



Impact Report
2021

*I wish to be
a zookeeper*

Elise, 8, Singapore
retinoblastoma

**A year of Resilience,
Tenacity and Innovation**

Make-A-Wish[®]
INTERNATIONAL



I wish to have art supplies
 Allana, 7, Malaysia
 Burkitt's Lymphoma

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OUR Strategic Intent

Support and develop our Affiliates, individually, as a network and community in order to ensure their long-term sustainability and growth, so to progress and enhance the number, the impact and the quality of wishes.

A MESSAGE FROM Our CEO

When our 2021 fiscal year began in September of 2020, the coming year was filled with uncertainty. We were still in the midst of the COVID-19 pandemic and experiencing the second major wave of the virus. No one knew how or when their economies would bounce back and begin to recover. Our focus on the next 12 months was imperative.

We were **resilient** even though many of our teammates and Affiliates were still working on adapting to remote work environments and innovative ways of wish delivery. We began the fiscal year in a state of almost constant change and innovation, as we brainstormed new programs and initiatives to keep focus on the impact we deliver, as well as how we work to go beyond expectations for all our stakeholders.

At the end of our fiscal year in August 2021, as compared to the previous COVID year, we had achieved some remarkable results despite some headwinds. Through individual and corporate fundraising – as well as good fiscal planning and management – the impact of the year was positive. This shows the great **tenacity** our organisation has despite a very challenging year.

We brought numerous new **innovative** solutions to our network – from establishing of our regional ACT structure and restructuring and enhancing our fundraising and digital marketing departments. We also made great strides in our digital transformation by making investments in our new website and other tech solutions, as well as developing and launching our Volunteer Cloud. We were able to help stabilise Affiliates with additional distributions from our global drives and the C-fund*. Also, we remained inter-connected by our creative Think Tanks which not only contributed to strategic planning beyond COVID, but these project teams led to building a stronger network.

C-FUND

In total, **US\$ 338,800** was raised for the C-fund from corporate partners, individuals donations and Affiliate support.

In FY21, **US\$ 90,000** was attributed to Affiliates, bringing the total attributed since the start to **US\$ 230,000**.

At Make-A-Wish International, our strategic intent has always been to support and develop our Affiliates, individually, as a network and community in order to ensure their long-term sustainability and growth, so to progress and enhance the number, the impact and the quality of wishes.

So, we made it our business to build trust and collaborate with each strategic initiative. We have done this by adopting and prioritising our four strategic pillars and showing results. Top right is an illustration of a few of the results within each pillar.

In this annual report, we will highlight more of our key areas of focus over the past year, the challenges we took on and the impact we delivered. The way we grant some wishes may have changed, but we never stopped being innovative and making an impact in the lives of the children and the families we serve!

While fiscal 2021 was filled with uncertainties and unexpected challenges, we demonstrated the value of strong relationships and that how we work matters as much as what we do. Our diligent fiscal management throughout the year garnered us a wide variety of recognitions and awards. Make-A-Wish International was awarded Charity Navigator's 4-star rating,

A year of Resilience, Tenacity and Innovation

Luciano Manzo,
President & CEO



<p>1</p> <p>Increase Fundraising Restructure of Fundraising Department Data-Driven Targets Proactive Acquisition Strategies</p>	<p>2</p> <p>Strengthening our Affiliates Thought Leaders/ Collaboration in Think Tanks Centers of Excellence by sharing resources Training and professional development</p>	<p>3</p> <p>Digital Transformation Data-driven tools 360° view of people Investment in new website Volunteer cloud development</p>	<p>4</p> <p>Improve Interconnectivity Regional ACT restructure Wish insights and reporting Virtual conference featuring thought leaders and best practices</p>
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meaning we took steps to show our donors and constituents that we are accountable, transparent, and financially healthy. We also were compliant with all 20 standards of the Better Business Bureau and received accreditation from the BBB – we are now a BBB Wise Giving Alliance accredited charity. This meant that we met the most rigorous standards for accountability and trustworthiness covering:

- Governance and Oversight
- Financial Management and Reporting
- Fundraising Practices
- Mission Effectiveness Reporting

Looking ahead

As we look ahead to next year and the years to come, there is so much that gives us confidence about our future. We are a global organisation with a unique and impactful mission, and we are developing a culture that provides a unique experience and transformation to our wish families that go beyond their expectations. Our mission is growing, our brand recognition is higher, and all of us, together, are developing innovative solutions to address our most challenging business problems and to take us into the future.

We deeply appreciate all the support we receive throughout the year, and the interest, momentum and devotion to our global mission will continue to serve as an inspiration to all.

Best wishes,

Luciano Manzo
President & CEO
Make-A-Wish International



A MESSAGE FROM

Our Chairman

While the disruption caused by the pandemic has brought many challenges, it has also taught us some very important lessons. Such as the need to protect our people. The need to connect and keep in touch. And the need to take time for yourself and balance your personal life with your work. As an organisation we have also learned lessons, and I believe that Make-A-Wish International will emerge from the pandemic stronger, more focused and better positioned than ever to deliver on our mission of creating life-changing wishes to critically ill children.

I am pleased to present Make-A-Wish International's Annual Report FY2021, in which we demonstrate how we continue to help stabilise our Affiliates while simultaneously creating sustainable growth for our global organisation. The strategic actions taken by our leadership team enabled us to support our Affiliates during these tumultuous times. The pandemic gave Make-A-Wish International a time to reflect on what had been built over the last four decades, but also on the unprecedented challenges of the past year and the way in which everyone across the enterprise helped to navigate our way through a very testing 24 months in our history.

Last year, we also saw the passing of one of our beloved board members, Carole Hakko. She embodied unconditional love and loyalty to our mission, and she will be forever missed. This vacancy on our Board was filled in September (FY22) by our newest board member, Victor Nichols. A full list of our board is also included in this report.

While the majority of our teams are working from home, our meetings remaining virtual, and COVID restrictions wreaking havoc on wish granting, still we proved to be irrepressible. Colleagues around the globe demonstrated remarkable resilience and

resourcefulness as they embraced new ways of working, as well as ways they engaged with wish families, sponsors and volunteers. As I look at how we finished financial year 2020/21, inevitably, our results reflect the significant impact of the pandemic. While no chairman can be satisfied that our wish numbers have dropped, I remain optimistic that growth will resume in 2022.

Organisationally, Make-A-Wish International has displayed impressive agility and a remarkable ability to adapt and change during the year 2021. Our teams moved quickly to focus on areas of the business that helped us to return to growth as we emerged from the pandemic. From an increased and improved approach to how we grant wishes during a pandemic, as well as innovative ways to engage with our supporters through digital marketing and online fundraising, and a renewed focus on data and analytics – we are well on our way to implementing the new strategic plan which has set the long-term goals of US\$10M revenue and the minimum goal of 20,000 wishes by 2025.

Our people continue to innovate and push boundaries. This includes our Boards. For example, Make-A-Wish International Board members were instrumental in opening new avenues for fundraising, including leading an omni-channel strategy with an established global partner which not only increased our fundraising, but also enhanced our brand market share in the EMEA and Latin America regions. Another board member pushed the boundaries of decades-old policies and guidelines by challenging how the digital fundraising landscape has evolved and establishing a baseline for future fundraising strategies for the global enterprise. Many of the old ways of doing things will not be the ways of the future; changes in this digital world and constituent behaviors have accelerated the future of fundraising – which is digital and borderless.

Markos Tambakeras
Chairman of the Board



Thanks to the dedication, capability, and resilience of our people, we have persevered during this pandemic. Most importantly, we are grateful for the generous support from our donors. They and many other supporters have been steadfast and dedicated to our mission of granting life-changing wish experiences and have enabled us to finish 2021 and enter 2022 with good momentum.

As we celebrate, we must recognise that there is still so much work to do. Our ambitions for the next five years are high, but heeding the saying that 'what gets measured matters, gets done', we are excited to see how far we can go on our journey towards greater Impact, Transparency and Accountability and Cooperation which are the keys to success.

The combination of our impactful mission, our strong brand, good governance, as well as exploiting our capabilities and culture, will allow us to look to the future with confidence....And, undoubtedly we will continue to need your help to do so. Thank you for sharing our vision of **granting the wish of every eligible child.**

Sincerely,

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

OUR Mission

Together, we create
life-changing wishes
for children with
critical illnesses

OUR Vision

To grant the wish of
every eligible child.

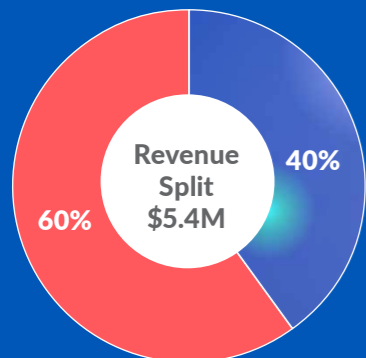
Snapshot

FISCAL YEAR 2021
Figures in US\$

TOTAL REVENUE

Global (Make-A-Wish International and Affiliates)

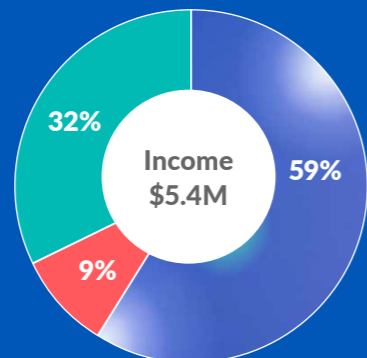
\$76.6M



○ Distributed to Affiliates \$2.1M
● Revenue International \$3.2M

Make-A-Wish International

\$5.4M

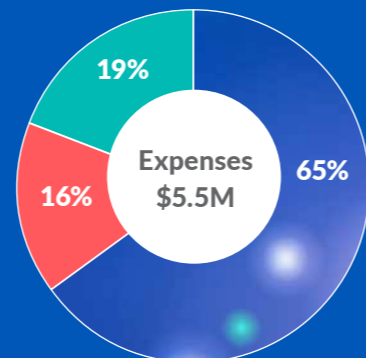


○ Cash contribution \$3.2M
● In-Kind \$0.5M
● Other \$1.7M

TOTAL EXPENSES

Make-A-Wish International

\$5.5M



○ Program \$3.6M
● Fundraising \$0.9M
● Management and General \$1.1M

All stats reflect fiscal year 2021 (Sept 1, 2020 – Aug 31, 2021)

WISHES GRANTED

Global (Make-A-Wish International and Make-A-Wish America)

20,200

WISHES PENDING

Make-A-Wish International

10,700

(Make-A-Wish International)

9,226

Make-A-Wish America

9,500

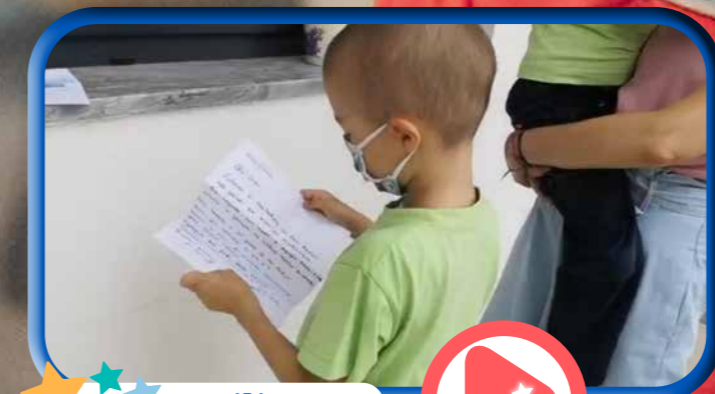
VOLUNTEERS

Make-A-Wish International

7,500



I wish to have a castle in the garden
Giani, 8, Portugal
oncological condition



Finances

By carefully managing costs and improving efficiencies, we went into the pandemic with a strong financial position.

Fiscal Year September 1, 2020 through August 31, 2021* Figures in US\$

Support and Revenue

Contributions and grants	\$ 3,623,710
Affiliate member dues	1,496,866
Investment Income	128,318
Other Income	105,230

Total Support and Revenue **\$ 5,354,123**

Expenses

Program Services	\$ 3,554,237
Supporting Services	
- Management & General	1,052,232
- Fundraising	880,456

Total Expenses **\$ 5,486,925**

Change in Net Assets **\$ (132,802)**

STATEMENT OF FINANCIAL POSITION

Assets

Cash and Cash Equivalents	\$ 2,596,558
Investments	723,214
Receivables, Other	29,889
Contributions Receivable, Net	413,130
Due from Affiliates	645,258
Prepaid Expenses	106,845
Equipment, Net of Accumulated Depreciation	131,878

Total Assets **\$ 4,646,772**

Liabilities

Accounts Payable and Accrued Expenses	\$ 363,037
Due to Affiliates	1,225,527
Deferred Affiliate Member Dues	490,068
Notes Payables	205,130

Total Liabilities **\$ 2,283,762**

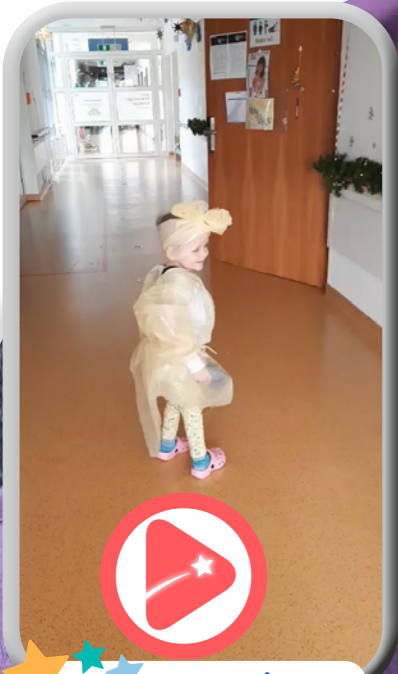
Net Assets

Without Donor Restriction	\$ 1,981,929
With Donor Restriction	381,583

Total Net Assets **\$ 2,363,512**

Total Liabilities & Net Assets **\$ 4,647,274**

* At time of publication, the audited financial statements were not finalized. This is the management presentation of the financials and have been reconciled to the balance sheet as of fiscal year end 2021. We are currently in discussion with our auditors in respect of the recognition of revenue and expenses in the fiscal year, that may have an impact on the management presentation of the accounts, but has no impact on Cash and Cash Equivalents position as stated.



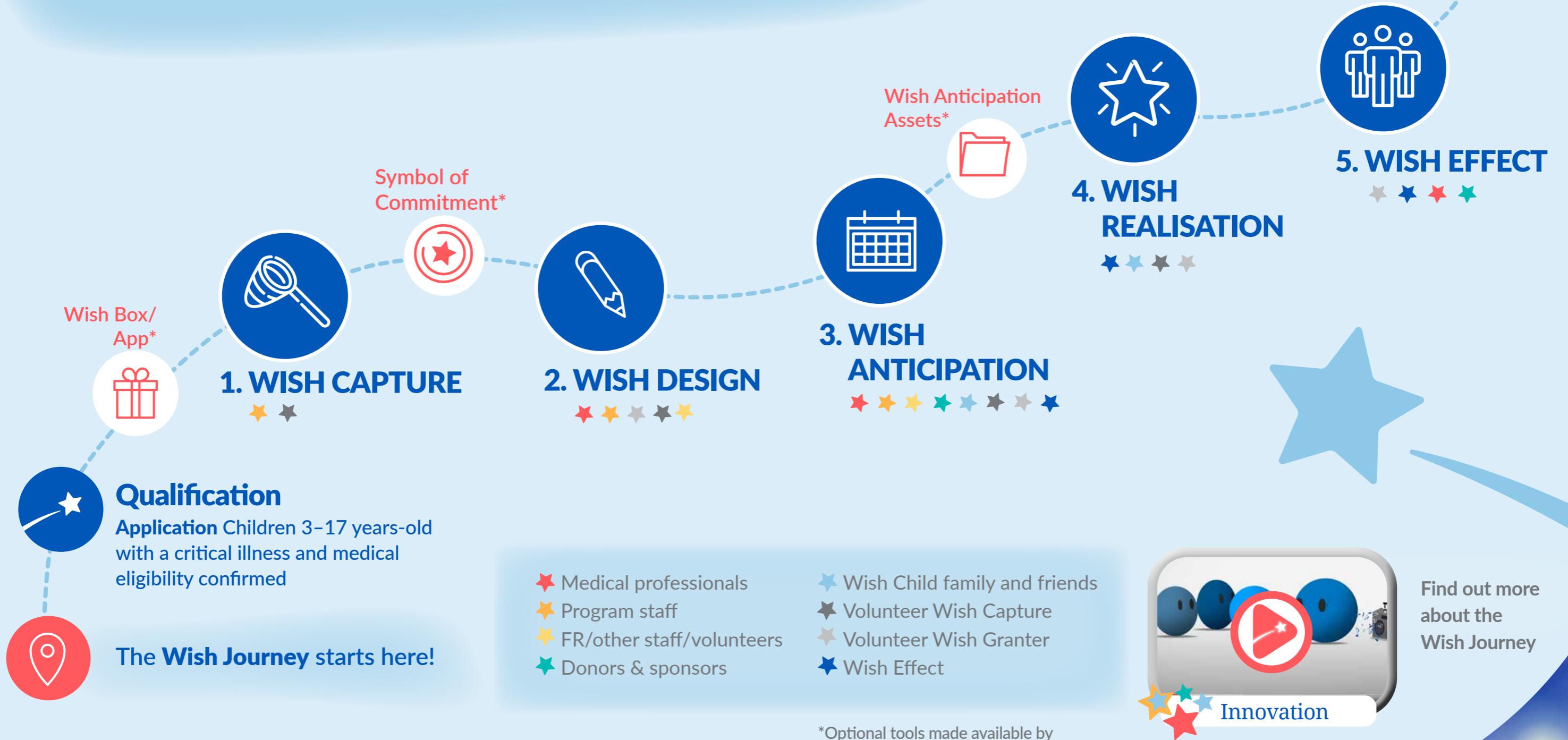
Tenacity

I wish to be a princess dressed up pretty with mommy
Eva, 3, Germany
neuroblastoma

Wish Journey

A wish is not a fleeting gift – it's a carefully planned journey, designed to complement a child's medical treatment. It is designed to give them the hope, strength and joy they need to fight their illness.

A transformed life for many children – the Wish Journey is for them an experience that brings everlasting memories, converting what seems impossible into something that will be unforgettable!



- ★ Medical professionals
- ★ Program staff
- ★ FR/other staff/volunteers
- ★ Donors & sponsors
- ★ Wish Child family and friends
- ★ Volunteer Wish Capture
- ★ Volunteer Wish Granter
- ★ Wish Effect

*Optional tools made available by Make-A-Wish International to all Affiliates

Why Wishes Matter

More than 35 years of wish family feedback, along with a growing body of international research, show that wishes work to complement a child's medical treatment, giving sick kids greater strength and hope for their future.

"When a child and family are faced with a life-threatening diagnosis, I have no doubt a wish makes all the difference. Time and time again, I've seen the wish effect - not just happiness, but true and lasting joy. This sense of hope is so important in recovery and healing."
Dr. Margaret Little,
Paediatric Oncologist,
Queensland Children's Hospital

UK STUDY (2018) ★

The Make-A-Wish UK Affiliate recently partnered with Aston University to understand the experience and impact of wishes on children with life-threatening illnesses, and their families. The early findings of this research reported in January 2019 point to a number of tangible improvements in the family's physical health, emotional wellbeing, and quality of life:

- ★ Wishes lead to increased joy and happiness for children, parents and siblings.
- ★ Wish families described increased resilience and coping.
- ★ Wishes also facilitated a sense of family togetherness and normalcy.

See more highlights from the UK study [here](#).

*2019 Study: 'Understanding the Impact of Make-A-Wish UK Wishes on Children with Life-Threatening Conditions and their Families', by Dr Gemma Heath, Cassandra Screti, Dr Rebecca Knibb and Professor Helen Pattison - January 2019.

US STUDY (2018) ★

An October 2018 US study suggests wishes give seriously ill children more than just hope, providing a demonstrated clinical benefit.

The first-of-its-kind study led by America's Nationwide Children's Hospital (NCH) examined quality of life and health care utilisation among patients who received a wish and a control group who did not.

NCH researchers reported that paediatric patients who were granted a wish were less likely to have unplanned hospital admissions and less likely to visit the emergency department.

The study is paving the way for further research into the financial and medical benefits of wishes. See more about the US study [here](#).

*2018 Study: 'Impact of a Make-A-Wish experience on healthcare utilization' by Anup D. Patel, Peter Glynn, Ashley M. Falke, Megan Reynolds, Richard Hoyt, Allison Hoynes, Melissa Moore-Clingenpeel, Ann Salvator & Jennifer J. Moreland - October 2018.

ISRAEL STUDY (2015) ★

In 2015, Make-A-Wish Israel engaged researchers to look into the effects of a wish on children with cancer*.

In a controlled trial, 33 kids who received a wish were compared with a control group who didn't. Each child was asked to rate their psychiatric and health-related symptoms, along with feelings of hope and optimism, before and after their wish.

The research found that overall, children who experienced a wish generally showed less stress, depression and anxiety symptoms. These feelings were replaced with a greater general sense of hope for their future and positive emotions.

The research also showed that children who experienced a wish demonstrated greater health-related quality of life, with a significant reduction in their perceptions of their own physical limitations.

*2015 Study: 'The effects of the Make-A-Wish intervention on psychiatric symptoms and health related quality of life of children with cancer' by Anat Shoshani, Keren Milfano, Johanna Czamanski-Cohen - October 2015.

INTERNATIONAL STUDY (2011) ★

A 2011 survey of wish parents, health professionals and volunteers around the world also explored the ways in which wishes work to complement medical treatment*:

- ★ Three in four wish children experienced an improvement in their physical health, involving increased strength and willingness to get stronger to overcome their condition.

- ★ Nine in 10 parents felt an increased sense of empowerment, improved ability to cope with the illness and situation.

*2011 Study: 'Wish Impact Study Results - Second Phase: Jan. - Aug. 2011' (consolidated International results) - November 2011.

"For the first time, this study lets us say that a wish is more than just nice, and something that potentially can help the health of a child get better over time..."
Dr. Patel MD, Section Chief of Neurology at Nationwide Children's Hospital (USA)

WHAT THE EXPERTS SAY

At Make-A-Wish, we experience the positive and lasting benefits of wishes every day - in letters from children themselves, stories from their parents or former wish kids, and feedback from hard-working volunteers and medical practitioners.

OUR Impact

Wish Impact studies from around the world show that a wish is a powerful, life-changing experience that gives hope, strength and joy to children with a life-threatening illness.

I wish to receive a guitar and learn how to play it

Baran, 13, Belgium
leukemia



Diversity, Inclusion and Collaboration

At Make-A-Wish International, diversity and inclusion are part of our DNA. Together, we will continue to build an inclusive culture that encourages, supports, and celebrates the diverse voices of our wish children, families, volunteers, supporters, and employees.

When we say we want to grant the wish of every eligible child, we mean it. And to do that, we want to foster an environment that is diverse and inclusive. They are the key drivers of creativity and innovation that will enable our wish children and families to reap the maximum benefit of a wish.

Think Tanks

We accelerated our work toward even greater diversity, equity and inclusion (DE&I) in our organisation beginning with our own communities. In FY21, we began a collaboration with our 39 Affiliates and have developed a series of strategic initiatives to make the Make-A-Wish of tomorrow. They are long-term projects focused on being a better interconnected organisation, as well as a more inclusive community.



Think Tank Groups

- Part 1: Ethics and Diversity, Equality and Inclusion
- Part 2: Data and Analytics
- Part 3: MAW Academy
- Part 4: MAW App
- Part 5: Center of Excellence
- Part 6: Volunteer Assessment
- Part 7: Reporting Platform
- Part 8: Fundraising
- Part 9: Gaming/Streaming/Influencers
- Part 10: LMS
- Additional: Make-A-Wish Alumni



E-learning

An avenue to create and communicate new ideas

The pandemic gave us a unique opportunity to update and upgrade our skill sets on Wish operations and processes.

With the support from Disney, we created a new e-learning programme.

The program was delivered for Make-A-Wish International Affiliates, with a particular focus on their senior management, marketing and wish-granting teams, as well as Make-A-Wish volunteers.

Thanks to Disney's support, we were able to host 35 e-learning sessions with topics ranging from leadership, wish quality and process, to marketing and photography. We had more than 450 session participants from across our network.

As a positive outcome from the e-learning sessions, Affiliates have also created sub-groups to continue sharing amongst themselves.

OUR

Corporate Values

Child Focus: We always put wish children first

Integrity: We are honest, transparent and respectful

Impact: We deliver life-changing work

Innovation: We are bold, imaginative and creative

Community: We are a diverse group of people working together towards a common goal

Our values serve as the map to attain our vision *of granting the wish of every eligible child.*

They are a clear guide to *our priorities,* and lead the way in everything we do.

Together, we grant life-changing wishes

Our partners and donors play a huge role in supporting our mission and this year have gone above and beyond.

The devastating impact of the pandemic has been felt across all sectors. At Make-A-Wish International, we are fortunate to have dedicated supporters and partners who have remained committed to helping our mission of creating life changing wishes for children and families across the world. We've seen many of our most generous supporters double down on their support during the height of the pandemic.

We could not exist without the passion, commitment and generosity of our partners and donors who support us in many different ways.

We are incredibly grateful to all. Thank you for joining us and making a difference together.



From Our Family To Yours:

Disney's first 'From Our Family To Yours' festive campaign launched in November 2020. The campaign featured an animated brand advert about the festive traditions that connect generations and make lifelong memories. You can see the advert [here](#).

Through our long-standing partnership and in celebration of the campaign last year, Disney raised nearly **US\$ 1 million** of support for Make-A-Wish International and our network of Affiliates. This included sales from a Mickey plush, their donation of Mickey's across EMEA for children waiting for Disney wishes and the amazing single by Griff, in addition to Disney's annual corporate donation. We would like to thank Disney for their continued support!

The Power of a Disney Wish:

On World Wish Day, The Walt Disney Company announced a **US\$ 1 million** donation to Make-A-Wish globally as part of a creative reveal for the highly anticipated Disney Cruise Line ship, the Disney Wish, scheduled to set sail in summer 2022.



Best Omni Channel Campaign and Best High Impact Campaign in the Drum Digital Advertising Awards 2021

JAY CHOU X
SOTHEBY'S

In June 2021, Make-A-Wish received the wonderful support of the talented Jay Chou, who kindly donated all the proceeds from the sale of four of his performance costumes at Sotheby's "Contemporary Curated: Asia' auction to Make-A-Wish International. It was a fantastic event which raised \$2,630,000 HKD (\$334,000) and we could not be more grateful for their support.



For the past two years, Make-A-Wish has partnered with Southeast Asia's leading super app, GRAB. Through this collaboration, 670 million users of the app could redeem their GRAB rewards points in exchange for a donation to Make-A-Wish. To date, we have raised over US\$56,000 from this partnership and have benefited Wish Children in Malaysia, Singapore, and the Philippines. This partnership has also been extended for another year till June 2022.



Rallying the Lords Mobile community and with the help from both Mos and PewDiePie, we raised more than US\$30,000 for Wish Children in both the United States and Germany through the app download.



Make-A-Wish International was chosen as the charity partner for Unilever International's Steps For Good Challenge. This four-week challenge involved over 500 Unilever International staff from across the world. For every 2,500 steps, Unilever International donated US\$1. More than US\$72,000 was raised from this initiative, and supported wish children in Pacific Islands, Malaysia, Philippines and Colombia.



MasterClass

MasterClass is proudly partnering with Make-A-Wish International to offer no-cost Annual Memberships to the entire MasterClass platform for one year, giving unlimited access to 100+ instructors and classes across a wide range of subjects, including Arts & Entertainment, Business, Sports & Gaming, Writing and more. Our entire network is now enjoying and nurturing their knowledge with this amazing tool.



Valued Partners

Make-A-Wish International is lucky to be supported by generous corporate partners who fundraise and raise awareness of our work around the world.



- Amazon Smile Foundation
- AXA
- Berluti
- BioTrust
- Build-A-Bear
- Claire's Stores
- Club Med Foundation
- Cycas Hospitality
- Dell Technologies
- Fairmont Hotels and Resorts
- Five 9
- GAP Foundation
- GP Network Asia
- Hollis Global
- Humble Bundle
- IGG Inc - I Got Games
- Isagenix
- Jewelers for Children
- Kenshoo
- Poshead
- Rappi
- Unilever
- United Health Group
- Xbox

EXCITING FOR FY22

We are looking forward to rolling out many more purpose-driven projects and are already working on some fantastic collaborations with partners who will be:

- ★ **Committing to granting wishes through financial support**, funding specific programs or engaging customers through donations on products – such as our collaboration with the luxury-brand Fendi.
- ★ **Engaging their employees** by organizing innovative challenges across all global offices to raise much-needed funds – which we are excited to roll out with Robert Half Inc, a global recruitment agency.
- ★ **Joining our new workshop**, The Global Wish Challenge – an international life-changing workshop during which teams get to design together the steps of a child's wish journey.

To learn more about the impact you could have in partnership with us, please email corporatealliances@worldwish.org

I would like to be a Far West sheriff
Vittorio, 10, Italy
 Langerhans Cell Histiocytosis



Thank you
 to all our partners who are making a true impact to the lives of wish children and making a difference together.



International Board of Directors



Markos Tambakeras
Chairman of the Board
USA



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



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



Howard Prince-Wright
Board Treasurer
United Kingdom
Director, Basil Capital Limited and Non-Executive Director Hellenic Petroleum Finance Plc



Barb Hambly
Board Member
Canada



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



Javier Irrázaval A.
Board Member
Chile
President, Socio en Trabajo con Sentido SpA



Arik Hybloom
Board Member
Israel
Chief Financial Officer at BELKIN Vision



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



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



Mike Densmore
Board Member
USA
Head of Growth & Innovation, United Talent Agency



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



Victor Nichols
Board Member
USA
Director of Bank of Hawaii, Revlon and Zovio



Matt Lewis
Board Legal Counsel
USA
Partner, White & Case

Our Global 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 and territories on 5 continents through its 39 Affiliates

- | | | |
|------------------------------------|--------------------------------------|----------------------------------|
| South America | Europe | East & Southeast Asia |
| <u>Argentina</u> | <u>Austria</u> | <u>India</u> |
| <u>Brazil</u> | <u>Belgium South</u> | <u>Hong Kong</u> |
| <u>Chile</u> | <u>Belgium-Vlaanderen</u> | <u>Japan</u> |
| <u>Peru</u> | <u>Denmark</u> | <u>Korea</u> |
| <u>Colombia</u> | <u>France</u> | <u>Malaysia</u> |
| | <u>Germany</u> | <u>Philippines</u> |
| North & Central America | <u>Greece</u> | <u>Shanghai</u> |
| <u>Canada</u> | <u>Ireland</u> | <u>Singapore</u> |
| <u>Mexico</u> | <u>Italy</u> | <u>Taiwan</u> |
| <u>Panama</u> | <u>Netherlands</u> | Oceania |
| <u>US</u> | <u>Norway</u> | <u>Australia</u> |
| | <u>Portugal</u> | <u>New Zealand</u> |
| | <u>Spain</u> | <u>Pacific Islands</u> |
| | <u>Switzerland and Liechtenstein</u> | |

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

Wishes make the impossible, possible

helping children replace fear with confidence, sadness with joy and anxiety with hope.

When a wish comes true, it creates *strength, hope and transformation in a child – and a community.*



I wish to stay on a private island with my family

Roudha, 15,
United Arab Emirates
Hodgkin Lymphoma

 @MakeAWishIntl

 @MakeAWishIntl

 makeawishintl

 Make-A-Wish International

Make-A-Wish[®]
INTERNATIONAL

worldwish.org

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