

A YEAR OF CREATIVITY,
COMMUNITY AND
COMMITMENT

Impact Report

2020



*I wish to meet my
favourite baking
YouTuber*

Lena Marie, 7, Germany
cerebral palsy

Make-A-Wish[®]
INTERNATIONAL

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I wish to become a turtle researcher

Jaden, 7, Canada
vascular & lymphatic malformation (pulmonary condition)

I wish to have a playhouse with slides

Grace, 8, Ireland
leukaemia



Hope.

This past year we've all had a glimpse of what it feels like to wait for **hope**.

Kids who are living with serious illnesses all over the world have lived with this feeling too, much longer than most. When a wish kid receives their wish, they get to experience life beyond their illness – giving them renewed joy, confidence and most of all, **hope**.



A year of *Community, creativity and commitment*

2020 was a challenging year. COVID-19 severely impacted every aspect of our lives and created much uncertainty. As we look back at fiscal year 2020, one of the most challenging years in our history, we recognise how resilient and innovative we have become. The COVID-19 pandemic transformed the global economic landscape and brought to the foreground the importance of **Creativity, Community and Commitment.**

2020 will also be long remembered as a defining moment in the history of our organisation, as we **celebrated the granting of transformational wishes to more than 500,000 seriously ill children.** This year brought obstacles of a magnitude that were impossible to foresee, but it also opened up new opportunities to adapt and rise to the needs and expectations of all our stakeholders.

In the first two months of the 2020 calendar, we finalised the transition to the new International office in Hilversum, The Netherlands. In the middle of our fiscal year 2020, the COVID-19 pandemic first hit our Asian Affiliates, then moved on to our Europe and Latin American Affiliates, from March onwards. Our Affiliates had to take some drastic measures in rapid time – reduction in staff in countries where there was no government assistance, a sudden halt in wish granting due to lockdown restrictions, hold on wishes involving international travel, and working from home for staff.

It is difficult to easily summarise the twelve months of fiscal 2020, but there are some important themes as we emerge – and even more importantly as we look to the future. Make-A-Wish International has remarkable underlying strengths; **our deep connection with our network of Affiliates, a world-class inspired, talented and increasingly diverse team of Board members and staff, a commitment to innovation that is second to none, a brand that connects with and inspires people all over the world, a true digital advantage to relay our stories, and most importantly, our loyal and committed supporters from around the world.**

As we re-imagine our future, we proudly stand on the shoulders of the founders of Make-A-Wish, knowing that we have a responsibility to share their story, as well as the countless stories of wish families whose lives have been forever changed with a wish over the past 40 years.

As we look to the future of our incredible mission and our strong history, our approach will be a bold and courageous one. Here's to the next 40 years...

Luciano Manzo
President & CEO
Make-A-Wish International



Aiming to deliver *High performance for our organisation*

As Chairman of the international Board, I have the privilege to lead a group of executives and philanthropists from around the world who have a passion for, and an unwavering commitment to, the mission, vision and values of the organisation. For your information, we have highlighted the biographies of the members of our Board.

I have also made it a priority to communicate with several of our Affiliate Board Chairs, where we have discussed various opportunities and challenges faced by our organisation. During such calls, I have shared my personal belief that – building an exceptional Board is a journey that never ends and for an organisation to be excellent, it also needs an excellent and engaged Board.

While every Affiliate is unique and at a different point of its journey, our mission and values are the same and our challenges very similar. This is why collaboration and sharing of knowledge and best practices are critical to our success.

From the international organisation's perspective, our Board strives to provide direction, oversee a policy-based governance system and is committed to protecting the organisation's assets, the most important of which, is the

Make-A-Wish brand. Board members are the fiduciaries who steer the organisation towards a sustainable future by adopting sound, ethical, and legal governance and exercising financial oversight, as well as by making sure our organisation has adequate resources to advance its mission.

A successful partnership between a Board and the CEO is based on a shared vision and priorities, honest dialogue, mutual respect, and most of all – trust.

A formula which I have shared with Affiliate Chairs, is one that aims to deliver high performance for our organisation, sustained over many years.

Looking ahead, we will continue to engage with, and rely on our many donors, supporters, volunteers, boards, staff and our wish families to 'grant the wish of every eligible child'.

Markos Tambakeras
Chairman of the Board
Make-A-Wish International



SNAPSHOT

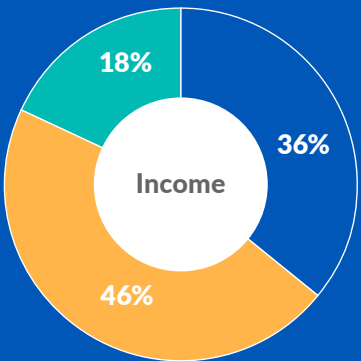
FISCAL YEAR 2020

Figures in USD \$

TOTAL REVENUE

Global

\$55.8M

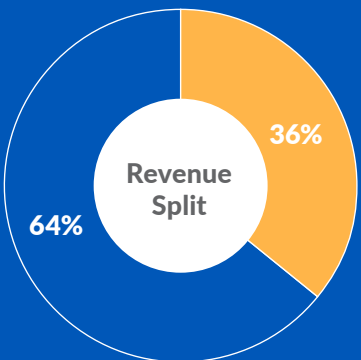


Cash contribution	\$3.3M
In-Kind	\$4.2M
Other	\$1.6M

TOTAL EXPENSES

Make-A-Wish International

\$9.3M



Distributed to Affiliates	\$5.8M
Revenue International	\$3.3M

VOLUNTEERS

Global

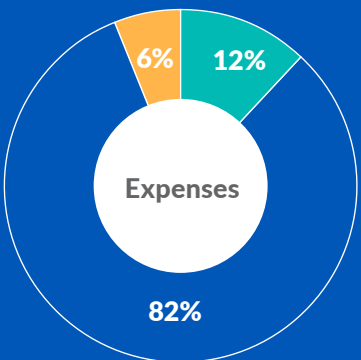
9,177



WISHES

Granted

11,581



Affiliate Development & Support	\$7.6M
Management & General	\$1.1M
Fundraising	\$0.6M

Pending

11,162



I wish to have a PlayStation 4
Eduardo, 6, Portugal
leukaemia

FINANCES

*Fiscal Year September 1, 2019 through August 31, 2020, International
Figures in USD \$*

Support and Revenue

Contributions and grants	\$	7,522,230
Affiliate member dues		1,550,425
Investment Income		48,918
Other Income		-19,916

Total Support and Revenue **\$ 9,101,657**

Expenses

Program Services	\$	7,589,775
Supporting Services		
- Management & General		1,126,685
- Fundraising		580,938

Total Expenses **\$ 9,297,398**

Change in Net Assets **\$ (195,741)**

STATEMENT OF FINANCIAL POSITION

Assets

Cash and Cash Equivalents	\$	2,100,604
Investments		601,588
Receivables, Other		30,744
Contributions Receivable, Net		300,350
Due from Affiliates		629,734
Prepaid Expenses		69,075
Equipment, Net of Accumulated Depreciation		308,265

Total Assets **\$ 4,040,360**

Liabilities

Accounts Payable and Accrued Expenses	\$	188,149
Due to Affiliates		731,548
Deferred Affiliate Member Dues		516,728
Notes Payables		108,116

Total Liabilities **\$ 1,544,541**

Net Assets

Without Donor Restriction	\$	2,065,469
With Donor Restriction		430,350

Total Net Assets **\$ 2,495,819**

Total Liabilities & Net Assets **\$ 4,040,360**



*I wish to be
a mermaid*

Emily, 5, Columbia
leukaemia

Community

Families around the world were impacted by the uncertainty and upheaval surrounding COVID-19, and we moved quickly in the first 30 days of the crisis. To strengthen our global organisation, we called on our community and formed the **Crisis Management Unit (CMU)**, comprised of several Affiliate CEOs from each region who identified three work streams to accelerate and produce some tangible resources and guidance within three areas of focus including Internal Management, Innovation and Finance.

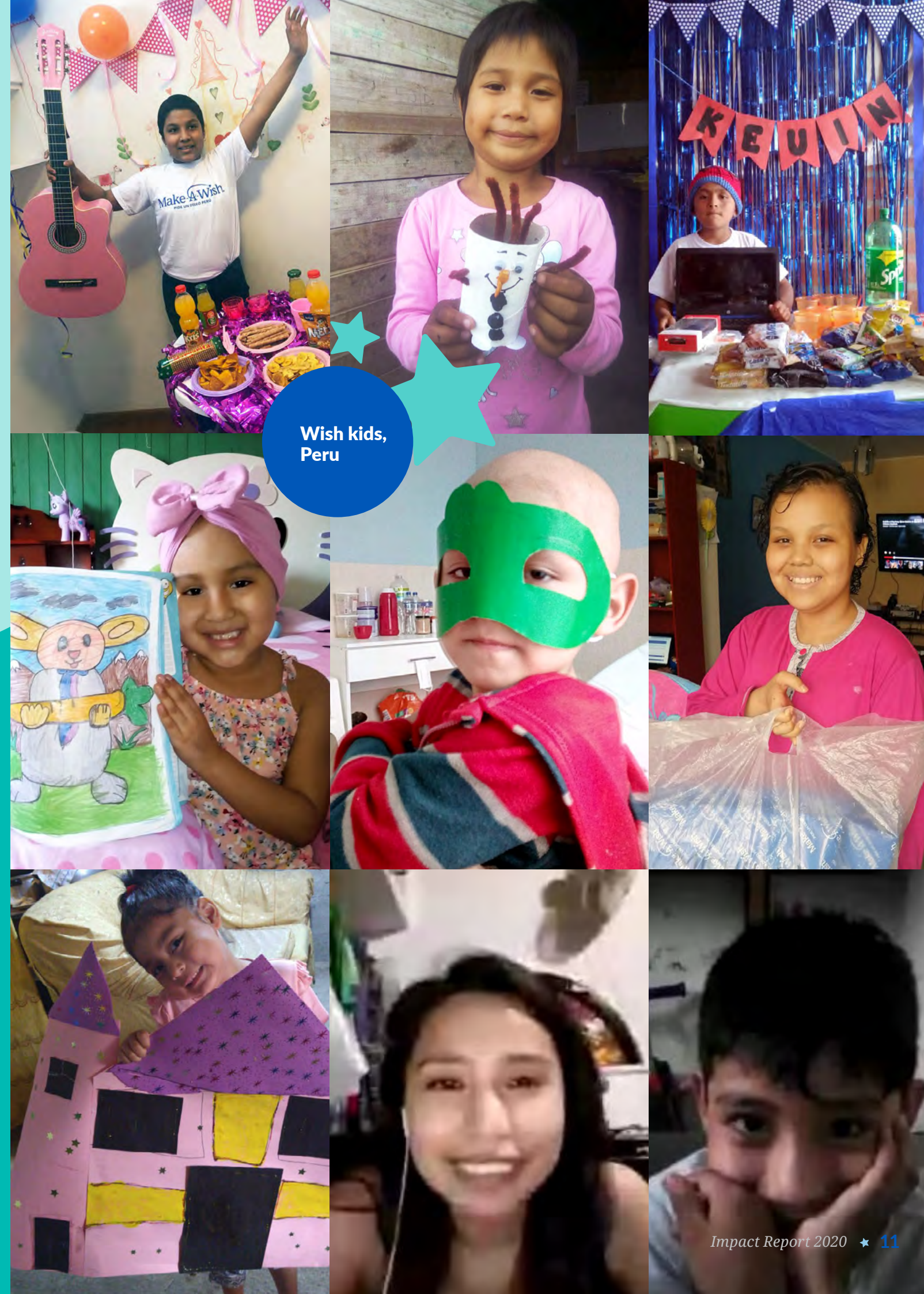
Our ability to adapt and rise to the call of our mission reflects a core dedication to leave the world in a better place than we found it. It's this purpose-focused mindset that drives us to achieve our full potential. In January of 2020, before COVID-19 hit, we started the process to define a business practice aimed at increased sharing and cooperation between regionally aligned Affiliates. We introduced the **Affiliate Collaborative Teams (ACT)** approach. We were pleased to receive quarterly updates from the ACT Leaders and are always keen to learn how each Affiliate is developing and what challenges and opportunities it faces.

Our results demonstrated the consistency and dependability of our organisation to our supporters. Our resilience was also based on the agility of our business and the strength of our global community of donors around the world, as well as our dedicated volunteers, staff and Board members.

SENDING HOPE TO WISH KIDS

“ We started to work with our amazing volunteers to really focus on the wish kids anticipation journeys, as this can really bring more than smiles to a waiting wish kid! This worked perfectly and helped us to continue giving hope to them despite the odds. We are working with a delivery company to deliver presents to our wish children who are waiting on their wishes. This lets them know that we are thinking of them and that we will be here to grant their wish when this is all over!”

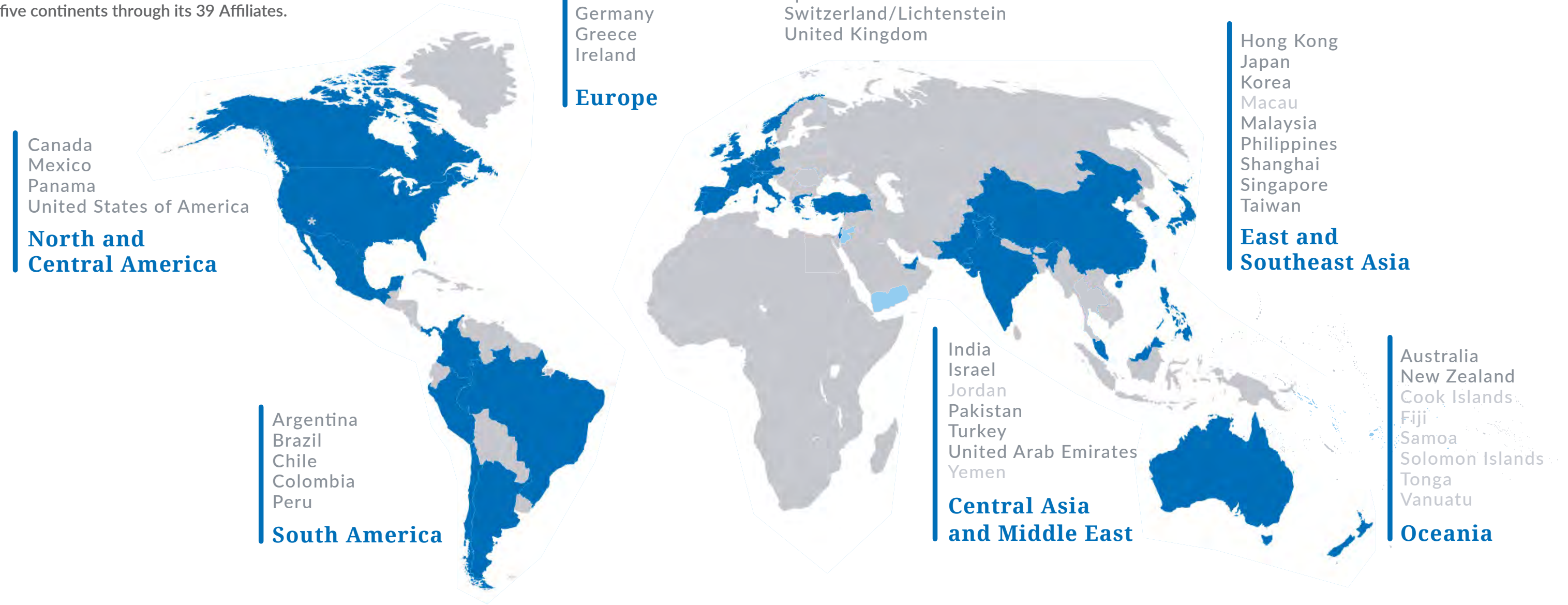
Maria, CEO of
Make-A-Wish, Peru



Wish kids,
Peru

OUR REACH

After the start of Make-A-Wish in 1980 in the United States, Make-A-Wish International was officially formed in 1993 to serve five countries outside the US – and now helps to serve children outside the United States in nearly 50 countries on five continents through its 39 Affiliates.



Creativity

Wish granting procedures had to be changed, from physical visits and wish granting days to virtual visits and where possible, virtual wishes. Training had to be put in place for staff and volunteers for the new procedures. Wish anticipation, an important part of the Wish Journey, was even more important during this time as we stayed close to the wish children. The result was that for the most part, wishes continued to be granted during COVID-19 through imaginative, safe and innovative ways.

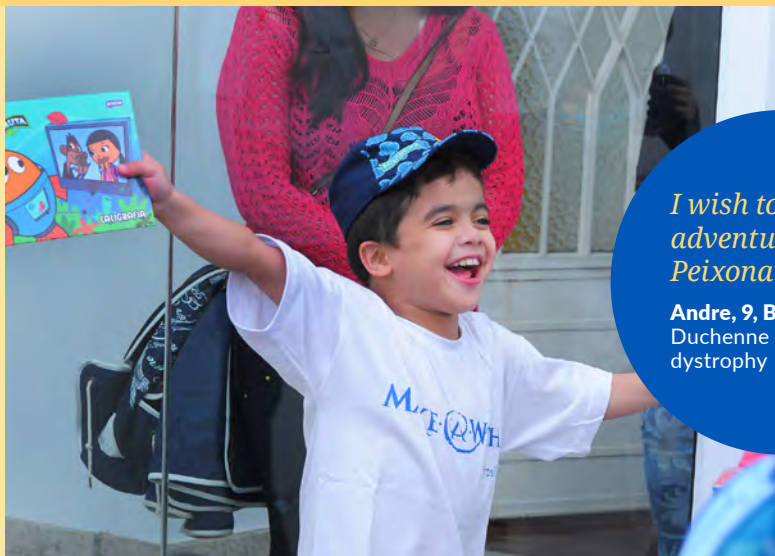
WISH GRANTING THROUGH COVID-19

“ We turned 2020 into a huge positive for us by doubling our wishes granted in 2019. We adapted to the 'new normal' by moving our office to one that complies with strict social distancing requirements, and we digitised some wish granting experiences, while also expanding our team to meet our new demands. Now, we're anticipating a more hopeful, happier and greater 2021!”

Füsun Kuran,
Make-A-Wish Turkey CEO

SECRET AGENT FOR A DAY, BRAZIL

Andre wanted to be a secret agent of O.S.T.R.A (the organisation of Peixonauta) so Make-A-Wish Brazil organized a mission for him that took an entire day. They pretended that the Peixonauta Agents asked him for help to rescue Sergio, the hall monitor of the school. It was a great adventure.



*I wish to live and
adventure as a
Peixonauta's Agent*

Andre, 9, Brazil
Duchenne muscular
dystrophy

*I wish to become
Princess Elena*

Elena, 10, Greece
rare anemia

A FAIRYTALE CREATED,
GREECE



40th

Anniversary year 1980–2020

2020 will be long remembered as a defining moment in the history of our organisation, as we celebrated the granting of transformational wishes to more than **500,000** seriously ill children. This year brought obstacles of a magnitude that were impossible to foresee, but it also opened up new opportunities to adapt and rise to the needs and expectations of all our stakeholders.

“

The impacts derived from a wish are life-changing. It is more crucial than ever to bring hope and positivity to our wish children during these challenging times. We are continuing to do our best to reach every eligible child and empower them with the strength that they need to overcome their illnesses.”

Dr. Kevin Lau, Make-A-Wish International Board Member and Chair of Medical Advisory Committee



Christopher James Greicius

Make-A-Wish traces its inspiration to Christopher James Greicius, an energetic 7-year-old boy battling leukaemia who wishes to be a police officer. In 1980, his Phoenix community came together to make his wish come true. Little did Chris know that his wish would create a movement that would transform millions of lives.

TIMELINE



1980

Chris Greicius' wish to be a police officer is granted. His wish inspires the creation of Make-A-Wish



1983

Make-A-Wish Foundation of America is incorporated. President Ronald Reagan grants the first presidential wish to Amy



1985

The 'Stephanie in the Snow' video inspires the establishment of more chapters



1988

Reader's Digest article, 'They Bring Joy to Sick Kids,' generates international awareness of Make-A-Wish



1990

Make-A-Wish celebrates its 10th birthday and 10,000 wishes granted. Make-A-Wish receives the Citation for Volunteer Action Award from President George H.W. Bush



1993

Make-A-Wish International is formed to serve countries outside of the US



1996

The Make-A-Wish website, wish.org, goes live



2000

Make-A-Wish now serves every community in the US Wishbone logo is replaced with a swirl and star logo. Over 75,000 wishes granted



2004

Make-A-Wish selected as one of 'America's Greatest Brands'



2010

First World Wish Day is celebrated around the world. Over 198,000 wishes granted



2018

Make-A-Wish unveils brand refresh and establishes a permanent headquarters



2020

Make-A-Wish has granted more than 500,000 wishes, with the support of more than 43,000 volunteers globally

ABOUT KARINA

When exploring ideas for her wish, Karina thought about the support she received from friends and family throughout her medical journey. She wanted to find a way to share some of that same care and support with other children going through similar journeys.

Karina has fond memories of her care-free days at summer camp – a place where problems and stresses can take a backseat to fun and laughter.

Through her wish, Karina hopes to create joyous memories for sick kids around the world.



I wish to give sick kids a day to forget they are sick

Karina, 16, USA
lymphoma

MAKE-A-WISH CELEBRATES

500,000th wish



After 40 years of wishes, Make-A-Wish has reached its biggest wish granting milestone yet. In September 2019, Make-A-Wish celebrated having granted 500,000 wishes worldwide with Karina’s wish “to give kids a day to forget they’re sick.” Wish Premise: ‘Kamp Karina’ was a multi-hour, virtual camp with activities designed to put a smile on the faces of children in need. All activities were taped-as-live and streamed on the [Make-A-Wish YouTube page](#) for children across the country. Karina’s wish represents the 500,000 wishes that Make-A-Wish has granted since its founding in 1980.



Commitment

The **C-Fund** was created with the objective to respond to the impact of the Coronavirus effect and impact on the Affiliate community by providing financial support. The fund allocates funds on basis of objective analysis and assessments of needs to those who apply as per established procedures. The ultimate purpose of this C-Fund is to support Affiliates so that they can increase their resilience in a moment of crisis and be ready to continue the journey toward fulfillment of Make-A-Wish International's global vision, mission and goals.

We are also making great progress in our **Diversity, Equity and Inclusion** scorecard with the mix of nationality, culture, ethnicity, gender and background permeated throughout our organisation, aiming to ensure that every and each voice is heard, listened to, and above all respected.

C-FUND

US\$ 293K

Amount raised
in FY20

US\$ 140K

Amount allocated
to Affiliates in FY20

GIVING BACK THROUGH VOLUNTEERING

“When our family was going through difficult times, the support of Make-A-Wish and their volunteers gave us immense hope and strength. I want to help other wish families when they experience dark hours like we did, so I am now a volunteer for Make-A-Wish Germany.”

Koray, wish granter,
former wish parent

Koray's son Tahir was diagnosed with neuroblastoma. Make-A-Wish Germany granted his wish 'to have a PAW PATROL party, for my birthday!'. Koray told us that the wish day made Tahir very happy; however, they knew that his illness was very rare and had no cure. Tahir's wish was granted in February 2020, and he sadly passed away just three months later.

The strength and the happiness we bring to wish kids and their families, are a source of hope for them. We see first hand, wish kids recovering, growing up – healthily, realising their dreams, and giving back to their community, to make the world a better place.



Koray
wish granter
former wish parent

SUPPORTERS

Make-A-Wish International could not exist without the vision, commitment and generosity of our wonderful partners and individual donors who support us in many different ways. Without you we simply could not continue to help create memorable wishes for children and families across the world. We are incredibly grateful to all.

We have amazing corporate partners, who share our vision to grant the wish of every eligible. We work tirelessly with them to raise money to help us reach even more children, increase our brand awareness, create impact for children and create magical wish experiences through Gift in Kind. The support that Make-A-Wish International receives from corporate partners, businesses and organisations helps elevate our mission to new heights and allows us to collectively make a difference for children and their families at a very difficult and turbulent time in their lives.

A special thank you to...



2020 marked our 40th partnership anniversary with Disney, an incredible milestone. Since 1980, Disney and Make-A-Wish have granted wishes for more than 140,000 children with critical illnesses around the world.

Disney donated a strategic grant in 2020 to support the development of our Affiliate network.

And when the pandemic started, Disney committed to finding innovative ways to bring joy back into the lives of our wish children and their families. Be it a virtual wish to meet a Disney celebrity or a note of encouragement from Disney, Disney continued to deliver hope to wish children.

**Thank you Disney
for all your support!**



"We are grateful to have worked closely with Make-A-Wish over the past 40+ years in fulfilling more than 140,000 wishes worldwide for wish kids and their families. It is always so inspiring to see the joy on children's faces when their wishes are granted, and it is equally heartwarming to see the lasting impact these transformative experiences have on the Cast Members and employees who helped to make the wishes come true."

Jenny Cohen
EVP, Corporate Social
Responsibility

**Thank you for
joining with us
and making a
difference together.**

We are also thrilled to share campaign highlights from two of our newest partners:



In 2019, Eurail gave its travelers the opportunity to transform lives of wish children by purchasing a Eurail Global Pass with a donation coming to Make-A-Wish. Eurail and its customers raised \$250,000 through two campaigns across Europe and North America.



IGG and its gamers collaborated with Make-A-Wish in 2020 and raised \$150,000. Players of Lords Mobile submitted their game skin design. The most popular skin design was put on sale within the game and proceeds went towards granting wishes for children with critical illnesses in Brazil, Canada, China, Germany, Philippines and Spain.

VALUED PARTNERS:

Airbnb, Inc.	Delta Air Lines	Genting	Scentsy
Amazon Web Services	DFS Group	Grab	Secretlab
Bank of America	Disney	Hertz	StubHub
BioTrust Nutrition	Edenred	Humble Bundle	Turtle & Hughes, Inc
Blizzard Entertainment	Eurail	IGG	United Airlines
Brooks Brothers	Fairmont Hotels & Resorts	Isagenix	UnitedHealth Group
Build-A-Bear Workshop	Gamestop	Jewelers for Children	WWE®
Claire's		Roblox	Zander BV

**Make-A-Wish International
is lucky to be supported by
so many wonderful individuals, who
use their talents to raise money and
awareness for the work of
Make-A-Wish International.**

LEADERSHIP

International Board of Directors



Markos Tambakeras
Chairman of the Board USA

Mr. Tambakeras serves as Chair of the Board of Make-A-Wish International since 2016. He previously served on the Board of Trustees of Loyola Marymount University in Los Angeles and the Board of Trustees of Arizona State University. After a successful 17 year career at Honeywell Inc, he was appointed Chairman and CEO of Kennametal Inc. After his retirement from Kennametal, he served on the Boards of ITT Corp, Parker Hannifin Inc and Newport Corp. and more recently as Chairman of the Board of Xylem Inc.



Jayne Millard
Vice Chairman of the Board, USA
Executive Chairman of the Board, Turtle & Hughes, Inc.

Jayne Millard is the Executive Chairman of the Board of Turtle & Hughes, a fourth-generation, family-owned business. Co-founded by her great-grandfather in 1923. It has a long history of management by women – beginning with Ms. Millard's great-grandmother – and has been one of the top 50 women-owned businesses of any kind nationwide for more than a decade. Ms. Millard received the Ernst & Young Entrepreneur of the Year 2012 Award.



Gilli Sinclair
Board Secretary, New Zealand
Manager Health & Detox. Auckland City Mission

Gilli has spent her career designing and developing services for children and young people with a focus on those in difficult circumstances. She was one of the original members of Make-A-Wish New Zealand and is an advisor to the board of Make-A-Wish Pacific. Previously Gilli was the Executive Officer for Pediatric Oncology Steering Group and Adoption first Steps. Gilli was also the CEO of the Cerebral Palsy Society of New Zealand and Go Baby Go New Zealand and Pacific.



Howard Prince-Wright
Board Treasurer, United Kingdom
Partner at Belsize Capital and Non-Executive Director at Eurobank SA

Howard Prince-Wright's career has been built over three decades in senior financial and business roles. He has served as an Independent Non-Executive Member of the Board of Directors of major companies in Greece and the UK. He is currently a senior advisor to Aberdeen Standard Investments. Howard is a Fellow of the Institute of Chartered Accountants in England and Wales and holds a number of other directorships and advises companies and charities.



Carole Hakko
Board Member, Turkey
Founder, Make-A-Wish Turkey

Carole founded Make-A-Wish Turkey in 2005 and was the Board Chair until 2015. She has initiated all aspects of the Affiliate by designing and maintaining a successful and efficient operational system, establishing a strong board of professionals, developing a CSR project which returned a value over \$1 million as well as granting over 2000 wishes. Prior to her time at Make-A-Wish Turkey, Carole had an illustrious career in the fields of photography and holistic medicine.



Barb Hambly
Board Member, Canada
Advisor and Director

Ms. Hambly brought her expertise in governance, leadership and an understanding of people and business strategies to the role of national chair of Make-A-Wish Canada. She was actively involved in the process which has resulted in the successful merger between Make-A-Wish Canada and the Children's Wish Foundation of Canada. Her background in health care informs her belief in the 'power of a wish' to bring a moment of joy and enduring hope on the often-challenging health journeys of wish kids and their families.



Javier Irrarázaval A.
Board Member, Spain
President, Socio en Trabajo con Sentido SpA

In 1990, Javier was responsible for Disney's Consumer Products and Licenses areas. He opened the first Disney office in Latin America, overseeing Argentina, Chile, Peru, Uruguay, Paraguay and Bolivia. In 1995, he led the opening of the Disney office in Brazil. In 1999, he became the Managing Director for the Andean Region until September 2017, when he retired and celebrated his 27-year career with Disney.



Arik Hybloom
Board Member, Israel
Director of Finance and Operation, HIL Applied Medical Ltd.

Arik has direct responsibility over all the financial and operational aspects of HIL Applied Medical Ltd. and its American Affiliate. Arik has held various positions in the Israeli and international banking sector. Arik has been an active volunteer of Make-A-Wish Israel since its inception 24 years ago, serving as Treasurer for many years, and most recently as its Board Chair from 2012–2018.



Ishtiaq Baig
Board Member, Pakistan
Founder, Make-A-Wish Pakistan

Ishtiaq Baig is the founder of Make-A-Wish Foundation Pakistan in 2009 and was the board chair until 2018. Make-A-Wish Pakistan has granted more than 4,000 wishes since its inception. He is also a renowned columnist and writes for the largest newspaper of Pakistan and Author of the book 'Aaj Ki Duniya'. He also appears regularly in various TV shows as Analyst on current affairs & economy. He was conferred with National Civil award 'Tamgha-e-Imtiaz' by Govt. of Pakistan in recognition of his services to the nation.



Dr. Kevin CH Lau
Board Member, Hong Kong
Founder and Medical Director of Trinity Medical Centre

Dr. Kevin CH Lau is the Founder and Medical Director of Trinity Medical Centre, a leading provider of one-stop healthcare services located Central Hong Kong. He is a Fellow of the Royal College of Radiologists UK, Hong Kong College of Radiologists and Hong Kong Academy of Medicine. More recently, he earned his Master's in Public Health and Master's in Public Administration, both from The University of Hong Kong.



Tasia Filippatos
Board Member, United Kingdom
SVP, Consumer Products, Publishing and Games, The Walt Disney Company

Tasia Filippatos currently leads all aspects of Disney's Consumer Products, Publishing & Games business across Europe, Africa and Russia. She and her team drive the development of commercial strategies spanning all product categories including toys, fashion, consumables and also manage Disney's omni-retail channel experience, including Disney Store and shopdisney.com. She assumed this role in October 2018 after leading global communications and public affairs teams across The Walt Disney Company.



Mike Densmore
Board Member, USA
Brand Marketing Consultant

Mike Densmore served as CEO of Forsman & Bodenfors NY. He joined the advertising agency in 2017 with specific responsibilities to the co-headquarters' client relations, marketing, PR, business development, operations and P&L functions. Previously, he served as the Global Chief Growth Officer at Bartle Bogel Hegarty for four years. He is driven by a strong passion for great creative work due to his belief in the power of creativity and how it can positively impact clients' brands and businesses.

International Board of Directors *continued*



Jonathan Polin
Board Member,
United Kingdom
Group Chief
Executive Officer
of Sanlam UK

Jonathan Polin is the Group Chief Executive Officer of Sanlam UK, which is a financial planning and investment firm working closely with individuals, families, charities and their advisers, providing them with innovative financial planning products and services. As a senior executive in the asset management industry, with extensive experience in the financial sector, Jonathan is also a member of a number of public and private company boards, both as an independent director and executive director. He is also an ambassador of CASCAID, an organisation that brings together colleagues from around the asset management industry to raise money for charity.



Matt Lewis
Board Legal
Counsel, USA
Partner,
White & Case

Matt Lewis brings more than 25 years of broad-ranging experience in complex commercial disputes across industry sectors. As Litigation Partner at White & Case, Matt has broad experience in complex commercial litigation. Matt is involved in protecting the intellectual property and general business interests of businesses and individuals from industries such as accounting, manufacturing, banking, aircraft, music, telecommunications, pharmaceuticals, greeting cards, apparel companies and insurance. Many of Matt's cases involve the resolution of contract disputes and securities disputes. Matt joined the Make-A-Wish International Board of Directors as legal counsel in 2015.

Senior Leadership Team



Luciano Manzo
President & CEO



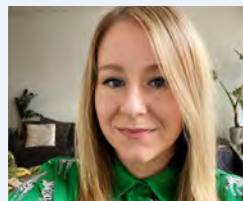
**Sylvia Hopkins
Hanneman**
Vice President
Marketing & Digital



Carly Galli
Vice President
Technology &
Innovation



Léna Quéromès
Vice President
Finance &
Administration



Fiona Kearney
Vice President
Fundraising

*I wish to drive
a firetruck*
Mattias, 3, Hong Kong
rhabdomyosarcoma





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