Dear Friends,

As we reflect on the meaning of ten years using soccer as a vehicle for positive change, we celebrate the diversity of our community and the shared passion that ties us together. Our community includes people from every walk of life, every corner of the globe. Many in our community are among the 65.6 million people across the world who have been displaced, and the 22.5 million who are refugees, seeking to rebuild their lives in a new home.

We believe that this diversity of experience not only makes our community stronger, but is at the very core of what allows our community to thrive.

We understand that uncertainty will continue to test the strength of this community as the city and educational contexts in which we work find themselves with widening gaps between what resources they need and what resources they have. The contributions of our dedicated partners, supporters, and friends have enabled us to fill many of those gaps, providing holistic, year-round programs to under-served youth free of cost. Our dedicated staff works tirelessly to make our programs accessible and valuable to the young people who seek them, with remarkable results that you’ll find highlighted in this report.

In the face of a growing need, the world of sport has an essential role in building solutions. Soccer, in particular, has a unique ability to shape communities and inspire individuals. We see it every day: people from more than 60 different countries, speaking 25 different languages, holding a wide range of religious and cultural beliefs coming together as a single community to enrich and support one another. Although we have grown—expanding by 20-25% in each of the last three years—our goal is not for Soccer Without Borders to be everywhere. Rather, we envision a day when these gaps no longer exist, so that all young people have equal access to the quality education, opportunities, and pathways they need to reach their full potential.

Toward that vision, as we enter the second decade of Soccer Without Borders, we will continue to design and measure tools and activities that transform the soccer field into a welcoming, living classroom for marginalized youth. We are committed to developing strategies to more fully meet the needs of the youth we serve, and to sharing these solutions through expanded collaboration and transparency. We encourage our peers, supporters, friends, fans, and partners to join us in raising our collective voice as a community united by the world’s game and the lessons it teaches: teamwork, respect, diversity, resilience, perseverance, patience, and passion.

With gratitude,
Mary McVeigh & Ryan Hawke
OUR DIFFERENCE

SOCCER WITHOUT BORDERS PROGRAMS BUILD STRONG MENTORING RELATIONSHIPS BETWEEN PARTICIPANTS AND COACHES THROUGH YEAR-ROUND ACTIVITIES THAT ADDRESS COMPLEX BARRIERS TO ACCESS, SUPPORTING YOUNG PEOPLE OVER THE LONG-TERM.

LONG-TERM

Middle and high school are crucial years in the development of a young person. Rather than focus on one or the other, Soccer Without Borders programs are a consistent presence throughout these developmental years. One-quarter of participants have been with Soccer Without Borders for 3 years or more.

MENTORING RELATIONSHIPS

Research tells us that a mentoring relationship of 12 months or more can have a significant impact on academic outcomes and psychological development. We prioritize consistent, well-trained head coaches who commit to a year or more with their teams. In the 15-16 school year, our average head coach tenure was 41 months.

ACCESS

Our program framework is designed to minimize cultural, logistical, and economic barriers to participation, reaching youth that too often fall through the cracks. The hard work of our direct service staff to implement these strategies has led to retention rates of 70% or more within Soccer Without Borders teams.

YEAR-ROUND

Our family atmosphere is one of the defining characteristics of Soccer Without Borders teams. This is created through 35+ weeks of program activities each year, with 8-15 hours of scheduled activities available to each team, in addition to unscheduled, informal time with teammates, coaches, and mentors.
ACADEMIC ADVANCEMENT

Students who do not play sports or participate in other extracurriculars are 57% more likely to drop out of high school. In 2016, 94% of Soccer Without Borders 12th grade participants graduated from high school; 83% went on to a 2 or 4 year college/university. According to UNICEF, the secondary school enrollment rate in Nicaragua is just 49%, and of these only 47% attend regularly. The academic pass rate (advancing from one grade to the next) for Soccer Without Borders Nicaragua’s participants in 2016 was 97%, the highest it has ever been.

SOCIAL CAPITAL

Together with English language skills, social capital is the greatest factor in immigrant success in the USA. Through league play, community events, and a team environment that feels like family, Soccer Without Borders connects participants to one another, to mentors, and to their new communities. In the most recent school year, Soccer Without Borders teams participated in 30 leagues, traveling to 242 away games across 26 U.S. counties. Travel time is team time: 95% of participants rely on Soccer Without Borders for transportation to away games.

LANGUAGE DEVELOPMENT

The number of children ages 5 to 17 in the U.S. who speak a language other than English at home has more than doubled in the past three decades. Almost 100% of our participants in SWB USA programs speak a language other than English at home, but Soccer Without Borders adds an average of 480 minutes of English speaking and listening to their week.

IMPACT & HIGHLIGHTS

Soccer Without Borders’ program model is evidence-based and designed to support participants to advance academically, gain social capital, develop English language skills, and engage their surrounding communities to amplify the values of welcoming, inclusion, equity, and cross-cultural understanding.

SOCCER WITHOUT BORDERS ANNUAL REPORT 2016

"MY TEAMMATES WERE THE FIRST PEOPLE I FELT CLOSE TO IN AMERICA. IT WAS THE FIRST TIME I REALLY STARTED TO TALK TO OTHERS.”

- SWB OAKLAND PARTICIPANT, AGE 18

COMMUNITY ENGAGEMENT

This year, Soccer Without Borders mobilized 631 volunteers including Assistant Coaches, Drivers, Mentors, Tutors and Ambassadors. Teams hosted more than 100 community events, reaching more than 40,000 people. SWB led roundtable discussions and film screenings on our work with refugees and new immigrants in the Bay Area, Baltimore, Denver, and New York. We also presented on our work at universities such as Boston College, Boston University, University of California Berkeley, Dartmouth College, University of Pennsylvania, and Tufts University.

"When I first joined SWB, I had a hard time fitting in with people, but now that I’m better at soccer, I’ve started to be more vocal and communicative with teammates and fit in more.”

-SWB BOSTON PARTICIPANT, AGE 14

Check out our SWB YouTube Channel for the short film "Playing For Change" narrated by Ethan Hawke (tinyurl.com/swbplayingforchange). The channel also features 7 SWB "Perspectives" interviews (tinyurl.com/swbchannel).

Estimated value of volunteer hours donated: over $450,000

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GLOBAL DISPLACEMENT

According to UNHCR, in 2016 there were 65.6 million people across the world displaced due to conflict or persecution. On average, 33,972 people are forced to flee their homes each day. Soccer Without Borders participants have fled some of the world’s most challenging conflicts.

**CENTRAL AMERICA**

43.5% of SWB’s participants hail from Central America. Family reunification, the pursuit of educational and labor opportunities, and the need to escape violence are among the major determinants of Central American children and adolescent migration. El Salvador is the most represented country in our U.S. programs.

The most represented Central American countries in SWB: El Salvador, Guatemala, Honduras, & Nicaragua

**EAST AFRICA**

35.8% of SWB participants come from East Africa. According to human rights reports, the Eritrean population has experienced widespread and systematic human rights abuses, including arbitrary arrest and detention, torture, forced labor, severe restrictions on freedom of movement and expression, and persistent religious persecution.

The most represented East African countries in SWB: DR Congo, Somalia, Burundi, Eritrea, South Sudan, Ethiopia, Rwanda, & Kenya

**MIDDLE EAST & NORTH AFRICA**

6.2% of SWB participants come from the Middle East and North Africa. As a result of civil war, 11 million Syrian people have been displaced since 2011. The United States began to accept Syrian refugees for resettlement in 2015.

Most represented Middle Eastern and North African countries in SWB: Yemen, Afghanistan, Syria, Iraq, & Algeria

**SOUTHEAST ASIA**

10.1% of SWB participants come from Southeast Asia. Many people from countries in Southeast Asia have fled or been expelled from their countries because of ethnic persecution.

Most represented countries from Southeast Asia in SWB: Burma, Thailand, Nepal, & Bhutan
FOCUS AREA: REFUGEE & IMMIGRANT YOUTH INTEGRATION

SWB Founder Ben Gucciardi was named a 2015 White House Champion of Change for World Refugee Day

SWB Uganda was named a finalist in IDEO’s East Africa Challenge for Refugee Education

SWB Oakland partnered with Alameda County Behavioral Health Services to create five new teams for unaccompanied minors in Oakland and Hayward

SWB Baltimore began a partnership with the International High School of Langley Park, a newcomer-focused high school

SWB Oakland created the Learning Center which gives participants access to computers and tutoring support

SWB Greeley opened the Learning Center which gives participants access to computers and tutoring support

DID YOU KNOW?
AN ESTIMATED 3.3% OF ALL AMERICAN ADOLESCENTS EXPERIENCE MAJOR DEPRESSION WHILE A REFUGEE ADOLESCENT IS UP TO 12 TIMES MORE LIKELY TO EXPERIENCE MAJOR DEPRESSION.

SWB served refugee, asylee, and immigrant youth from 43 countries.

27% of head coaches in SWB are refugees and 66% of head coaches in SWB Kampala are refugees.

9 current SWB head coaches are program alumni.

SWB served over 200 unaccompanied minors from Central America.

100% of regular participants surveyed said they made a new friend.

SWB partnered with 27 schools to increase educational engagement.

“OUR TEAM IS LIKE A FAMILY - EVEN THOUGH WE’RE FROM DIFFERENT COUNTRIES, WE WORK TOGETHER.”

SWB BALTIMORE PARTICIPANT, AGE 19

SOCCER WITHOUT BORDERS ANNUAL REPORT 2016

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FOCUS AREA: GIRLS IN THE GAME

SWB Boston doubled the number of female participants in SWB’s 4th-8th grade programs and added a U12 girls team.

SWB Granada organized its 7th annual Peace Cup, uniting girls’ teams from four cities in Nicaragua to promote peace and fair play.

SWB Uganda established a girls empowerment program, serving 75 girls.

DID YOU KNOW?

By age 14, girls drop out of sport at twice the rate of boys. Less than 10% of soccer players globally are girls.

BY THE NUMBERS

40% of SWB participants are girls.
51% of SWB head coaches are women.
Women of color make up 48% of SWB female coaches, including 5 alumnae.
SWB Nicaragua provided 33 secondary school scholarships with a 97% academic pass rate.
100% of the girls in SWB Greeley, Boston and Baltimore reported that the program provided them with their first opportunity to play soccer on a sports team.

“I’VE LEARNED HOW TO BE A BETTER TEAMMATE, I’VE GROWN AS AN INDIVIDUAL AND ALWAYS GET TOGETHER WITH OTHER GIRLS OF THE PROGRAM; I’M MAKING MY DREAMS COME TRUE.”

-SWB GRANADA PARTICIPANT, AGE 18

MEDIA HIGHLIGHTS

Aol.com
The Huffington Post
PRI

100% of the girls in SWB Greeley, Boston and Baltimore reported that the program provided them with their first opportunity to play soccer on a sports team.
Building a community of changemakers across the globe, the $250,000 Lipman Family Prize from the Wharton School of Business at the University of Pennsylvania recognizes one organization each year for social innovation and impact. In 2016, on the ten year anniversary of Soccer Without Borders we were honored to be selected as the winner.

We learned that the Prize’s icon, shown in the upper left of the logo, represent the bottleneck of ideas and progress that too often occurs in the non-profit sector. Promising practices and effective organizations struggle to reach their full potential – in scale and depth – due to a lack of clarity, investment, and/or support. This is where the Prize, and accompanying partnership and support from Wharton, can be a gamechanger.

Over the last ten years, we have collaborated, analyzed, iterated, consolidated, and evolved through the contributions of thousands of volunteers, staff, partners, supporters, and friends. We refined our program model, created tools, and engaged in collaborations that meaningfully impacted the lives of thousands and advanced the field of sport for development.

But the demand for services that support refugee and immigrant youth and advance gender equality for underserved girls is much greater than we could ever meet, and it is growing. We feel privileged to have the opportunity of the Prize funding, network, education, and operational support to better prepare ourselves to meet that demand, channeling lessons learned, accelerating new innovations, and reshaping our systems and structures into more scalable, replicable solutions for the communities we serve.

Watch the video about the 2016 Lipman Prize finalists (youtube.com/watch?v=MUMGH5oPAHo).
PARTNERSHIP WITH THE AFGHANISTAN WOMEN’S NATIONAL TEAM

Working alongside current kit sponsor, hummel, both the Afghanistan Women’s National Team and Soccer Without Borders aim to change the world through sport. Serving as the team’s fiscal sponsor, Soccer Without Borders supported the team’s preparation for and participation in the South Asian Football Federation Cup (SAFF) in India by providing an avenue for tax-deductible donations for travel, training, and equipment.

"Both organizations found each other based on their shared belief that soccer is one of the most powerful ways to bring people together across the world. The Afghanistan Women’s National Team is eager to develop a foundation of support that will allow the program to build a platform for consistent growth and development in the country. We believe Soccer Without Borders can help us pave the way."

- Kelly Lindsey, Former U.S. Women’s Team member, Head Coach of the Afghanistan Women’s National Team

SPORTSUNITED EXCHANGE WITH NEPAL

Led by Women Win and funded through the U.S. Department of State, Soccer Without Borders engaged in a two-way exchange program with Empowering Women of Nepal (EWN). In March 2016, 10 SWB leaders from across all four SWB USA programs headed to Pokhara, Nepal to learn from EWN’s strategies for outdoor leadership, while sharing team-building and coaching strategies. In July, 10 female trekking guides from EWN joined us at SWB Oakland for 11 days of cross-cultural immersion, digital storytelling, and sport-based youth development training.

"I found myself deconstructing my own leadership style, deeply considering my path, my approaches to gender inclusion, and my impact on girls’ programming at SWB."

- Katy Nagy, SWB Oakland Girls’ Program Director

AMBASSADOR SPOTLIGHT: NADIA ALAIYAN - CLAREMONTE, CA

Nadia is an ambassador whose passion for Soccer Without Borders never seems to run out. In 2016, she not only spearheaded her team’s Greater Goals campaign in support of the SWB Nicaragua girls’ league, but also reached out to other college and university teams to do the same. Nadia’s proactive mindset, consistent communication, and thirst to multiply her impact led to her winning the “Give Back” Award from Positive Tracks. Always capitalizing on every opportunity to increase her impact, Nadia’s experience as an Ambassador has helped her further her skills as an effective fundraiser and community-builder.

AMBASSADOR PROGRAM PRESENTED BY POSITIVE TRACKS

The Ambassador Program is an opportunity for fans and supporters of Soccer Without Borders to "get active and give back" by designing their own fundraising event or plugging into an existing one. Ambassadors have been “playing, coaching, and sweating for change” on behalf of Soccer Without Borders for the last eight years, but it wasn’t until the partnership with Positive Tracks that the program began to reach its potential.

Positive Tracks (positivetracks.org) is a national, sports-based youth development organization that helps young people get active and give back. Positive Tracks combines philanthropy and athletics to enroll youth - as partners and leaders - in creating stronger communities and a healthier world. Free programs, curricula, and hands on mentorship from Positive Tracks staff and volunteer peer coaches help youth ages 23 and under learn how to give back using their own muscle and savvy. Positive Tracks also offers to match dollars youth raise, as added incentive to get involved.

BY THE NUMBERS

In 2016, 75 Ambassadors in 12 states mobilized over 2,500 youth through their events, reaching an audience of over 39,000 young people who raised $64,500 and unlocked $40,000 in matching funds for SWB programs.
SPOTLIGHT: PARTICIPANTS & ALUMNI COACHES

VALERIA & REYNA
SWB NICARAGUA

Alongside teammate Crystal, these two sisters competed for the Nicaraguan National Team at the CONCACAF Girls Under 15 Tournament at the ESPN Disney Wide World of Sports. It is rare for girls from outside of the capital city of Managua to make the final roster, as travel back and forth for daily practices can be prohibitive. With support from their coaches and families, they were able to balance school and training, making history as Nicaragua’s first U-15 girls’ team to participate in an international tournament.

Learn more about Valeria and Reyna: https://goo.gl/89ehZh

FATUMA
SWB OAKLAND

Fatuma, a refugee from Somalia, resettled to Oakland, CA in 2012 and joined SWB. Fatuma is currently attending Merritt College where she is studying to be a nurse. “SWB has helped me to communicate with other students. I was kind of nervous, but when you are kicking the ball you need to communicate, you need to say other names, I think that is the best skill I gain from SWB.”

Learn more about Fatuma: https://youtu.be/b67y2QLsock

RAVIS
SWB OAKLAND

Ravis, an immigrant from the Democratic Republic of the Congo, is a graduate of SWB Oakland and an SWB Assistant Coach through the Up2Us Sports Coach program. Ravis was a standout participant, bringing positive energy and an outgoing personality that gained the respect of his peers and coaches immediately. At the 10-year anniversary celebration of Soccer Without Borders, when asked how soccer can bridge divides across cultures, Ravis responded “We need to keep spreading love.” Nothing could more fully capture his approach to life and coaching. Ravis is currently pursuing a degree in Computer Science at Cal State East Bay, where he plays on the club soccer team.

Learn more about Ravis: http://bit.ly/2v2VAzB

HEMON - SWB BALTIMORE

Hemon, a refugee from Bhutan, resettled to the United States in 2008, joining SWB Baltimore after it launched in 2009. He is now a graduate of Loyola University in Maryland and an SWB Head Coach. “Now I play soccer with friends from all over the world. We understand each other because we love soccer. We have similar backgrounds: some friends are like me, born in a refugee camp, some are war refugees, and some came looking for asylum. Four years ago I never thought I would have friends from different countries, speak English, live in the United States, and have an opportunity to attend college in America.”

Learn more about Hemon: https://youtu.be/dgDhJ0XbtuA?t=1s

FEATURED PARTNERSHIPS

RUFFNECK
ruffneckscarves.com

As the official scarf of the MLS, USL, NCAA, and U.S. Soccer, Ruffneck Scarves has brought the iconic European soccer supporters’ item - the scarf - to America’s teams. Ruffneck became the official scarf of Soccer Without Borders in 2015.

SENDAAthletics.com

Senda’s vision is to make the highest quality, ethically made gear in the world and build a movement that transforms the way people interact with the game. Senda’s fair trade soccer ball became the official game ball of Soccer Without Borders in 2016.

GLOBAL RESCUE
globalrescue.com

Global Rescue is the world’s leading membership organization providing evacuation, medical, security, and travel risk management services. Global Rescue has provided valuable medical advisory services to Soccer Without Borders staff traveling internationally since 2010.

UP2US.org

Up2Us Sports empowers sports programs across the country to become a united force for meaningful change. The Up2Us Sports Coach and VISTA programs have been a crucial source of support for SWB staff and coaches since 2010.
# Financials

## FY15S (Short: 1.1.15-7.31.15)

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## FY16 (8.1.15-7.31.16)

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<td>Board Restricted</td>
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### Direct Program

Includes all year-round activities, coaches, volunteers, coordination, transportation, healthy snacks, program facilities, equipment, materials, league and tournament registration fees, etc.

### Fundraising

Includes grant writing, grant reporting, partnership and grant management, online donation platform fees, credit card processing fees, marathon team registration fees, printed materials & apparel, and fundraising event costs. Also includes management salaries and benefits, technology/software, payroll, postage, and bookkeeping related to this area.

### Administration

Includes 501c3 tax filing & preparation fees, mandatory annual audit fees and preparation, bookkeeping, website & software, insurance, non-program office space, and management time for these areas. Note that in FY16 time related to program grants and partnerships will be split between program and administration, rather than fundraising, at the advice of our independent auditor.

# Note from the Treasurer

Dear Supporters,

We are pleased to share our FY15 and FY16 financials on these pages, which represent a unique moment in our ten year history. In order to change our fiscal year cycle to August 1, Soccer Without Borders closed its 2015 Fiscal Year after just 7 months ("short year" or "stub year") on July 31, 2015. This change allowed us to better align our fiscal and program years, maximizing efficiency in our staffing and program plans. As a result of this change, FY15S shows our first-ever deficit. However, had the year been completed through the end, it would have finished with a slight surplus. As with every surplus, we continue to reinvest funds in expanded program depth and breadth, and greater quality.

Following the short year, Fiscal Year 16 showed the largest surplus Soccer Without Borders has had to-date. With just one month remaining in our 2016 fiscal year, we were honored to receive the $250,000 Lipman Family Prize, as well as several new grants intended for the 2016-2017 school year of programming. Of this surplus, $150,020 was identified as restricted to support programming in FY17. Further, in order to ensure that we managed the prize money without growing too fast or taking on long-term commitments, our Board of Directors voted to restrict $225,000 of the prize, and release it in installments over the next two fiscal years as our programmatic and strategic priorities were implemented.

We hope that these notes better explain the narrative behind the numbers, and we thank you for your continued support of Soccer Without Borders!

Sincerely,

Tammy Reder
Treasurer, Board of Directors
BOARDS & LEADERSHIP

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Jay Wilson, Customer Success Consultant || Buildium

ANNIVERSARY

For the past 10 years, Soccer Without Borders has been fortunate to serve newcomer refugee, immigrant, and asylee youth across the United States, building a more inclusive and peaceful world through the sport of soccer. In May and October, Soccer Without Borders hosted 10 year anniversary celebrations in New York, NY and Oakland, CA, screening our new film, “Playing for Change.” Thank you to all of our friends, supporters, partners, fans, and peers who celebrated with us, and for joining us in 10 years of playing for change across the USA and the world.

OUR COMMITMENT TO TRANSPARENCY AND GOOD GOVERNANCE
Thank you to Kelly McCann Photography & ShootEurope for photos included in this report.
Annual Report Design: ejiwask.com