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In my many contacts with entrepreneurs and startups across Europe, I am witnessing a culture and a mind-set change in our continent, based on a new European dream. Entrepreneurship, employment and education are the key building blocks to provide new grounds for growth and jobs in Europe and to put us back at the forefront of innovation. It is our common challenge to make sure the students of today will possess the digital skills which 90% of jobs will require by 2020. Entrepreneurial education is the key to fighting today’s economic crisis, and Junior Achievement – Young Enterprise Europe is inspiring and preparing young people to succeed in a global economy. Teaching young people about entrepreneurship is essential if we want to see more innovation and sustainable job creation. Entrepreneurial education should offer a bridge to the world of work, giving young people a real taste of enterprise and teaching them first-hand many of the challenges that they will face over and over again in the real world.

If we are to fight with determination the high youth unemployment rates, the seeds for change, for creativity and self-direction need to be planted already at school. Junior Achievement – Young Enterprise Europe has demonstrated that this is possible, as their alumni are twice as likely to start a business as other alumni, and with critical skills that make them more attractive to employers. The added value of JA-YE Europe is reinforced by involving also Ministries of Education and private partners in providing opportunities in improving the future of thousands of youngsters.

I would like to congratulate Junior Achievement – Young Enterprise for its work in Europe to unleash the entrepreneurial potential in young people and prepare them better for the jobs of tomorrow. The 2013 Annual Report is solid evidence on how collaborative cooperation and spirit in European level can bring about great change for the youth of Europe and our future.
Having been a part of this organisation since its founding just over a decade ago, I feel I have been witness to a generation of young people as they make their transition from school to the working world. Thousands and thousands of them have been in a JA programme. Our alumni are telling us how much that hands-on experience has come to mean for them—especially today when jobs are scarce and going out on your own as an entrepreneur a challenging choice. Thanks to JA, at a young age, they gained many of the skills they needed to turn ideas into action and have gone on to make the most of the opportunities in front of them.

It is very clear that our web of relationships with the business and education communities is key to the impact we are having on young people. 150,000 employee volunteers participated this year, working with teachers in primary and secondary schools as they bring more and more entrepreneurial learning into their classrooms. Whatever channel we use, whether online, in school or in a public place, this close interaction is highly motivating and inspiring for young people.

Ours is a fantastic network that is active in 39 countries and reaching 3.2 million young people. Our members are constantly innovating, developing content and programmes, integrating technology, enhancing what and how students learn. Together we work closely with the European Commission, which is voicing its commitment to entrepreneurship education in stronger terms than ever, on multiple projects such as teacher training and development, impact research and assessment tools.

I am proud to have served as Chair of JA-YE Europe for the last 3 years and I welcome Jo Deblaere, COO Accenture, as my successor in 2014.
Our leadership
JA-YE Board of Directors

Sonja Bata
Honorary Board Member
Bata Shoe Organisation

Michael Bray
Chairman
Clifford Chance Partner

Francesco Vanni D'Archirafi
Member
Citi Holdings CEO

Johan H. Andresen
Member
FERD Owner and Chairman

Ferdinando Beccali-Falco
Member
GE International President and CEO of GE Europe & North Asia, CEO GE Germany

Michel De Wolf
Secretary
DGST Auditors Managing Partner
Louvain School of Management Dean

Peter Cheese
Member
CIPD Chief Executive

Bengt Gunnarsson
Member
Bata Group Senior Advisor

Christophe Leclercq
Member
EurActiv.com Publisher

Lars Petter Ørving
Member
Manpower AS Managing Director EMEA North & East Region

Guenther Juenger
Member
Intel GmbH Director Corporate Affairs Group EMEA

Gabriele Zedlmayer
Member
Hewlett Packard Company Vice President Sustainability and Social Innovation
Jo Deblaere  
Member  
Accenture  
COO

Giuseppe De Palma  
Member  
ExxonMobil Petroleum & Chemical B.V.B.A.  
Vice President  
EU Affairs

Martin Spurling  
Member  
HSBC Turkey  
CEO

Mark Torfs  
Treasurer  
Ex-Officio  
Deloitte  
Senior Advisor

Jan Muehlfeit  
Member  
Microsoft Europe  
Chairman

Allan Rushforth  
Nominee  
Hyundai Motor Europe  
Senior  
Vice President

Pamela Hartigan  
Nominee  
Skoll Centre for Social Entrepreneurship  
Director

Thomas Tindemans  
Nominee  
Hill + Knowlton Strategies  
CEO

Josef Müller  
Chair of the Board of CEOs  
JA Czech Republic  
CEO

Caroline Jenner  
Ex-Officio  
JA-YE Europe  
CEO
## Our leadership

### National Chairs

<table>
<thead>
<tr>
<th>Country</th>
<th>Name</th>
<th>Position/Role</th>
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<tbody>
<tr>
<td>Albania</td>
<td>Martin Mata</td>
<td>Co-CEO of Albanian-American Enterprise Fund</td>
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<tr>
<td>Armenia</td>
<td>Ray Reeder</td>
<td>Business Consultant of the Albanian-American Enterprise Fund</td>
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<tr>
<td>Austria</td>
<td>Dr Gerhard Wildmoser</td>
<td>Associate Lawyer of Wildmoser/ Koch &amp; Partners</td>
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<tr>
<td>Belgium FL</td>
<td>Yves Servotte</td>
<td>CEO of BENEO-Group</td>
</tr>
<tr>
<td>Belgium FR</td>
<td>Laurent Weerts</td>
<td>Partner of DELOITTE REVISEURS D’ENTREPRISES</td>
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<tr>
<td>Bulgaria</td>
<td>Stefan Felstein</td>
<td>CCO of Citi Bulgaria</td>
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<tr>
<td>Cyprus</td>
<td>Andreas Papadopoulos</td>
<td>Manager of Group Strategy of Hellenic Bank (Membership pending)</td>
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<tr>
<td>Czech Republic</td>
<td>Irena A. Brichta</td>
<td>Managing Partner EMEA of Brichta &amp; Partners s.r.o.</td>
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<tr>
<td>Denmark</td>
<td>Lars Noerby Johansen</td>
<td>Chairman of the Board NORDEA</td>
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<tr>
<td>Estonia</td>
<td>Rein Loik</td>
<td>CEO of Tallinn Airport</td>
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<td>Finland</td>
<td>Mikko Kauppinen</td>
<td>Financial controller of General Electrics</td>
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<tr>
<td>France</td>
<td>Jérôme Gervais</td>
<td>CEO of Entrepreneurs Demain</td>
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<tr>
<td>Germany</td>
<td>Prof Michael Huether</td>
<td>Director of Institut der deutschen Wirtschaft Koeln</td>
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<tr>
<td>Greece</td>
<td>Chris Tsangos</td>
<td>CEO of CLOUDWISE</td>
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<tr>
<td>Hungary</td>
<td>Sandor Kurti</td>
<td>President of Kurt Computers Co.</td>
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<tr>
<td>Iceland</td>
<td>Pall Jonsson</td>
<td>CEO of Mila</td>
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<tr>
<td>Ireland</td>
<td>Peter Cosgrove</td>
<td>Director of cpl</td>
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<tr>
<td>Isle of Man</td>
<td>Jim Dale</td>
<td>Chairman/Owner of Acresfield Capital Limited</td>
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<tr>
<td>Israel</td>
<td>Ella Galil</td>
<td>Founder/Owner of YE Israel</td>
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<tr>
<td>Italy</td>
<td>Stefano Scabbi</td>
<td>President of Italy and Iberia Manpower Group</td>
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<tr>
<td>Latvia</td>
<td>Aigars Rostovskis</td>
<td>Chairman of the Development Council of Turiba University</td>
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<tr>
<td>Country</td>
<td>Name</td>
<td>Position/Role</td>
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<tr>
<td>Lithuania</td>
<td>Skyrius</td>
<td>Partner GILD Corporate Finance</td>
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<td>Luxembourg</td>
<td>Charles Denotte</td>
<td>General Manager Citi Bank Luxembourg</td>
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<tr>
<td>Macedonia</td>
<td>Prof Vesna Stojarova</td>
<td>Vice Dean Faculty for Business and Economy</td>
</tr>
<tr>
<td>Malta</td>
<td>David Pace</td>
<td>Director KPMG</td>
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<tr>
<td>Moldova</td>
<td>Grigore Belostecinic</td>
<td>Rector Academy of Economic Studies of Moldova</td>
</tr>
<tr>
<td>Netherlands</td>
<td>Dr Hubert Deitmers</td>
<td>Co-owner Van den Ende &amp; Deitmers</td>
</tr>
<tr>
<td>Norway</td>
<td>Maalfrid Brath</td>
<td>Managing Director ManpowerGroup Norway</td>
</tr>
<tr>
<td>Poland</td>
<td>Iwona Sroka</td>
<td>President of the Board KDPW</td>
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<tr>
<td>Portugal</td>
<td>João Pedro Tavares</td>
<td>Vice-President Accenture Portugal</td>
</tr>
<tr>
<td>Romania</td>
<td>Mihai Tudor</td>
<td>Chief Commercial Officer Romtelecom</td>
</tr>
<tr>
<td>Russia</td>
<td>Prof Evgeny Velikhov</td>
<td>President NATIONAL RESEARCH CENTRE</td>
</tr>
<tr>
<td>Serbia</td>
<td>Svetlana Kisis-Zajcenko</td>
<td>Consultant/University Professor Economic institute</td>
</tr>
<tr>
<td>Slovakia</td>
<td>Martin Kubala</td>
<td>CEO Hewlett-Packard Slovakia</td>
</tr>
<tr>
<td>Slovenia</td>
<td>Dr Jožica Rejec</td>
<td>CEO DOMEL (Membership pending)</td>
</tr>
<tr>
<td>Spain</td>
<td>Inigo Churraca</td>
<td>Managing Director Country Head ING Commercial Banking</td>
</tr>
<tr>
<td>Sweden</td>
<td>Kenneth Bengtsson</td>
<td>Professional Board member Söderby villa AB</td>
</tr>
<tr>
<td>Switzerland</td>
<td>Ruedi Noser</td>
<td>CEO Noser Management AG</td>
</tr>
<tr>
<td>Turkey</td>
<td>Nevzat Oztangut</td>
<td>CEO and member of the Board of Directors Garanti Securities</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>Ian Smith</td>
<td>Partner AndersonBick Consultants</td>
</tr>
</tbody>
</table>

Our network

Albania
Rezarta Godo
www.junior-albania.org

Armenia
Armine K. Hovannisian
www.jaarmenia.org

Austria
Michaela Tomek and Stephan Hoerandner
www.junior.cc

Belgium FR
Thierry Villers
www.jie.be

Belgium FL
Peter Coenen
www.vlajo.org

Bulgaria
Milena Stoycheva
www.jabulgaria.org

Cyprus
Eloiza Savvidou
www.jacyprus.org.cy

Czech Republic
Josef Müller
www.jacr.cz

Denmark
Christian Vintergaard
www.ffe-ye.dk

Estonia
Epp Vodja
www.ja.ee

Finland
Virpi Utriainen
www.nuoriyrittajyys.fi

France
Julien Vasseur
www.entreprendre-pour-apprendre.fr

Germany
Marion Hächtermann
www.juniorprojekt.de

Greece
Maria Laina
www.sen.org.gr

Hungary
Orsolya Gergely
www.ejam.hu

Iceland
Gunnar Jonatansson
www.ungfrumkvodlar.is

Ireland
Helen Raftery
www.jai.ie

Isle of Man
Sue Cook
www.jaiom.im

Israel
Uri Yaloz
www.yazamim.org.il

Italy
Miriam Cresta
www.jaitalia.org

Latvia
Janis Krievans
www.jai.lv

Lithuania
Eugenijus Savicius
www.jai.lt

Luxembourg
Stéphanie Damgé
www.jonk-entrepreneuren.lu

Macedonia
Jasmina Maneva Galevska
www.jamacedonia.org.mk

Malta
Lorna Farrugia
www.youngenterprise.org.mt

Moldova
Tatiana Ungureanu
www.jamoldova.org.md

Netherlands
Arko Veeckind
www.jongondernemen.nl

Norway
Anne Kathrine Slungård
www.ue.no

Poland
Zbigniew Modrzewski
www.junior.org.pl

Portugal
Erica Nascimento
www.japortugal.org

Romania
Stefania Eugenia Popp
www.jaromania.org

Russia
Dr. Nina Kuznetsova
www.ja-russia.ru

Serbia
Darko Radianin
www.ja-serbia.org

Slovakia
Adam Sepetka
www.jas.sk

Slovenia
Anton Kokalj
www.jaslovenija.si

Spain
Blanca Narvaez
www.fundacionjaes.org

Sweden
Cecilia Nykvist
www.ungforetagsamhet.se

Switzerland
Noémie Sasse
www.young-enterprise.ch

Turkey
Engur Rutkay
www.gencbasari.org

United Kingdom
Michael Mercieca
www.young-enterprise.org.uk
“The member states are invited to offer the opportunity to young people to have at least one practical entrepreneurial experience before leaving compulsory education, such as running a mini-company, being responsible for an entrepreneurial project for a company or a social project”. - Reigniting the entrepreneurial spirit in Europe, Entrepreneurship 2020 ACTION PLAN
143,855 students participating

843 teachers
Supporting Junior Achievement’s work helps bring to life Accenture’s Skills to Succeed corporate citizenship initiative, which aims to equip 500,000 people around the world by 2015 with the skills to get a job or build a business. We share JA’s commitment to addressing the issue of unemployment among young people and are pleased to support the organisation’s effort to measure, replicate and scale its programmes.

Jo Deblaere, COO Accenture

ArcelorMittal

Our partnership is very valuable as both Foundations work in the same directions. Nowadays, for foundations such as ours, helping the community goes beyond donating money. We try to invest in developing the skills and talents of people within these communities, to help them find solutions to local problems. In many cases, these people are able to set up small businesses to cater for existing needs while also generating wealth for the community.

Felicidad Cristobal, CEO ArcelorMittal Foundation

AXA

AXA is proud to support Junior Achievement through Risk Education programs. Hundreds of AXA employees have been able to help school children better understand Risks. This International partnership is a major illustration of AXA’s Corporate Responsibility flagship theme: Risks Research and Education.

Amandine Soulier, AXA Group Corporate Responsibility Officer

Bata

JA-YE Europe is about entrepreneurship, self-confidence, progress and exchanging ideas.

Sonja Bata, Bata Foundation

BlackBerry

Partnering with JA-YE has allowed us to enhance our focus in Science & Technology education to deliver innovative programming in 14 countries around the globe. In each country JA has worked to deliver consistent programming that students find engaging and challenging. We value the ability for our employees to get involved as volunteers and ultimately, having more students exposed to the vast opportunities within STEM education.

Renata Rusiniak, Manager - Corporate Citizenship, BlackBerry

Citi Foundation

Workforce readiness, financial literacy and entrepreneurship are the 3 pillars to solve one of the major issues of our time, youth unemployment. JA-YE is the partner of choice when we want our human capital to contribute to making the communities in which we operate better off because we are there!

Francesco Vanni d’Archirafi, CEO of Citi Holdings

ExxonMobil

The partnership between ExxonMobil has brought together our expertise in Maths, Science and Technology, with JA-YE’s expertise in education and entrepreneurship, working with young people and educators across many countries and cultures. This combination has helped inspire thousands of students throughout Europe to understand the benefits of STEM education.

Giuseppe de Palma, ExxonMobil, Vice President, European Union Affairs

FedEx

For almost 18 years, FedEx has been supporting JA-YE Europe. The small business sector is a key focus market for FedEx. The business start-up rate in the regular population in Europe is 6%. For former participants in JA-YE student companies the percentage of the population starting their own businesses jumps to 26% over the age of 29. In
the last five years alone, more than one million students have taken part in the Company Programme and with these increased start-up rates they will go on to have a significant positive impact on the economy of Europe.

Greg Morsbach, EMEA External Communications Manager, FedEx

By engaging with youth in entrepreneurship activities, and the company programme in particular, we also become more entrepreneurial. We are encouraged by the understanding of risk, passion and the will to learn. In the last few years, we have employed JA-YE as a platform for spreading understanding of social entrepreneurship and this gives us even greater satisfaction and impact.

Johan H. Andresen, Owner and Chairman, FERD

In today’s competitive job market it’s critical that young people have a skillset that goes beyond traditional learning. The Social Innovation Relay gives them practical experience of using technology in business. It also opens their eyes to entrepreneurship and social innovation as a viable alternative to traditional employment, enabling them to deliver economic and social value – both as employees and as self-starters in their own businesses.

Gabi Zedlmayer, Vice President and Chief Progress Officer, HP

JA-YE Europe has a unique position at entrepreneurship education landscape running centrally coordinated programs as international NGO with considerable local outreach through affiliated country organisations network. This combination is the only way to achieve noticeable scale and impact across European to unleash the entrepreneurial potential of youth.

Guenther Juenger, Director Corporate Affairs Intel

JA-YE is a great partner for us, which prepares young people to move out of their comfort zone.

Jan Muehlfeit Chairman Europe, Microsoft Corporation

SAP and JA have enjoyed a strong partnership with the goal of empowering youth with critical skills to succeed. JA educates next generations of entrepreneurs and creative employees thinking outside the box, who are key to Europe’s Growth. Together, we are making the world run better.

Karolina Nowak Telejko, EU Government Relations Manager SAP

JA-YE has provided us with a network and platform to deliver a Pan European programme, enabling connectedness across our regions, ensuring delivery of quality, focused and impactful interaction with young people and teachers across Europe.

Sophia Koniarska, Think Big Programme Lead, Telefonica
Company Programme

Motivation and Ideas
- Creativity and brainstorming
- Generating a business idea

Organising
- Deciding on the name of company and brand
- Contacting the business volunteers
- Defining the roles and jobs in the company
- Establishing the Boards

Step 1

Step 2

Motivation and Ideas
- Creativity and brainstorming
- Generating a business idea

Organising
- Deciding on the name of company and brand
- Contacting the business volunteers
- Defining the roles and jobs in the company
- Establishing the Boards

Step 2

Volunteers
Shaping and establishing
- Generating start-up capital
- Defining the product and the market
- Finalising the business plan
- Going international

Step 3

Getting ready for action
- Dealing with procurement and production
- Proceeding with sales
- Budgets and bookkeeping

Step 4

Competing and closing
- Closing the company
- Reporting
- Participating in competitions

Step 5
Our approach to entrepreneurship education

“If we agree that entrepreneurial education in Europe contributes to building individuals who are more entrepreneurial in their civic and professional lives (i.e. to be proactive in solving problems, identifying opportunities, being able to take risks) then Europe can become a world leader in generating sustainable growth and jobs.”

Slavica Singer - Board Member of the Global Entrepreneurship Research Association, Professor Emeritus and the UNESCO Chair of Entrepreneurship Education at the J.J. Strossmayer University in Osijek, Croatia

Equipping the educators
The Entrepreneurial School project gathers together Europe’s best practice in entrepreneurship education and provides trans-European models for implementing entrepreneurship education in the school system. The project will produce a Virtual Guide to Entrepreneurial Learning and will train over 4000 teachers in the next 3 years across 18 countries creating more entrepreneurial schools and helping the education system increase its capacity to deliver on desired learning outcomes in the field of entrepreneurship education.

Building further opportunities
The Entrepreneurial Skills Pass (ESP) is a unique and new qualification that proves students (16-18 years old) have had a real entrepreneurship experience and have the necessary knowledge, skills and competences to start a business or be successfully employed.
“The European Council urged member states to step up efforts to increase youth employment, with ‘the objective that within a few months of leaving school, young people receive a good quality offer of employment, continued education, apprenticeship or a traineeship’”. - Youth Guarantee, European Commission

Measuring entrepreneurship education

The objective of the ASTEE project is to develop a European common framework for measuring the impact of entrepreneurship education across all formal education levels. The tools are based on the identification and definition of key learning outcomes at the primary, secondary and tertiary levels.

Advocating for Entrepreneurship Education

The EAG is a network of organisations, associations, businesses, institutions and individuals with extensive expertise in the field of entrepreneurship education committed to knowledge sharing as well as promoting entrepreneurship education towards educators, policy makers, business leaders, entrepreneurs and European institutions. The EAG began under the auspices of the Global Education Initiative 2008-2010 of the World Economic Forum.
Towards employment and the jobs of tomorrow

“Now, more than ever before, it’s critical that we bring the real world experience to the classroom and help young people realise their potential. According to a recent report, 65% of today’s students will end up in jobs that don’t exist today. So it’s crucial that we train and prepare our youth for the jobs of tomorrow from early on.

This is what Junior Achievement is all about,” - Ralph de la Vega, President & CEO AT&T
Member of the Board of Governors JA Worldwide

Creating value throughout all levels of education

JA-YE Europe covers all levels of education ensuring progression in entrepreneurship education from primary school to higher education. The Progression Model prescribes a continuous development of learning outcomes for entrepreneurial skills and competences to be acquired by students throughout their education.

* Concept and infographic courtesy of Foundation for Entrepreneurship - Young Enterprise Denmark
Sébastien Deletaille, now 30, a Junior Achievement Alumnus from Belgium says his JA Company Programme experience was a “turning point” and convinced him that he wanted to run his own business one day.

“The JA experience is a concentrate of entrepreneurial candy: once you start, you can’t stop. Whether during my young enterprise or during the entrepreneurial club, I got the opportunity to test myself in a risk-free environment. I learnt how much easier it is to sell when you have a great product, how talent will attract talent and how you only actually become a leader if you manage to inspire your team. Without any doubt, JA was the most defining programme I have had the chance to participate in. Whenever I meet a teenager who wonders what to do in his life, I tell him he should be part of a young enterprise. It might not provide all the answers but it opens your mind to lots of new options. JA had a huge influence on the course of my life. It confirmed my desire to follow business studies at university and it drove me to quit my first job to start 3 start-ups. In a word, JA gave me the entrepreneurship bug. I don’t think I will ever go back to being an employee, my real motivation comes from creating new ventures and capturing new opportunities. I discovered this through the JA programs.

JA also influenced the life of several of my JA friends. Some created their own companies and some were recruited in my current venture. JA alumni have a very strong ability to deal with uncertainty and that is very important for success in entrepreneurship.”

Sébastien Deletaille
Belgium
CEO & founder of Real Impact Analytics
Young Enterprise (High School), Entrepreneurial Club (University) 2001-2002, and 2004-2007

“JA gave me the entrepreneurship bug”
It took us 100 years to connect 1 billion places and 25 years to connect 5 billion places. As the world is getting smaller people are expected to be more mobile and have critical thinking. With access to knowledge considered a given we need to be talking about the skills the young people need to do business in a digital era.

The University of Warwick evaluated and demonstrated the significant impact of the Social Innovation Relay, a Junior Achievement global project supported by Hewlett Packard which challenges high school students to develop an innovative business concept addressing a social need in their community. Overall:

- **81%** better understand the importance of ICT in pursuing social and business initiatives
- **78%** are more confident they could start up a social enterprise
- **86%** are more aware of what social issues exist in their own community
- **85%** improved their problem-solving and creative-thinking skills
"My JA-YE year made it possible for me to combine my video game hobby, my experience in logistics and my business studies in a unique manner. It gave me a chance to create my own business in game designing. During my JA year the company actively participated in events and competitions with great success. These competitions have given me plenty of experience and confidence as a young entrepreneur. I would say the JA year was the best part of my studies. After my JA-year experience and success RikuCo has become a proper company and got registered on May 1, 2013. With a learning-by-doing approach I gained business, teamwork, leadership and financial skills. Nowadays I am running two different companies in two different sectors and I am very positive about my future."
Empowering young entrepreneurs who care

In JA-YE Europe we believe in instilling in young people the values of taking responsibility for their community and environment; connecting their entrepreneurial endeavours with societal and economic progress. Our vision is to achieve change while we cultivate the next generation of entrepreneurs. And we do this by linking business skills to a concern for return to society, teaching young people to align business targets with social goals and impact.

An app for better cities

Pol Puig Fuentes
Spain
Student of High School and CEO of iDisabled Social Enterprise Programme, 2013

iDisabled from Spain won the Best Social Enterprise 2013 award for their application which allows disabled people to report obstacles and barriers to the City Council.

“Thanks to Junior Achievement and the Social Enterprise Programme we saw not only the problems in our society but also the ways we can help if we put some effort. We saw that it is not disabled people that exist, but ‘disabled’ environments”.

“My participation in the Social Enterprise Programme helped me decide what to do with my future: I realised that with my work I can contribute in solving real problems; and, the entrepreneurial experience sparked my interest towards business and management studies”.

The students are moving on with their application for disabled people with the support of City Council of Girona.
“My Pharmacy” is the only mobile application worldwide that contributes to efficient medication management and builds a medicines donation network («share my pharmacy») to people who need medical care.

JA-YE changed our vision in life and our expectations about the future! With our company we took part in the “Innovation Project” held by the Greek Association of Pharmaceutical Companies and Industry Disruptors. Most participants were undergraduate and postgraduate students, university professors or start-ups in health from Greece and abroad. Out of the 150 innovative health-related ideas we managed to be in the TOP20 and we have already received initial funding to materialise our project. We also had the chance to present our mission at the TedxAthens event. Our vision is to create a better world and our ambition to spread “My Pharmacy” application to as many countries as possible!”

Yiannis Batas, Michael Taliakis
Greece
High School Senior Students
IT Project Manager in three start-ups (Ioannis)
Company Programme 2012 -2013

Creating a better world
Bridging the skills gap

“The way we live and work has changed profoundly – and so has the set of skills we need to participate fully in and benefit from our hyper-connected societies and increasingly knowledge-based economies.”
- OECD Skills outlook 2013

We live in a perpetually changing world, which creates a demand for entrepreneurship education. Economic uncertainty, an unpredictable labor market, global competitiveness and the fast pace of change in so many sectors. The skills gap is not just wide; it is everywhere. It is inside businesses, inside schools, between generations. Youth is terribly vulnerable in an economic crisis as we can see from the soaring youth unemployment rates across Europe. We need to reconnect education with employment. Interaction between the education system and business/industry has to be intensified. There are many skills gaps. Therefore the burgeoning growth of entrepreneurship education across Europe is a good thing and it is one of the best responses we can have to the crisis. With programmes that combine the industry expertise with the JA-YE experience in entrepreneurial education we highlight the importance of encouraging new generations to pursue studies and careers in STEM.

Young Enterprise inspired Hayley Hurricane to become one of Britain’s female engineers

“When Young Enterprise in the UK changed my life, I decided against university and did an apprenticeship at Rolls-Royce instead!”

Hayley-Marie Kenney was studying her A-Levels at Rugby High School, but wasn’t sure if university was for her. Taking part in Young Enterprise during Sixth Form helped her to realise there were other options. Hayley explains: “Young Enterprise showed me there are other options to university, I gained a lot of confidence and really developed my organisational skills. At a Rugby careers fair she spotted Rolls Royce Aerospace, and applied for their apprenticeship in Manufacturing Engineering. After impressing them during her interview by showing them Sterling’s cookbook, she was offered a place and started there in September 2009 after finishing school. Hayley, who calls herself “Hayley Hurricane” on Twitter, now has a full time role at Rolls-Royce, and will in the future start one day a week in university, working towards a BSc in Manufacturing Engineering. “Part of my apprenticeship involved studying business, says Hayley. I hadn’t thought about business before I did Young Enterprise, but I realised I’m a very business-minded person and really enjoy it.”
Improving financial confidence

Research shows that people who lose their jobs during a recession never really make up the pay gap, even when they find another job relatively quickly. What will future research reveal about the impact on young people who are waiting a year or more to start their first job?

And not only that: at a time when levels of personal debt are at record highs, the credit crunch means securing a loan to finance further education, set up home or start a business is increasingly difficult, if not impossible.

The public spending cuts promised over the next five years are going to impact severely on everyone’s personal finances. Young people must be equipped to make informed choices and take action to improve their present and long-term financial well-being.

JA’s curricula teach age-appropriate concepts around spending, sharing and saving money. Students learn about managing risk: taking responsibility for financial decisions, how to make those choices based on prioritising needs and wants, and then develop a plan for spending and saving. They need to consider real life scenarios and plan for them.

“We believe strongly that a very educated and knowledgeable climate is the one to have. A lot of the financial education that we are trying to do directly through our foundation and indirectly with volunteers is really aimed at enabling all parts of society to learn about how to manage their financial life-cycle in a better way than they have before.”

- Francesco Vanni d’Archirafi, CEO of Citi Holdings, and Board Chair JA Worldwide
“Students have understood the importance of making wise financial decisions concerning their lives.” - **Katalin Puha**, teacher, Pestszentlőrinci Közgazdasági és Informatikai Secondary School, Budapest
“Being involved in our Junior Company Fabelo, taught me to take responsibility, the meaning of teamwork, yet also what it meant to lead a group of people in my position as CEO at a very early stage. Beyond all hard skills learned my JA experience helped me to believe in my abilities. In my eyes the biggest advantage for students participating is the self confidence and the can-do-attitude which is given to them. I believe JA students are more goal orientated and more independent in their decision making process.”
compared to other children their age. Having the chance of running a company during high school made me realise that I had one advantage when it came to selling and marketing our product - I like to talk a lot, give presentation and grow a network. Hence after my Junior year, I channeled my newly found passion for communication when picking Marketing and Communications a major in University. Simultaneously being able to further be involved in the JA network opened up not just an amazing new network of like-minded international students but also a ton of opportunities to further develop my skills. Thanks to JA-YE in Europe but also in Canada and worldwide I since have accomplished several internships abroad, the participating at outstanding international conferences with top key note speakers and recently finished my around the world trip researching for my book on female entrepreneurship.”
JA-YE Alumni Europe

“The network has the highest density of amazing young talent that I know of! A magic culture that makes people become their best selves and inspires to change the world.” - JA-YE Alumnus from Denmark
The Alumni network of JA-YE Europe brings together young people inspired by the entrepreneurial experience gained during a JA-YE programme. They want to stay in touch with the organisation and give back while further developing their leadership and entrepreneurial skills. 10 years after the start of sporadic movements in different parts of Europe today JA-YE Alumni Europe is a well established network, present in 21 countries and reaching to thousands of youngsters.

The shared passion and will to act can be recognised in the successful implementation of the Changing Lives Campaign in 2012-2013. During the Final Summit in August 2013 it was announced that more than 134,000 young people in 28 countries were reached by 341 JA-YE alumni. With the purpose to inspire, empower and challenge the young generation, this awareness campaign successfully grew from a European initiative into a global movement.
At our best

Model Organisations 2013
The Model Organisation Award aims to recognise the quality of the members’ leadership and operations. Their impact and programmes at all age levels; and their contribution to the overall success of the JA-YE Europe network.

- Belgium LJE
- Estonia
- Finland
- Isle of Man
- Israel
- Luxembourg
- Malta
- Norway
- Portugal
- Sweden
- Switzerland

JA-YE Europe Leadership Award

Leadership Awards are presented to exceptional board members whose contribution to the organisation has been more than outstanding, whose work has had an impact at both the national and European level and who have demonstrated a level of personal commitment and dedication that goes beyond expectation.

In 2013 the award was received by:
- Ella Galil, Chair, YE Israel
- Ruedi Noser, Chair, YE Switzerland
- Alexander Kanshin, Board Member, JA Russia
TJ BATA Quality Award 2013

The Thomas J Bata Quality Award recognises a JA-YE member organisation for demonstrating the highest standard of excellence. The winner in 2013 was VLAJO Belgium FL.
# JA-YE Europe Consolidated Financial Statements

31 December 2013, in EUR

## Balance Sheet

<table>
<thead>
<tr>
<th>Assets</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed Assets</strong></td>
<td>17,223</td>
<td>25,374</td>
</tr>
<tr>
<td>I. Formation expenses</td>
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<td></td>
</tr>
<tr>
<td>II. Intangible fixed assets</td>
<td>2,091</td>
<td>10,339</td>
</tr>
<tr>
<td>III. Tangible fixed assets</td>
<td>10,878</td>
<td>10,834</td>
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<tr>
<td>A. Land and buildings</td>
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<td></td>
</tr>
<tr>
<td>B. Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Material</td>
<td>5,255</td>
<td>3,868</td>
</tr>
<tr>
<td>D. Leased fixed assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E/F. Other fixed assets</td>
<td>5,624</td>
<td>6,966</td>
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<tr>
<td>IV. Financial fixed assets</td>
<td>4,253</td>
<td>4,201</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td>2,238,046</td>
<td>2,364,059</td>
</tr>
<tr>
<td>V. Long term</td>
<td>358,000</td>
<td>358,000</td>
</tr>
<tr>
<td>A. Account receivables</td>
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<td></td>
</tr>
<tr>
<td>B. Other</td>
<td>358,000</td>
<td>358,000</td>
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<tr>
<td>VI. Inventories</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VII. Short term (Contribution Agreements, invoices, etc)</td>
<td>620,741</td>
<td>1,104,139</td>
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<tr>
<td>A. Account receivables</td>
<td>619,588</td>
<td>732,352</td>
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<tr>
<td>B. Other</td>
<td>1,153</td>
<td>371,787</td>
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<tr>
<td>VIII. Short term financial investments</td>
<td>3,706</td>
<td>3,696</td>
</tr>
<tr>
<td>IX. Cash and Bank</td>
<td>1,231,380</td>
<td>800,767</td>
</tr>
<tr>
<td>X. Deferred charges and accrued income</td>
<td>24,220</td>
<td>97,457</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>2,255,269</td>
<td>2,389,433</td>
</tr>
</tbody>
</table>

## Liabilities

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equity</strong></td>
<td>41,946</td>
<td>40,482</td>
</tr>
<tr>
<td>I. Funds</td>
<td>100,689</td>
<td>100,689</td>
</tr>
<tr>
<td>A. Starting Capital (accumulated results previous years)</td>
<td>100,689</td>
<td>100,689</td>
</tr>
<tr>
<td>B. Permanent Means</td>
<td></td>
<td></td>
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<tr>
<td>III. Revaluation Surplus</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IV. Restricted Funds</td>
<td>11,942</td>
<td>11,942</td>
</tr>
<tr>
<td>V. A. Accumulated results (positive)</td>
<td>-70,685</td>
<td>-72,149</td>
</tr>
<tr>
<td>B. Accumulated results (negative)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VI. Investment grants</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Provisions</strong></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Debts</strong></td>
<td>2,213,323</td>
<td>2,348,951</td>
</tr>
<tr>
<td>VIII. Long term</td>
<td>39,400</td>
<td>39,400</td>
</tr>
<tr>
<td>A. Due to banks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B/C. Long term payables</td>
<td>39,400</td>
<td>39,400</td>
</tr>
<tr>
<td>IX. Short term</td>
<td>883,871</td>
<td>923,841</td>
</tr>
<tr>
<td>A. Current portion of long term debts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Due to banks</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>C/D. Accounts payable</td>
<td>298,306</td>
<td>98,212</td>
</tr>
<tr>
<td>E. Wages, taxes and Social Security</td>
<td>119,565</td>
<td>105,843</td>
</tr>
<tr>
<td>F. Other</td>
<td>466,000</td>
<td>719,786</td>
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<tr>
<td>X. Accrued charges and deferred income</td>
<td>1,290,052</td>
<td>1,385,710</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>2,255,269</td>
<td>2,389,433</td>
</tr>
<tr>
<td>Operating income and charges</td>
<td>2013</td>
<td>2012</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>Turnover (sales, donations, recuperation of costs, etc.)</td>
<td>4,059,920</td>
<td>2,822,929</td>
</tr>
<tr>
<td>Services and other goods</td>
<td>-3,183,425</td>
<td>-2,026,781</td>
</tr>
<tr>
<td><strong>Gross margin (positive)</strong></td>
<td>876,495</td>
<td>796,148</td>
</tr>
<tr>
<td><strong>Gross margin (negative)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Wages, Social Security, pensions</strong></td>
<td>-775,787</td>
<td>-717,609</td>
</tr>
<tr>
<td><strong>Depreciation, short values</strong></td>
<td>-37,766</td>
<td>-12,688</td>
</tr>
<tr>
<td><strong>Provisions for liabilities and charges (withdrawal)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other operating charges</strong></td>
<td>-11,738</td>
<td>-45,670</td>
</tr>
<tr>
<td><strong>Operating charges capitalised as reorganisation costs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating results (positive)</strong></td>
<td>51,203</td>
<td>20,181</td>
</tr>
<tr>
<td><strong>Operating results (negative)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Financial proceeds</strong></td>
<td>1,855</td>
<td>1,381</td>
</tr>
<tr>
<td><strong>Financial charges</strong></td>
<td>-51,594</td>
<td>-29,847</td>
</tr>
<tr>
<td><strong>Current results (positive)</strong></td>
<td>1,464</td>
<td>-8,285</td>
</tr>
<tr>
<td><strong>Current results (negative)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Exceptional proceeds</strong></td>
<td>-</td>
<td>10,391</td>
</tr>
<tr>
<td><strong>Exceptional costs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Profit for the year (positive)</strong></td>
<td>1,464</td>
<td>2,106</td>
</tr>
<tr>
<td><strong>Loss for the year (negative)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Solidarity Fund (withdrawal)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Loss brought forward from preceding period</strong></td>
<td>-72,149</td>
<td>-74,255</td>
</tr>
<tr>
<td><strong>Loss to be carried forward</strong></td>
<td>-70,685</td>
<td>-72,149</td>
</tr>
</tbody>
</table>

**Income Statement**

**Statutory auditor’s report**

to the general meeting of the members of the association of “junior achievement-young enterprise Europe” on the financial statements for the year ended December 31, 2013

In accordance with the legal and statutory requirements, we report to you on the performance of the mandate of statutory auditor which has been entrusted to us. This report contains our opinion on the true and fair view of the financial statements as well as the required additional statements.

**Unqualified audit opinion on the financial statements**

We have audited the financial statements for the year ended December 31, 2013, prepared in accordance with the financial reporting framework applicable in Belgium, which show a balance sheet total of € 2,255,269.43 a net assets of the non-for-profit association are positive and amount to € 41,946.26 and a profit for the year of € 1,464.47. Management is responsible for the preparation and the fair presentation of these financial statements. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making account estimates that are reasonable in the circumstances. Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the legal requirements and the Auditing Standards applicable in Belgium, as issued by the institute of Registered Auditors. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement, whether due to fraud or error. In accordance with the above-mentioned auditing standards, we considered the association’s accounting system, as well as its internal control procedures. We have obtained from management and from the association’s officials the explanation and information necessary for executing our audit procedures.

We have assessed the appropriateness of accounting policies and the reasonableness of significant accounting estimates made by the association as well as the overall financial statement presentation. We believe that these procedures provide a reasonable basis for our opinion. In our opinion, the financial statements for the year ended December 31, 2013 give a true and fair view of the association’s assets and liabilities, its financial position and the results of its operations in accordance with the financial reporting framework applicable in Belgium.

MICHEL WEBER - RÉVISEUR D’ENTREPRISES
FEBRUARY 25, 2014
Giving our thanks

Gold Partners

ArcelorMittal  Axa  Bata  BlackBerry  Citi Foundation
FedEx  Ferd  HP  MetLife Foundation  Microsoft

Partners

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