

JA WORLDWIDE

# 2021 ANNUAL REPORT



JA  
Worldwide®

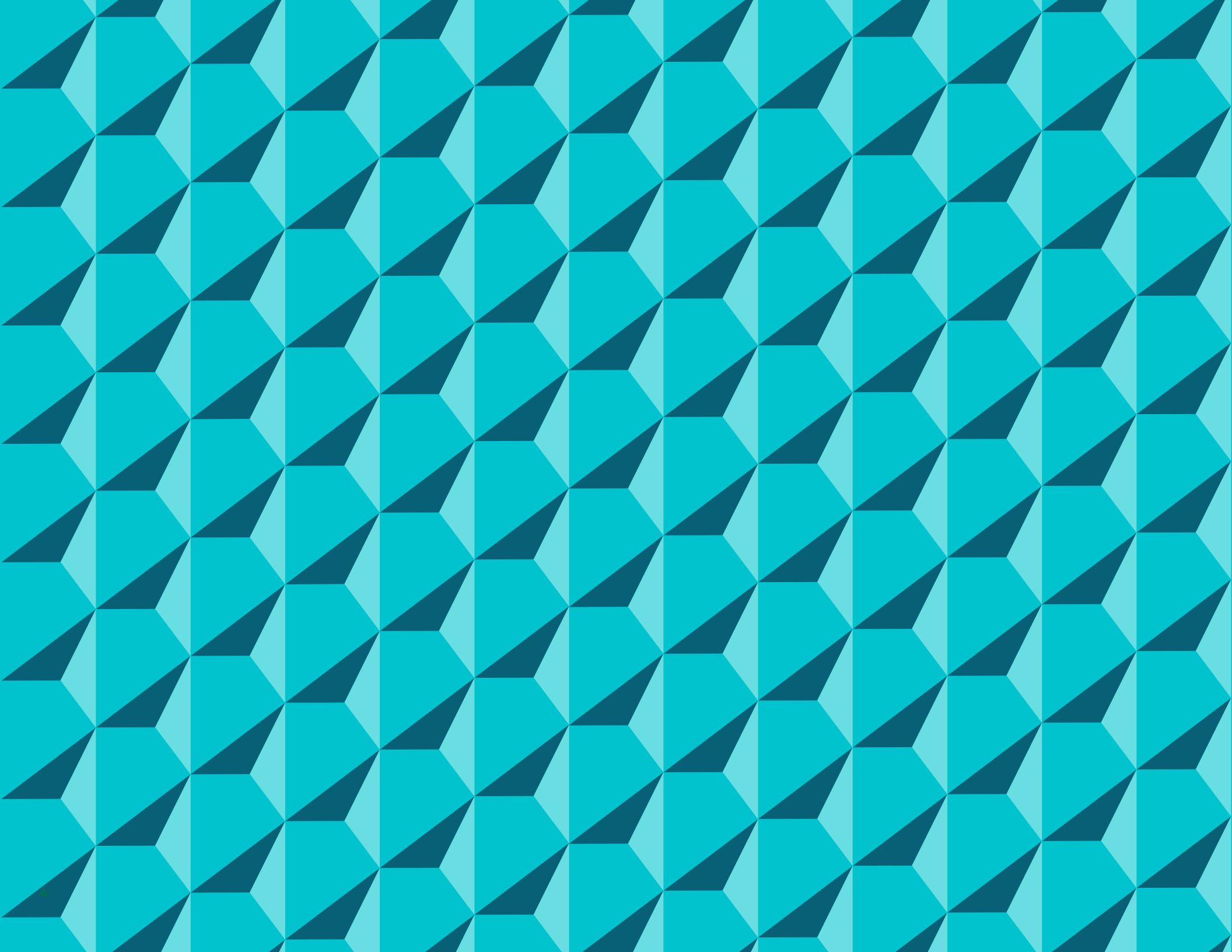




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# THIS IS JA

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# LEADERSHIP MESSAGE

## Retaining traditions; embracing innovation.

One of the biggest challenges in managing a 102-year-old iconic organization is balancing JA's rich traditions against the need to constantly modernize our student-learning experiences, streamline our impact measurement, and embrace tech-savvy opportunities to collaborate with partners, board members, staff, volunteers, and alumni. Merging the old with the new was the defining theme of the last year.

## Paving the road to peace.

JA Worldwide was nominated for the Nobel Peace Prize, recognizing a century in which we have operated even in parts of the world marked by political instability, violence, and war, as well as 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. Our entire network is honored to have been recognized alongside other nominees striving for a more peaceful world.

## Expanding our digital experiences.

As we responded to the overwhelming demand for digital-learning experiences, we knew we had to keep business volunteers, teachers, and mentors at the core of every JA immersive-learning journey. Whether we're converting traditional JA experiences to a digital environment; developing digital-first, best-in-class apps; or gathering students through entirely virtual events, we have vastly expanded our global digital offerings, without sacrificing what makes JA so special. We introduced a wrap-around framework that enables us to augment our core learning experiences (which focus on students building skills, attitudes, and competencies) with introductory programs that pique a student's interest and inspire them to learn more, as well as applied-learning opportunities that enable students to demonstrate mastery of competencies in the real world . . . and even earn a JA microcredential.

## Investing in our alumni.

Our most-engaged alumni, many of whom have spent years—even decades—meeting, networking, and collaborating with each other in person, have migrated their experiences to our online alumni community, which now boasts users from 100+ countries. These opportunities for international fellowship across borders, whether virtual or in-person, have

real-world implications. JA youth are empowered to build and manage sustainable businesses that lift their incomes and strengthen their communities, and each cross-national friendship among JA students and alumni undergirds what the world needs: curiosity about cultural and religious practices, respectful and honest conversations, expectations of equality and equal opportunities, transparency in financial dealings, and a win-win approach to conflict. JA alumni continue to be a global force for good.

## Honoring the past with our modernized brand.

We embarked on a brand-modernization project that led to the tech-forward, youth-friendly brand identity you see in this report. With input from our global network and with our partner, Brand Pie, we developed a new vision for the decades ahead, in which “young people have the skillset and mindset to build thriving communities,” yet we retained our long-cherished mission “to inspire and prepare young people to succeed in a global economy.” Employing crowdsourcing and modern market-testing technology, as well as utilizing more traditional creative processes led by Masha Eizner Design, we launched a modern global logo that echoes the five logos that came before it.

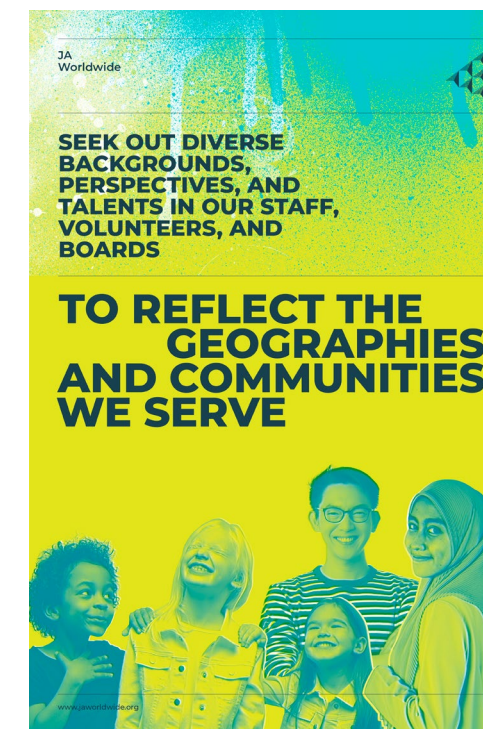
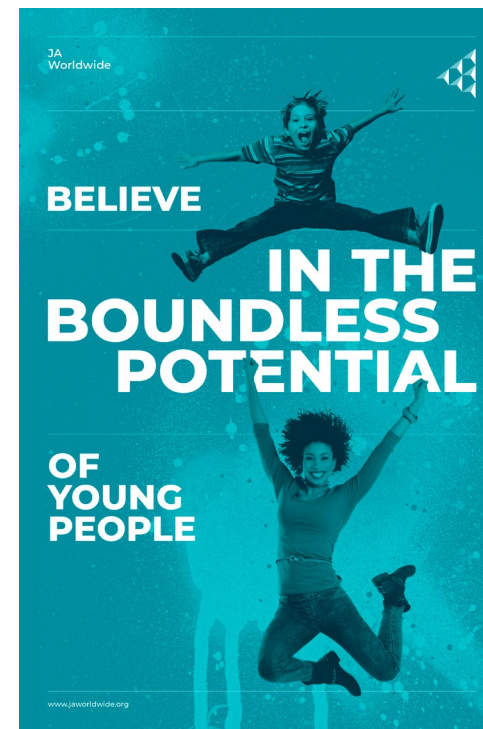
## Nurturing a new type of entrepreneur.

Perhaps our most seismic shift is how our students and young alumni are redefining entrepreneurship. They're building companies and offering products and services that not only fill a consumer need and maximize company profits, but also fundamentally improve the world . . . or at least their small corner of it. The youngest generation of JA entrepreneurs are focused on solving the world's biggest challenges, including climate change, gender and income inequality, mental health issues, and more. Gen Z has moved beyond entrepreneurship as a means to build wealth and, instead, harnesses entrepreneurship as a vehicle to build health: the health of individuals, communities, and societies.

Honoring the past while looking eagerly to the future. That's JA.

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

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





# WHAT WE DO

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

As one of the world's largest and most-impactful youth-serving NGOs, JA delivers hands on, immersive learning in work readiness, financial health, entrepreneurship, sustainability, STEM, economics, and more. Reaching more than 12 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, even in areas of political instability, violence, and war, ready to help students through the unemployment, poverty, and hopelessness that stem from such conditions. By helping youth develop the employment and entrepreneurial tools to find meaningful work and start sustainable companies, JA serves as a conduit for peace and prosperity. Through JA, young people are equipped with the skillset and mindset to build thriving communities.

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

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

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

Under the mentorship of 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 they need right now—and in the future. By building a wide range of skills and nurturing self-belief, JA prepares young people for the future of work, teaches them how to think entrepreneurially, and ensures they have the tools to be financially capable adults.

## Impact around the world.

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

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

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

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



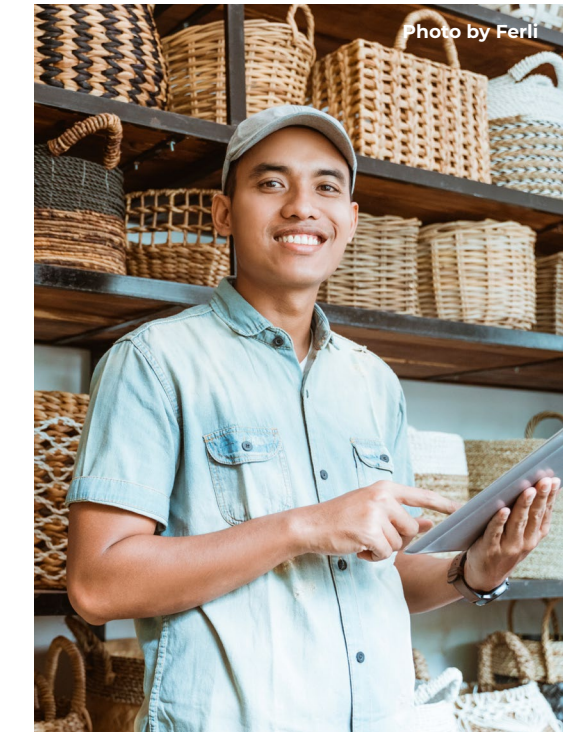
## Work Readiness: Preparing youth for the jobs of the future

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



## Financial Literacy: Developing financial independence

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



## Entrepreneurship: Cultivating an entrepreneurial mindset

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





# STRATEGIC PRIORITIES

## The world has transformed since 1919.

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

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

### #1: Learning Experience Modernization

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

### #2: Impact Measurement and Data Analytics

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

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

### #3: Partnerships for Growth and Innovation

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

### #4: Network Collaboration

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

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

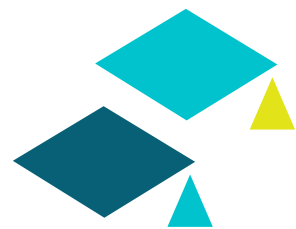


Photo by Riccardo Lennart Niels Mayer

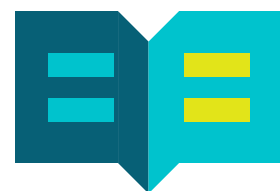




## OUR IMPACT



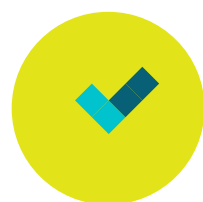
**12,680,000+**  
STUDENT EXPERIENCES



**264,100+**  
TEACHERS & EDUCATORS



**80,700+**  
SCHOOLS



**177,004,000+**  
CONTACT HOURS



**236,200+**  
VOLUNTEERS



**2,700+**  
STAFF



# OUR LOCATIONS

## JA AFRICA

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

## JA AMERICAS

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

Nicaragua

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

## JA ASIA PACIFIC

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

## JA EUROPE

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

Romania  
Russia  
Serbia  
Slovakia  
Slovenia  
Spain  
Sweden  
Switzerland  
Turkey  
United Kingdom

## INJAZ AL-ARAB JA MENA

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

## JUNIOR ACHIEVEMENT USA

United States of America





# GLOBAL BUSINESS HALL OF FAME

## Inspiring Youth with Role Models

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

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

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

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

## Two Inspiring Types of Laureates

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

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

## A Global Force for Good

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



## Featured Laureates

Discover more at [businesshalloffame.org](http://businesshalloffame.org)

	<p>Whatever I have aspired for or achieved in my career has always been fueled by a longing to break the stigma or what is perceived of the women in my region.</p> <p>Sheikha Hanadi Al Thani</p>		<p>Make meaning, not money. Money will come after. I never founded .Lumen to make money, and yet we unveiled a multi-billion dollar market.</p> <p>Cornel Amariei</p>
	<p>The risk that we run as a society of not understanding technology . . . is that it's causing us to be less creative as a society and to be less adaptable to the problems that we have in the world.</p> <p>Ayah Bdeir</p>		<p>I wanted to change the perceptions and create a niche in which people could carve out a career</p> <p>Divine Ndhlukula</p>
	<p>Some of us sit and wait for opportunity when it is always with us.</p> <p>Alonzo Herndon</p>		<p>An expert knows all the answers—if you ask the right questions.</p> <p>Levi Strauss</p>
	<p>If you are determined and you want it, you can just go for it. It might take a very long time and it might be challenging but the equalitarian nature of that is what's so exciting.</p> <p>Melanie Perkins</p>		<p>If we tackle corruption, no child would sleep hungry, there would be no injustice, every child would be in school. The most powerful force against corruption is one person saying "no."</p> <p>Strive Masiyiwa</p>







# IMPACT STORIES

- 9**    **JA Americas | JA Peru**
- 10**   **INJAZ Al-Arab JA MENA | INJAZ Oman**
- 11**   **JA Europe | JA Denmark**
- 12**   **JA Africa | JA Eswatini**
- 13**   **Junior Achievement USA**
- 14**   **JA Asia Pacific | JA Singapore**



# NINA: SAFE DRINKING WATER FOR PERU

JA Americas | JA Peru

**Ariana Bettocchi, Fiamma Bahamonde, Isabella Romero, Daniela Escribens, Michelle Leigh, Emma Cilloniz, Daniella Becerra, Camille Rouillon, Luciana Córdova, Camila Salmón**

Tamara, who lives with in western Peru with her family, wanted help: Her little brother had developed typhoid fever from drinking polluted water from the Rímac River, the only source of water available to their family. His life was at risk.

Ten Peruvian teenage girls stepped in. Research showed that two billion people around the world lack safe drinking water, resulting in nearly 100 deaths every *hour*, so they focused their JA Peru company—named Nina—on developing an inexpensive water-filtration system. Designed and 3D printed by the team, the result is Yaku, a portable, sealed, stainless steel one-liter bottle that filters 99.99% of water’s impurities and is priced 40% lower than its competition. Each bottle also features a Peruvian-themed graphic design.

Recognizing that a one-liter personal water bottle won’t make enough of a difference for most households, Team Nina sought out paid investors to help expand into a larger product, called the Mayu. This backpack version enables filtration and purification of enough water for a family of four and can be worn to and from rivers and other water sources. Rather than sell the Mayu, Team Nina donates one for every ten Yakus sold, and is looking to expand beyond Peru, once needs there are met.

The goal: To save lives, including that of Tamara’s brother.



**24** member countries/areas  
**1,111,000+** student experiences  
**18.1** million+ contact hours  
**16,000+** volunteers  
**12,000+** teachers & educators  
**12,800+** schools





# SHATLA: ONE-STOP SHOP FOR PLANTS

INJAZ Al-Arab JA MENA | INJAZ Oman

Shahad al Hasani, Sarah Al Zaabi, Zainab Al Lawati, Ahmed Al Lawati, Hashim Mustafa

Houseplants and outdoor plantings are difficult to come by in Oman, especially in urban areas. Nurseries are not close-by, offer only a small number of products, and are usually understaffed, all of which makes finding plants is a challenge.

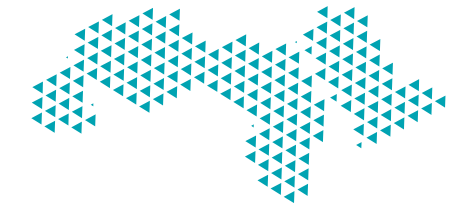
To tackle this issue, INJAZ Oman students conceived of, designed, and opened The Shatla Store, a website that brings nurseries within reach through edutainment (browsing the site is a well-designed plant learning experience), online ordering, and home delivery. The gardening box that arrives included specific seeds that will grow into the exact right houseplant, a well-designed mix of dirt, a handheld shovel, and entertaining care instructions . . . everything Omanis need to grow the houseplants that fit their lives.

The road to creating The Shatla Store wasn't easy. With the mounting pressures of high-school—especially with college looming and the importance of performing well in classes in order to open

up scholarship opportunities—two critical team members left the company. When that happened, the rest of the team considered doing the same.

Instead, demonstrating the resilience that makes JA so necessary in youth education, the remaining team returned to its original vision, developed a new business plan, and then undertook a marketing campaign that resulted in a 75% increase in sales.

Today, Shatla manages over 1,000 different plant species and, thanks to relationships with nurseries all over Oman, makes local pick-up possible. As their customers grow products from seeds to plants, Shatlas has its eye on the future, which includes landscaping, irrigation systems, Shatla-branded nurseries, and expansion beyond Oman.



13 member countries/areas  
657,400+ student experiences  
2.9 million+ contact hours  
5,100+ volunteers  
1,920+ teachers & educators  
1,930+ schools





# BUBBLES: CONNECTIVITY FOR STRUGGLING STUDENTS

JA Europe | JA Denmark (Fonden for Entreprenørskab)

Nicklas Stokholm, Christian Ørum, Kevin Albin

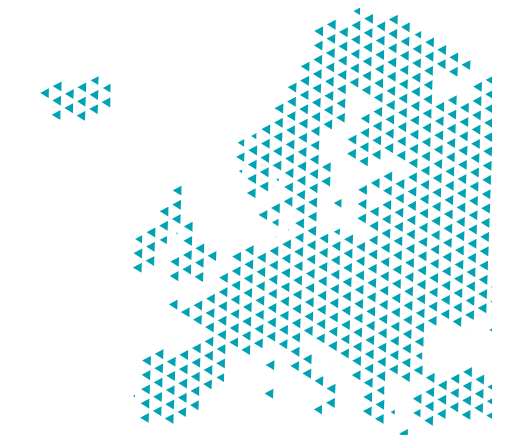
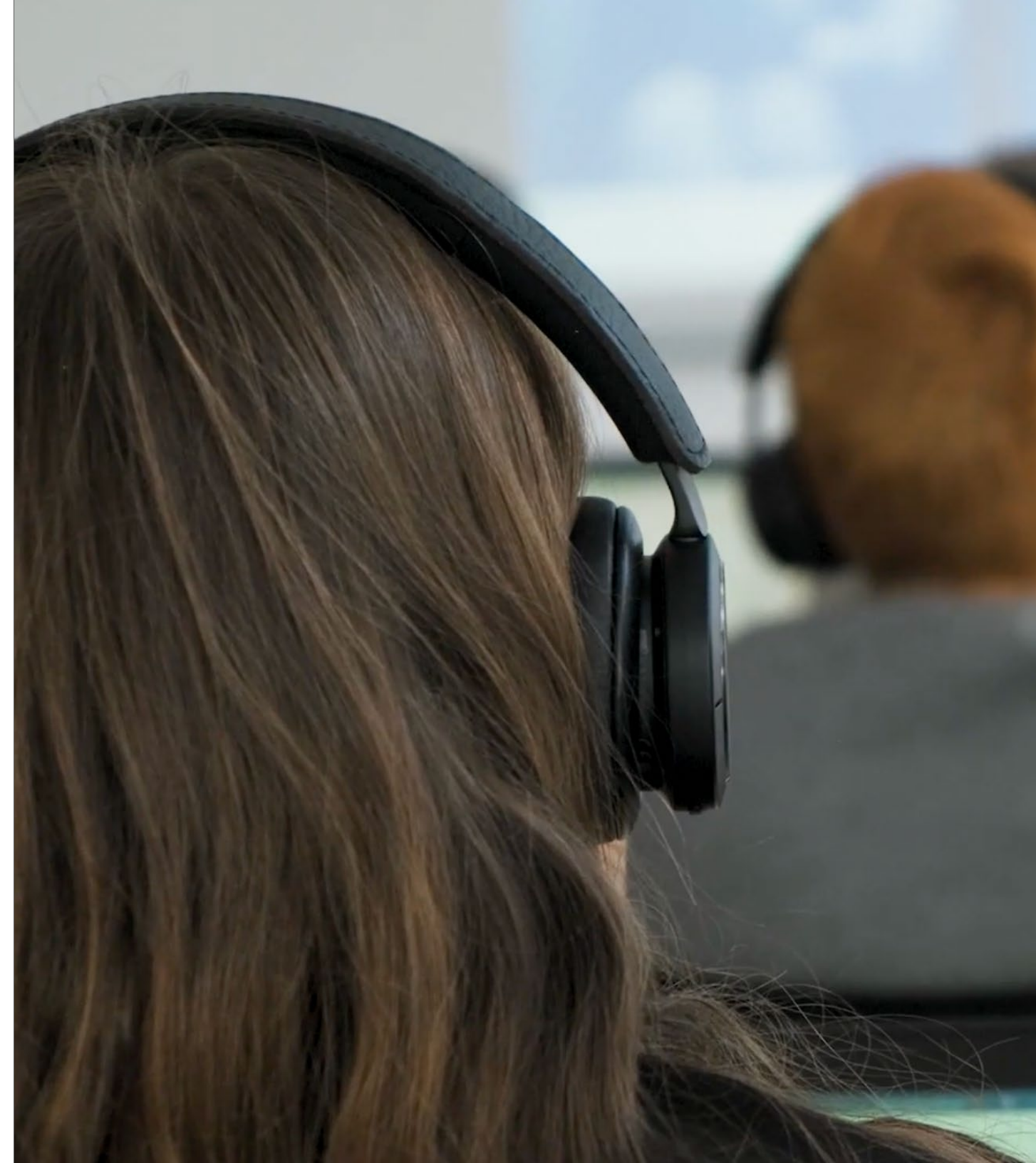
When Team Bubbles—made up of Nicklas Stokholm, 19, Christian Ørum, 18, and Kevin Albin, 20—came together in a high-school innovation class at Herningsholm Erhvervsskole & Gymnasier, they saw an opportunity to start an innovative JA Company Program, a collaboration between the school and JA Denmark (Fonden for Entreprenørskab).

The idea for Bubbles originated with Christian, as he watched his sister struggle with ADHD. “She was the inspiration, but we soon realized it was not only my sister who was affected by this,” Christian says. “A lot of other students were influenced by it, including many other diagnoses that inhibited their ability to focus in class.”

Bubbles improves communication between educators and students who suffer from attention deficit and hyperactivity disorders (ADHD). Students

wear noise-cancelling headsets that eliminate audio distractions while, at the same time, creating a direct line of communication between teacher and student, with a goal of improving academic performance.

Although all three were set to attend college, Christian, Nicklas, and Kevin decided to tap a gap year—or Sabbath year, as it is known in Denmark—to continue working on Bubbles. “All our time has been dedicated to Bubbles, so we’re able to help a lot of children. In fact, we’ve just hired our first employee!



**41** member locations  
**5,920,000+** student experiences  
**105.1** million+ contact hours  
**74,000+** volunteers  
**137,000+** teachers & educators  
**42,350+** schools

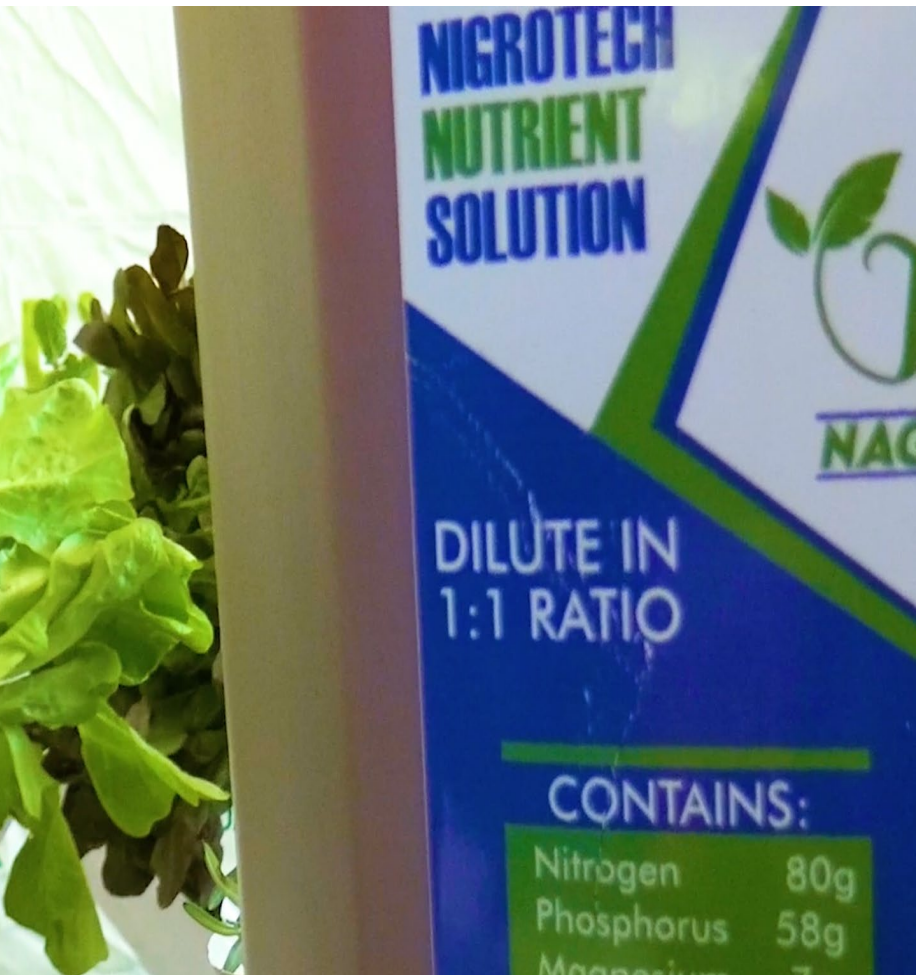




# NAGROTECH: FRESH VEGETABLES IN ESWATINI

JA Africa | JA Eswatini

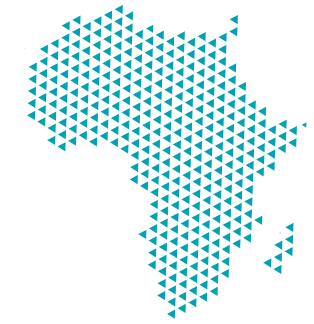
Sivesetfu Bhembe, Sibongakonkhe Dlamini, Lindelwa Zindela, Nkhosinathi Dlamini



NagroTech was founded as a JA Eswatini company to solve three challenges: the low availability of vegetables in the Kingdom of Eswatini; inflation in the costs of vegetables, when they can be found; the lack of land faced by most residents, making growing their own vegetables nearly impossible.

NagroTechPTY turned to hydroponic gardening, which is designed to use water—rather than soil—as the medium for growth, along with liquid nutrition that’s made up entirely of local compost from kitchen leftovers. The system is both mobile and decorative, making it perfect for urban and suburban residents.

JA students designed a system that is simple for the user: plant the seeds in the provided tubing, and add the liquid nutrient. From there, fresh, crispy, nutritious vegetables can grow in any size dwelling, even a small apartment.



12 member countries/areas  
131,200+ student experiences  
3.7 million+ contact hours  
770+ volunteers  
880+ teachers & educators  
950+ schools





# EVO: ECO-FRIENDLY STRAWS

## Junior Achievement USA

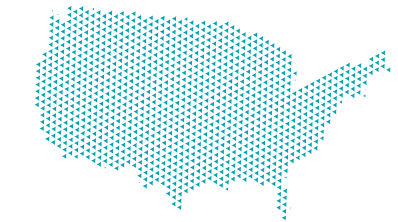
**Alyssa Le, Richard Chan, Megan Konvicka, Jeran Kong, Kayla Awadin**

As Houston, Texas, began to experience plastic-straw bans that were meant to lower plastic consumption, Team Eco from JA of Southeast Texas went looking for an alternative. Enter ThreEvo, an eco-friendly, easy-to-carry kit made up of bamboo straws, a cleaner, and a case.

“Plastic straws are the eighth-leading plastic pollutant,” says CEO Alyssa Le, “yet we use them all the time. Especially high schoolers. We love going out to study, going out to hang out, so we really wanted to find a solution that would genuinely make an impact.”

The team sourced bamboo and brushes, and then went to work drilling, cutting, and sewing components that went into the recycled case, keeping a close eye on product quality by being active in the manufacturing process.

Although the initial business plan called for partnering with popular restaurants and fast-food chains—relationships that Evo successfully navigated—the pandemic created a need for a more private option, so they started selling ThreEvo through an online commerce site, using social media and promotions to drive users to the site.



**105** local areas  
**2,503,000+** student experiences  
**16.1** million+ contact hours  
**128,200+** volunteers  
**89,700+** teachers & educators  
**11,600+** schools





# REVIVAL: SEEING VALUE IN DISCARDED PLASTIC

JA Asia Pacific | JA Singapore

**Tina Jiang, Sam Liu, Carlota Pinker Rego, Dhruv Sharma, Guanju Wang, Jackson Wang, Kevin Yu, Terry Zhang, Coco Zhou**

Advertisers in Singapore use plastic banners to draw attention to products and events, ranging from restaurant offerings to concerts. But once each non-recycleable banner has played its part, it's discarded. Or at least it was, before a JA Singapore team got involved.

Team Revival saw potential in the strong, waterproof, free materials in each banner and set about looking for a way to repurpose them. The result is the Versa bag, wearable in three ways: over the shoulder, as a cross-body bag, or as a backpack. In just the first few months of production, Revival kept more than 40kg of banner waste out of Singapore landfills. And they intend to keep climbing higher.

When developing its business plan, Team Revival made a decision to use only public transportation to deliver products, in order to further reduce the company's carbon footprint. Then, Revival partnered with a local nonprofit in two ways: the team outsourced labor to the marginalized community members served by the nonprofit, workers who are in need of demonstrable skills in order to re-enter the workforce. Second, Team Revival gives a portion of each bag's profit to the nonprofit.

Banners kept out of landfill. A low carbon footprint for delivery services. Marginalized community members gaining skills. And a donation for every purchase.

Revival is saving Planet Earth, one bag at a time.



15 member countries/areas  
2,360,000+ student experiences  
30.9 million+ contact hours  
11,900+ volunteers  
22,400+ teachers & educators  
10,800+ schools





# LEADERS & SUPPORTERS

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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.

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*Board Chair*

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

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## Asheesh Advani

President & CEO, JA Worldwide

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*Board Chair, JA Europe*



# JA GLOBAL COUNCIL

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

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

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**Andrew K. Tipping**  
Global Strategy Consultant

# JA UNIVERSITY CHANCELLORS

Though JA University, the alumni and staff of the JA network are provided access to lifelong learning content and unique learning experiences.

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

**Ismael Cala**  
Radio and TV presenter and producer, journalist, motivational author and speaker

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

**David Corbin**  
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**Gowri Ishwaran**  
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**Satish Verma**  
President and CEO of the Think and Grow Rich Institute





# FINANCIALS

## Consolidated Statement of Financial Position

Year Ended June 30, 2021

	2021	2020
<b>Assets</b>		
Cash and equivalents	\$ 9,632,927	\$ 6,788,309
Investments	2,994,660	3,692,444
Contributions and federal grants receivable	544,294	438,081
Accounts receivable and pre-paid expenses	1,177,877	792,013
Total current assets	14,349,758	11,710,847
Affiliates accounts receivable, net of current portion	159,695	160,806
<b>Total assets</b>	<b>\$ 14,509,453</b>	<b>\$ 11,871,653</b>
<b>Liabilities and Net Assets</b>		
<b>Liabilities</b>		
Account receivable and accrued expense	\$ 1,296,154	\$ 1,058,820
Due to affiliate	228,670	92,686
Refundable advance	-	334,636
Funds held for affiliates	4,793,544	2,593,633
Total liabilities	6,318,368	4,079,775
<b>Net Assets</b>		
Without donor restrictions		
Undesignated	4,182,625	3,093,996
Board designated	1,603,753	1,388,968
Total assets without donor restrictions	5,786,378	4,482,964

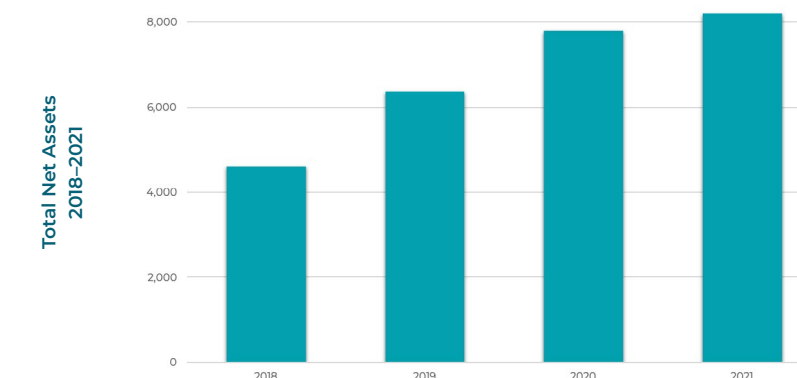
## Consolidated Statements of Activities

Year Ended June 30, 2021

Revenue, Gains, and Other Support	2021		2020	
	Without Donor Restrictions	With Donor Restrictions	Total	Total
Contribution, net of event expense	\$ 1,729,055	\$ 5,045,494	\$ 6,774,549	\$ 7,805,602
Member fees	2,447,875	-	2,447,875	2,575,909
In-kind contributions	403,036	-	403,036	1,289,663
Federal Grants	1,470,897	-	1,470,897	1,318,576
Investment and other income	194,218	-	194,218	81,769
Releases from restrictions	5,949,701	(5,949,701)	-	-
Total support and revenue	12,194,782	(904,207)	11,290,575	13,071,519
<b>Program services</b>				
Field Services	6,617,779	-	6,617,779	7,083,653
Communications and Marketing	596,308	-	596,308	707,240
Research and development	424,441	-	424,441	292,539
Human resources	265,891	-	265,891	271,688
Total program services	7,904,419	-	7,904,419	8,355,120
<b>Support services</b>				
Management and general	1,969,682	-	1,969,682	2,119,954
Fundraising	1,017,267	-	1,017,267	1,176,774
Total support services	2,986,949	-	2,986,949	3,296,728
Total expenses	10,891,368	-	10,891,368	11,651,848
<b>Change in net assets</b>	1,303,414	(904,207)	399,207	1,419,671
<b>Net assets, beginning of the year</b>	4,482,964	3,308,914	7,791,878	6,372,207
<b>Net assets, end of the year</b>	<b>\$ 5,786,378</b>	<b>\$ 2,404,707</b>	<b>\$ 8,191,085</b>	<b>\$ 7,791,878</b>

JA Worldwide's balance sheet is strong, ending the year with over US \$8.1 million in net assets and US \$12.6 million in cash and investments. Despite the challenges of the COVID-19 pandemic, JA Worldwide generated revenue exceeding \$11.2 million, with contributions exceeding \$6.7 million during 2021.

Total expenses of \$10.8 million in 2021 compared favorably to 2020, allowing JA Worldwide to generate an operating surplus of approximately \$0.4 million. During the last four years, financial stewardship and the generosity of our donors have allowed JA Worldwide to increase our total net assets by 77%, from \$4.6 million to \$8.1 million, providing resilience and greater financial capacity for future investments.





# OUR DONORS

JA Worldwide and our six JA regional operating centers recognize donors and partners for their generous contributions during our fiscal year 2021. Contributions made directly to local JA organizations are not included in this section, but we extend our appreciation and gratitude to the individuals, corporations, foundations, and government agencies that provide further support to JA locally.

## \$1,000,000+

HSBC  
 CrossKnowledge  
 RSM US Foundation  
 Taco Bell Foundation  
 Accenture LLP (in-kind)  
 Citi Foundation  
 USAID

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

## \$500,000+

AT&T and AT&T Employee Giving  
 Chick-fil-A Foundation  
 EIT-European Institute of Innovation  
 and Technology  
 Ernst & Young LLP (in-kind)  
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 Google  
 Janus Henderson Foundation  
 JPMorgan Chase Foundation  
 MetLife Foundation  
 Prudence Foundation  
 Scotiabank

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

### KEY

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



Photo by Franz-Rido





# OUR DONORS

## \$250,000+

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 Prudential Foundation  
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USA  
 WW, USA, AM, EU  
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 Africa  
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 USA

## \$100,000+

Alghanim Industries  
 Alliance Data  
 Allstate Insurance Company  
 Ally Financial  
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WW, MENA  
 USA  
 USA  
 USA  
 EU

ArrowGlobal  
 Bechtel Group Foundation  
  
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 WW, USA, AM, AF,  
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## \$75,000+

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## \$50,000+

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Twitter	WW
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Bhakti Vithalani	WW
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Susan Arrington	USA	Michael Contompasis	WW
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