

# FACTBOOK 2021



JA  
Worldwide

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# JA Worldwide Board of Governors

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

## 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.

Senior Advisor to Global CEO, Deloitte  
*Emeritus Governor*

## Mayu Avila

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

## Maliz Beams

CEO (retired), Voya Financial Retirement Systems  
*Emeritus Governor*

## Partha Bose

Partner and Chief Marketing Officer, Oliver Wyman  
*Marketing Committee Chair*

## Michael Bray

Partner, Grimaldi Studio Legale  
*Emeritus Governor*

## Jim Carroll

Senior Vice President, Global Government Relations, Honeywell International  
*Board Chair, Junior Achievement USA*

## 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  
*Former Board Chair*

## Ralph de la Vega

President & CEO (retired), AT&T Mobile and Business Solutions  
*Former Board Chair*

## Michel De Wolf

CPA, DGST & UCLouvain  
*Board Secretary*

## Phil Evans

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

## Sheikha Hanadi Bint Nasser Bin Khaled Al Thani

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

## Karen Hopkins

Global CMO, Partner, EY

## Brad S. Karp

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

## 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

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

## David Oskandy

Former General Counsel & Secretary, Avanade Inc.

## Peter Njonjo

Co-Founder and CEO, Twiga Foods

## Stephen O'Hearn

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 Experience Committee Co-Chair*

## Shannon Schuyler

Principal, Chief Purpose & Inclusion Officer, PwC

## Steve Sear

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

## Claudia Slacik

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

## Elena Tosheva

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

## Bhakti Vithalani

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

## Adam Warby

CEO Emeritus, Avanade  
*Board Chair, JA Europe*

# The Skillset and Mindset to Build Thriving 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. Reaching more than 10 million 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, including areas of political instability, violence, and war, and 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 mindset and skillset to build thriving communities.

## Learning the skills that communities need to thrive.

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 is requiring 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 over 200,000 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 to thrive 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 that they have the tools to be financially capable adults.

## Impacting 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 startups, 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.



Photo by Fizkes



Photo by Nathan Dumiao



Photo by Feril

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

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

### Financial Literacy: Developing financial independence

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

### Entrepreneurship: Cultivating an entrepreneurial mindset

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

# Introducing Inspire–Prepare–Succeed

To expand our understanding of JA’s impact in what is now a profoundly digital educational environment, our organization began tracking a wider range of JA student engagement with more segmentation of learning experiences.

Introduced in 2021, this methodology, known as “Inspire–Prepare–Succeed,” enables a more transparent view of the diversity of our student learning experiences and a greater focus on outcomes and impact.

JA Worldwide’s strategic plan, launched in 2019, challenged JA locations around the world to significantly increase total digital experiences and adopt a new metric for digital engagement. COVID-19 propelled our network toward these goals even faster than originally anticipated.

**Inspire:** These introductory learning experiences are designed to inspire youth, develop an interest, and spark the desire for further engagement. Inspire experiences are lighter, diverse, and highly digital; interactions are volunteer-led, educator-led, or self-service, with the learner identified through a system report or analytics.

**Prepare:** “Prepare” experiences, a sample of which is shown in the tables to the right, are core learning experiences that build skills, attitudes, and competencies that can be validated through assessments.

**Succeed:** “Succeed” learning experiences are built on other JA experiences, such as a learning badge, credential, internship or apprenticeship, and milestones in employment or entrepreneurship. These applied learning experiences demonstrate mastery of competencies in real-world situations.



**12,680,000+**  
student experiences



**264,100+**  
teachers & educators



**80,700**  
schools



**177,004,900+**  
contact hours



**236,200+**  
volunteers



**2,700+**  
staff

Top Ten “Prepare” Learning Experiences (Global)

PROGRAMS	AFRICA	AMERICAS	ASIA PACIFIC	EUROPE	MENA	USA	TOTAL
JA Company Program	13,056	16,006	72,163	373,377	11,785	8,165	494,552
JA Job Shadow	329	3,920	1,405	364,140	1,463	18,479	389,736
JA Economics	0	1,834	17,311	271,301	0	40,932	331,378
JA Our Community	1,619	4,589	9,476	128,407	0	99,512	243,603
JA Our City	0	1,873	58,834	84,318	0	89,550	234,575
Cha-Ching Program	6	0	233,821	0	0	0	233,827
JA Economics for Success	2,199	56,614	10,857	106,776	2,852	0	179,298
JA TTBiz	0	0	1,897	154,987	0	0	156,884
JA Success Skills	1,383	15,651	1,714	128,098	1,361	0	148,207
JA Innovation Camp	317	6,540	820	98,509	29,444	0	135,630

Top Three in the Africa Region

PROGRAMS	TOTAL EXPERIENCES
JA Company Program	13,056
JA It's My Business!	9,846
JA Our Nation	5,319

Top Three in the Americas Region

PROGRAMS	TOTAL EXPERIENCES
JA Economics for Success	56,614
JA Company Program	16,006
JA Success Skills	15,651

Top Three in the Asia Pacific Region

PROGRAMS	TOTAL EXPERIENCES
Cha-Ching Program	233,821
JA Company Program	72,163
JA Our City	58,834

Top Three in the Europe Region

PROGRAMS	TOTAL EXPERIENCES
JA Company Program	373,377
JA Job Shadow	364,140
JA Economics	271,301

Top Three in the MENA Region

PROGRAMS	TOTAL EXPERIENCES
Maharat min Google	47,198
JA Innovation Camp	29,444
JA Steer Your Career	21,642

Top Three in the USA Region

PROGRAMS	TOTAL EXPERIENCES
JA Finance Park	200,731
JA Biztown	146,782
JA Our Community	99,512

# JA Worldwide Student Data

## By Region

ALPHABETICALLY LISTED	STUDENT EXPERIENCES			CONTACT HOURS	STAFF	VOLUNTEERS	TEACHERS	SCHOOLS
	INSPIRE	PREPARE	SUCCEED					
Africa	61,925	66,438	2,897	3,783,516	124	775	887	953
Americas	103,090	961,967	45,971	18,090,616	338	16,102	12,055	12,897
Asia Pacific	513,324	1,814,255	32,556	30,934,519	180	11,936	22,420	10,849
Europe	2,177,837	3,543,289	202,907	105,112,187	865	74,061	137,135	42,351
MENA	331,790	309,090	16,590	2,957,616	139	5,126	1,927	1,931
USA	399,578	2,097,595	6,766	16,126,454	1,141	128,262	89,724	11,691
<b>TOTAL</b>	<b>3,587,544</b>	<b>8,792,634</b>	<b>307,687</b>	<b>177,004,907</b>	<b>2,787</b>	<b>236,262</b>	<b>264,148</b>	<b>80,672</b>

## By Location

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Albania	507,788	5,834,203	189	14,935	1,663
Algeria	42,157	74,981	205	0	18
Argentina	50,271	500,453	1,148	1,344	716
Armenia	256,515	9,788,574	722	18,505	2,587
Austria	6,230	117,656	399	360	150
Azerbaijan	9,194	58,697	0	145	122
Bahamas	28,074	54,362	408	51	63
Bahrain	84,888	187,975	855	29	209
Belgium Flemish	73,943	1,934,024	1,769	3,544	666
Belgium French	13,851	543,488	437	602	206
Brazil	121,764	778,672	4,665	250	302
Bulgaria	123,304	1,133,415	1,143	1,270	1,145
Canada	217,239	1,034,026	4,275	2,612	6,764
Chile	4,299	34,653	154	43	36
China	202,473	1,238,582	3,275	3,091	358
Colombia	4,035	42,366	540	66	49
Costa Rica	44,723	464,337	304	1,223	1,073
Côte D'Ivoire	133	4,767	74	97	0
Cyprus	4,692	55,275	255	278	76
Czech Republic	82,258	160,805	212	0	871
Denmark	62,232	1,177,347	683	1,411	2,407
Dominica	2,981	196,732	59	46	19
Dominican Republic	5,756	58,576	72	40	18
Ecuador	20,887	146,599	295	38	92
Egypt	9,588	25,807	102	50	34

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
El Salvador	14,796	159,203	183	306	88
Estonia	21,018	662,902	1,023	814	662
Eswatini	57,147	3,094,940	20	91	57
Finland	71,275	1,340,046	3,030	3,547	950
France	30,657	1,327,760	1,513	3,476	1,229
Gabon	3,251	127,784	124	76	21
Georgia	16,873	408,824	35	287	237
Germany	357,034	1,057,943	1,042	7,747	3,049
Ghana	8,781	15,928	71	46	76
Greece	20,002	123,501	366	509	308
Guam	2,933	15,168	81	7	24
Guatemala	14,557	57,133	234	44	21
Honduras	1,992	39,126	45	41	14
Hong Kong SAR—China	17,109	147,523	1,739	393	286
Hungary	21,517	229,541	151	241	1,287
Iceland	1,116	33,732	40	30	15
India	1,194,410	22,897,255	1,341	4,185	1,343
Indonesia	122,075	1,025,761	562	2,736	1,629
Ireland	27,450	107,620	1,228	1,007	340
Isle of Man	4,532	24,451	283	149	39
Israel	16,220	432,190	3,438	136	156
Italy	148,382	3,527,994	1,381	1,517	679
Jamaica	9,970	264,528	104	576	411
Japan	15,662	159,659	225	359	168
Kenya	4,850	48,180	58	76	224
Kuwait	15,862	21,526	78	60	19
Latvia	190,641	3,302,148	711	4,713	300
Lebanon	15,361	87,372	177	300	0
Lithuania	90,340	1,059,890	970	2,068	387
Luxembourg	15,287	325,371	485	643	255
Macedonia	1,582	42,587	73	132	29
Malaysia	33,579	208,714	368	185	525
Malta	1,517	8,916	166	140	85
Mauritius	2,644	23,614	14	68	32
Mexico	49,451	497,392	1,750	1,507	1,251
Moldova	28,072	989,341	426	999	472
Morocco	83,743	1,287,320	902	259	273
Netherlands	97,481	1,669,854	2,152	2,250	1,445
Nicaragua	1,214	25,156	12	21	0
Nigeria	15,288	119,820	204	183	258
Norway	155,833	3,294,963	1,395	2,771	1,107
Oman	64,526	189,724	207	113	620
Pakistan	1,043	6,842	26	7	22
Palestine	98,710	232,517	763	244	142

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Panama	6,552	31,398	250	0	15
Paraguay	2,848	129,440	59	216	10
Peru	500,000	13,499,839	598	3,501	1,916
Philippines	560,287	2,706,196	525	7,394	4,668
Poland	265,222	8,114,371	2,302	5,197	2,813
Portugal	33,447	4,904,439	874	896	467
Puerto Rico	40	480	0	0	2
Qatar	33,622	168,525	105	134	119
Republic of Korea	70,058	0	1,194	1,156	491
Romania	1,018,027	8,485,216	905	11,227	2,451
Russia	1,174,653	29,182,556	24,064	29,602	6,643
Saudi Arabia	21,471	136,530	278	96	59
Serbia	30,564	682,631	450	501	449
Singapore	12,192	45,279	2,074	0	87
Slovakia	26,247	1,005,207	352	1,264	663
Slovenia	923	22,511	77	82	23
South Africa	5,268	71,792	56	175	42
Spain	44,057	480,843	2,159	972	696
St. Kitts and Nevis	16	416	1	2	0
Sweden	205,611	7,799,100	13,902	2,681	1,148
Switzerland	64,052	203,162	1,145	710	275
Thailand	435	2,708	26	41	21
Tunisia	83,469	204,952	312	327	292
Turkey	28,396	625,752	649	1,205	706
Turkmenistan	83,635	2,161,868	384	1,393	766
Turks & Caicos	239	1,165	24	6	5
Uganda	1,496	11,968	41	33	9
United Arab Emirates	26,588	73,389	537	40	66
United Kingdom	585,192	2,892,038	1,465	8,717	3,215
Uruguay	5,962	53,600	383	89	0
USA	2,503,926	16,126,454	128,259	89,721	11,691
Venezuela	3,362	20,965	539	33	21
Vietnam	34,932	259,119	70	1,328	339
Yemen	31,487	231,766	536	275	80
Zambia	817	32,568	10	31	0
Zimbabwe	31,541	231,803	103	11	234
Regional initiatives across all countries	46,173	37,642	118	3	0
<b>TOTAL</b>	<b>12,687,865</b>	<b>177,004,907</b>	<b>236,262</b>	<b>264,148</b>	<b>80,672</b>



# JA Africa

## Regional Facts and Figures

### MEMBER COUNTRIES/AREAS

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

### DATA AT A GLANCE

Student Experiences: 131,260	Number of Staff: 124	Teachers: 887
Contact Hours: 3,783,516	Volunteers: 775	Schools: 953

### JA Africa Regional Student Data

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Côte D'Ivoire	133	4767	74	97	0
Eswatini	57,147	3,094,940	20	91	57
Gabon	3,251	127,784	124	76	21
Ghana	8,781	15,928	71	46	76
Kenya	4,850	48,180	58	76	224
Mauritius	2,644	23,614	14	68	32
Nigeria	15,288	119,820	204	183	258
South Africa	5,268	71,792	56	175	42
Uganda	1,496	11,968	41	33	9
Zambia	817	32,568	10	31	0
Zimbabwe	31,541	231,803	103	11	234
Regional initiatives across all countries	44	352	0	0	0
<b>Total</b>	<b>131,260</b>	<b>3,783,516</b>	<b>775</b>	<b>887</b>	<b>953</b>

\*Member country/location is inactive

# JA Americas

## Regional Facts and Figures

### MEMBER COUNTRIES/AREAS

Argentina	Curaçao	Mexico	Trinidad & Tobago*
Bahamas	Dominica	Nicaragua	Turks & Caicos
Brazil	Dominican Republic	Panama	Uruguay
Canada	Ecuador	Paraguay	US Virgin Islands
Cayman Islands*	El Salvador	Peru	Venezuela
Chile	Guatemala	Puerto Rico	
Colombia	Honduras	St. Kitts and Nevis	
Costa Rica	Jamaica	St. Lucia*	

### DATA AT A GLANCE

Student Experiences: 1,111,028	Number of Staff: 338	Teachers: 12,055
Contact Hours: 18,090,616	Volunteers: 16,102	Schools: 12,897

### JA Americas Regional Student Data

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Argentina	50,271	500,453	1,148	1,344	716
Bahamas	28,074	54,362	408	51	63
Brazil	121,764	778,672	4,665	250	302
Canada	217,239	1,034,026	4,275	2,612	6,764
Chile	4,299	34,653	154	43	36
Colombia	4,035	42,366	540	66	49
Costa Rica	44,723	464,337	304	1,223	1,073
Dominica	2,981	196,732	59	46	19
Dominican Republic	5,756	58,576	72	40	18
Ecuador	20,887	146,599	295	38	92
El Salvador	14,796	159,203	183	306	88
Guatemala	14,557	57,133	234	44	21
Honduras	1,992	39,126	45	41	14
Jamaica	9,970	264,528	104	576	411
Mexico	49,451	497,392	1,750	1,507	1,251
Nicaragua	1,214	25,156	12	21	0
Panama	6,552	31,398	250	0	15

## JA Americas Regional Student Data, continued

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Paraguay	2,848	129,440	59	216	10
Peru	500,000	13,499,839	598	3,501	1,916
Puerto Rico	40	480	0	0	2
St. Kitts and Nevis	16	416	1	2	0
Turks & Caicos	239	1,165	24	6	5
Uruguay	5,962	53,600	383	89	0
Venezuela	3,362	20,965	539	33	21
<b>Total</b>	<b>1,111,028</b>	<b>18,090,616</b>	<b>16,102</b>	<b>12,055</b>	<b>12,897</b>

\*Member country/location is inactive

## JA Asia Pacific

### Regional Facts and Figures

#### MEMBER COUNTRIES/AREAS

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

#### DATA AT A GLANCE

Student Experiences: 2,360,135  
Contact Hours: 30,934,519

Number of Staff: 180  
Volunteers: 11,936

Teachers: 22,420  
Schools: 10,849

#### JA Asia Pacific Regional Student Data

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Azerbaijan	9,194	58,697	0	145	122
China	202,473	1,238,582	3,275	3,091	358
Guam	2,933	15,168	81	7	24
Hong Kong SAR—China	17,109	147,523	1,739	393	286
India	1,194,410	22,897,255	1,341	4,185	1,343
Indonesia	122,075	1,025,761	562	2,736	1,629
Japan	15,662	159,659	225	359	168
Malaysia	33,579	208,714	368	185	525
Pakistan	1,043	6,842	26	7	22
Philippines	560,287	2,706,196	525	7,394	4,668
Republic of Korea	70,058	0	1,194	1,156	491
Singapore	12,192	45,279	2,074	0	87
Thailand	435	2,708	26	41	21
Turkmenistan	83,635	2,161,868	384	1,393	766
Vietnam	34,932	259,119	70	1,328	339
Regional initiatives across all countries	118	1,148	46	0	0
<b>Total</b>	<b>2,360,135</b>	<b>30,934,519</b>	<b>11,936</b>	<b>22,420</b>	<b>10,849</b>

\*Member country/location is inactive



# JA Europe

## Regional Facts and Figures

### MEMBER COUNTRIES/AREAS

Albania	Czech Republic	Greece	Latvia	Norway	Slovenia
Armenia	Denmark	Hungary	Lithuania	Poland	Spain
Austria	Estonia	Iceland	Luxembourg	Portugal	Sweden
Belgium Flemish	Finland	Ireland	Macedonia	Romania	Switzerland
Belgium French	France	Isle of Man	Malta	Russia	Turkey
Bulgaria	Georgia	Israel	Moldova	Serbia	United Kingdom
Cyprus	Germany	Italy	Netherlands	Slovakia	

### DATA AT A GLANCE

Student Experiences: 5,924,033	Number of Staff: 865	Teachers: 137,135
Contact Hours: 105,112,187	Volunteers: 74,061	Schools: 42,351

### JA Europe Regional Student Data

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Albania	507,788	5,834,203	189	14,935	1,663
Armenia	256,515	9,788,574	722	18,505	2,587
Austria	6,230	117,656	399	360	150
Belgium (Flemish)	73,943	1,934,024	1,769	3,544	666
Belgium (French)	13,851	543,488	437	602	206
Bulgaria	123,304	1,133,415	1,143	1,270	1,145
Cyprus	4,692	55,275	255	278	76
Czech Republic	82,258	160,805	212	0	871
Denmark	62,232	1,177,347	683	1,411	2,407
Estonia	21,018	662,902	1,023	814	662
Finland	71,275	1,340,046	3,030	3,547	950
France	30,657	1,327,760	1,513	3,476	1,229
Georgia	16,873	408,824	35	287	237
Germany	357,034	1,057,943	1,042	7,747	3,049
Greece	20,002	123,501	366	509	308
Hungary	21,517	229,541	151	241	1,287
Iceland	1,116	33,732	40	30	15
Ireland	27,450	107,620	1,228	1,007	340
Isle of Man	4,532	24,451	283	149	39
Israel	16,220	432,190	3,438	136	156
Italy	148,382	3,527,994	1,381	1,517	679
Latvia	190,641	3,302,148	711	4,713	300

### JA Europe Regional Student Data, continued

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Lithuania	90,340	1,059,890	970	2,068	387
Luxembourg	15,287	325,371	485	643	255
Macedonia	1,582	42,587	73	132	29
Malta	1,517	8,916	166	140	85
Moldova	28,072	989,341	426	999	472
Netherlands	97,481	1,669,854	2,152	2,250	1,445
Norway	155,833	3,294,963	1,395	2,771	1,107
Poland	265,222	8,114,371	2,302	5,197	2,813
Portugal	33,447	4,904,439	874	896	467
Romania	1,018,027	8,485,216	905	11,227	2,451
Russia	1,174,653	29,182,556	24,064	29,602	6,643
Serbia	30,564	682,631	450	501	449
Slovakia	26,247	1,005,207	352	1,264	663
Slovenia	923	22,511	77	82	23
Spain	44,057	480,843	2,159	972	696
Sweden	205,611	7,799,100	13,902	2,681	1,148
Switzerland	64,052	203,162	1,145	710	275
Turkey	28,396	625,752	649	1,205	706
United Kingdom	585,192	2,892,038	1,465	8,717	3,215
<b>Total</b>	<b>5,924,033</b>	<b>105,112,187</b>	<b>74,061</b>	<b>137,135</b>	<b>42,351</b>

# INJAZ Al-Arab JA MENA

## Regional Facts and Figures

### MEMBER COUNTRIES/AREAS

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

### DATA AT A GLANCE

Student Experiences: 657,470	Number of Staff: 139	Teachers: 1,927
Contact Hours: 2,957,616	Volunteers: 5,126	Schools: 1,931

### INJAZ Al-Arab JA MENA Regional Student Data

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Algeria	42,157	74,981	205	0	18
Bahrain	84,888	187,975	855	29	209
Egypt	9,588	25,807	102	50	34
Kuwait	15,862	21,526	78	60	19
Lebanon	15,361	87,372	177	300	0
Morocco	83,743	1,287,320	902	259	273
Oman	64,526	189,724	207	113	620
Palestine	98,710	232,517	763	244	142
Qatar	33,622	168,525	105	134	119
Saudi Arabia	21,471	136,530	278	96	59
Tunisia	83,469	204,952	312	327	292
United Arab Emirates	26,588	73,389	537	40	66
Yemen	31,487	231,766	536	275	80
Regional initiatives across all countries	45,998	35,232	69	0	0
<b>Total</b>	<b>657,470</b>	<b>2,957,616</b>	<b>5,126</b>	<b>1,927</b>	<b>1,931</b>

# Junior Achievement USA

## Regional Facts and Figures

### LOCAL AREAS

Akron/Canton, OH	Columbus, OH	Kansas	Norfolk-Newport News, VA	Seattle, WA
Alaska	Dallas, TX	Kansas City, MO	Northern California	Shreveport, LA
Albany, NY	Delaware	Kingsport, TN	Oklahoma	South Dakota
Arizona	Denver, CO	Knoxville, TN	Omaha, NE	Springfield, MA
Arkansas	Des Moines, IA	Las Vegas, NV	Orlando, FL	Springfield, OH
Austin, TX	Detroit, MI	Lexington, KY	Owensboro, KY	St. Louis, MO
Baltimore, MD	Eastern Iowa	Lincoln, NE	Pensacola, FL	Tampa Bay, FL
Baton Rouge, LA	El Paso, TX	Longview, TX	Peoria, IL	Toledo, OH
Birmingham, AL	Evansville, IN	Los Angeles, CA	Philadelphia, PA	Upper Midwest
Boston, MA	Fort Lauderdale, FL	Louisville, KY	Pittsburgh, PA	Utah
Bowling Green, KY	Fort Wayne, IN	Maine	Portland, OR	Warren/Youngstown, OH
Brazoria County, TX	Fort Worth, TX	Memphis, TN	Raleigh, NC	Washington, DC
Bridgeport, CT	Georgia	Miami, FL	Reno, NV	West Palm Beach, FL
Buffalo, NY	Grand Rapids, MI	Middletown, OH	Rhode Island	Wisconsin
Charlotte, NC	Greensboro, NC	Midland, MI	Richmond, VA	York, PA
Chattanooga, TN	Hartford, CT	Naples, FL	Roanoke, VA	
Chicago, IL	Hawaii	Nashville, TN	Rochester, NY	
Cincinnati/Dayton, OH	Heartland	New Bedford/Fall River, MA	Sacramento, CA	
Cleveland, OH	Houston, TX	New Jersey	Salisbury, MD	
Cleveland, TN	Idaho	New Mexico	San Antonio, TX	
Cocoa Beach, FL	Indianapolis, IN	New Orleans, LA	San Diego, CA	
Colorado Springs, CO	Jackson, MI	New York, NY	Scranton, PA	
Columbia, SC	Jacksonville, FL			

### DATA AT A GLANCE

Student Experiences: 2,503,939	Number of Staff: 1,141	Teachers: 89,721
Contact Hours: 16,126,454	Volunteers: 29,442	Schools: 11,691

### Junior Achievement USA Regional Student Data

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	SCHOOLS
Akron/Canton, OH	14,450	65,027	118	113
Alaska	4,311	14,839	28	57
Albany, NY	14,923	56,034	272	106
Arizona	68,901	273,361	609	201
Arkansas	3,789	9,759	95	22
Austin, TX	3,355	17,769	148	15
Baltimore, MD	34,753	330,488	141	154
Baton Rouge, LA	18,637	73,669	223	70
Birmingham, AL	22,084	104,348	332	90
Boston, MA	4,706	41,065	361	28
Bowling Green, KY	5,078	16,416	103	45

Junior Achievement USA Regional Student Data, continued

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	SCHOOLS
Brazoria County, TX	3,668	13,421	90	14
Bridgeport, CT	7,008	21,120	208	49
Buffalo, NY	9,469	44,258	134	86
Charlotte, NC	17,378	82,230	379	118
Chattanooga, TN	1,880	4,502	13	16
Chicago, IL	173,309	548,226	2428	377
Cincinnati/Dayton, OH	39,513	111,531	91	129
Cleveland, OH	4,475	17,832	143	39
Cleveland, TN	1,682	5,550	9	9
Cocoa Beach, FL	5,418	25,150	38	42
Colorado Springs, CO	6,899	24,829	57	67
Columbia, SC	33,376	125,405	106	157
Columbus, OH	16,735	49,889	95	113
Dallas, TX	62,875	258,380	953	157
Delaware	5,149	40,622	186	64
Denver, CO	61,288	346,766	225	364
Des Moines, IA	10,650	99,794	20	90
Detroit, MI	41,907	279,814	542	139
Eastern Iowa	23,117	118,101	277	132
El Paso, TX	8,779	39,510	191	50
Evansville, IN	13,114	58,892	182	84
Fort Lauderdale, FL	43,802	521,472	272	195
Fort Wayne, IN	118,020	996,873	1231	431
Fort Worth, TX	10,901	51,812	263	72
Georgia	66,124	2,111,780	1531	183
Grand Rapids, MI	13,362	18,404	151	123
Greensboro, NC	13,284	49,394	149	58
Hartford, CT	16,546	63,909	777	94
Hawaii	4,910	24,649	239	54
Heartland	16,049	84,467	150	138
Houston, TX	78,224	283,518	768	228
Idaho	9,472	6,583	113	69
Indianapolis, IN	37,186	181,399	357	129
Jackson, MI	3,028	70,053	28	18
Jacksonville, FL	8,801	45,627	307	61
Kansas	17,833	52,945	139	68
Kansas City, MO	10,701	29,321	223	113
Kingsport, TN	8,444	45,082	6	43
Knoxville, TN	22,470	101,159	290	119
Las Vegas, NV	9,232	43,529	66	28

Junior Achievement USA Regional Student Data, continued

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	SCHOOLS
Lexington, KY	7,248	64,604	75	41
Lincoln, NE	21,431	121,274	466	100
Longview, TX	3,669	9,005	17	18
Los Angeles, CA	13,327	60,697	426	94
Louisville, KY	24,045	170,461	22	138
Maine	4,131	11,819	105	71
Memphis, TN	11,595	107,700	93	51
Miami, FL	33,366	331,438	297	127
Middletown, OH	3,354	16,302	24	7
Midland, MI	5,324	35,134	31	65
Naples, FL	13,831	126,490	91	50
Nashville, TN	19,831	96,443	147	97
New Bedford/Fall River, MA	5,393	12,799	15	22
New Jersey	86,787	291,012	473	169
New Mexico	3,773	7,849	83	46
New Orleans, LA	13,258	87,792	117	77
New York, NY	32,232	163,953	1214	181
Norfolk-Newport News, VA	6,552	28,738	65	31
Northern California	32,324	150,747	1025	239
Oklahoma	21,489	364,039	224	142
Omaha, NE	903	2,484	8	8
Orlando, FL	26,563	566,439	205	76
Owensboro, KY	20,677	137,498	74	98
Pensacola, FL	827	3,258	19	10
Peoria, IL	5,717	37,665	152	78
Philadelphia, PA	16,743	85,184	324	63
Pittsburgh, PA	51,551	274,849	540	230
Portland, OR	15,310	133,023	65	173
Raleigh, NC	11,292	34,504	224	87
Reno, NV	4,262	19,407	36	22
Rhode Island	3,543	10,701	95	22
Richmond, VA	17,066	28,448	160	36
Roanoke, VA	3,949	29,979	63	29
Rochester, NY	10,069	89,324	123	55
Sacramento, CA	2,436	14,721	42	16
Salisbury, MD	13,724	54,800	189	60
San Antonio, TX	41,612	156,585	323	242
San Diego, CA	11,633	133,581	249	104
Scranton, PA	7,694	45,007	93	75

## Junior Achievement USA Regional Student Data, continued

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	SCHOOLS
Seattle, WA	22,268	84,062	183	173
Shreveport, LA	4,868	26,403	83	18
South Dakota	38,368	69,916	787	163
Springfield, MA	2,996	32,295	72	20
Springfield, OH	4,907	16,127	49	26
St. Louis, MO	124,127	723,612	1950	511
Tampa Bay, FL	37,951	614,949	394	296
Toledo, OH	2,812	6,192	66	30
Upper Midwest	64,514	329,099	524	416
Utah	73,635	314,061	304	278
Warren/Youngstown, OH	6,427	35,964	97	52
Washington, DC	43,953	836,449	325	167
West Palm Beach, FL	59,434	219,023	369	102
Wisconsin	60,316	204,647	376	500
York, PA	77,754	396,419	9	268
Regional initiatives across all countries	13	910	3	0
<b>Total</b>	<b>2,503,939</b>	<b>16,126,454</b>	<b>29,442</b>	<b>11,691</b>



Photo by Rawpixel

# JA Worldwide Pass-Through Funding

JA raises funding at all levels of the network: globally, regionally, nationally, and locally. In aggregate, the JA network generated revenue of over \$2 billion over the 2016–2021 period, with \$334 million in 2021 alone. JA Worldwide manages relationships with donors—including global corporations, foundations, aid agencies, and individual donors—which provide funding for the headquarters organization and pass through funding for the JA network. Over the 2016–2021 period, JA Worldwide provided pass-through funding of over \$70 million to the JA network, including \$11.8 million in 2021. The following countries received pass-through funding from JA Worldwide in 2021. These numbers do not include funding from relationships that are managed by JA Worldwide, but are provided directly by funders to the regional, national, and local JA entities.

JA MEMBER	AMOUNT PASSED THROUGH JA WORLDWIDE TO THE MEMBER
Côte D'Ivoire	54,168
Eswatini	8,321
Gabon	38,159
Ghana	134,138
Kenya	164,135
Mauritius	8,321
Nigeria	151,654
South Africa	105,486
Tanzania	15,550
Uganda	122,179
Zambia	36,642
Zimbabwe	34,813
<b>Total</b>	<b>873,566</b>

JA MEMBER	AMOUNT PASSED THROUGH JA WORLDWIDE TO THE MEMBER
Azerbaijan	2,000
China	391,204
Hong Kong SAR—China	345,600
India	66,361
Indonesia	365,321
Japan	138,000
Malaysia	220,500
Pakistan	4,896
Philippines	296,759
Republic of Korea	317,246
Singapore	240,910
Thailand	123,150
Vietnam	94,238
<b>Total</b>	<b>2,606,185</b>

JA MEMBER	AMOUNT PASSED THROUGH JA WORLDWIDE TO THE MEMBER
Argentina	142,208
Bahamas	10,589
Brazil	204,030
British Columbia	2,500
Canada	133,250
Chile	55,493
Colombia	83,827
Costa Rica	114,318
Dominican Republic	97,007
Ecuador	4,000
El Salvador	50,960
Guatemala	68,000
Honduras	43,900
Jamaica	72,725
Mexico	333,445
Nicaragua	65,250
Panama	157,573
Paraguay	47,700
Peru	101,794
Puerto Rico	8,000
Uruguay	30,521
US Virgin Islands	19,994
Venezuela	23,300
<b>Total</b>	<b>1,870,383</b>

JA MEMBER	AMOUNT PASSED THROUGH JA WORLDWIDE TO THE MEMBER
Armenia	235,000
Austria	1,250
Belgium-Flemish	500
Belgium-French	500
Bulgaria	30,950
Denmark	20,000
Regional Operating Center	2,685,622
Finland	2,500
France	59,000
Germany	298,130
Greece	12,500
Hungary	2,500
Ireland	33,100
Italy	222,327
Malta	60,000
Poland	2,100
Portugal	6,000
Romania	40,150
Russia	30,000
Slovakia	350
Spain	100
Turkey	12,291
United Kingdom	166,000
<b>Total</b>	<b>3,920,870</b>

JA MEMBER	AMOUNT PASSED THROUGH JA WORLDWIDE TO THE MEMBER
Algeria	85,500
Bahrain	64,254
Egypt	174,625
INJAZ (Jordan)	48,275
Kuwait	61,159
Lebanon	52,137
Morocco	188,700
Oman	58,331
Palestine	59,612
Qatar	69,432
Regional Operating Center	184,995
Saudi Arabia	133,125
Tunisia	13,400
United Arab Emirates	274,764
Yemen	92,300
<b>Total</b>	<b>1,560,610</b>

JA MEMBER	AMOUNT PASSED THROUGH JA WORLDWIDE TO THE MEMBER
Arizona	10,000
Central Maryland	15,500
Central Texas	750
Central Upstate New York	250
Chicago	29,195
Delaware	10,000
East Tennessee	20,000
Georgia	2,500
Greater Miami	8,150
Greater New Orleans	2,500
Greater Washington	2,500
Junior Achievement USA	581,288
New Jersey	2,500
New York	68,400
Northern California	28,800
Northern New England	27,500
Oki Partners	2,500
Sacramento	10,000
South Florida	15,000
Southeast Texas	48,800
Southeastern Pennsylvania	2,500
Southern California	6,250
Southern Colorado	12,500
South Texas	5,750
The Bluegrass	12,500
The Michigan Great Lakes	2,500
The Triad	1,000
Washington	30,325
Wisconsin	500
<b>Total</b>	<b>959,958</b>

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