



Skills for life and work

Annual Report 2016



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▲ Foreword by
Tibor Navracsics,
European
Commissioner
for Education,
Culture, Youth
and Sport

Foreword

Today, the question is not whether entrepreneurship skills can be taught or should be a fully-fledged part of education. The question is how best to spread entrepreneurship education and improve it, so that as many young Europeans as possible can benefit from it and gain better aptitudes as well as attitudes.

This is why I have made entrepreneurship education the central priority of my work to ensure that young people acquire better skills and Member States successfully modernise their education systems. Students who do an entrepreneurship course, and especially those who experience hands-on practical activities, gain skills that help them innovate, communicate, think critically and, most importantly, navigate their professional and social lives.

It is important to stress that entrepreneurship education is not only about promoting start-ups, it is about creative thinking, risk taking and turning ideas into action. An entrepreneurial mindset needs to be cultivated from a young age. Yet, only 34% of young Europeans have participated in an entrepreneurship class. At the same time, those who take part tend to achieve highly positive results: they are less likely to drop out of school or become unemployed and are more likely to start a business.

So what are we waiting for?

The European Commission has been supporting teaching entrepreneurship and will keep doing so. For example, the Erasmus+ programme funds highly innovative projects on mini-companies in several Member States. My goal is to build on this and boost entrepreneurship education for all young Europeans.

The success of JA alumni is only one example showing why entrepreneurship must be promoted as a core educational element. If every young pupil has at least one practical entrepreneurial experience before leaving school, future generations will be better decision makers, problem solvers and well prepared to enter the job market. And be more confident, independent citizens. Thus, we need to maximise entrepreneurship education at all levels, especially in schools and VET institutions, to make sure that no pupil is excluded from entrepreneurial learning.

JA is one of the leading organisations in this field and thanks to its tireless efforts and unmatched expertise, it has considerably improved entrepreneurship education in Europe, helping many Europeans to develop an entrepreneurial mindset and skills. I encourage you to keep up your efforts to reach an even greater number of young participants in the future, setting up innovative projects and continuing to expand the network of JA alumni. We count on you, more than ever, to keep on spreading entrepreneurial mentality and skills in the EU.



Entrepreneurship
education for every
young European



What are we
waiting for?





▲
Jo Deblaere,
Chairman, JA Europe,
COO, Accenture
Caroline Jenner,
CEO, JA Europe



2016 was a challenging year for Europe. Faced with terrorist incidents and uneasy politics, we have had much to distract us from the youth unemployment statistics. The average in Europe in October 2016 was around 20%. In Spain, it rose to 43% and 46% in Greece. Young people are on the front line when crisis hits the labour market and we cannot pretend that this is a temporary problem. Improving employability and job creation in Europe has become an emergency.

We can't agree more with Commissioner Navracsics when asking "what are we waiting for?" Investing in youth has to stay a top priority. We need more entrepreneurs and new, growing businesses and these, in turn, need skilled and enterprising employees. By strengthening our programmes and increasing their reach, we can be part of the solution. Our efforts are centred on innovative collaborations to drive impact research,

leverage education technologies and train more teachers. By teaming up with others through initiatives such as EE-HUB.EU and the Pact4Youth, for example, we know we can make an even bigger difference.

JA's member organisations are catalysts on the ground: their work with thousands of teachers, volunteers from the local community, businesses, NGOs and policy-makers is actively contributing to entrepreneurship education's stealthy progress. This year we saw how the active involvement of MEPs and MPs can raise awareness; people in government at all levels are responding to results from the field. Already, more than half of EU member states made entrepreneurship a top priority in their national curriculum: 11 have a complete and comprehensive strategy.

Our partnerships with the business community are a key success factor. They are thought leaders as well as networkers. Their employee volunteers are coaches, mentors and sector specialists. As they interact with teachers and young people, they share their work experience and expertise. They bring the real world into the classroom, helping to raise students' awareness of what the modern work environment is like.

At JA, we believe education that matters is education that helps young people turn ideas into action.



Better policies for entrepreneurship education

Engaging stakeholders

The European Entrepreneurship Education NETWORK (EE-HUB) is a platform for experts, policy-makers and practitioners committed to entrepreneurial learning.

The EE-HUB is a 3-year project (2015–2018) co-funded by the European Commission (EASME) under the COSME Programme. The consortium managing the EE-HUB is led by JA Europe in collaboration with EUROCHAMBRES, SEECEL, and EUproVET. Cisco, EY, Intel, Citi Foundation, Visa, joined as private sector partners.

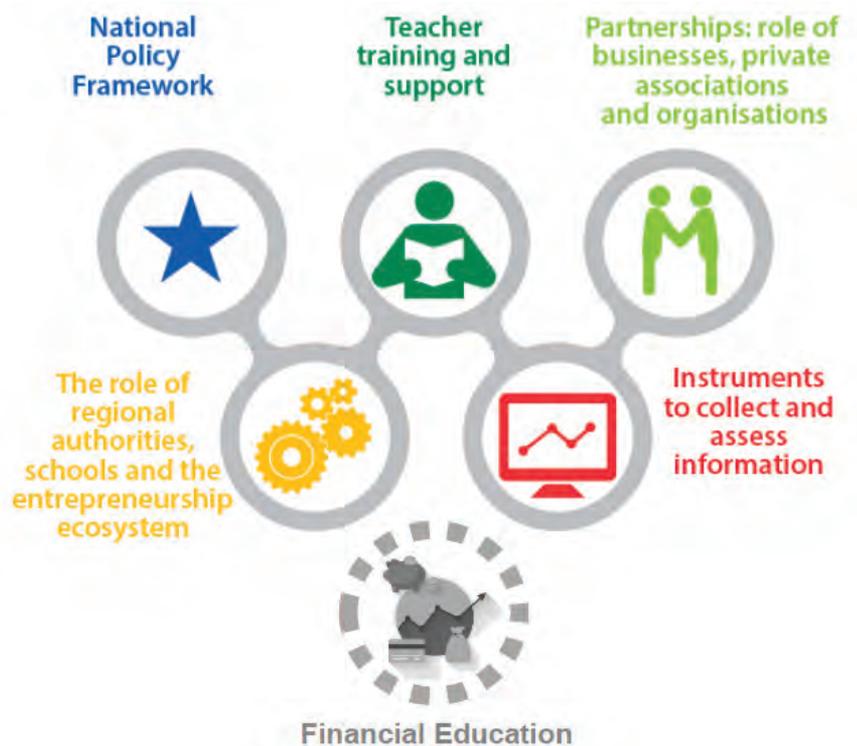
The EE-HUB notably calls for countries to develop strategies to increase the penetration rate of entrepreneurship education to at least 25% in primary and secondary schools in the majority of EU Member States by 2020.

➤ [Learn more: www.ee-hub.eu](http://www.ee-hub.eu)



Outcomes

- ▲ 50+ policy recommendations
- ▲ 60+ good practices
- ▲ 5 round tables & 11 webinars
- ▲ First national EE-HUB created in Italy
- ▲ 35 blogposts from experts and policy-makers





Measuring impact

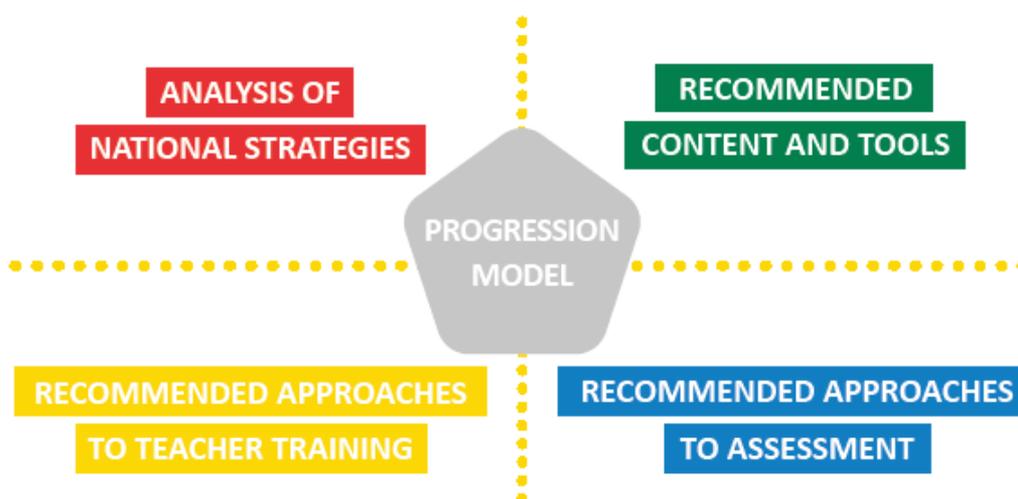
The Innovation Cluster for Entrepreneurship Education (ICEE), funded by the European Commission (Erasmus+), is a 27-month field trial using mini-companies in 20 academic and vocational schools across five countries.

- ▲ 4 Ministries of Education (Estonia, Finland, Italy and Latvia) and Enterprise Flanders (representing the Ministry in Flanders, Belgium);
- ▲ 3 research institutes (Eastern Norway Research Institute, The Foundation for Entrepreneurship - Young Enterprise Denmark, Faculty of Economics in Osijek, J.J. Strossmayer University);
- ▲ 5 national JA organisations (in Belgium, Finland, Italy, Estonia, and Latvia).

Objective: analyse the learning outcomes among participating students, the role of the teacher and of the school, and the effects on the community and the wider society.

Specific preliminary findings from the ICEE research indicate that schools must allow for 'enough' time for students to practice entrepreneurship education and the JA Company Programme in particular. Results from the field trials demonstrate that students who spent more than 100 hours in the programme during one school year have significantly higher scores in most areas of entrepreneurship education (starting and running a company, perseverance, communication, proactivity, problem-solving,...) compared to those in control groups or with lower activity. In addition, the research indicates that even if students spend a lot of time in their mini-company, no negative consequences regarding their learning in other subjects was observed.

👉 [Learn more: www.icee-eu.eu](http://www.icee-eu.eu)



INNOMOTION

— car —



Education Matters



INNOMOTION
junior company

Entrepreneurship Education

“... is about learners developing the skills and mind-set to be able to turn creative ideas into entrepreneurial action. This is a key competence for all learners, supporting personal development, active citizenship, social inclusion and employability. It is relevant across the lifelong learning process, in all disciplines of learning and to all forms of education and training (formal, non-formal and informal) which contribute to an entrepreneurial spirit or behaviour, with or without a commercial objective”

▲ European Commission, 2012

Building self-efficacy¹ in young people is a critical element of JA's theory of change and underpins the omni-channel, hands-on programme delivery that is common across the global JA network. Self-efficacy, sometimes called 'perceived behaviour control', is a major influencer of belief systems that can positively impact choices, motivation and behaviours, leading to success when engaging in new challenges.

Success

=

when students believe they will succeed, they are more likely than others to actually succeed

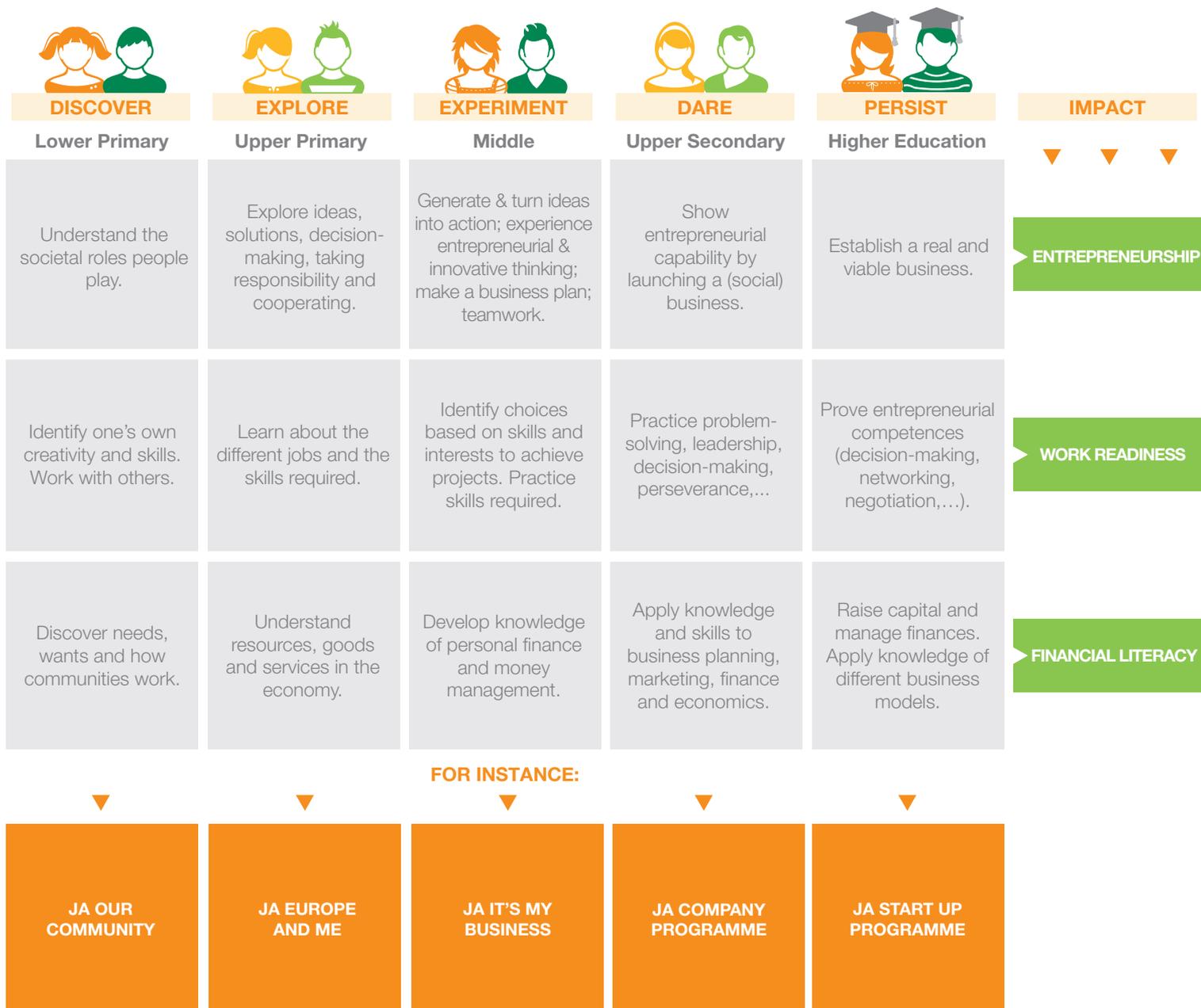
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¹ A theory of Albert Bandura and Icek Ajzen.



JA's education pathway

A personal sense of *I can* is one of the most important elements in the complex interaction of external and internal variables that contribute to a student's ability to succeed. JA programmes are designed to foster that attitude. The constructive combination of new knowledge and skills, coupled with the development of positive attitudes about the topics that are being learned, increase students' perception that they have the ability to control their future and succeed in similar tasks – that is to 'own their success' through full employment and financial health.



The progression model at JA shows how young people's learning journey can be gradual, with new experiences reinforcing previous learning and challenging them on to the next stage of development. **Any student, at any age, should have access to the best opportunities for active participation in business and community life.**

JA programmes

JA brings the public and private sectors together to provide young people in primary and secondary schools and early university with high-quality education programmes to teach them about enterprise, entrepreneurship, business and economics in a practical way, using learning by doing methods.

The JA Company Programme

This year-long programme invites students to create their own venture, taking an idea from conception to reality. Working as a team, and coached by a business mentor, participants manage all aspects of the business including raising capital, production, marketing and finance. They culminate the year by participating in competitions. Students are then invited to take part in a self-assessment and a knowledge and skills test to earn their Entrepreneurial Skills Pass™.

317,974

students participated in 2016

Implemented in

40

countries in Europe

1.5%

increase in participation
compared to 2015
countries in Europe

The Entrepreneurial Skills Pass™ (ESP)

The ESP complements the JA Company Programme by offering students the chance to certify their entrepreneurial knowledge skills and attitudes. In particular, this unique certification assesses and recognises their:

- ▲ **knowledge/experience** about: company structure and roles, idea generation and business opportunity, customer, marketing strategies, business plan, design and production, sales strategies, financial literacy, presentation techniques and communication skills,...
- ▲ **enterprising skills**, attitudes and behaviours: creative thinking, problem-solving, confidence and a can-do attitude, taking initiative, teamwork and leadership, being resourceful, perseverance, negotiation and decision-making, ability to take responsibility and manage risks, ...
- ▲ **lifelong learning competences**: communication in mother tongue, communication in foreign language, sense of initiative and entrepreneurship, mathematics and science, social and civic, digital, cultural awareness and expression, learning to learn,...

Besides the JA Company Programme, there are dozens of JA international and locally developed programmes running in Europe.



JA's Network



JA USA

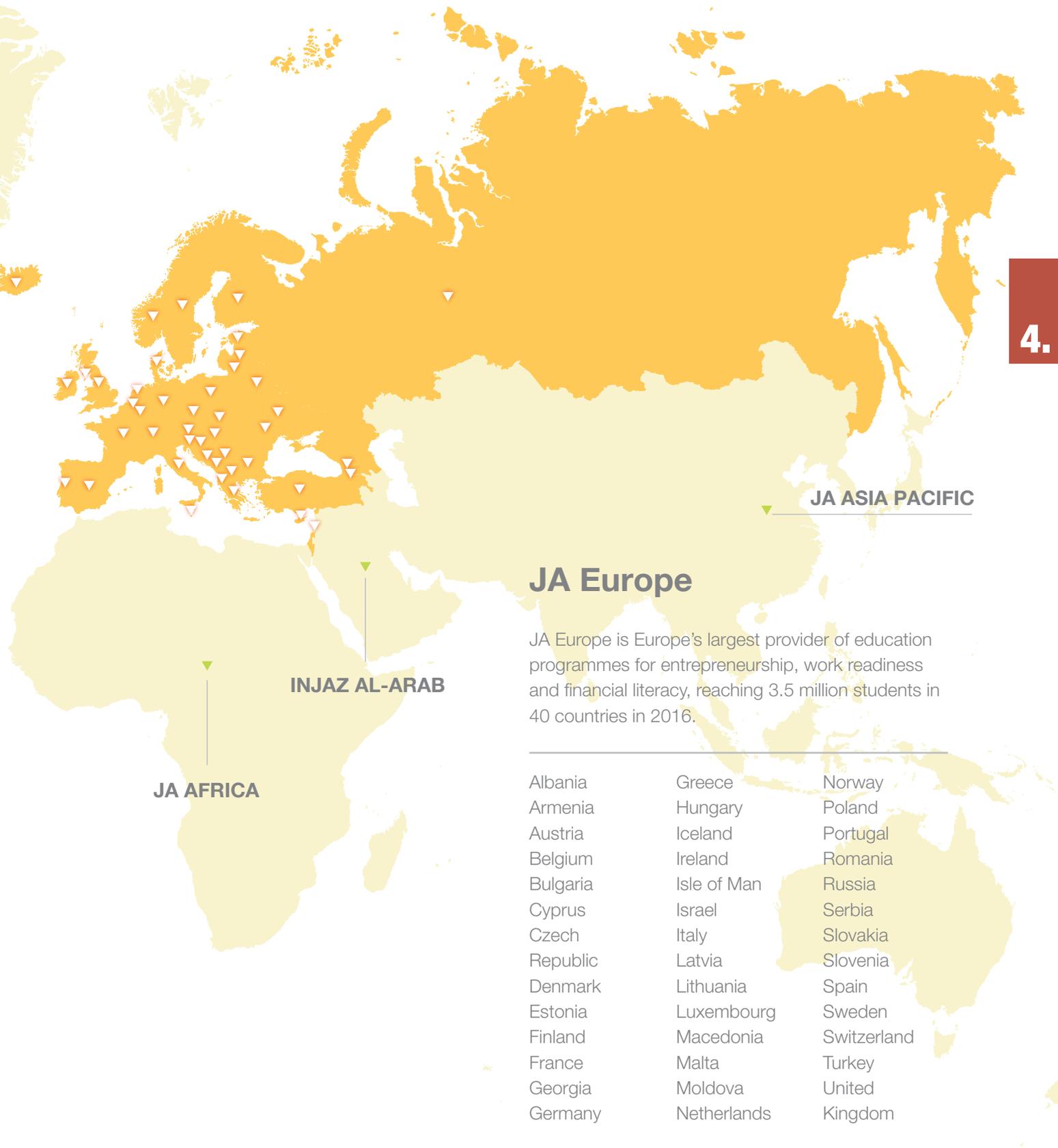
JA AMERICAS

JA Worldwide

JA Europe is the European Regional Operating Centre for JA Worldwide®. It is one of the 6 Regional Operating Centres of JA.

With more than 100 member countries, the JA Worldwide network is powered by over 450,000 volunteers and mentors from all sectors of society, reaching more than 10 million young people around the world every year.





JA AFRICA

INJAZ AL-ARAB

JA Europe

JA Europe is Europe's largest provider of education programmes for entrepreneurship, work readiness and financial literacy, reaching 3.5 million students in 40 countries in 2016.

JA ASIA PACIFIC

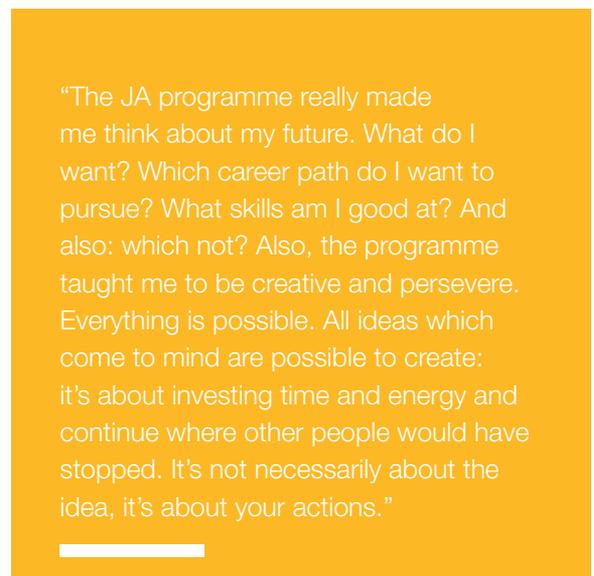
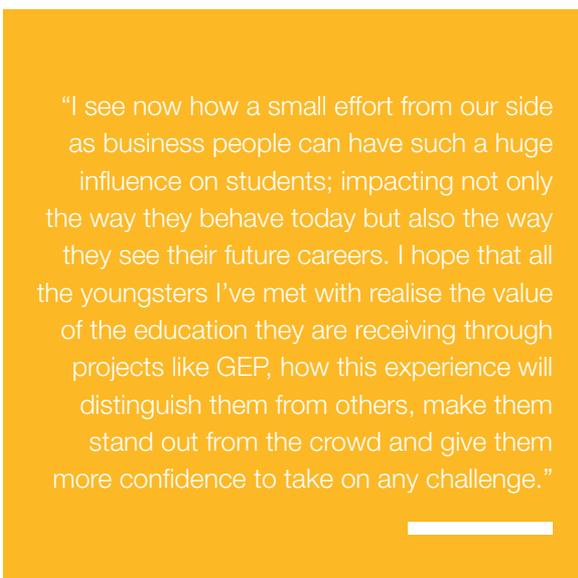
- | | | |
|----------------|-------------|----------------|
| Albania | Greece | Norway |
| Armenia | Hungary | Poland |
| Austria | Iceland | Portugal |
| Belgium | Ireland | Romania |
| Bulgaria | Isle of Man | Russia |
| Cyprus | Israel | Serbia |
| Czech Republic | Italy | Slovakia |
| Denmark |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

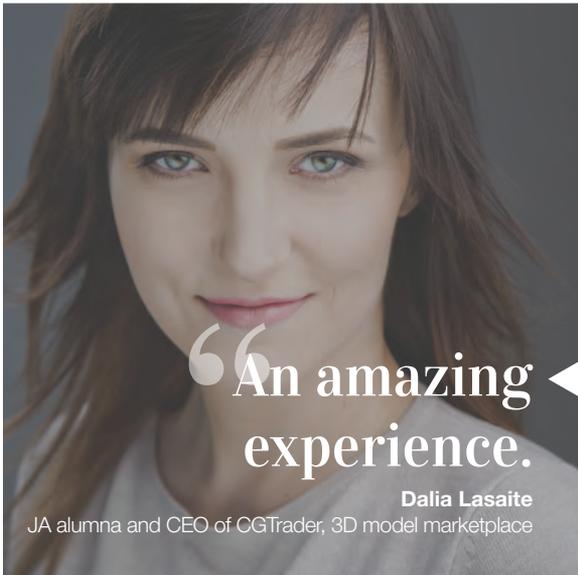


JA's faces



“Putting money into developing young people is not an expenditure. It is an investment in our future. In our prospective economic growth and competitiveness, in job creation and prosperity, as well as in social cohesion and stability.”





“An amazing experience.”

Dalia Lasaite

JA alumna and CEO of CGTrader, 3D model marketplace

“The JA Company Programme helped me understand better what it means to start a company - including the effort needed to deliver something people pay for, working in a team and the financial and legal processes.”



“More than 80 of my 450 students set up real companies that are generating jobs and growth (17.8% compared to an average of 3-4% for other students).”



“I love being an Edupreneur.”

Armando Persico
Teacher in Italy



“Innovative format and approach.”

Enrique Calvet Chambon

Member of the European Parliament

“The concept of JA as a whole is absolutely necessary towards the development of a viable and successful future for the next generations. It is a cornerstone of my work and especially regarding VET and the enhancement of skills for the future.”

Hall of fame

European champions

Culminating points of our major programmes include European competitions where winners from each participating country present their business concepts to an external jury. These events are built on the concept of rotating from one country to another and are understood as a meeting place for all stakeholders involved (teachers, business volunteers, students and JA staff). In 2016, the following student teams have won:

<p>European Company of the Year Competition: SubReader (Denmark)</p>		<p>European Enterprise Challenge: Save Energy (Romania)</p>	
	<p>Social Innovation Relay Global Finale: Oculus (Romania)</p>		<p>Social Enterprise 360 European Finale: Growink (Spain)</p>
<p>European Sci-Tech Challenge: Team Romania (Romania)</p>		<p>Skills for the Future European Awards: AMECS (Spain)</p>	
	<p>Global Enterprise Project: SOSElder (Spain)</p>		<p>AmCham EU Youth Entrepreneurship Award: MeetingPackage.com (Finland)</p>

Model Organisation Awards

Rewarding the quality of JA national offices' leadership and operations: their impact, quality of programmes and contribution to the overall success of JA Europe's network.

- | | | | |
|----|--------------------|-----|----------|
| 1. | Austria | 8. | Norway |
| 2. | Belgium (Flanders) | 9. | Portugal |
| 3. | Denmark | 10. | Romania |
| 4. | Estonia | 11. | Russia |
| 5. | Greece | 12. | Sweden |
| 6. | Luxembourg | 13. | UK |
| 7. | Malta | | |

TJ Bata Quality Award

Rewarding a JA member organisation for demonstrating the highest standard of quality and excellence. The winner in 2016 was **JA Luxembourg** (Jonk Entrepreneuren: <http://jonk-entrepreneuren.lu/>).



Partners in the spotlight

Supporting young people's career prospects with AT&T



Over the past years, the scope of the collaboration with AT&T as well as its impact has been widened, growing the number of supported programmes to 55 and expanding geographically to reach over 2,000 students. To support the expansion, 180 AT&T volunteers mentored young participants, sharing their expertise and offering key insights. For instance, AT&T offered to all JA students and teachers the opportunity to participate in workshops designed to improve the presentation, communication and management skills.



“Investing in a well-educated workforce may be the single most important thing we can do to support a strong global economy. Putting our company’s assets to work for education has been our priority for more than a century. We are proud to be part of AT&T’s commitment to education by investing in students here in Europe and beyond,”

Peter Daly, Vice President, AT&T Global Service Management.

and entrepreneurial youth with MetLife



MetLife LifeChanger connects MetLife offices with local schools to deliver JA programmes to students who might otherwise lack access to financial literacy, work readiness and entrepreneurship programming. Each office works with JA to select the JA programmes that best address local needs and leverage employees’ interests and skills. Piloted in four European markets in the spring of 2014, the initiative has now expanded to 19 countries across EMEA, including 16 in Europe. In 2016, 900 EMEA volunteers delivered JA programmes to 26,000 students from primary to upper secondary level.

“The partnership has provided us with a proven way to engage large numbers of employees in diverse markets in the financial education of young people. More important, it has helped us establish a foundation for these young people to be financially confident and entrepreneurial, which will help not only their future, but also the future of our communities,”

Dirk Ostijn, Head, Western & Central Europe Sub-Region, MetLife.



Fostering entrepreneurship with Citi

Support from partners such as the Citi Foundation has allowed JA programmes to grow and increase their impact each year. Last year alone, over 300,000 students across Europe participated in the JA Company Programme, a 14% increase over the previous year.

In the 2015-2016 school year, the Citi Foundation helped bring practical entrepreneurial experiences to 18 European countries and reached over 42,000 students, with the mentorship of more than 170 Citi volunteers.

“The Citi Foundation reported in its recent research that European cities perform relatively poorly in comparison to their global counterparts in terms of enterprise education, making programmes like the JA Company Programme essential to prepare young people for the world of work. JA is a key community partner under the Citi Foundation’s Pathway to Progress initiative, a global effort to catalyse economic opportunities for young people,”

Rachael Barber, Head of Community Development EMEA, Citi.



JA by the numbers in 2016



3.5M

STUDENTS

38 million since 2002



5K

BUSINESSES INVOLVED

152,500 business volunteers



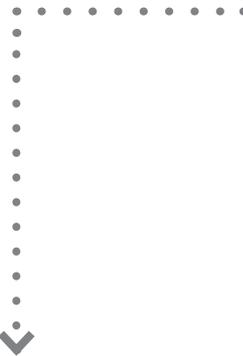
To date, we estimate only **2 to 25%** of young Europeans have had the opportunity to benefit from entrepreneurship education, depending on the country.



89,434,442

CONTACT HOURS

in standard activities



450

BOARDS MEMBERS



41

MEMBER ORGANISATIONS

+ EU policy-makers + national governments + trade associations, SMEs...

EUROPE needs more entrepreneurial MINDSETS

- 1 a 'can do' attitude
- 2 a positive attitude to risk
- 3 a culture of second chances
- 4 acceptance of individual responsibility
- 5 entrepreneurship education

SKILLS FOR LIFE

Creative thinking • Problem solving
 Communication • Public speaking
 Confidence Teamwork • Leadership
 Negotiation • Decision-making
 Setting goals • Time management
 Risk management
 Business • Financial skills

JA ALUMNI



are less likely to be unemployed

earn more



50%

start 50% more businesses

are less likely to drop out of school



WORK READINESS



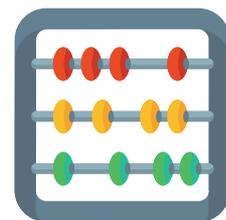
High youth unemployment puts the future of an entire generation at risk.

ENTREPRENEURSHIP



In Europe, 1 in 5 young people is unemployed.

FINANCIAL LITERACY



Financial independence, home ownership and retirement are increasingly out of reach for young people.





Bringing solutions
to real world
challenges



Less than
50%
of adults in the EU believe
that they have the necessary
skills and knowledge to start a
business.

One in
5
young people was unemployed
in 2016, peaking at one out of
two in some countries.

Europe needs to invest more
in people, in their skills, in their
ability to adapt and in their
capacity to innovate.

Europe is facing persistent challenges such as youth unemployment, slow economic growth, uneven educational opportunities and strategies, as well as a deepening migration crisis. Young people need to be as best-prepared as possible to cope with the fast pace of change in the labour market and in society in general.

In response, the European Commission launched in 2016 its New Skills Agenda for Europe in order to address the quality, harmonization and relevance of skills and qualifications. There is a particular focus on policies that better support young people's entrepreneurial potential and future employability.

***JA equips young people with
the skills they need to own their
economic success.***



Preparing for the last mile

Young people who have participated in the JA Company Programme are:

- ▲ 3-6 times more likely to start their own business than those who have not;
- ▲ less likely to drop out or be unemployed;
- ▲ more likely to earn higher incomes and be satisfied with their careers.

Also, evidence shows that students who had the opportunity to have at least 4 business interactions at school are 5 times less likely to be Not in Education, Employment or Training (NEET).

Our Priority

Ensure that all young people have a practical entrepreneurial experience before leaving compulsory education.

Entrepreneurship rocks!

More than
4.5 million
young people in the EU (aged 15-24 years) were unemployed in 2016.

2x
The EU youth unemployment rate is more than double the overall unemployment rate.

80.5%
of young people who are highly skilled have a job, while the employment rate of the low skilled ones amounts only to 53.1 %.

Good practices

The Entrepreneurial Skills Pass™

This unique international qualification launched in 2013 certifies that students (15-19 years old), who have been in a JA Company Programme, have the necessary knowledge, competences and skills to start a venture of their own or be successfully employed.

In 2016, JA Alumni Europe and the Austrian Federal Economic Chamber (WKO) established the ESP Advisory Council. Its members include senior executives from a broad range of sectors and were selected

based on the stakeholders they represent (parents, teachers, business, policy-makers,...).

Key figures:

- ▲ used in 25 countries
- ▲ 25,242 students, 850 schools and over 1,700 teachers involved so far
- ▲ 5,881 ESP certificates delivered (50% VET schools and 50% academic schools)



Leaders-for-a-Day

Leaders-for-a-Day involves high-level leaders from various career paths and industries to share a day of their work life with a young person. JA Alumni who have completed the Company Programme and obtained an Entrepreneurial Skills Pass (ESP) certification are invited to join the Leaders-for-a-Day.

Leaders-for-a-Day engages JA alumni in a comprehensive real-life work experience to introduce them to the demands of the labour market and help them to build skills needed for success in the 21st-century workplace. It also inspires a shared responsibility across all sectors for the development of a skilled, adaptable, and successful workforce that actively contributes to a dynamic and competitive economy.



JA Alumni

JA Alumni Europe is the official alumni organisation of JA Europe. It is made up of 4000+ young people who have taken part in JA programmes across 17 countries.

This vibrant network of JA alumni provides networking opportunities to its members where participants get inspired, challenged, knowledgeable and motivated. More recently, the network has been dedicated to share success stories and bring all JA alumni on board to celebrate JA's centennial in 2019.



We offer young people hands-on learning experiences and access to volunteer mentors in order to give them a window on the working world.





Motivating interest in STEM

Demand for digital and STEM skills is growing. Business and policy leaders are looking at ways to motivate and attract young people to these career paths in order to boost innovation Europe.

Our Priority

Collaborate with the business community and the education systems to bridge the gap between demand and supply for skills, knowledge and attitudes.

Nearly
40%
of companies report difficulty in finding staff with the right skills.

The gap between demand and supply for digital skills in the EU is
500k
in 2020.

Demand for STEM professionals is expected to grow by
8%
between 2013 and 2025.

Good practices

Skills for the Future

JA Europe partnered with Hyundai Motor Europe to provide students with adequate skills to enter the job market. The automotive industry is constantly looking for skilled automotive professionals who are difficult to find due to a lack of skills and competencies. By creating their mini company in the field of the automotive industry, students develop their employability skills and entrepreneurship spirit. For the last three years, 10,000 young people (15-18 years old) in 15 European countries have had the opportunity to develop

a mini-company, learn valuable skills and apply their knowledge in new ways. With support from their teachers, they were exposed to a variety of learning-by-doing approaches and were offered the chance to work with Hyundai business volunteers from all over Europe.

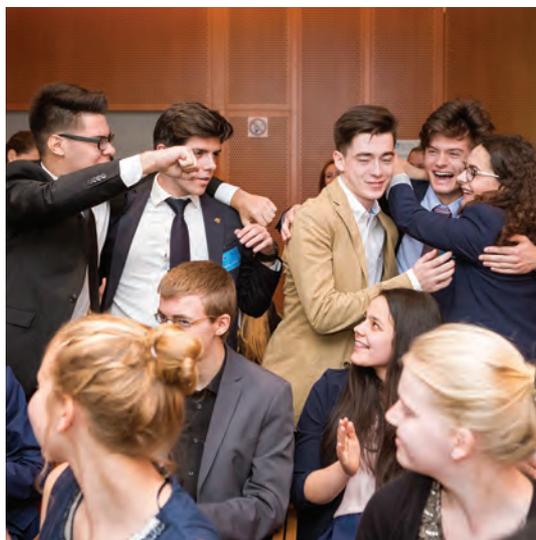


Sci-Tech Challenge

For the seventh consecutive year, JA Europe and ExxonMobil organised the Sci-Tech Challenge which aims to encourage students, aged 15-18, to consider science, technology, engineering & maths (STEM) oriented careers, raise awareness of the importance of STEM skills and how these can be applied in enterprising ways to tackle the challenges of tomorrow.

The Sci-Tech Challenge has taken place in 10 European countries, involving close to 13000 young people, over 300 ExxonMobil employees and 50+ teachers.

Students learn about innovations in the energy sector and take part in national challenges in order to access the European Grand Finale where they can expose their best solution to a high-level jury at the European Parliament.



JA partners with more than 5000 businesses in Europe and involves over 165,000 business volunteers; bringing outside expertise into the classroom and preparing young people for tomorrow's jobs.





Empowering teachers

Too often, teachers working with entrepreneurship education feel alone. They ask for more opportunities to network and share best practices. As teachers develop their entrepreneurial skills and approaches, they should be recognised and their experience should be promoted to encourage others.

Our Priority

Invest in teachers' professional learning and development to increase impact on young people.

93%

of teachers would take part in the JA Company Programme again or recommend it to others.

75%

of teachers consider they are not encouraged to bring innovation into the classroom.

JA in Europe trained over

122k

teachers from primary to university in 2016 across 34,000 schools.

Good practices

The Entrepreneurial School Awards



The Entrepreneurial School Awards (TES Awards) recognise the most entrepreneurial schools and their teachers across Europe. Schools are selected at national level for their entrepreneurial vision and outstanding implementation of entrepreneurship education programmes. The selection criteria include the schools' strategy for entrepreneurship education, specific resource allocations, teachers' training and the engagement of the local community and business sector.

17 schools from 17 countries won TES Awards in 2016, a national and European recognition of the best schools championing entrepreneurship education. All representatives met in Riga (Latvia) to celebrate their achievements and share good practices.

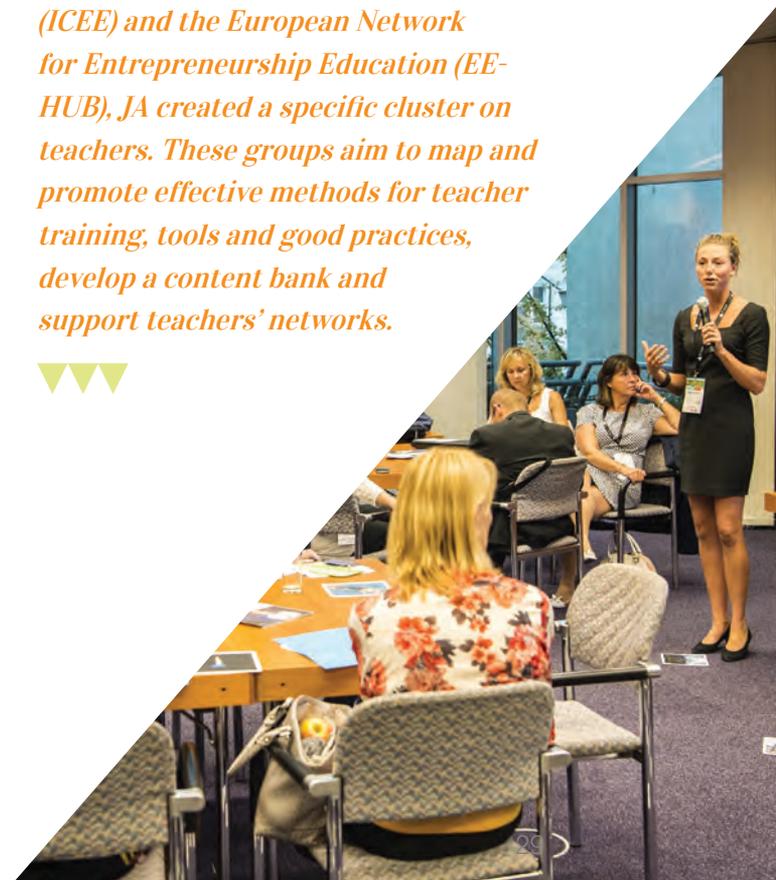


International Summit for Educators

More than 150 educators and practitioners from 25 countries gathered in Vienna (Austria) in September to attend the International Summit for Educators organised jointly by JA Europe and the Austrian Federal Economic Chamber.

They had the opportunity to discuss global trends affecting entrepreneurship education, how to make the teaching a more appealing job and how to empower young people and transform their skills into employability. Participants also had the opportunity to network and engage in workshops where they shared their experiences and took part in practical activities.

Through the Innovation Cluster for Entrepreneurship Education (ICEE) and the European Network for Entrepreneurship Education (EE-HUB), JA created a specific cluster on teachers. These groups aim to map and promote effective methods for teacher training, tools and good practices, develop a content bank and support teachers' networks.



The 'social economy'
employs over

11 million

people in the EU, accounting
for 6% of total employment.

There are

2 million

social economy enterprises in
Europe, representing 10% of
all EU businesses.

Building stronger communities

Schools are among the best places for integration: it is often where young people make their first contacts outside the family.

Understanding how communities work is central in JA's programmes. For instance, in the Social Innovation Relay, students come up with a business linked to their local communities and aimed at contributing to

the general good of society.

Our Priority

Offer young people a chance to learn practically how communities work, to be financially confident and realise that they have a role to play in society.



Good practices

Social Innovation Relay

Through this programme, JA promotes the idea of social enterprises and invites students to develop their innovative social business concepts. In Spain for instance, students took part in an Innovation Camp and were asked to promote people with intellectual disabilities' social integration. Students were grouped in teams of five, each team working side by side with NN Group volunteers, who offered them support and guidance throughout the day.



Social Enterprise 360

Social Enterprise 360 (SE360) is a European educational programme in the field of social entrepreneurship, running in 8 countries and co-financed by the European Union through Erasmus+. SE360 helps students leverage their entrepreneurial skills and knowledge to solve the world's most pressing problems, thanks to new business models empowering the most vulnerable groups and providing long-term sustainable societal impact. This programme is not about charity business but about creating real impact at local level while contributing to job creation. More than 10.000 high school students, came up with 668 social business ideas in 2016.



Working with migrants

JA Sweden has worked with refugee children for years by including the JA Company Programme in the Introduction Programme offered to migrants.

Success stories include a team of students from Somalia, Afghanistan, Syria, and Eritrea. Over the course of the school year, they developed a business idea with the help of a business mentor and their

teachers. It encouraged them to learn Swedish quickly and build a network. All of them are now well-integrated in the Swedish society and their mini-company is offering homework support in Arabic, Somali, Swedish and English. They are now themselves contributing to the integration of other students with a migrant background.

We empower young people as active, critical and responsible citizens for a more inclusive Europe.



Women constitute
52%
of the total European
population but only 30% of
start-up entrepreneurs.

Women constitute
34.4%
of the self-employed in the EU.

Over
50%
of business leaders believe
they need to do more to
attract, retain and promote
women to leadership positions.



Activating girls' potential

Recent attempts aimed at empowering women through entrepreneurship need further support. Several studies confirm indeed that some risks related to entrepreneurship are often more inhibiting for women than for men. JA programmes target both future male and

female entrepreneurs, without making any distinction.

Our Priority

Ensure the entrepreneurial pathway is also considered as a positive option by girls.

Good practices

Girls in STEM

JA Europe and Avanade have agreed to launch a new effort worldwide. The programme focuses on empowering, upskilling and educating more than 500 girls in technology, enabling them to make a considered decision on choosing a career in science, technology, engineering and maths (STEM).

“I think that the new female generation should perceive themselves as capable to grow in the technology area, and not only that, to be part of the positive change that is happening globally, a world with equity.”

Mirna Rodriguez, Avanade.

Karoli Hindriks, from a JA alumna to a successful entrepreneur

Karoli Hindriks took part in the Company Programme of JA Estonia in 2002. She founded a student company startup at the age of 16 and became the youngest inventor of Estonia after registering a patent for a soft pedestrian reflector. In total she has 2 registered patents, 3 registered design

solutions and 2 international trademarks in her name. Karoli is now the Founder and CEO of Jobbatical.com, a platform where techies and creatives meet employers across the globe who want to borrow their skills. She also joined JA Europe Board of Directors in April 2016.

“Junior Achievement has opened a door for me for which I am ever thankful. This is a door that exists in all of us. It’s the door to the greatest superpower of them all—the belief that you can make a change. I hope we can help open millions of these doors across Europe by mixing and matching our experience and knowledge on the Board of Directors of JA Europe.”

Karoli Hindriks,
from JA alumna to successful entrepreneur.



We encourage girls move away from traditional social perceptions and offer them a better future.



Only
1 in 10

students is able to solve complex financial tasks.

1 in 7

students is unable to make simple decisions about everyday spending.

Only
52%

of adults in Europe are financially literate.

SHARPENING FINANCIAL EDUCATION
How the right partnerships can hone the skills of tomorrow's entrepreneurs and employees

Boosting

Financial skills are critical to anyone's livelihood and are equally important to the sustainability of any new business. The digital revolution makes it harder for young people to grasp the monetary and financial system and its impact on our daily decisions.

Our Priority

Ensure all young people understand basic financial concepts.

Good practices

In addition to implementing the Start Up programme across Europe, JA Europe and Visa Europe have launched a new report on financial education that analyses the gap between young people's financial capability and employers' needs in terms of financial skills and knowledge.

Key findings show that a vast majority of respondents underlined the fact that young people are not equipped with important financial skills they need to start their working lives. In addition, future employees and entrepreneurs are perceived to need a different subset of financial skills: 'analytics and mathematics' is the most important for employees, whether it's 'business administration and management' for young entrepreneurs. Still, many agree that 'financial planning' and budgeting' are essential skills for both.

"The fast pace of change makes it all the more vital that young people are equipped with money management knowledge and skills. They need these skills for both work and for success in a digital world. We are proud to join together with JA Europe to support this important research,"

Nicolas Huss, CEO, Visa Europe.



CASE STUDIES

- ▲ Poland: non-stop curricula from primary to upper secondary
- ▲ Spain: partnering with banking associations
- ▲ Romania: large-scale blended learning initiatives
- ▲ UK: interaction between financial and entrepreneurship education

Developing the right partnerships will help hone the financial skills of tomorrow's entrepreneurs and employees.



JA's leadership



Sonja Bata
Bata Shoe Foundation
▶ Founder

Honorary Board Member



Jo Deblaere
Accenture
▶ Chief Operating Officer

Chairman of the Board



Michel De Wolf
DGST Reviseurs d'entreprises
▶ Managing Partner

Secretary/Vice Chairman



Mark Torfs
Deloitte
▶ Program Director
Deloitte University
EMEA

Ex-Officio / Treasurer



Michael Mercieca
Young Enterprise UK
▶ CEO and Chair of the
Board of Executives for
JA Europe

Board Member



Johan H Andresen
FERD
▶ Owner & Chairman

Board Member



Hendrik Bourgeois
Head of European
Affairs at GE, General
Counsel GGO Europe
▶ Managing Partner

Board Nominee



Nikolaas Baeckelmans
ExxonMobil
▶ Vice President
Europe/EU Affairs

Board Member



David Binks
FedEx Express
Europe & CEO TNT
▶ President

Board Nominee



Peter Daly
AT&T

▶ VP Global
Enhanced Customer
Service

Board Nominee



Melissa Fogarty
Clifford Chance

▶ Partner

Board Member



Karoli Hindriks
Jobbatical
▶ Founder & CEO

Board Member



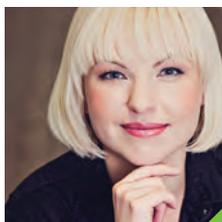
Guenther Juenger
INTEL GmbH
▶ Director Corporate
Affairs Group EMEA

Board Member



Christophe Leclercq
EurActiv
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Lars Petter Ørving
Manpower AS
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Martin Spurling
HSBC Holdings
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General Manager &
Chief Remediation
Officer, HSBC Mexico

Board Member



Thomas Tindemans
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Strategies
▶ Chairman

Board Member



Dorothee van Vredenburg
NN Group
▶ Chief Change and
Organisation

Board Member



Adam Warby
Avanade
▶ CEO

Board Nominee



Caroline Jenner
JA Europe
▶ CEO

Ex-Officio



JA's partners

Institutional partner



Gold partners



Partners



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www.junior-albania.org
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www.jaarmenia.org
- ▲ **Austria JUNIOR Enterprise Austria**
www.junior.cc
- ▲ **Belgium FL Vlajo**
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- ▲ **Belgium FR Les Jeunes Entreprises**
www.lesjeunesentreprises.be
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- ▲ **Cyprus JA Cyprus**
www.jacyprus.org
- ▲ **Czech Republic JA Czech**
www.jacr.cz
- ▲ **Denmark Danish Foundation for Entrepreneurship**
www.ffe-ye.dk
- ▲ **Estonia JA Estonia**
www.ja.ee
- ▲ **Finland Nuori Yrittäjyys**
www.nuoriyrittajyys.fi
- ▲ **France Entreprendre pour Apprendre**
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- ▲ **Germany JUNIOR Germany**
www.junior-programme.de
- ▲ **Greece SEN/JA Greece**
www.senja.gr
- ▲ **Hungary JA Hungary**
www.ejam.hu
- ▲ **Iceland JA Iceland (observer)**
ungirfrumkvodlar.is
- ▲ **Ireland JA Ireland**
www.jai.ie
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www.jaiom.im
- ▲ **Israel Young Entrepreneurs Israel**
www.yazamim.org.il
- ▲ **Italy JA Italia**
www.jaitalia.org
- ▲ **Latvia JA Latvia**
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- ▲ **Lithuania JA Lithuania**
www.lja.lt
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- ▲ **Macedonia JA Macedonia**
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www.ungforetagsamhet.se
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www.young-enterprise.ch
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