

WHAT IS THE KEY TO UNLOCKING THE FUTURE?

ANNUAL REPORT | 2012 – 2013





In this annual report

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WHAT IS THE KEY TO UNLOCKING THE FUTURE?

Junior Achievement!

Our future is bright because it is in the hands of outstanding youth who have the passion, the drive and the knowledge to succeed. At Junior Achievement, we meet those outstanding youth each day and are inspired by their dedication and accomplishments. They are our next generation of leaders and will drive Canada's economy and success in the years to come.

Last year, Junior Achievement in Canada reached more than 243,000 young Canadians in communities from coast to coast. These talented Achievers were able to experience a Junior Achievement program delivered by one of our many dedicated volunteers but this is only the start. We need to ensure each and every student across Canada has access to a Junior Achievement program.

Moving forward, we will work with our partners to ensure the reach of our programs continues to grow. We are launching innovative new programs, including new digital programs and extensions for our existing programs, to ensure we offer a world-class curriculum.

The development of entrepreneurship, financial literacy and work readiness skills are key to our youth's future success. Thank you for your support in preparing our students to achieve and own their success. With your support, we will continue to grow and reach even more future leaders.

We encourage you to read this year's annual report to learn and understand how Junior Achievement is the key to unlocking the future.

Stephen Ashworth
President & CEO (acting)
Junior Achievement of Canada

Neil Harrison
Chair
Junior Achievement of Canada
Board

Jos Wintermans
Chair
Junior Achievement of Canada
Foundation Board



*“Junior Achievement
develops leadership qualities
in students, which is so
important for our society.”*

PURDY CRAWFORD — Companion of the Order
of the Business Hall of Fame 2000

**OVER 80% OF ACHIEVERS
CITE JUNIOR ACHIEVEMENT
AS IMPORTANT IN
DEVELOPING THEIR
LEADERSHIP AND PROBLEM-
SOLVING SKILLS.**

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A lifetime of positive impact

WHO WE ARE

Junior Achievement is the largest youth business education organization in Canada with local offices from coast to coast. Our mission is to inspire and prepare youth to succeed by navigating and understanding the challenges presented by a global economy.

Since 1955, we have reached over 4 million Canadian youth. Each year, hundreds of thousands of young Canadians participate in our programs, each of which support the Junior Achievement pillars: work readiness, entrepreneurship, and financial literacy. By engaging in these programs, youth are better able to make informed, educated and knowledgeable financial decisions, start companies and develop successful career plans.

These programs are delivered by our network of dedicated volunteers who bring their professional experiences into the classroom and help students connect program concepts with real-life situations. With their help, students become equipped with the knowledge and confidence they need to define their personal success, learn financial responsibility, and prepare for the workforce.

Read more in the following pages to understand the lasting impact of the Junior Achievement experience.

58
YEARS

inspiring the future

4
MILLION

youth impacted

400
COMMUNITIES

reached



The number of volunteers who helped inspire Canadian youth in the last year.

14,500



The number of Canadian youth reached in the last year alone by Junior Achievement.

243,000

The annual impact on the Canadian economy directly attributed to the work of Junior Achievement.



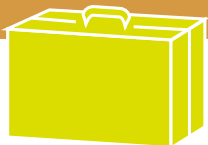
\$45



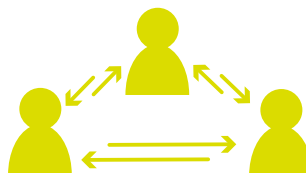
The annual return to society on each dollar invested in Junior Achievement.

\$105
MILLION

The number of jobs created each year as a direct result of Junior Achievement.



\$425
MILLION



The amount that can be directly attributed to the entrepreneurial activity of Achievers.

7,000



“The program has taught me how to make good, responsible smart decisions by teaching me how to do it right.”

— Grade 7 Dollars with Sense student

BY DELIVERING ENGAGING AND EFFECTIVE BUSINESS EDUCATION PROGRAMS TO YOUNG CANADIANS, **JUNIOR ACHIEVEMENT FILLS THE NEED FOR FINANCIAL LITERACY EDUCATION IN SCHOOLS.**

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HOW DO WE SUPPORT OUR STUDENTS?

Programs

When you take a closer look you'll see that Junior Achievement's unique programs allow students to experience and understand business while encouraging them to do more with their lives.

Aligned with our three pillars — work readiness, entrepreneurship and financial literacy — our programs provide students with skills and knowledge on topics such as money management, the role of business, building a successful career, the impact of technology and innovation, running a business and more. They empower students to make connections between what they learn in school and real world application. With this knowledge, students learn financial responsibility, make confident decisions, and become innovators.

In 2012-2013, we delivered over 8,000 programs to students in elementary, middle and secondary school classrooms. More than 243,000 students benefited from Junior Achievement programs with an increase in our reach of over 17,000 students as compared to 2011-2012. This was made possible with the support of our dedicated volunteers who committed over 1.5 million hours of their time.

Our pillars

Work Readiness

Canada's future success depends on today's youth. Their success starts with preparation. We help youth prepare by giving them a solid sense of their abilities, a perspective on their careers and an understanding of what it takes to perform in the workplace. Achievers learn to take responsibility, and cultivate values and attitudes that inspire performance throughout their careers.

Entrepreneurship

A significant percentage of Canada's GDP is generated by small and medium sized businesses. Junior Achievement accelerates the professional development of youth by providing them

with the experience and expertise needed to become successful entrepreneurs. Through our programs, students are developing the core business skills necessary to be successful, creative leaders launching thousands of new businesses each year.

Financial Literacy

At Junior Achievement, we believe financial literacy is important and good habits start at an early age. We help cultivate habits and knowledge through our programs which put financial literacy concepts into practice. By connecting basic economics to their daily lives, our youth develop the habits and understanding to make sound financial decisions in their career and in life.

New National Ambassador Network

In 2013, Junior Achievement launched the National Ambassador Network; a team consisting of Achievers and alumni dedicated to the ongoing improvement of the JA student experience. The network draws on the ambassadors' personal experiences, using their knowledge to generate innovative ideas and solutions as well as becoming the voice of Achievers across Canada.

James Sun

National Ambassador Regional Lead, JA Central Ontario

Kathleen Hutton

National Ambassador Team Lead, JA Canada

Bethany Dickey

Member, JA Nova Scotia

Julia Hou

Member, JA Central Ontario

Sunjita Kapoor

Member, JA Saskatchewan

Sheliza Kassam

Member, JA Southern Alberta

Crystal Kyabaggu

Member, JA London & District

Natalie Lau

Member, JA British Columbia

Ryan McGeachy

Member, JA South Western Ontario

Rashik Naveed

Member, JA Central Ontario

Idel Riemer

Member, JA Northern Alberta

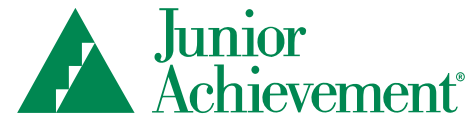
“My experience in Junior Achievement helped me to grow to be confident, responsible and an organized person. [It] has taught me the different aspects of business and how to be a key team player... I have gained skills such as communication and leadership that I have implemented in my daily life. [It] has been a memorable and worthwhile experience that I look forward to joining each year.”

SELINA McCALLUM — Achiever

ACHIEVERS CREDIT JUNIOR ACHIEVEMENT PROGRAMS WITH BEING THE DRIVING FORCE BEHIND THEIR FINANCIAL LITERACY SKILLS OF BUDGETING, LONG-TERM PLANNING, AND INVESTING.

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Next Generation Leaders Forum 2012

Each year, the world's top youth leaders gather to learn what it takes to be successful in business and life. During the five-day conference, these international delegates attend keynote presentations, skills workshops, participate in the Ultimate Business Challenge and are part of an unforgettable experience of teamwork and leadership.

In 2012, delegates representing ten countries gathered at St. Mary's University in Halifax, Nova Scotia where they had the opportunity to tackle a real-world business problem, network with industry leaders, academics and peers from around the world. The countries represented at the 2012 NGL Forum included the Bahamas, Canada, the Cayman Islands, China, Denmark, Hong Kong, Jamaica, Northern Ireland and the Republic of Ireland, Norway, and the United States of America.

Presented with our Premier National Partner, Xerox Canada, it was another successful event inspiring and enriching the minds of the international delegates and leaving them with valuable business wisdom and a glimpse of the real world of business. As the 2012 host sponsor, Saint Mary's University set the stage for an inspired week in the business hub of Atlantic Canada.

The theme, "innovation.insight.inspiration" invited youth to use their innovative spirit and knowledge to solve real business challenges, learn about the business world from business and academic leaders and practice their networking and problem-solving skills.

Highlights of this year's event also included Sobeys Day, with senior executives from the company stopping by to share Sobeys' Canadian retailing success story and ideas for sustainable family businesses. Delegates also participated in a scavenger hunt





around the city of Halifax, enjoyed a BBQ lunch and a historical Harbour tour – all presented by Sobeys.

Junior Achievement wishes to thank all of the partner organizations that helped to make the 42nd Next Generation Leaders Forum a success.

The Ultimate Business Challenge

For the Ultimate Business Challenge, youth were divided into small teams to examine how they could create new business opportunities for one of the largest ship-building projects in Canada, the Irving Ship Yard Project. Delegates were given the week to work in their teams and come up with a solution which they presented at the end of the week. A panel of academics gathered to evaluate each presentation and select the winning team. The winners of the Ultimate Business Challenge were announced at the closing ceremonies on the last day of the Forum.

“The young people who participate in Junior Achievement are the country’s next generation of community, labour and business leaders,” said Nova Scotia Premier Darrell Dexter. “Nova Scotia is on the verge of some of the most significant economic opportunities in the province’s history, including the federal shipbuilding contracts. I’m encouraged to see that Junior Achievers have focused on developing proposals to take advantage of the opportunities that will come from Irving Shipbuilding’s big win, and I look forward to learning about their ideas.”



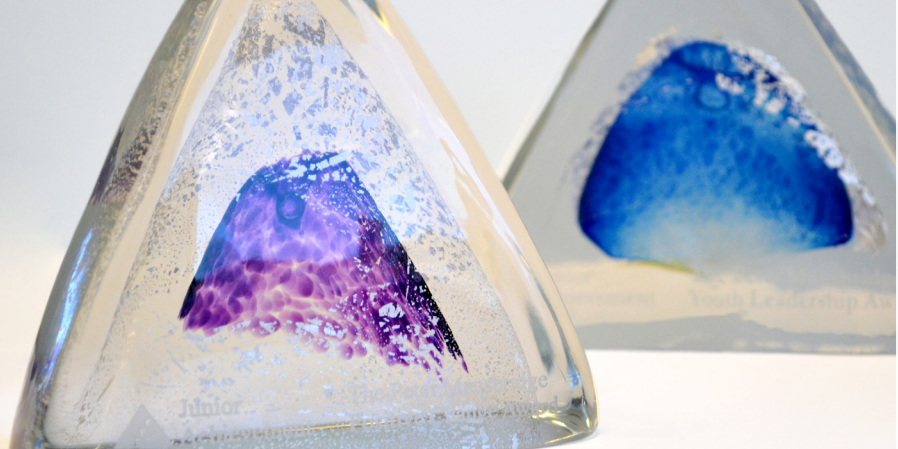
*“NGL has so far been
the best and most
meaningful conference I
have ever attended. We
have learned so much
not only about business
and entrepreneurship,
but also about myself;
teamwork; cooperation;
communication and
reaching for personal goals
and opportunities in life.”*

AMINA RESCH — Achiever from Junior
Achievement Norway

**PARTICIPATION IN A
JUNIOR ACHIEVEMENT
PROGRAM PROVIDES A
TRANSFORMATIONAL EVENT
THAT ALTERS AMBITIONS AND
ENCOURAGES ACHIEVERS TO
DO MORE WITH THEIR LIVES.**

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National awards and scholarships

They're entrepreneurs, volunteers, active in their communities and they are still high school students. Each year, Junior Achievement recognizes amazing young people through a variety of scholarships and awards.



As Chief Correspondent at CBC News, Peter Mansbridge has enjoyed a decorated career, receiving many awards for excellence in broadcast journalism, numerous honorary degrees from universities across Canada, as well as recognition from leading universities in the United States and the United Kingdom. Mr. Mansbridge has been a strong supporter of Junior Achievement for many years. His ongoing support of JA's young leaders includes two prestigious national Junior Achievement awards; The Peter Mansbridge Youth Leadership Award and the Peter Mansbridge Positive Change Award.

Peter Mansbridge Positive Change Award

Purpose: To highlight a student's achievement and commitment to use their voice to make a positive change for their community, world, future and future generations.

Winner 2013: **Graham Pedregosa, Junior Achievement of South Western Ontario**

Peter Mansbridge Youth Leadership Award

Purpose: To recognize personal accomplishments and involvement of an Achiever that has exemplified the values and attributes of successful business and community leaders.

Winner 2013: **Sara Husni, Junior Achievement of London & District**

Deloitte Inspiration Awards

A long-time supporter of the Junior Achievement awards and scholarships program, the Deloitte Inspiration Awards are given to students who have demonstrated thoughtful perspectives and the attributes required to succeed in the workforce.

Winners 2013: **Patrick Ghazal, Jeunes Entreprises du Québec**

Sheliza Kassam, Junior Achievement of Southern Alberta

Shandra MacMaster, Junior Achievement of Nova Scotia

Karen Ye, Junior Achievement of Central Ontario



The Al Beech Memorial Award

Recognizing individual achievement and personal development.

Winner 2013: Niklas Agarwal, Junior Achievement of Central Ontario

The Canadian Chamber of Commerce Company of the Year Award

Recognizing the most well-managed student company of JA's *Company Program*.

Winner 2013: dOts, Junior Achievement of Central Ontario

The Evelyn Ruskin JA Corporate Awareness Scholarship

Recognizing the impact Junior Achievement has had on the lives of Canadian youth.

Winner 2013: Ian Sug, Junior Achievement of London & District

The Richard Ivey School of Business, Entrepreneurship Institute Scholarship

Recognizing development of entrepreneurship through student participation in Junior Achievement programs.

Winner 2013: Fei Teng, Junior Achievement of Central Ontario

The Seymour Schulich Entrepreneurship Scholarship

Recognizing entrepreneurship among Canadian youth.

Winner 2013: Pierre Kochel, Junior Achievement of New Brunswick

TD Canada Trust Fund Scholarship

Recognizing Achievers who have demonstrated outstanding scholastic abilities as well as leadership in the community.

Winner 2013: Ayman Vaniyambadi, Junior Achievement of Central Ontario

The TELUS "App" Competition

Recognizing student knowledge via Social Media in the areas of Business Application or Financial Literacy.

Winners 2013: Isaac Jacobi and Evan Finnigan, Junior Achievement of Waterloo Region

For more information about our awards and scholarships, visit: jacanada.org/awards



*“Who am I? I am simply
a student who hopes to
one day make this world a
better place.”*

KAREN YE — Deloitte Inspiration
Award Winner 2013

**65% OF ACHIEVERS SAY
THAT JUNIOR ACHIEVEMENT
HAD A SIGNIFICANT IMPACT
ON STAYING IN HIGH
SCHOOL AND IN ENROLLING
IN POST-SECONDARY
EDUCATION.**

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WHO INSPIRES OUR FUTURE LEADERS?

Volunteers

Thanks to the dedication and commitment of over 14,500 volunteers, Junior Achievement continues to provide programs to youth in communities across the country.

With the support of these dedicated individuals, we are able to reach and inspire youth from coast to coast, encouraging them to explore career possibilities, teaching them how to manage finances, and helping them start their own company.

REMEMBERING MR. ROYDEN RICHARDSON

In 2013, Junior Achievement lost a dedicated supporter and volunteer – Mr. Royden Richardson.

Mr. Richardson was a Junior Achievement of Canada National Board Director and an active supporter of our organization. In honour of Mr. Richardson's legacy and his dedication, the family requested that donations be made to Junior Achievement in lieu of flowers.

Mr. Richardson provided invaluable support and dedication to Junior Achievement and played an essential role in ensuring the future success of students across Canada. The gifts made in Mr. Richardson's memory have enabled us to continue to provide young Canadians with relevant, hands-on education to help them gain the knowledge and confidence needed to define personal success. With the support of the Richardson family and the dozens of individuals and companies who gave in memory of Mr. Richardson, we will continue to prepare and inspire youth to succeed in business and in life.

QUEEN'S DIAMOND JUBILEE MEDAL

The Queen's Diamond Jubilee Medal was created to celebrate Her Majesty's accession to the Throne 60 years ago. This commemorative medal is a tangible and lasting way to pay tribute to Canadians whose achievements have benefited their fellow citizens, their community, their organization and the country.

In 2013, Junior Achievement of Canada had the distinct honour of presenting 30 remarkable individuals with the Queen Elizabeth Diamond Jubilee Medal for their outstanding contributions in support of our students, our community and our country.

Stephen Ashworth	Lynn Coveyduck	Todd Poland
Lorraine Beech	Michael Foulkes	Bruce Poon Tip
Jan Bell-Irving	Scott Hillier	Rick Power
Michel Bryan	Jim Jasper	Bryan Rice
Stephen Daze	Heather MacNeil	David Shaw
Diane Dent	Tim Manning	Jeffrey Singer
Carey Drader	Scott McGeachy	James Sun
J.E. Britt Dysart	Louise Mitchell	Joanne Walker
Lynne Clark	Tom O'Neill	Steve Wilson
Jack Cockwell	Brian Phillips	Jos Wintermans

Junior Achievement also presented awards on behalf of the Government of Canada to Mr. Bill Dimma and Mr. Purdy Crawford.

VOLUNTEER OF THE YEAR: H.E. MISKIMAN NATIONAL LEADERSHIP AWARD

Congratulations Roy Fraser and Jo Mark Zurel

The H.E. Miskiman National Leadership Award is inspired by H.E. Miskiman who was an active volunteer and Junior Achievement of Canada Board Member. The award honours volunteers who advance the goals of Junior Achievement both locally and nationally. The 2012 recipients of the award are Roy Fraser from Junior Achievement of Central Ontario and Jo Mark Zurel from Junior Achievement of Newfoundland and Labrador.



*“Junior Achievement
volunteers can speak from
experience. That’s powerful.”*

NICOLE DE FRANCESCO — Member of the Board
for Junior Achievement Guelph-Wellington

BY PROVIDING YOUTH WITH THE
SKILLS NECESSARY TO BECOME
INNOVATIVE, PRODUCTIVE, AND
CONTRIBUTING CITIZENS,
**JUNIOR ACHIEVEMENT
ENSURES THE COMPETITIVE
WELL-BEING OF CANADA'S
ECONOMY.**

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Community partners

During the 2012-2013 fiscal year, the Charter staff, national donors and the national office collaborated on a number of development projects to support the continual growth and advancement of Junior Achievement of Canada.

Accenture — New *Keep Your Balance* app and *Success Skills* program

With the generous support of Accenture, Junior Achievement of Canada launched the very first online exercise tool to enhance the delivery of the *Economics for Success* program — *Keep Your Balance* (jacanada.org/efs/kyb). This tool allows educators, volunteers and students to get even more out of our programs, as well as raise awareness about Junior Achievement of Canada and its financial literacy pillar.

In addition, Accenture and Junior Achievement partnered again to develop the new *Success Skills* program which helps students develop communication and personal strategies to achieve career and lifelong learning success. Through this interactive program, students identify and explain the need for workplace skills of communication, collaboration, problem solving and life-long learning.

“Supporting Junior Achievement helps bring to life Accenture’s commitment to building skills. We share Junior Achievement’s commitment to making a significant, lasting impact on the long-term economic vitality and resilience of individuals, families and communities around the world.”

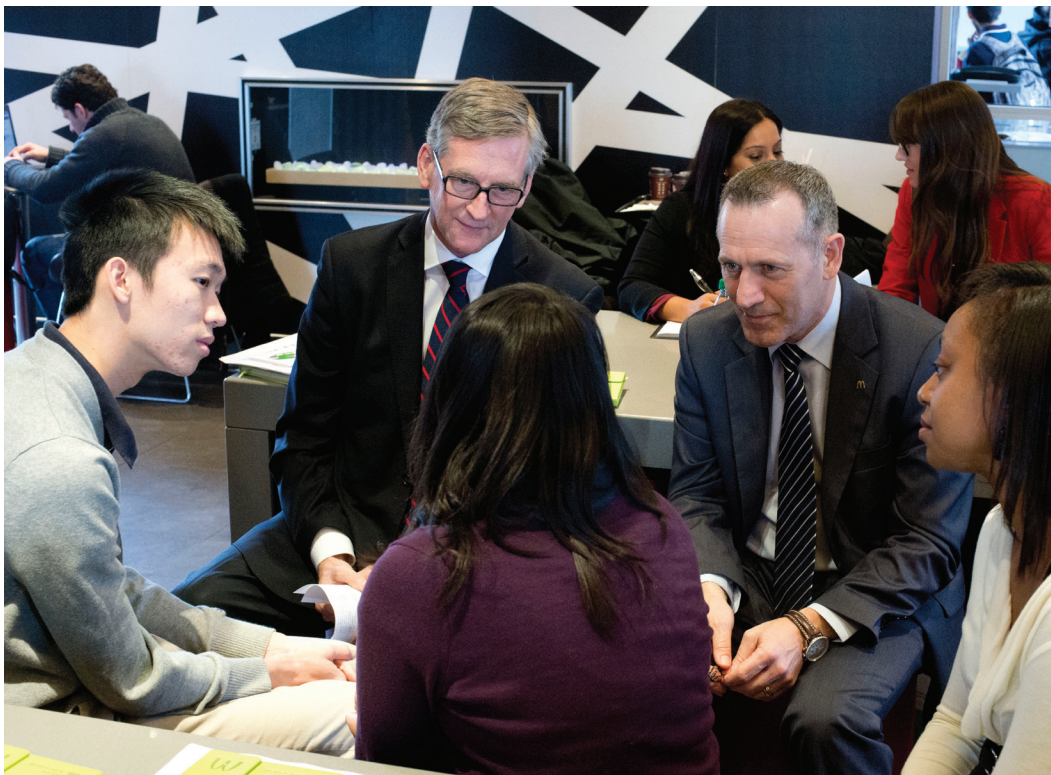
— Michael Wilson, Managing director of corporate citizenship in Canada, Accenture

Business Development Bank of Canada

In proud partnership with the Business Development Bank of Canada, Junior Achievement developed *Be Entrepreneurial*, keeping the specific needs of high school students in mind as they learn to start planning their own entrepreneurial venture. *Be Entrepreneurial* provides engaging and enriching content to assist students in envisioning and building upon their own ideas and writing a business plan.

McDonald’s Restaurants of Canada Limited

Junior Achievement of Canada and McDonald’s Restaurants of Canada Limited announced a new partnership to help students in communities across the country secure their first jobs. Junior Achievement and McDonald’s Canada will work together on a variety of initiatives to help students prepare for a successful career. In April 2013, at the



inaugural Junior Achievement *Success 101* session in Toronto, students joined McDonald's and Junior Achievement management and volunteers to participate in a hands-on workshop focused on interview training tips and techniques.

"Junior Achievement shares values similar to McDonald's, including equipping youth with business skills and educating them about entrepreneurship."

— Len Jillard, Senior Vice President, People Resources & Chief People Officer, McDonald's Restaurants of Canada Limited

TD Bank Group

What tools do young people need to become entrepreneurs and future leaders? For TD Bank Group and Junior Achievement of Canada, the answers are simple: provide youth with the digital tools that today's learners need, and provide access to volunteers who deliver cutting-edge financial literacy and entrepreneurship programs that teach young people to be financially savvy. TD has been instrumental in supporting the ongoing development and delivery of Junior Achievement's programs across Canada for more than 15 years.

"As a large financial institution, TD recognizes that we have a particular responsibility to help Canadians, especially young Canadians, gain a better understanding of their finances. We are very proud to support programs like Junior Achievement and we are especially proud to see that commitment shared by so many employees who donate their time."

JOHN TRACY — Senior Vice President, Retail Savings and Investing, TD Bank Group

COMPARED TO THE AVERAGE EMPLOYEE, **ACHIEVERS ARE THREE TIMES MORE LIKELY TO HOLD SENIOR AND MIDDLE MANAGEMENT POSITIONS IN THEIR RESPECTIVE ORGANIZATIONS.**

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Corporate and individual supporters

NATIONAL PARTNERS \$100,000 +



INVESTORS \$50,000 – \$99,999



J. Cleghorn



A. Fell



Ptarmigan
Foundation

The Peter Gilgan
Charitable Foundation

The Wilson
Foundation



MENTORS \$25,000 – \$49,999



Brookfield



D. Mirvish

OSLER

SIEMENS



THOMSON REUTERS

J. Wintermans

ROLE MODELS \$10,000 – \$24,999

Acxsys Corporation	Fairfax Financial Holdings Limited	Scotiabank Group
Aldo Group Inc.	Grant Thornton LLP	Shaw Communications Inc.
Barrick Gold Corporation	Great West Life Assurance Company	SickKids Foundation
Bata Limited	Heffernan, G.	The Sixty Three Foundation
Bata, S.	Holland College	Sobeys Inc.
Bechtel	Hugessen Consulting Inc.	Standard Life Assurance Company of Canada
BILD Building Industry and Land Development Association	Hydro Quebec	State Street Global Giving Campaign
BMO Nesbitt Burns	Irving Oil Limited	Stewart McKelvey
Borealis Infrastructure Management Inc.	Jetport Inc.	Stikeman Elliott LLP
The Boston Consulting Group	KPMG LLP	Teck Resources Ltd.
Bragg, J.	Loblaws Inc.	Telus
Business Development Bank of Canada	London Drugs Foundation	Teranet Inc.
CAE	Mansbridge, P.	Torstar Corporation
Cape Breton University	Maple Leaf Foods Inc.	TPH The Printing House Limited
Caterpillar	McCain Foods Limited	Tridel Corporation
CGI	Metro Richelieu	Trimac Transportation Services
Cisco Systems Canada Co.	Metro Toronto Convention Centre	Triovest Realty Advisors Inc.
Cockwell, J.	National Bank of Canada	Tutsch, T.
Coril Holdings Ltd.	Nova Scotia Provincial Lotteries	University of Guelph
Corus Entertainment Inc.	OMERS	University of Toronto
Creaghan McConnell Group Ltd.	Oxford Frozen Foods Ltd.	Weston, W.G.
de Grandpré, A.J.	Power Corporation of Canada	Wilfrid Laurier University
The David and Faye Sobey Foundation	PriceWaterhouseCoopers LLP	Wilson, L.R.
	Ryerson University	

IN-KIND SUPPORTERS



SCHOLARSHIPS

Al Beech Memorial Award	Peter Mansbridge Positive Change Award	The Seymour Schulich Entrepreneurship Scholarship
The Canadian Chamber of Commerce Company of the Year Award	Peter Mansbridge Youth Leadership Award	TD Canada Trust Fund Scholarship
Deloitte Inspiration Award	The Richard Ivey School of Business, Entrepreneurship Institute Scholarship for Entrepreneurship	The TELUS "App" Competition
The Evelyn Ruskin JA Corporate Awareness Scholarship		



*"We all share the
responsibility of inspiring
students to own their future
career success."*

MICHELLE MURRIN — Junior
Achievement volunteer

**ACHIEVERS ARE 50% MORE
LIKELY TO OPEN THEIR OWN
BUSINESS WHICH LEADS TO
INNOVATION, NEW JOBS, AND
WEALTH CREATION.**

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The Canadian Business Hall of Fame

THE 2013 COMPANIONS

In recognition and celebration of their lifetime achievements, four leaders were inducted as Companions of the Order of the Business Hall of Fame by Chancellor Mr. Tom O'Neill during the 35th annual Gala Dinner and Induction Ceremony.

This year's Inductees were:

- Peter E. Gilgan, Founder & CEO of Mattamy Homes
- Ian Greenberg, President & CEO of Astral
- David Mirvish, President of Ed Mirvish Enterprises
- Joseph Shannon, President of Atlantic Corporation

ABOUT THE HALL OF FAME

The Canadian Business Hall of Fame and the Order of the Business Hall of Fame recognize and celebrate the lifetime accomplishments of Canada's most esteemed business leaders. Founded in 1979 by Junior Achievement of Canada, it was created in order to honour inspiring Canadian leaders and provide role models to youth across the country. For more information including a complete listing of Companions, please visit cbhf.ca.

GALA DINNER & INDUCTION CEREMONY

The annual Canadian Business Hall of Fame Gala Dinner and Induction Ceremony is a premier event hosting senior business leaders from across Canada. Guests gather at the Metro Toronto Convention Centre to celebrate Canada's successful and growing business industry and honour new Companions as they are formally inducted into the Order of the Business Hall of Fame. For more information, please visit cbhf.ca/induction-ceremony.

Left to right

THE 2013 COMPANIONS OF THE ORDER OF THE BUSINESS HALL OF FAME: Peter E. Gilgan, David Mirvish, Ian Greenberg and Joseph Shannon



“These Inductees and the Companions of the past represent and showcase the power of knowledge, entrepreneurship and drive to succeed.”

TOM O’NEILL — Chancellor, Order of the Business Hall of Fame and Chair of the Board, BCE and Bell

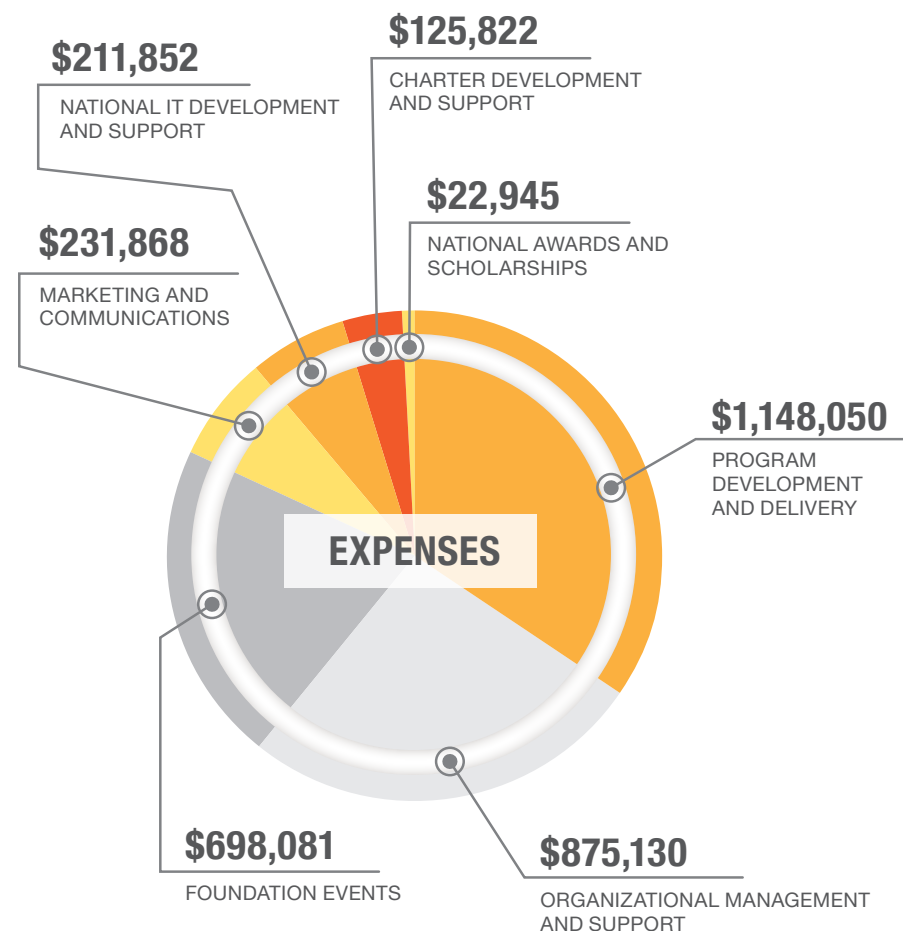
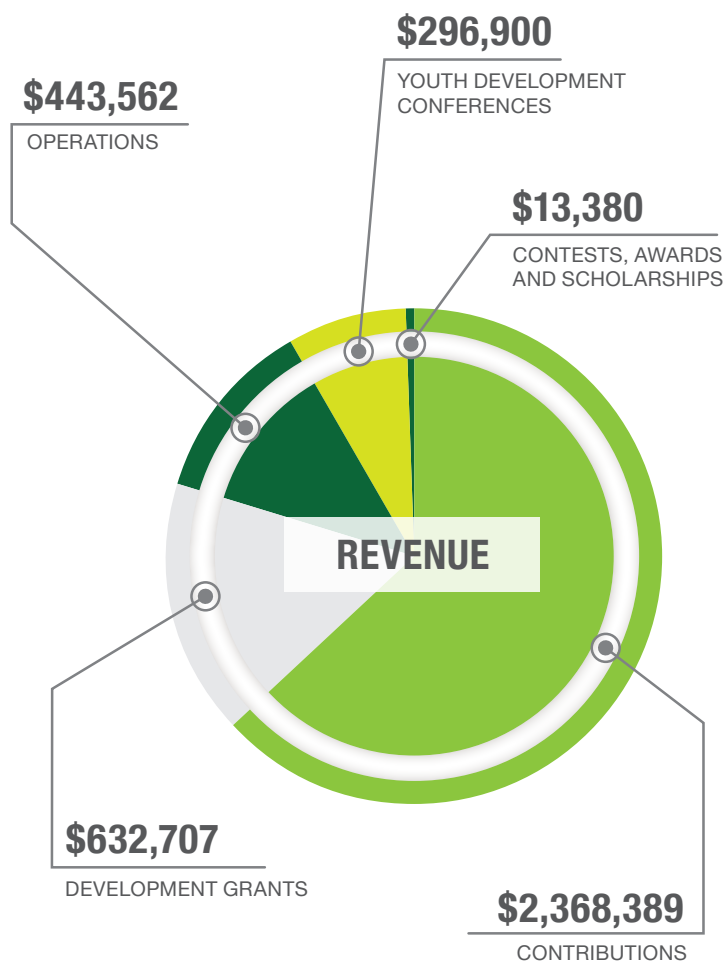
**JUNIOR ACHIEVEMENT
ALUMNI LAUNCH 6,500
COMPANIES A YEAR, A
RATE 50% HIGHER THAN THE
CANADIAN AVERAGE AND
THEIR COMPANIES LAST 30%
LONGER.**

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Financial results

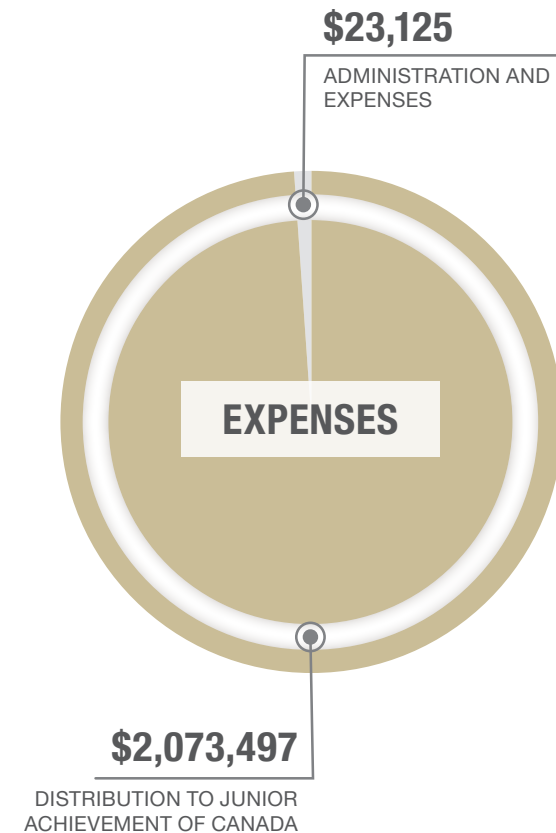
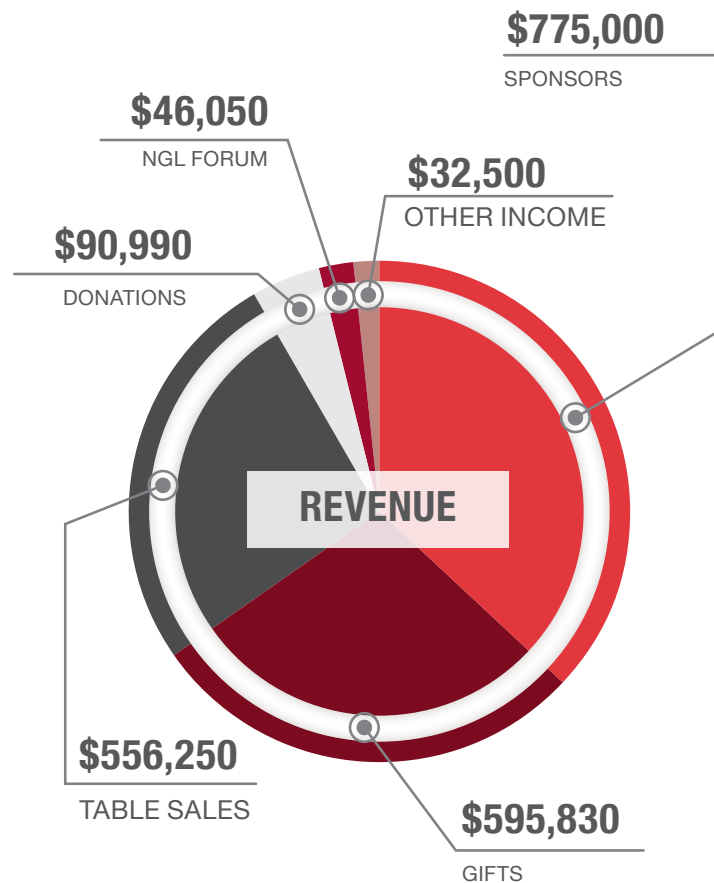
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JUNIOR ACHIEVEMENT OF CANADA FOUNDATION



THE ANNUAL IMPACT ON CANADA'S ECONOMY, DIRECTLY ATTRIBUTED TO THE WORK OF JUNIOR ACHIEVEMENT, IS \$105 MILLION.

Board of directors

JUNIOR ACHIEVEMENT OF CANADA

Neil Harrison (CHAIR)

Partner, Financial Services Industry
Assurance & Advisory,
Deloitte & Touche LLP

Norman L. Attridge

Assistant Vice President Small Business
Banking, Envision Financial

Brenda Brown

Senior Vice President Human Resources,
Compass Group Canada

Valerie Campbell

Principal, Valerie Campbell & Associates

David Dalziel

Partner, Financial Services Industry
Assurance & Advisory,
Deloitte & Touche LLP

Kevin Dane

Chief Operating Officer,
Wildeboer Dellelce LLP

Robert Fernandez

Executive Director, AEDA – Alberta
Economic Development Authority

Sarah Hawitt

Partner, BluEra Executive Search

Tim Hewat

Partner, Amrop Knightsbridge
Executive Search

Dr. Bill Hogarth

Director of Education (Retired),
York Region District School Board

Dr. Brian McMillan

President, Holland College

Louise Mitchell

Senior Vice President Strategy and
Life & Health Products, TD Insurance

Rick Peterson

Corporate Finance Consultant,
Waterfront Mining Group

Brian Phillips

Vice President (Retired), RBC Phillips
Hager & North Investment Counsel

Roberto Sbrugnera

Senior Director, Treasury, Risk &
Investor Relations, Metro Inc.

Jeffrey Singer

Partner, Stikeman Elliott LLP

JUNIOR ACHIEVEMENT OF CANADA FOUNDATION

Jos Wintermans (CHAIR)

Director, Teranet Inc.

Lynne Clark

Senior Partner Financial Services,
Deloitte & Touche LLP

Neil Harrison

Partner, Financial Services Industry
Assurance & Advisory,
Deloitte & Touche LLP

Jeffrey J. McCraig

Chairman & CEO, Trimac Transportation

David G. A. McLean

Chairman, The McLean Group

L. Jacques Ménard

Chairman, BMO Nesbitt Burns and
President, BMO Financial Group, Québec

John Rogers

CEO, Stewart McKelvey

David R. Shaw

Founder & CEO, Knightsbridge Human
Capital Solutions

Thomas A. Tutsch

Former CEO, BMO Nesbitt Burns Equity
Partners and Former Deputy Chair,
BMO Nesbitt Burns

Meet the national team

Aliya Ansari

National Director, Development and Special Events

Stephen Ashworth

President and CEO (acting)

Laurissa Barnes-Roberts

National Marketing Coordinator

Claudia Bishop

Chief Financial Officer

Kristina Fixter

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