

# JA EUROPE

## ANNUAL REPORT

### 2024-2025



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A photograph of three young people, two girls and one boy, cheering with their hands raised. They are wearing blue t-shirts with the word 'ATHENS' and 'TRACE YOUR PATH FORWARD' printed on them. The boy in the center has his mouth open as if shouting. They are standing in a modern building with a glass wall and a blue banner in the background.

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# REFLECTIONS FROM THE CHAIR AND CEO

The 2024/2025 year marks a pivotal moment for JA Europe. Building on the momentum of previous years, our network has delivered over 7.5 million learning experiences, setting a new benchmark for impact across the continent. This achievement reflects not only growth in numbers but also a deeper, more transformative shift in how we prepare young Europeans for a future defined by technology innovations and entrepreneurship.

Over the past year, JA Europe has significantly accelerated innovation: leveraging new AI-powered learning content, strengthening our digital learning ecosystems through platforms like Gen-E Virtual, launching multiple EU-funded initiatives. JA's efforts remain guided by a clear vision to equip young people with skillset and mindset to thrive. In today's intelligent era, core experiential learning to foster entrepreneurship, work readiness and financial health is now complemented with digital skills.

This transformation is also visible in how we collaborate. Through programmes such as Girls Go Circular, Skills4Retail, and Code4Europe, JA Europe is fostering stronger links between education, business, and policy makers. We have expanded our presence in the public debate on the future of work, engaging with the European Commission, the World Economic Forum, and other key institutions to ensure that young voices are heard in shaping Europe's competitiveness and innovation agenda.

2024/2025 was also a year to further our resilience, important in the increasingly volatile environment we are in, with strong financial position, robust processes, team expertise and deep partnerships.

At the core of these achievements are the JA Member Organisations operating in over 40 countries. Their tireless work, delivering programmes in classrooms, mentoring young entrepreneurs, and connecting with local communities, remains the foundation of our success. A historic milestone in brand alignment was reached during the year. It represents the foundation for brand amplification across the continent, ensuring that every youth we serve identifies as a JA Alumni. JA Europe and our entire network is especially grateful to our Board Members, partners, teachers, alumni and volunteers who dedicate their time, expertise, and passion to advancing our mission.

Looking ahead, JA Europe reaffirms our long-term aspiration: to reach 20 million young Europeans annually by 2050. This ambition is more than a number; it represents a collective commitment to building a Europe that is competitive, resilient, and innovative, where every young person can imagine, create, and lead with purpose.

The next chapter of Europe's story is being written by its youth, and JA Europe is proud to be part of every page.

**LAURENCE MORVAN**  
Chair of JA Europe



**SALVATORE NIGRO**  
CEO of JA Europe

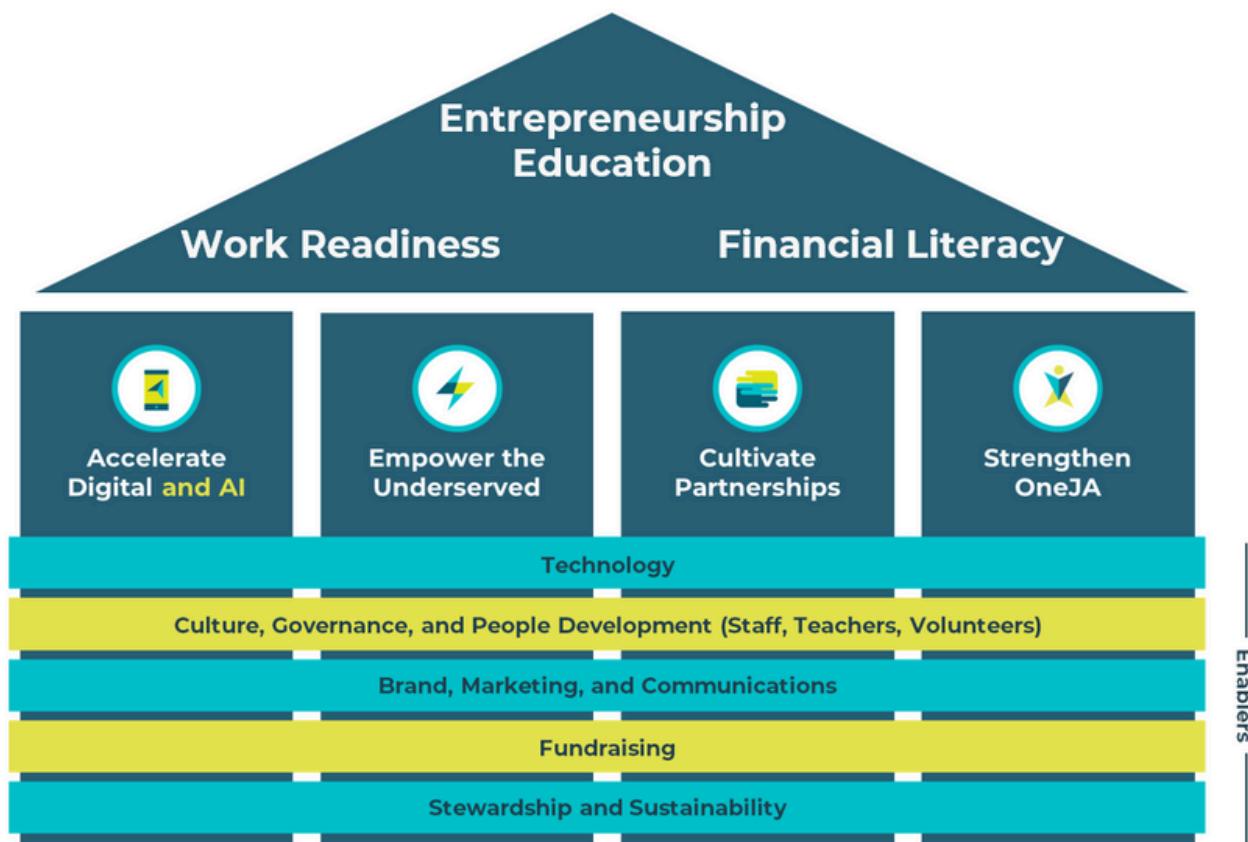


# OVERVIEW



# OUR STRATEGIC PILLARS

As we close the “Boundless” Strategic Plan (2023–2025), JA Europe has focused on four strategic pillars that guide our work and impact:



# A YEAR OF IMPACT

## DEEPER THAN YOU THINK

**7,537,001\*** Learning Experiences

 6,517,732 (+15%)

### INSPIRE      PREPARE      SUCCEED

 **4,255,121**  
 **3,428,514** (+24%)

 **3,031,588**  
 **2,848,093** (+6%)

 **250,292**  
 **241,125** (+4%)

**+8,712,367** in partnership with other entities i.e.   for a total of **16,249,368\***

 **4x**  
Inspirational events

 **2x**  
Transition to employment

 **2,983**  
Youth volunteering

 **23%**  
Growth of social media learning experiences

 **79%**  
Competitions and trade fairs

 **6,319**  
New ESP holders

**110,265** Teachers      **44,197** Teachers in partnership

**89,996** Business Volunteers

**79,768,493** Contact Hours      **10h** On average per experience

# ACCELERATE DIGITAL

A NON-EXHAUSTIVE LIST OF PROGRAMMES AND INITIATIVES



# SCALING AI EDUCATION ACROSS EUROPE



Co-funded by  
the European Union



Co-funded by the  
European Union



The AI in Entrepreneurship Education initiative of JA Europe started in 2019 with Intel's support, piloting ways to integrate AI into young people's entrepreneurial learning. Building on these insights, JA Europe launched AI-ENTR4YOUTH, a European Union co-funded project with a diverse consortium to develop a core curriculum and resources. The programme then scaled to 10 countries, with a strong focus on the agri-food sector.

A key milestone was EIT Food's formal accreditation, confirming its impact and future relevance. In parallel, JA Europe developed an AI literacy certification aligned with the OECD's AI Literacy Framework and the updated DigComp framework.

Letter from President of the French Republic Emmanuel Macron to students taking part in the JA France programme

Depuis mon premier mandat, je suis pleinement engagé pour développer l'enseignement et le savoir faire. Je vous annnonce lors du récent Sommet pour l'action sur l'IA, 109 millions d'euros d'investissements pour renforcer notre souveraineté économique et stratégique. L'intelligence artificielle nous met face à un nouveau défi, celui d'embrasser des transformations technologiques formidables, au service de l'humanité du progrès collectif. C'est l'objectif que nous pouvons et devons collectivement que nous y parviendrons !

Je vous confie le soin de transmettre toute ma reconnaissance à l'ensemble de l'équipe éducative, ainsi qu'à l'association Entreprendre pour Apprendre, qui vous ont accompagnés dans ce projet.

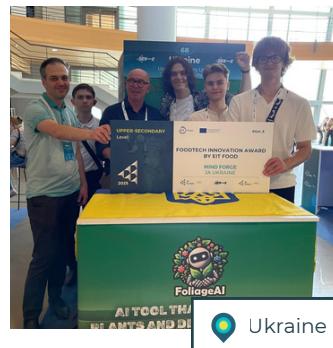
Je vous adresse mes vœux de réussite dans la poursuite de vos études, accompagnés de mes encouragements pour votre présentation finale en juin prochain à Paris.

Avec toute ma sympathie,  
Emmanuel Macron

Cédric Bouvet, Joy Kabgny,  
Sandrine Guillardon-Ceslange



Winner of the Gen-E Online FoodTech Innovation Award sponsored by EIT Food



Launching in September 2025, this certification will give young people validated recognition of their digital and entrepreneurial skills.

Rooted in JA's learning by doing pedagogy, students not only learn about AI but apply it by creating their own AI-driven solutions, from adapting existing tools like computer vision to developing original products. This hands-on approach equips the next generation to use AI as a catalyst for innovation and societal progress.



40

Master trainers  
trained



558

Teachers  
trained



11 953

Learning  
Experiences



746

AI solutions  
created

27% of children feel left behind when it comes to using AI in school.  
(source: Vodafone foundation, 2025)



Nearly 6 in 10 JA youth are creating AI solutions and/or applying AI to real business scenarios.  
(source: JA Worldwide)

# SHAPING THE FUTURE OF DIGITAL AND CODING



Co-funded by  
the European Union

JA Europe, together with 45 consortium partners and hundreds of community partners like education coordinators from the Ministries of Education, EU Code Week ambassadors and lead teachers, is driving EU Code Week, co-funded by the European Union, to inspire millions of young people to learn, create, and innovate with digital skills.



**+10 MLN**

Learning  
Experiences



**139,150**

AI solutions  
created



Spain

Code4Europe offered throughout the year a wide range of activities, including events, workshops, inspiring campaigns, hackathons, digital challenges, coding clubs and unplugged games, all designed to make digital learning accessible, engaging, and fun for everyone.



Greece



*PulsePal from Albania won the EU Code Week Digital Innovation Award at Gen-E 2025, for its Arduino-powered device that monitors vital signs and sends real-time data to doctors, improving remote healthcare access.*

## CAREERS IN DIGITAL

By sharing real-life inspiring role models and clear career paths, Careers in Digital helps students understand how coding, creativity, and technology can shape their future careers. It bridges the gap between classroom learning and the rapidly evolving job market, empowering young Europeans to imagine and shape their future in the digital era.

## CODING WORKSHOPS

By offering free, accessible, and high-quality materials, the EU Code Week courses and resources help educators and learners build their digital, coding, and programming competences, making digital education more engaging and inclusive for all.

## MINECRAFT EDUCATION

By bringing coding to life through game-based learning, the Minecraft Edition enables students to build, explore, and solve problems in an interactive digital world. This initiative offers a playful yet impactful way for learners to develop computational thinking, creativity, and collaboration skills, making coding both accessible and inspiring for all.

# EMPOWER THE UNDERSERVED

A NON-EXHAUSTIVE LIST OF PROGRAMMES AND INITIATIVES

06



# REDUCING SCHOOL DROPOUT AND EMPOWERING YOUTH



## THE CHALLENGE

Every year, 1 in 10 young Europeans leaves school too early, with rates even higher in disadvantaged communities. Dropping out not only limits young people's opportunities, but costs Europe an estimated €153 billion annually in lost potential. Behind the statistics are teenagers facing poverty, discrimination, early marriage, unsafe schools, or simply the belief that school is not "for them."

## OUR VISION

Together with UniCredit Foundation, JA Europe is tackling school dropout at its roots, helping vulnerable students (10–19 years old) discover their strengths, build confidence, and see a future worth staying in school for. By combining early interventions, practical learning, and strong role models, we are equipping young people with the skills and mindset to succeed in life and contribute to their communities.

## OUR APPROACH

- Inspiring self-belief: Students learn to identify their strengths, set goals, and manage challenges.
- Learning by doing: Through hands-on entrepreneurship education, students experience success and relevance in education.
- Connecting to opportunities: Job shadowing, market days, and mentorship show that school is a gateway, not an end.
- Creating safe spaces: Teachers, mentors, and volunteers foster inclusive, flexible environments where every student feels supported.

*Nearly one in ten young people in Europe leave school early, and because of that, they face a far higher risk of unemployment and precarious work.*  
(source: European Commission, 2020)

 **24%**

*Our first-ever independent randomised controlled trial found that JA youth experienced a **24% standard deviation increase in school engagement** compared to their peers, more than double the average effect of similar education interventions.*



**2.124**

Schools in high-risk communities engaged



**142.565**

Learning experiences delivered across 10 countries

# PROVIDING ECONOMIC OPPORTUNITIES FOR ALL



In 2024–2025, the EOFA (Economic Opportunities for All) initiative entered a phase of deeper implementation and stronger strategic alignment for the Employability Pathway. Launched with NN Group as JA Europe's first employment-focused programme, it now provides phased support for young people aged 15–29 transitioning from education to work.

This year, the pathway ran in Greece, Spain, Romania, Hungary, and Türkiye, targeting youth with limited opportunities, including VET students, rural youth, migrants and refugees, young people with disabilities, and others at risk of exclusion.



 Hungary



 Spain

## COUNTRY HIGHLIGHTS

### GREECE

VET schools, SMEs and public entities engaged.

Youth with disabilities, secured internships.

### SPAIN

Youth with limited opportunities gained placements through partners.

### ROMANIA

Low-income youth earned AI certifications and gained work experience.

### HUNGARY

Internships and workshops delivered through the national community service framework with a focus on girls.

### TÜRKİYE

Youth completed AI training and were provided with internships.

# SOCIAL ENTREPRENEURSHIP FOR A BETTER FUTURE



Co-funded by  
the European Union

Entrepreneurship has been a key focus of the EU's collaboration with its Eastern partners. Building on the EU's commitment to foster youth entrepreneurship through the EU4Youth programme, the initiative "Building Back Better Through Social Entrepreneurship," co-funded by the European Union, promoted entrepreneurial mindsets and start-up creation in Georgia, the Republic of Moldova, and Ukraine.

Over three years, the project worked to strengthen youth entrepreneurship ecosystems across the region by combining three core components: a tailored entrepreneurship education programme implemented through VET schools and universities, a pre-accelerator supporting young people in turning ideas into viable businesses, and a revolving seed-funding model designed to sustain financing for future youth-led start-ups.



Moldova



Georgia



**90K**  
Revolving fund



**276**  
Teachers trained



**2,293**  
Learning experiences



**45**  
youth-led social enterprises

## SYSTEM CHANGE

The project catalysed broader societal benefits by demonstrating the role of youth-led enterprises in addressing local challenges, while mobilising a high number of stakeholders across education, business, and policy. A White Paper with country-specific policy recommendations was published, providing governments and partners with concrete pathways to strengthen national ecosystems for social entrepreneurship.

*Across Europe, access to very early-stage finance remains a critical gap. Many aspiring entrepreneurs, especially young people, cannot access even small amounts of capital to test ideas.*

(source: coebank.org)

**75%**

*75% of JA start-ups are still active 12-36 months after receiving a Micro Grant compared to only 45% in the control group, not recipients of micro-grants.*

(source: Fonden for Entreprenørskab, 2022)

# CULTIVATE PARTNERSHIPS

A NON-EXHAUSTIVE LIST OF PROGRAMMES AND INITIATIVES

MODEL  
ORGANISATION  
2024



Member of  
Ja Worldwide



# STEM FOR THE FUTURE



JA Europe's STEM4Entrepreneurship Forum brought together EU leaders, industry, educators, and youth to call for greater investment in STEM and entrepreneurship education.

Highlights included speeches by Valdis Dombrovskis, Executive Vice-President of the European Commission, and Kadri Simson, European Commissioner for Energy, a 15-year celebration of the Sci-Tech Challenge with ExxonMobil, and discussions with leaders like Euroclear CEO Valerie Urbain and JA alumni. The event underscored the urgency of equipping Europe's youth with the skills to drive innovation, sustainability, and competitiveness.

“

*As we build a resilient, innovative and sustainable economy, investing in the right skills must be a top priority. This particularly includes science, technology, engineering and mathematics: all fields that are widely regarded as critical to national economies.*

***-Valdis Dombrovskis, Executive Vice President of the European Commission***



**27,663**

Learning experiences in the Girls Go Circular project

## GIRLS GO CIRCULAR

Girls Go Circular empowers girls aged 14–19 with digital and entrepreneurial skills through a circular economy learning platform, promoting women's participation in STEM across Europe.

Through Girls Go Circular, three Bulgarian students: Raya Pamukova, Maria Metodieva, and Mila Getova, created Fixon, a fire-predicting drone. Their idea won 2nd place in the 2023 Women Challenge and took them all the way to NASA's competition in Houston, proving the programme's power to spark innovation and global opportunities.

The Girls Go Circular programme was also in the spotlight at JA Europe's STEM4Entrepreneurship Forum, where the Maltese students, Sofiya Chuzhda, winner of the 2023 Girls Go Circular annual challenge and programme ambassador, shared her personal journey.



Belgium

# BUILDING A FUTURE-READY RETAIL WORKFORCE



As the first Blueprint project, contributing to Large Scale Partnership for the Retail Ecosystem, for the retail sector, co-funded by the European Union, Skills4Retail strengthens partnerships between employers and VET schools to inspire more young people to pursue careers in retail.

- 22 retail companies across 8 countries have pledged support, shaping training content and offering paid internships.
- The curriculum, piloted in 4 countries, has already reached 800+ learners, equipping them with skills in customer service, digitalisation, green transition, and leadership.
- Learners benefit from Retail Talks, podcasts, and internships, gaining visibility into career pathways and hands-on experience.
- A consortium of 30+ partners, including businesses, public authorities, and education providers, ensures strong collaboration to close the skills gap.
- The project has gained European-wide visibility, featured in podcasts, piloting activities, and leading retail conferences.

With JA Europe as main coordinator, Skills4Retail is driving upskilling and reskilling efforts to prepare youth and jobseekers for the evolving demands of the retail industry.



**22**  
Retail companies



**30+**  
Partners



**800+**  
Learning Experiences



**8**  
Countries



# YOUTH VOICES ACROSS EUROPE



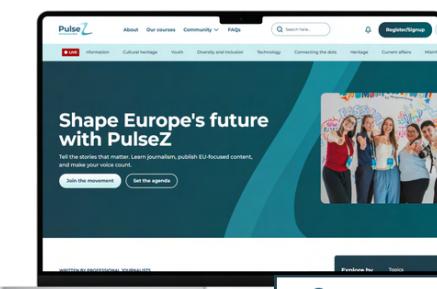
Launched in November 2024, PulseZ is a European Union co-funded project coordinated by JA Europe to give young people across Europe a platform to express their views, create high-quality digital content, and engage in civic debate.

Working with eight partner organisations from seven EU member states, the consortium spent its first months establishing a solid foundation. This included creating an editorial strategy and guidelines, launching international advisory boards, developing a digital content hub and brand identity, and designing online training modules in journalism, content creation, and entrepreneurship.

PulseZ began its rollout across more than 20 European countries, reaching over 2,000 young participants. The project achieved remarkable early results, including 1,139 pieces of youth-created content, over 53,000 page views, and nearly 15,000 unique visitors to the content hub, alongside strong growth on social media channels.



Greece



Visit Pulse Z!



**1,139**  
Content created



**14,920**  
Website unique visitors



**53,620**  
Website page views

# STRENGTHEN ONEJA

A NON-EXHAUSTIVE LIST OF PROGRAMMES AND INITIATIVES

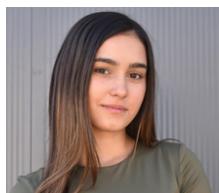
Jobs



# CELEBRATING EUROPE'S YOUNG CHANGEMAKERS



Each year, the Youth Entrepreneurship Award (YEA), run by JA Europe and AmCham EU, celebrates young entrepreneurs tackling Europe's biggest challenges through innovation, sustainability, and purpose-driven leadership.



**SOPHIA PLAMENOVA NIKOLOVA**  
BioBliss  
📍 Bulgaria



**MARÍA MARTÍNEZ GÓMEZ**  
Tech2Ocean  
📍 Spain



**ELIISE LEHTSAAR**  
Voon  
📍 Estonia

In 2025, three exceptional finalists, Sophia Plamenova Nikolova (Bulgaria), María Martínez Gómez (Spain), and Eliise Lehtsaar (Estonia), pitched their ventures in Brussels. The €10,000 award and mentorship went to Sophia Plamenova Nikolova for BioBliss, a startup transforming bio-waste into eco-friendly button-cell batteries. Her solution replaces lithium and cobalt with hard carbon from organic waste, offering a sustainable and circular alternative for energy storage.

Alongside the other finalists, she represents the creativity, resilience, and leadership of Europe's next generation of entrepreneurs. Over the years, 9 of 13 start-ups are still in business and have created 226 job opportunities to others.



# CELEBRATING THE FERD'S LIST 2024 HONOUREES

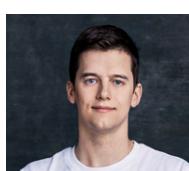


JA Europe celebrated the 2024 FERD's List honourees, a new cohort, of inspiring JA Alumni recognised for their outstanding contributions to innovation, leadership, and community impact.

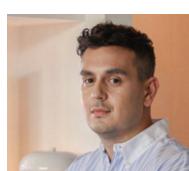
These exceptional entrepreneurs and changemakers gathered together with over 30 honourees of previous editions in Albania for a weekend of networking, collaboration and inspiration. The event marked a milestone as the FERD's List community now brings together more than 50 honourees from across the globe.



Albania



**TOMAS MOŠKA**  
Turing College  
 Lithuania



**VLADO CEKIKJ**  
Square One  
 North Macedonia



**ALEXANDRA DIMITRIADOU**  
MammoCheck  
 Cyprus



**ARBJON SINA**  
CO.MES  
 Italy



**MAYA RAICHOORA**  
Remap  
 UK



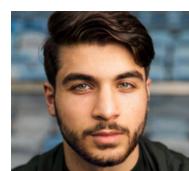
**NATALIA KONOVA**  
AMIRA MEDITECH LTD  
 Bulgaria



**ROBIN SALUOKS**  
eAgronom  
 Estonia



**HECTOR SAMUEL LOPEZ LOPEZ**  
Plantae  
 Spain



**SHANGAMER AHMED**  
Locker Room Talk  
 Sweden

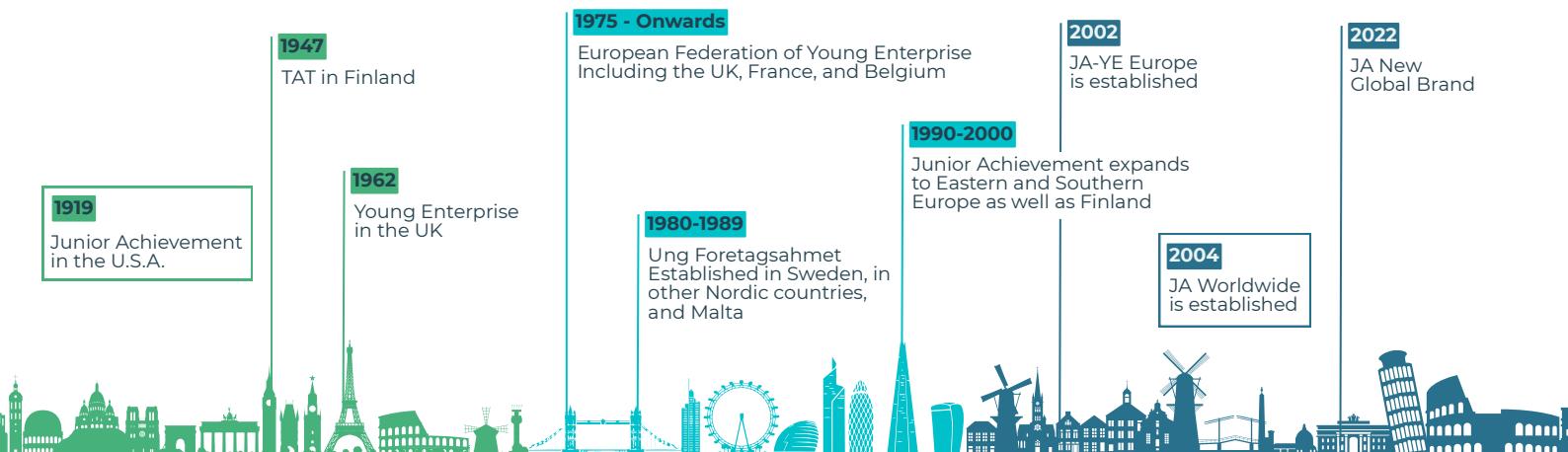
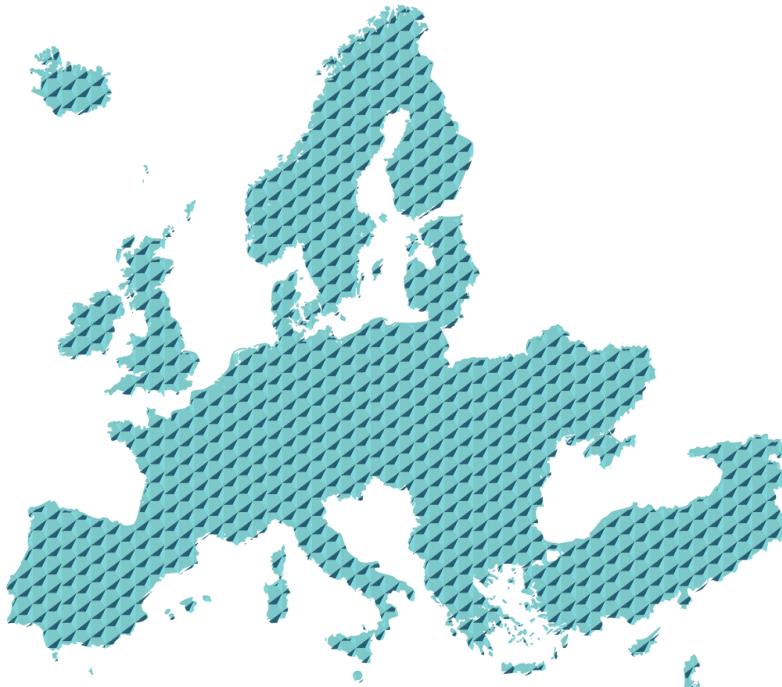


**FÉLIX PIERRE MICHEL CLEMENT**  
LétzeBurger SARL  
 Luxembourg

# BRAND ALIGNMENT IN EUROPE

Since the end of 2024, JA Europe, with the active engagement of JA Members and JA Worldwide, embarked on a journey that led to much stronger alignment with significant changes to the brand in JA non-originating countries. Youth today and in the future will continue to feel part of an European and global community.

The adoption of the brand, fully or partially, by the non-originating countries is and will contribute significantly to the JA brand amplification towards youth, donors, governments, and partners. It goes beyond a simple one-off campaign, as it is a significant and sustainable contribution for the years to come in the recognition of the JA brand and, more deeply, the JA identity, solidifying OneJA in Europe.



# FERD AND NORWEGIAN PROPERTY ASA PROVIDE \$1M LIFELINE TO SUSTAIN JA EUROPE PROGRAMMES

This generous support arrives at a critical time, following the termination of USAID funding, which has affected programmes in Georgia, Moldova, North Macedonia, Ukraine, and Serbia.

*These organisations serve youth at a critical time for both them and for Europe. Ferd and I are privileged to be able to support them as the USAID funding was put on pause. I am very happy that John joined us, as he is Norway's most renowned entrepreneur.*

**-Johan H. Andresen, FERD**

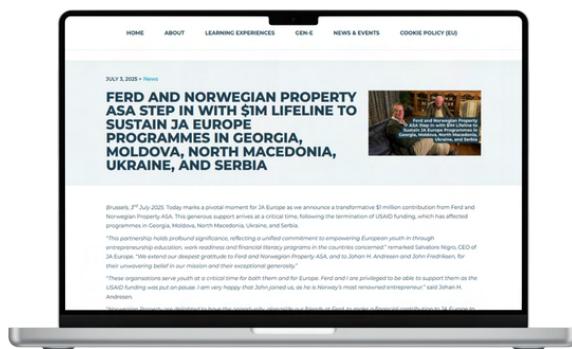
This partnership sustains JA's core mission of equipping youth with entrepreneurship education, work readiness, and financial literacy skills. It reflects the strong philanthropic leadership of Johan H. Andresen and John Fredriksen, who joined forces to support Europe's next generation.



Thanks to this lifeline, JA Europe can continue empowering thousands of young people with the tools to build their futures, demonstrating both the resilience of our organisation and the commitment of our partners to driving long-term social impact.

*Norwegian Property are delighted to have the opportunity, alongside our friends at Ferd, to make a financial contribution to JA Europe to ensure their vital educational programmes for young people continue in what has now become a very challenging situation. We welcome and support all initiatives for these young individuals to be able to develop the necessary entrepreneurial tools to find meaningful employment and to be able to take on further responsibility in the years to come*

**-John Fredriksen, Norwegian Property ASA**



# THE POWER OF TEACHERS

## ITALIAN EXCELLENCE RECOGNISED GLOBALLY

Two outstanding Italian schools who deliver JA programmes have been selected among the 10 finalists for the World's Best School Prizes 2025! ITI Lucarelli in Benevento is recognized for its community collaboration, while IEXS in Reggio Emilia stands out in innovation with its groundbreaking soft skills-based evaluation model.



## JA EUROPE TEACHER OF THE YEAR 2024

On 19 November 2024 in Brussels, JA Europe celebrated the Teacher of the Year Award, recognising outstanding educators in entrepreneurship education.

- Winner: Edita Naidaite (Lithuania)
- 2nd Place: Georg Frauscher-Emler (Austria)
- 3rd Place: Giota Chatzopoulou (Greece)

Supported by UPS, the winners were honoured during JA Europe's Annual General Assembly Gala dinner.



## EMPOWERING EDUCATORS: JA MALTA'S FINANCIAL CAPABILITY TRAIN-THE-TRAINER PROGRAMME

In 2024, JA Malta secured JA Europe's Train-the-Trainer funding to deliver accredited professional development (MQF Level 5, 4 ECTS) to educators across 10 countries. The programme, based on EU/OECD competency frameworks, focused on financial capability and entrepreneurship education.

Through workshops, coaching, and practical strategies, educators were equipped to strengthen financial literacy in their classrooms, multiplying impact and preparing thousands of students across Europe to become financially literate, entrepreneurial citizens.



*In Europe, less than half of teachers feel adequately prepared to integrate technology or apply modern pedagogy in their teaching.*

*Teachers who received JA training became almost twice as likely to feel “very confident” delivering financial education and more frequently used technology and tailored lessons to students’ backgrounds.*

(source: OECD, 2019, Sarier & Baltaci, 2023)



*As a result, their students showed notably stronger outcomes, 70% of students taught by JA-trained teachers felt confident using advice to choose a financial product, compared to 44% of those taught by untrained teachers. This demonstrates how investing in training directly enhances both teaching quality and student financial confidence and behaviours.*

(University of Edinburgh Business School for Young Money, 2019)

## JA EUROPE'S 10 TOP SCHOOLS

Congratulations to schools across Europe recognised with the The Entrepreneurial School (TES) Award for their commitment to entrepreneurship education:

- Austria - BG/BRG Stainach
- Cyprus - The Junior and Senior School
- Denmark - Erhvervsakademi Aarhus (Business Academy Aarhus)
- Finland - Tampere Vocational College Tredu
- Greece - 3rd Junior High School of Argyroupolis
- Latvia - Riga Teika Secondary School
- Luxembourg - Lycée Aline Mayrisch
- Slovakia - Business Academy Nevädzová in Bratislava
- Sweden - Hitachigymnasiet Västerås
- Ukraine - Vasylkiv Vocational Lyceum

The awards are supported by FedEx, a long-time partner of JA Europe.

**FedEx**®



# STRONGER TOGETHER: BUILDING LEADERSHIP AND CAPACITY

JA network in Europe took part in McKinsey.org's Ability to Execute (A2E) for Nonprofits programme. The nine-module course strengthened our collaboration and efficiency through practical tools on prioritization, running effective meetings, and sparking creativity.

**“**  
*The interactivity, the personal examples given, the McKinsey presenters' sharing of their expertise and working with other JA members across the world. Really enjoyable, thank you.*  
**-Participant of A2E Programme**

Colleagues across Europe highlighted the immediate benefits: streamlined meetings, faster decision-making, and a shared language for daily work. By adopting A2E practices, our teams are freeing up time, boosting creativity, and collaborating more effectively, multiplying the impact we can deliver for students.

**“**  
*Meeting new colleagues across JA. It was also really helpful having quite a few colleagues attend will be really useful when it comes to rolling out the skills across the organisation.*  
**-Participant of A2E Programme**



Learn more



**270+**

Participants in the A2E programme



**98%**

Recommend the programme

## JA EUROPE LEADERSHIP SUMMIT 2025

It was an opportunity for collaboration, innovation, and preparation for the new strategic cycle. Leaders from across the network came together not only to discuss the future of entrepreneurship education, work readiness, and financial literacy, but to actively shape it.

Thanks to the warm hospitality of JA Montenegro, the summit highlighted the energy, passion, and commitment that drive our community. It reinforced the strength of the JA network and the impact we can achieve when working together to empower Europe's next generation of changemakers.



Montenegro

# ENTREPRENEURIAL JOURNEY



# THE ENTREPRENEURIAL JOURNEY OF YOUTH

## HIGHER THAN YOU THINK

### INSPIRE

### PREPARE

#### SPARK INTEREST

Youth are introduced to the world of entrepreneurship and begin to understand what it means to create value for society. They explore the characteristics and skills of successful entrepreneurs and reflect on their own aspirations, strengths, and motivations.



**1,000,000+**  
Inspirational talks

#### IDEATE

Building on their initial inspiration, youth start exercising creativity to identify problems worth solving and generate innovative ideas. Working collaboratively, they learn to apply critical thinking, use creative techniques, and recognise viable business opportunities.



**100h** Average contact hours

#### INCREASED ENTREPRENEURIAL COMPETENCES

90% of young people reported progression in at least one entrepreneurial competence. On average, young people improve three competencies with the biggest increase in creativity, self-efficacy and resourcefulness. By allowing to drive and lead their entrepreneurial experience, the programme ensures they develop competences according to their specific needs/wishes. As a result, the JA entrepreneurial journey allows young people to develop a more balanced skills set.

**60%**

60% prefer self-employment as a career as a result of the learning experience. The student-driven process of establishing and running a mini-company has an important effect on the youth's perceptions of entrepreneurship and desire for self-employment.

# SUCCEED

## CERTIFY

The Entrepreneurial Skills Pass (ESP) is an international certification that validates the entrepreneurial competences of students in JA's Company Programme.



## PROTOTYPE

Youth transform their ideas into actionable business concepts through research, planning, and experimentation. They develop a business plan, explore different ownership and financing options, and design a first prototype of their product or service. Through teamwork, they learn how to organise roles, analyse markets, and refine their ideas based on customer feedback and feasibility.



## GO TO MARKET

In this phase, students bring their business to life by producing, marketing, and selling their product or service. They learn to manage operations, finances, and customer relationships, while navigating real-world challenges such as competition, legal compliance, and digital marketing.



## COMPETE

Youth showcase their achievements by pitching their businesses to a panel of experts and competing for the Company of the Year title. National winners advance to Gen-E, Europe's biggest entrepreneurship festival, where they represent their country and connect with peers and business leaders from across Europe.



GET A GLIMPSE OF GEN-E IN THE FOLLOWING SECTION



**6,319**

New ESP holders

**151,530**  
Competitions

**424,000**

Ideation and prototype

## CLEARER CAREER GOALS AND ASPIRATIONS

As a result of the real work experience and exposure to business volunteers, young people gain insight into their own aspirations. The JA entrepreneurial journey enables young people to explore and practice a range of roles and responsibilities within their mini-company, which allows them to understand their strengths and weaknesses and therefore be more confident in future decisions. The engagement with business volunteers provides exposure to different industries, learn about different jobs and career fields, therefore broadening their professional horizons.

**77%**

Young people who clarify what they want to do with their future.

**80%**

Youth who understand the skills needed to fulfil various role and responsibilities.

# GEN-E 2025



# VIRTUAL EXPERIENCE

The Gen-E Virtual Expo offered an online platform showcasing student-led projects in technology, sustainability, and social impact from across Europe. It enabled participants and visitors to engage with innovative ideas and view entrepreneurial initiatives in depth, even from afar.



Alongside student companies presenting innovative solutions in fields such as technology, sustainability, and social impact, the Expo also featured JA projects that are shaping the future of entrepreneurship education.



**2,129**

Mini companies and start-ups registered



**+37,7%**

Virtual stands increase



**+73,7%**

Registered JA Businesses

By bringing both startups and educational initiatives into one space, the Expo highlighted the full spectrum of impact driven by the JA network, from empowering young entrepreneurs to scaling projects that support teachers, schools, and communities.

“

*Gen-E is a powerful reminder that young people already have the ideas and drive to shape what comes next. Our role, as educators, business leaders, and policymakers, is to clear the path, open doors, and make sure their energy turns into lasting change.*

***-Laurence Morvan, Chair of the Board, JA Europe***

## VIRTUAL EXPO RESULTS



**55,973**

Active users



**69.1%**

Engagement rate



**301,131**

Page views

# ON-SITE EXPERIENCE



The heart of European youth entrepreneurship beat in Athens with Gen-E 2025, Europe's largest celebration and competition for young entrepreneurs. From July 1 to 3, more than 1,000 participants from more than 50 countries gathered in the Greek capital for three days of innovation, inspiration, and international collaboration.



**410,000 youth started their journey**

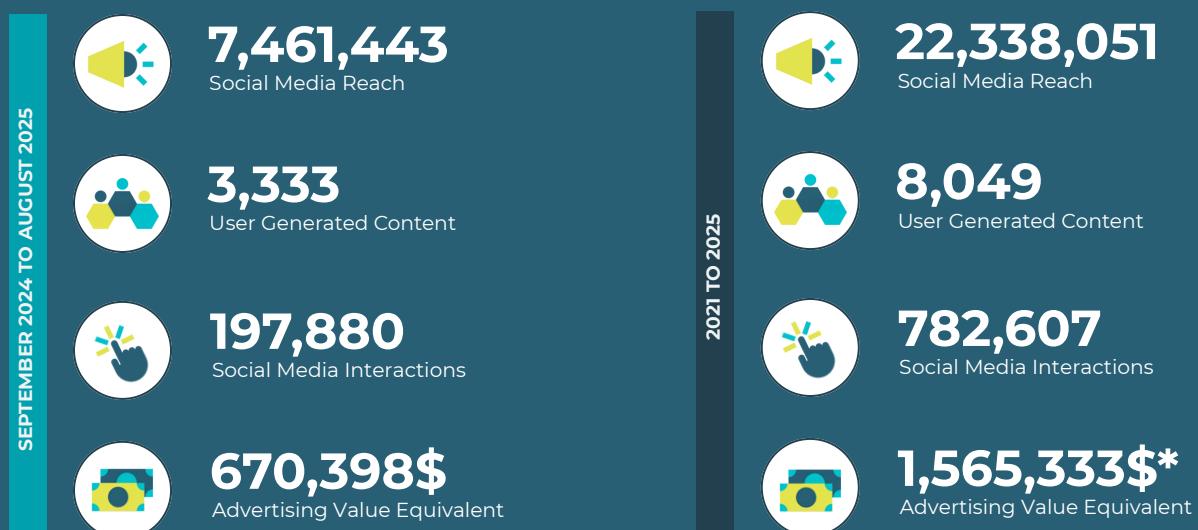


Gen-E 2025 in Athens provided an important forum for workshops and Masterclasses aimed at enriching the European entrepreneurship ecosystem. A highlight was the capacity-building workshop for teachers and educators, which explored how to empower educators in the digital age and the Policy Roundtable: AI in Entrepreneurship Education. Meanwhile, the FedEx Masterclass offered competing student teams a Masterclass on “Harmonized Disruptors: Why Age Doesn’t Define Innovation”.

# TOO BIG TO STAY LOCAL

## GEN-E HASHTAG RESULTS

Gen-E continues to grow its digital footprint, with impressive results from September 2024 to August 2025: over 7.4M reach, more than 197K interactions, and an advertising value equivalent of \$670K. Since 2021, the hashtag has generated more than 22M reach and 1.5M USD in advertising value equivalent, showcasing the strong engagement and visibility of Europe's largest youth entrepreneurship festival.



\*Data don't include the years 2021 and 2022 due to limitations to the previous tool used to track hashtag reach

### INSTITUTIONAL PARTNERS



### MAIN EUROPEAN PARTNER



### MAIN NATIONAL PARTNER



### EUROPEAN PARTNERS/SPONSORS



### ONLINE PARTNERS/SPONSORS



### NATIONAL SIGNATURE PARTNERS/SPONSORS



### NATIONAL PARTNERS/SPONSORS



### MEDIA PARTNERS



### CONTENT PARTNER



### AIRLINE CARRIER SPONSOR



# FINANCIALS

8



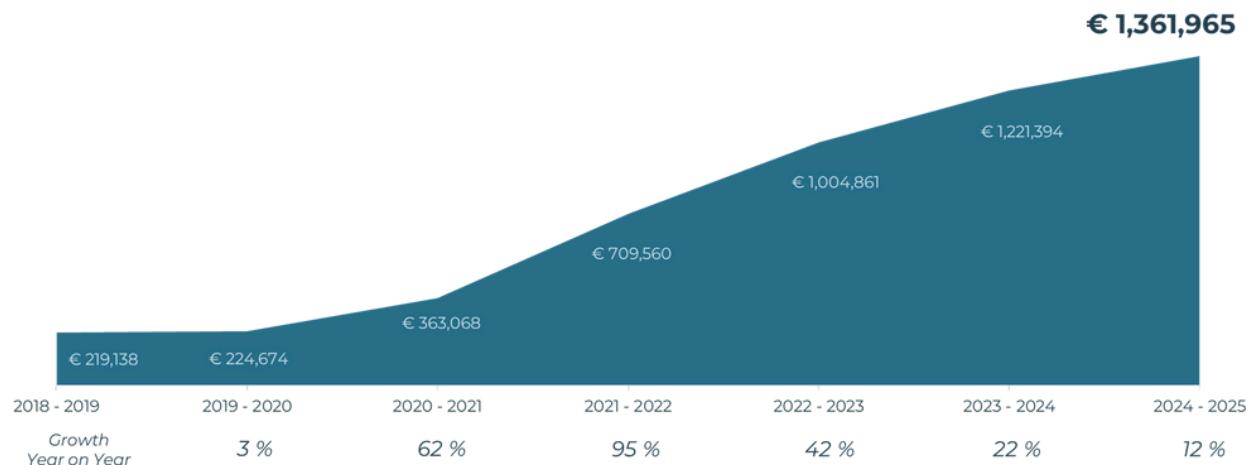
# BALANCE SHEET

(EUR)	30/06/2025	30/06/2024		(EUR)	30/06/2025	30/06/2024
				Liabilities		
Fixed Assets	7,391	7,046		Equity	1,361,965	1,221,394
I. Formation expenses				I. Funds	100,689	100,689
II. Intangible fixed assets	721	1.356		IV. Restricted Funds	123,449	123,449
III. Tangible fixed assets	7,053	5.690		V. A. Accumulated results (positive)	1,137,827	997,256
Current assets	17,664,303	17,566,704		Amounts Payable	16,289,728	16,351,999
V. Long term	-	-		VIII. Long term	-	-
VI. Inventories	-	-		IX. Short term	8,826,604	10,756,959
VII. Short term (Contribution Agreements, invoices, etc)	10,951,457	8,774,266		C/D. Accounts payable	1,963,662	1,934,434
VIII. Short term financial investments	3,119,183	2,599,950		E. Wages, taxes and Social Security	121,085	129,868
IX. Cash and Bank	3,240,762	6,192,488		F. Other	6,741,857	8,692,837
X. Deferred charges and accrued income	332,901	-		X. Accrued charges and deferred income	7,463,125	5,595,039
Total Assets	17,651,693	17,573,750		Total Liabilities	17,651,693	17,573,750

# P&L

Income Statement (EUR)	30/06/2025	30/06/2024
<b>I. Operating income and charges</b>		
Turnover – not considering balance sheet movements	10,596,351	11,106,568
Services and other goods	- 10,943,438	- 10,943,438
A. Gross margin (positive)	- 8,970,394	- 9,681,795
B. Gross margin (negative)		
C. Wages, Social Security, pensions	- 1,453,466	- 1,312,853
D/E. Depreciation, short values	-2,329	-2,396
F. Provisions for liabilities and charges	-4	-15
<b>Operating results (positive)</b>	<b>172,492</b>	<b>163,13</b>
<b>II. Financial proceeds</b>	<b>180,343</b>	<b>187,025</b>
Financial charges	-212,264	-133,622
Current results (+) or (-)	140,571	216,533
<b>III. Exceptional proceeds</b>		
Exceptional costs	-	-
<b>Profit for the year (positive)</b>	<b>140,571</b>	<b>216,533</b>
<b>Profit to be carried forward</b>	<b>140,571</b>	<b>216,533</b>

# EQUITY AND RESERVES



# ABOUT JA EUROPE



# OUR BOARD MEMBERS

AT JUNE 2025



**Laurence Morvan**

JA Europe Chair  
Chief of Staff to CEO of  
EMEA of Accenture



**Irene Cervellera Micheli**

JA Europe Vice-Chair  
Angel Investor for  
start-ups



**Katharina G. Andresen**

Owner and Board  
Member of Ferd



**Nikolaas Baeckelmans**

Vice President of  
European Union Affairs  
at ExxonMobil



**Riccardo Barberis**

President of Northern  
Europe at  
ManpowerGroup



**Jeff Bullwinkel**

Vice President and  
Deputy General Counsel,  
Corporate External and  
Legal Affairs, at Microsoft  
EMEA



**Daniel Carrera**

President at UPS EMEA



**Matteo Curcio**

Senior Vice President of  
EMEA at Delta Air Lines



**Anna di Silverio**

EMEA President at  
Avanade



**Nuria García Schwab**

Regional President EMEA  
and CEO of MetLife  
Europe & MetLife Europe  
Insurance



**Henk Huisman**

Head of Public and  
Government Affairs at  
NN Group



**Janet Johnstone**

Chief Administrative  
Officer, International at  
BNY



**Olivier Lazar**

Vice President for  
Community & Social  
Impact at Project  
Management Institute;  
Chief Operating Officer  
PMIEF



**Christophe Leclercq**

Founder of Euractiv  
media & Fondation  
Euractiv of EurActiv.com;  
Executive Chair Europe  
MédiaLab



**Siobhan McDonagh**

Head of Group People &  
Culture at UniCredit



**Julie Linn Teigland**

EMEA Area Managing  
Partner and Global  
Leader – Women Fast  
forward at EY



**Mark Timmermans**

Vice President of Road  
Network Operations  
Europe at FedEx Express



**Valerie Urbain**

Chief Executive Officer  
at Euroclear Group



**Loran Geskens**

President of  
JA Alumni Europe



**Matthew Caruana**

Chair of the Board of  
Executives  
CEO of JA Malta



**Salvatore Nigro**

CEO of JA Europe



**Ömer Turna**

Treasurer  
Partner at EY



**Kristina Velkovska**

Secretary  
CFO of JA Europe



## JA NETWORK IN EUROPE

- ❖ ALBANIA
- ❖ ARMENIA
- ❖ AUSTRIA
- ❖ BELGIUM FL
- ❖ BELGIUM FR
- ❖ BULGARIA
- ❖ CYPRUS
- ❖ CZECH REPUBLIC

- ❖ DENMARK
- ❖ ESTONIA
- ❖ FINLAND
- ❖ FRANCE
- ❖ GEORGIA
- ❖ GERMANY
- ❖ GREECE
- ❖ HUNGARY

- ❖ ICELAND
- ❖ IRELAND
- ❖ ISLE OF MAN
- ❖ ISRAEL
- ❖ ITALY
- ❖ LATVIA
- ❖ LITHUANIA
- ❖ LUXEMBOURG



#### ◆ NORTH MACEDONIA

- ◆ MALTA
- ◆ MOLDOVA
- ◆ MONTENEGRO
- ◆ NETHERLANDS
- ◆ NORWAY
- ◆ POLAND
- ◆ PORTUGAL

#### ◆ ROMANIA

- ◆ SERBIA
- ◆ SLOVAKIA
- ◆ SLOVENIA
- ◆ SPAIN
- ◆ SWEDEN
- ◆ SWITZERLAND
- ◆ TÜRKİYE

#### ◆ UNITED KINGDOM

- ◆ UKRAINE

# JA EUROPE TEAM

AT JUNE 2025



**Salvatore Nigro**

CEO



**Diana Filip**

Deputy CEO & Chief Development Officer



**Kristina Velkovska**

Chief Financial Officer



**Vera Martinho**

Chief Impact Officer



**Minna Melleri**

Chief of Advocacy and Growth



**Joanna Andrzejewska**

Head of Programmes



**Eduardo Balekjian**

Code4Europe Project Lead



**Nicole Bartolo**

Business Development & Events Associate



**Göktürk Başar**

Digital and Content Manager



**Sergio Branca**

Senior Manager of Development and Public Funding



**Tonya Bulgakova**

Senior Programme Associate



**Rachel Constantine**

Manager, Office of the CEO



**Davide Coppaloni**

Senior Operations and IT Manager



**Noemy Corcuela**

Finance Associate



**Noah Delophont**

Senior Manager of Digital Transformation



**Anna Demiri**

EU Project Communications Manager



**Anna Fasouli**

Programme Associate



**Vanda Franciscy**

Director for Events and Development



**Berkay Hacimustafa**

Public Grants Project Manager



**Teta Karampini**

Programme Manager



**Emma Kiraly**

Senior Programme Manager



**Olta Konda**

Finance Associate



**Yeukai Guri**

IT & Operations Assistant



**Vanessa Mercado**

Communications Associate, Office of the CEO



**Sophie Norman**

Director of Development



**Kathryn Novkova**

Events Intern



**Effie Papazisi**

Public Grants Associate



**Bruno Porcidonio**

Finance and Events Associate



**Elizabeth Pulo**

Events & Project Manager



**Laura Rosy Ramirez**

Finance Assistant



**Ana Lucia Ricaute**

Senior Public Grants Project Manager



**Bora Selenica**

Alumni Development Coordinator



**Svetoslava Stoyanova**

Policy and Partnerships Coordinator Consultant



**Maxi Toreu**

Senior Public Grants Project Manager



**Gündalp Turan**

Network Engagement Manager for EU Code Week



**Maryna Venneri**

Senior Development Associate



**Petra Veres**

Development Associate



**Monique Wong**

Senior Business Development Manager



**Gaia Zanella**

Communications Manager

# MEDIA HIGHLIGHTS

## JA EUROPE AT THE WORLD ECONOMIC FORUM

At the World Economic Forum's Annual Meeting 2025 in Davos, JA Europe highlighted the urgent need to include youth voices in global decision-making. The WEF Future of Jobs Report 2025 projected that by 2030, 170 million new jobs will be created and 92 million displaced, underscoring the importance of preparing young people for a rapidly changing labour market.

JA Europe called on leaders to prioritize skills development in areas such as AI, big data, and creative thinking; foster intergenerational dialogue; and support youth-led initiatives for inclusive growth.



## FINANCIAL TIMES SHOWCASES JA FINLAND'S FINANCIAL LITERACY MODEL

The Financial Times featured JA Finland's Yrityskylä ("Me & My City") programme, which immerses 12–13 year-olds in a simulated city where they run businesses, manage money, and even vote in city hall.

- 91% of Finnish students take part in the 10-lesson programme.
- Finland aims to become the world leader in financial literacy by 2030.
- JA Finland's Director, Kaisa Koistinen, emphasised the importance of "learning by doing" to ensure all young people gain essential life and financial skills.

**FINANCIAL TIMES**

# CELEBRATING EXCELLENCE



## TJ BATA QUALITY AWARD 2024

JA Spain was awarded the prestigious TJ Bata Quality Award, recognising its outstanding leadership, innovation, and impact within the JA network. Selected from 23 Model Organisations, JA Spain excelled in student reach, volunteer engagement, and the development of innovative programs, setting a benchmark for excellence across Europe.

*Through teamwork and a commitment to excellence, JA Spain demonstrates how a well-run organization can uplift and inspire. We commend JA Spain for the outstanding dedication and the positive impact the organisation is creating for the next generation.*

***-Elvira Eilert Pignal, Trustee of Bata Shoe Foundation***



Watch the TJ Bata Quality Award video



Brussels

# CERTIFYING TOMORROW'S CHANGEMAKERS



Co-funded by  
the European Union



## EmPass

JA Europe is leading the EMPASS project, co-funded by the European Union, to develop EmPass, a new micro-credential that certifies key soft skills for entry-level workers. In partnership with employers and TVET institutions, the programme is being piloted with 1,500 students in Spain, Romania, and Greece, helping young people demonstrate work readiness while supporting companies in assessing candidates' skills.



Low Zheng Kai was recognised as the winner of the 2025 Entrepreneurial Skills Pass (ESP) Campaign, celebrating his exceptional engagement and leadership within the JA community.

## ESP

The Entrepreneurial Skills Pass (ESP) is an international certification that validates the entrepreneurial competences of students in JA's Company Programme. Through a mix of self-assessment and a final exam, ESP recognises both the skills and experiences gained while setting up and managing a student company, ensuring young people are better prepared for future education and career opportunities.



**16,612**

New certification holders globally



**5**

Regions

## ESP CAMPAIGN

An international initiative that celebrates young people who earned the Entrepreneurial Skills Pass, by sharing how it has shaped their skills, careers, or opportunities. Through the campaign, participants can showcase their stories, gain international visibility, and even compete for the chance to represent ESP globally by winning a trip to the annual JA Alumni summit.

# PROJECTS AND INITIATIVES CO-FUNDED BY THE EU

## **CODE4EUROPE**

JA Europe leads a 45-partner consortium across 20+ countries, aiming to equip 25 million Europeans with digital and coding skills in the next two years.

## **SKILLS4RETAIL**

A Europe-wide initiative co-funded by Erasmus+, Skills4Retail trains youth and workers for future careers in retail through innovative curricula and employer partnerships.

## **AI-ENTR4YOUTH**

The project aimed at developing, testing and assessing an innovative new blended entrepreneurship and AI programme that has the potential to be mainstreamed to improve education and training systems.

## **EMPASS**

The project is developing a micro-credential programme to address scarce soft skills in the labour market.

## **RESCHIP4EU**

In partnership with the RESCHIP4EU consortium, JA supports higher education in embedded systems design, from silicon to safety-critical software.

## **CULTURAL BEES**

Develops a training programme and digital toolkit to boost entrepreneurship skills among youth in the Cultural and Creative Industries.

## **EIT FOOD DTTI**

Equips 18,000 students in 10 countries with AI and tech management skills, addressing gaps in the agri-food sector and promoting inclusivity.

## **GIRLS GO CIRCULAR**

An EU initiative empowering girls 14–19 with digital and entrepreneurial skills through a circular economy-focused online platform. Implemented by 35 JA organizations.

## **BUILDING BACK BETTER THROUGH SOCIAL ENTREPRENEURSHIP**

Supports young people in Georgia, Moldova, and Ukraine to learn social entrepreneurship and helps build ecosystems for social enterprise growth.

## **PULSE Z**

A digital democracy platform engaging youth 16–25 from 20+ EU countries in content creation and debate, with over 3,000 contributors targeted.

## **GAME4CHANGE**

An EU-funded project creating a gamified video series to make entrepreneurship education more engaging and aligned with European youth priorities.

## **RE-VALUE**

JA Europe supports Re-Value, a Horizon Europe project promoting climate-neutral and inclusive waterfront cities. Through Innovation Camps, JA involves youth and parents in shaping sustainable urban planning across 9 European countries.

## **CLIMAGEN**

An EU Horizon project promoting climate-resilient urban regeneration in nine European cities. JA Europe engages youth through entrepreneurship programmes, the ClimaGen Youth Start-Up Award, and the ClimaGen Games.

# OUR SUPPORTERS, PARTNERS & DONORS

## INSTITUTIONAL



## GOLD



## SUPPORTERS, PARTNERS & DONORS





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