles Grech

Philippines
Krishna C. Alejandrino

Singapore
Ileana Leyba de Villegas

Thailand
Humphrey Kiet

Tunisia
Abdallah Ben Abdallah

Vietnam
Doan Bich Ngoc

JA AMERICAS

Argentina
Ayala Doskelmann

Bahamas
Lee W. Pickens

Brazil
Pamela Dufour

Canada
Scott Hillier

Chile
Francisco Piriz Simonetti

Colombia
Fernando Loaiza

Costa Rica
Randall Pacheco

Dominican Republic
J. Errol Lewis

El Salvador
Ricardo Monterroza

Guatemala
José Herrera

Honduras
Liliana Flores

Jamaica
Alphie Mullings Aiken

Mexico
Jaime Santibañez

Nicaragua
Rene Gonzalez Mejia

Panama
Jorge Luis Burgos

Paraguay
Bruno Vaccotti

Peru
Carla Muñiz de los Rios

Puerto Rico
Janet Medina

St. Lucia
Agnella Joseph

Trinidad & Tobago
J. Errol Lewis

Turkmenistan
Majid Khalid Al-Shammiri

U.S. Virgin Islands
Catherine Kean

Venezuela
Ileana Leyba de Villegas

JA USA

Argentina
Noël Zemborain

Bahamas
Tammy Lecky

Brazil
Bety Tichauer

Canada
Scott Hillier

Chile
Elgenia Pieternella

Colombia
Luis Salazar Borja

Costa Rica
Nelly Mofokeng

Dominican Republic
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El Salvador
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Bruno Vaccotti

Peru
Carla Muñiz 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
Pariyada Diskul

Vietnam
Doan Bich Ngoc

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

The bylaws of each affiliate designate a similar purpose: not-for-profit organizations 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 of JA Africa, Inc., 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 various programs, and supporting services based on relative costs expended on each activity. Program services include the following:

Field Services: Enables a range of direct support to over 100 member countries within 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.

Research and Development: Covers the development and support of JA programs, including student competitions and programs directed to 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 attracting, developing, and retaining high-quality staff to deliver programs and realize the impacts that JA can make for young people in the areas of workforce readiness, financial literacy, and entrepreneurship.
## Consolidated Statements of Financial Position

**June 30, 2018 and 2017**

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
<th><strong>Total</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>5,290,234</td>
<td>9,562,208</td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>1,498,903</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>1,148,648</td>
<td>487,463</td>
<td></td>
</tr>
<tr>
<td>Federal grants</td>
<td>211,878</td>
<td>77,739</td>
<td></td>
</tr>
<tr>
<td>Due from related party</td>
<td>12,818</td>
<td>4,254</td>
<td></td>
</tr>
<tr>
<td>Affiliates accounts receivable</td>
<td>848,721</td>
<td>307,008</td>
<td></td>
</tr>
<tr>
<td>Prepaid expenses and other receivables</td>
<td>162,596</td>
<td>100,920</td>
<td></td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>9,173,798</strong></td>
<td><strong>10,539,592</strong></td>
<td><strong>10,545,661</strong></td>
</tr>
<tr>
<td><strong>Fixed Assets, Net</strong></td>
<td></td>
<td>1,773</td>
<td>6,069</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>9,175,571</strong></td>
<td><strong>10,545,661</strong></td>
<td><strong>10,545,661</strong></td>
</tr>
</tbody>
</table>

### LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
<th><strong>Total</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>339,667</td>
<td>1,002,732</td>
<td></td>
</tr>
<tr>
<td>Funds held for affiliates</td>
<td>3,594,209</td>
<td>4,151,124</td>
<td></td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>4,560,349</strong></td>
<td><strong>5,672,023</strong></td>
<td><strong>5,672,023</strong></td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>2,585,749</td>
<td>1,985,141</td>
<td></td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>2,029,473</td>
<td>2,888,497</td>
<td></td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>4,615,222</strong></td>
<td><strong>4,873,638</strong></td>
<td><strong>4,873,638</strong></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>9,175,571</strong></td>
<td><strong>10,545,661</strong></td>
<td><strong>10,545,661</strong></td>
</tr>
</tbody>
</table>

## Consolidated Statements of Activities

**Year Ended June 30, 2018**

### Support and Revenue

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Restricted</th>
<th><strong>Total</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>1,472,934</td>
<td>3,110,181</td>
<td>4,583,115</td>
</tr>
<tr>
<td>Membership</td>
<td>3,007,215</td>
<td></td>
<td>3,007,215</td>
</tr>
<tr>
<td>Federal grants</td>
<td>1,161,371</td>
<td></td>
<td>1,161,371</td>
</tr>
<tr>
<td>Investment return</td>
<td>(2,278)</td>
<td>1,140</td>
<td>(1,138)</td>
</tr>
<tr>
<td>Other income</td>
<td>76,205</td>
<td></td>
<td>76,205</td>
</tr>
<tr>
<td><strong>Net assets released from restrictions</strong></td>
<td><strong>3,449,027</strong></td>
<td><strong>(3,449,027)</strong></td>
<td><strong>(3,449,027)</strong></td>
</tr>
<tr>
<td><strong>Total support and revenue</strong></td>
<td><strong>8,862,828</strong></td>
<td><strong>(84,082)</strong></td>
<td><strong>8,778,746</strong></td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Restricted</th>
<th><strong>Total</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>5,815,839</td>
<td></td>
<td>5,815,839</td>
</tr>
<tr>
<td>Support services</td>
<td>2,446,381</td>
<td></td>
<td>2,446,381</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>8,262,220</strong></td>
<td><strong>(84,082)</strong></td>
<td><strong>8,178,138</strong></td>
</tr>
</tbody>
</table>

### Change in Net Assets

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Restricted</th>
<th><strong>Total</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net assets, Beginning of Year</strong></td>
<td><strong>2,585,749</strong></td>
<td><strong>2,029,473</strong></td>
<td><strong>4,615,222</strong></td>
</tr>
<tr>
<td><strong>Net assets released from restrictions</strong></td>
<td><strong>3,449,027</strong></td>
<td><strong>(3,449,027)</strong></td>
<td><strong>(3,449,027)</strong></td>
</tr>
<tr>
<td>Change in net assets</td>
<td><strong>600,608</strong></td>
<td><strong>(84,082)</strong></td>
<td><strong>516,526</strong></td>
</tr>
<tr>
<td><strong>Net assets, End of Year</strong></td>
<td><strong>2,585,749</strong></td>
<td><strong>2,029,473</strong></td>
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**Year Ended June 30, 2017**

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<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Restricted</th>
<th><strong>Total</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>1,077,626</td>
<td>3,110,181</td>
<td>4,187,807</td>
</tr>
<tr>
<td>Member fees</td>
<td>2,399,813</td>
<td></td>
<td>2,399,813</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>701,064</td>
<td></td>
<td>701,064</td>
</tr>
<tr>
<td>Federal grants</td>
<td>1,161,371</td>
<td></td>
<td>1,161,371</td>
</tr>
<tr>
<td>Investment return</td>
<td>(2,278)</td>
<td>1,140</td>
<td>(1,138)</td>
</tr>
<tr>
<td>Other income</td>
<td>76,205</td>
<td></td>
<td>76,205</td>
</tr>
<tr>
<td><strong>Net assets released from restrictions</strong></td>
<td><strong>3,194,263</strong></td>
<td><strong>(3,194,263)</strong></td>
<td><strong>(3,194,263)</strong></td>
</tr>
<tr>
<td><strong>Total support and revenue</strong></td>
<td><strong>8,146,948</strong></td>
<td><strong>(84,082)</strong></td>
<td><strong>8,062,866</strong></td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Restricted</th>
<th><strong>Total</strong></th>
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</thead>
<tbody>
<tr>
<td>Program services</td>
<td>5,438,791</td>
<td></td>
<td>5,438,791</td>
</tr>
<tr>
<td>Support services</td>
<td>2,095,995</td>
<td></td>
<td>2,095,995</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>7,534,786</strong></td>
<td><strong>(84,082)</strong></td>
<td><strong>7,450,704</strong></td>
</tr>
</tbody>
</table>

### Change in Net Assets

<table>
<thead>
<tr>
<th></th>
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<th>Restricted</th>
<th><strong>Total</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net assets, Beginning of Year</strong></td>
<td><strong>1,985,141</strong></td>
<td><strong>2,888,497</strong></td>
<td><strong>4,873,638</strong></td>
</tr>
<tr>
<td><strong>Net assets released from restrictions</strong></td>
<td><strong>3,194,263</strong></td>
<td><strong>(3,194,263)</strong></td>
<td><strong>(3,194,263)</strong></td>
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<tr>
<td>Change in net assets</td>
<td><strong>612,162</strong></td>
<td><strong>(84,082)</strong></td>
<td><strong>528,080</strong></td>
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<tr>
<td><strong>Net assets, End of Year</strong></td>
<td><strong>1,985,141</strong></td>
<td><strong>2,888,497</strong></td>
<td><strong>4,873,638</strong></td>
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## Consolidated Statements of Cash Flows

**Year Ended June 30, 2018 and 2017**

### Operating Activities

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<th><strong>Total</strong></th>
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<td>Change in net assets</td>
<td><strong>(258,416)</strong></td>
<td><strong>528,080</strong></td>
<td><strong>269,664</strong></td>
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<td>Non-recurring (proceeding) operating activities and cash flows</td>
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<td>Depreciation</td>
<td>4,296</td>
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<td>Bad debt credit</td>
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<td>Net unrealized loss on investments</td>
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<tr>
<td><strong>Total</strong></td>
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<tr>
<td><strong>Net cash provided (used in) operating activities</strong></td>
<td><strong>(2,771,933)</strong></td>
<td><strong>1,071,267</strong></td>
<td><strong>(1,699,666)</strong></td>
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### Investing Activities

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<td><strong>Net cash used in investing activities</strong></td>
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### Increase (Decrease) in Cash and Cash Equivalents

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<th>Restricted</th>
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<td><strong>Net cash provided by (used in) operating activities</strong></td>
<td><strong>(2,771,933)</strong></td>
<td><strong>1,071,267</strong></td>
<td><strong>(1,699,666)</strong></td>
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<tr>
<td><strong>Net cash used in investing activities</strong></td>
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<td><strong>(1,500,041)</strong></td>
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### Net cash and cash equivalents, Beginning of Year

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<tr>
<td><strong>Cash and Cash Equivalents, Beginning of Year</strong></td>
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<td><strong>8,490,941</strong></td>
<td><strong>18,053,150</strong></td>
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<td><strong>9,562,208</strong></td>
<td><strong>14,852,442</strong></td>
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Gratitude

OUR DONORS

$1,000,000+

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

$750,000+

AIG, Inc
Oliver Wyman
AF, MENA, WW

$500,000+

Accenture LLP
Capital One Financial Corporation
Charles Koch Foundation
Dixon Mild
Eaton
EU, USA
EU, MENA
EU, MENA
AM

$250,000+

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

$100,000+

American Honda Finance Corporation
Anzalone Inc
Bloomberg
Chick-fil-A Foundation
Cisco Systems Inc
Citizens Financial Group, Inc
CNA Financial Corporation
EIT RokMaterals
Ernst & Young Llp
SaksFifthavenue Foundation
Franklin Templeton
HTX Strategies
ICE-NYSE Foundation, Inc
Julie-Chantrelle Foundation
Junior Achievement of Georgia, Inc
March & McLennan Companies, Inc
The New-York Historical Society
People’s United Community Foundation
PNC & PNC Charitable Foundation
TDAmricanExpress Inc
UPS Foundation
Voya Financial and Voya Foundation
Western Union
The Willis Companies Foundation
USA
EU
EU
EU, USA
USA
EU
USA
WW
AM
AM, AP, EU
AM, USA
USA
EU, WW
AM
WW
AM
AM
AM, WW
AM, EU
AM, EU
AM
AM

$50,000+

Alghanim Industries
Avina Angelle
Bank of America Charitable Foundation
Bechtel Group
Citi Foundation
Dell Inc
Equifax
Interscan Development Bank
Johnson & Johnson
KPMG & KPMG Foundation
Marsh & McLennan Companies, Inc
MBC
Monsanto
People’s United Community Foundation
PNC & PNC Charitable Foundation
TDAmricanExpress Inc
UPS Foundation
Voya Financial and Voya Foundation
Western Union
The Willis Companies Foundation
MENA
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EU, USA, WW
MUFG
WW
MENA
AM
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WW
EU
EU, USA
WW
AM
EU
USA
AM, EU
AM

$75,000+

BATA
BNY Mellon
COV
Euroclear
FRIC
HAE
Transunion
USA
EU
EU, MENA
EU
EU
EU
EU
USA

*AF = JA Africa
*AM = JA America
*AP = JA Asia Pacific
*EU = JA Europe
*MENA = INJAZ Al-Arab
*USA = JA USA
*WW = JA Worldwide
### $500+

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### Up to $499

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### $500+

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Up to $499 (continued)

Joseph LoCicero
Lori Luther
Thomas Lynch
Holdson Performance Group
Julia Mann
Erin Martin
Wing Mary
Sraithi Mathew
August Matthausen
Susan McClave
Nancy McCardy
Michelle McFarland
Emma McCunnness
Russell McGunn
Arlene Miller
Tom Miller
Zemra Mitchell
Katharine L. Morse
Louise Montgomery
Christopher Morelli
Lewis Moses
Gusglan Mukun
Amy Murray
Kathleen Nalian
National City Services Corporation
Jen Neal
Network for Good
Carolyn Neume
Matthew Noll
Brian O’Connor
Tina Ola
Huyuel Orabon-Beek
Irene O’Rourke
Tamas Ozsagh
Reed Parker
Paula Pastor Flores
Jaguna Patel
Jagun Patel
Laura Pedross
Christina Pearse
Ronald Phillips
Reid Powell
Eric Pringle
Joseph Quigley
Sarah Rippe
Christopher Reed
Lisa Ray
Lisa Ring
Lisa Ros
Jordan Rowland
Laura Sanchez
Ngai Sang Ng
Eim Sawyer
Claudia and Andy Schenck
Carley Shimpaku
Jaquezhe Shu
Simon and Marie-Jaglom Foundation
Jens Smith
Jennifer Smith
Mary E. Smith
LeAndra Speaks
Subash Srinivasan
Albert Stanley
Troy Stockland
Jennifer Stuart Smith
Susan Sugar
Jennifer Thomas
Betsy Tschauer Cuan
Keith Toland
Joseph Tonta
Iain Tran
Trust
Alixe Underswood
Celia Deitz Valdespino
Adrian van Schalkwyk
William Vance
Mary Wang
Ivan Watanabe
Stuart West
Joseph Wenkel
Stephen Wilke
Susan Wilke
Bruce Wilson
Martin Young
Scott Zucharian
Nermine Zahlohy

Gratitude

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

Gratitude