



Until we are all equal



2025

Annual Review

The challenges ahead remain complex, but our purpose remains unchanged. Together with children, families, communities and supporters, we will continue advancing equality for girls and ensuring every child has the chance not only to survive, but to thrive.



A message from the President and CEO

Clarity in a complex world

When the world feels uncertain, clarity matters.

For millions of children and families, needs are urgent and immediate. Food, safety, education and protection cannot wait.

In 2025, Plan International focused on delivering impact where it mattered most, guided by evidence, accountability and the leadership of girls and young people.

Even as conditions grew more fragile, our programs continued to advance children's rights and equality for girls, including in crisis-affected settings, with girls and young people leading change in their own communities.

Your support went where need and evidence aligned most strongly: education, health, protection and girls' leadership. From humanitarian emergencies to long-term development, your kindness helped protect children, uphold dignity and strengthen systems that expand opportunity over time.

This year reinforced the importance of trust and flexibility. Unrestricted and adaptable funding allowed us to respond rapidly as crises escalated, remain accountable to communities and stay focused on results. This kind of support makes lasting impact possible.

None of this work happens in isolation. It is made possible by partners and supporters who believe in girls' leadership and by the children and young people whose courage and ideas continue to shape lasting change.

The challenges ahead remain complex, but our purpose remains unchanged. Together with girls, families, communities and supporters, we will continue advancing equality and ensuring every child has the chance not only to survive, but to thrive.

Thank you for standing with us.

Shanna Marzilli
President and CEO
Plan International USA



Nancy plays with a young girl at the early learning center. | ©Plan International

Walking with children from early learning to leadership

Growing up in the Chalatenango region of El Salvador, Nancy faced limited opportunities, like many girls in her community. Continuing her education required support beyond what her family and local systems could provide.

“There were many Plan International programs here, and I was one of the children who benefited from them,” says Nancy, 38. “I took part in workshops and activities, and they supported me so I could continue my education.”

With the support Nancy received as a sponsored child, she was able to stay in school and pursue higher education. “I studied journalism at the Technological University and graduated in 2008,” she says.

After completing her studies, Nancy returned to her community, unsure of what would come next, until she was invited to help support early learning for young children.

Today, Nancy works through a Plan-supported early childhood development program that engages both children and their caregivers.

“

They approached me to ask if I wanted to be an early childhood educator,” she says. “Perhaps life placed this project of caring for young children in my hands to give back a little of what I received in my childhood.”

“It’s a family-oriented program,” she explains. “Parents don’t just drop

their children off; they have to be involved too.”

Nancy sees the impact of early learning every day, both in children and in the families who support them.

“It’s so nice to hear from parents that this program has helped them to change their traditional parenting methods,” she says. “I feel super rewarded by the children I am caring for.”

Nancy’s story reflects how long-term investment in girls can create change across generations, from a child supported to continue her education to a leader helping young children and families thrive.




Nancy's passion for education began at an early age and was supported by Plan International's sponsorship program, which provided her with school supplies and emotional encouragement. | ©Plan International



Our impact areas

Witness, 13, is part of a project working to improve health services, share life-saving health information and stop all forms of violence in Tanzania. | ©Plan International

-  **Inclusive, quality education**
Plan supports learning from early childhood through adolescence so children can stay in school, return when learning is disrupted and build skills for the future.
-  **Early childhood development**
Plan supports early learning, positive parenting and healthy development so children can thrive from the start.
-  **Youth empowerment**
Plan invests in young people's leadership and civic participation so they can influence decisions that affect their lives and communities.
-  **Skills and decent work**
Plan supports adolescents and youth to gain skills, access opportunities and build pathways to sustainable livelihoods.
-  **Emergencies**
Plan responds in crises to protect children, meet immediate needs and support recovery, with a focus on girls' safety, well-being and dignity.
-  **Protection from violence**
Plan works with families, communities, schools and systems to prevent violence and respond when harm occurs.
-  **Sexual and reproductive health and rights**
Plan increases access to information and services and works with communities to address harmful practices and strengthen bodily autonomy and choice.

Our impact in 2025

Together with communities, supporters and partners around the world, Plan supported programs that reached millions of children, especially girls, across more than 80 countries.

By the numbers

Period covered: July 1, 2024 to June 30, 2025



! 11.8 million
children and adults reached
through child protection programs

* Figures include nonbinary people, were reported. Totals were adjusted to reduce double counting across programs.

Where we work





Donor feature story:

A life of **GENEROSITY,** carried forward

When Mike and Dolly were married in 1971, they made the quiet decision to become a child sponsor with Plan International. Dolly grew up with few resources, and that shaped her decisions.

As their life together unfolded, Dolly became an interior designer and Mike an engineer. They felt strongly about sharing what they had. Sponsoring children, many of them in Africa, became part of the rhythm of their lives, something they did steadily for more than five decades.

In June 2025, Dolly suddenly passed away after a brief illness. Not long after, Mike chose to honor her with a large donation to Plan; a gift six times more than their previous largest gift.

Mike and Dolly wanted to help other people, “in parts of the world where they don’t have as much as we do.”

Supporters like Mike are part of a community that believes in consistency and how that sustained support shapes lives beyond our own. Plan is blessed to have many donors who honor others with their gifts. We are grateful for each of our donors and the stories that motivate their giving.

If you have someone to honor or want to make a special one-time gift to Plan’s overall work, please reach out to us. You are welcome to get in touch with Kimberly Urish, Senior Manager of Leadership Gifts, at 401-562-8530 or kimberly.urish@planusa.org. Thank you for all the ways you support girls around the world.



Scarlet is no ordinary teenager; she is a young leader and the communications director for her local youth organization in Loreto. Through videos and interviews, she shines a light on issues that shape the lives of children and adolescents. | ©Plan International

Turning evidence into policy action

Building on years of global research and youth-led advocacy, Plan helped drive meaningful policy change to protect children from online harm.

In 2025, advocacy informed by Plan's research and the leadership of young people contributed to the passage of the Take It Down Act, the first U.S. federal law to address the nonconsensual sharing of intimate images, including AI-generated content. Youth Advisory Board members helped shape advocacy priorities, engaged policymakers and elevated youth perspectives throughout the legislative process, ensuring lived experience informed policy.

The Take It Down Act passed with overwhelming bipartisan support, reflecting broad agreement on the need to protect children and survivors in digital spaces. The law strengthens accountability for online platforms and gives survivors clearer pathways to have harmful content removed and prevent further abuse.

Policy and advocacy

Driving systemic change beyond programs

Plan advances children’s rights and equality for girls by pairing evidence, youth leadership and advocacy to influence the policies and systems that shape children’s lives. Our policy and advocacy work focuses on addressing root causes of inequality and ensuring decisions affecting children are grounded in data, accountability and lived experience.

In 2025, Plan advanced policy and advocacy efforts that elevated girls’ experiences in national and global decision-making spaces, strengthened protections for children and reinforced the role of evidence in shaping solutions.

In 2025, Plan:



Achieved
272
influencing successes
advancing children’s rights and **equality for girls**

Partnered with media, research institutions and advocacy coalitions to connect lived experience with policy dialogue.

Elevated global and U.S. attention to child marriage, education in emergencies and digital harms affecting girls.



Youth Advisory Board

Youth leadership shaping change

Plan's work is strongest when young people help lead it. The Youth Advisory Board plays a central role in ensuring youth perspectives inform Plan's programs, advocacy and public engagement.

The Youth Advisory Board is a diverse group of young people from across the United States who advise Plan on issues affecting children and young people globally. Through lived experience and leadership, members help translate evidence into action and ensure girls and young people are represented in decision-making spaces.



This year has been my most impactful yet on the YAB, while the challenges that face Plan loom large. I have never felt so confident that we are poised to deal with them. I think it's our focus on creativity and innovation that will take us even farther next year!"

— Byronie

Below: The 2025-2026 Youth Advisory Board.






Sandra, a member of the YAB, gives opening remarks at Plan International's flagship event at CSW69. | Joel Sheakoski, ©Plan International


In 2025, Youth Advisory Board members:


Represented Plan in United Nations policy spaces, including the Commission on the Status of Women and the U.N. Summit of the Future, **ensuring youth perspectives were reflected** in discussions on gender equality, education, protection and the future of global cooperation.

 **Amplified youth voices** on children affected by armed conflict by delivering formal remarks to the U.N. Human Rights Council.

Designed, planned and led the Youth Leadership Academy, including shaping curriculum, setting advocacy priorities and preparing young people to engage directly with policymakers.

Played a direct role in advancing digital safety advocacy that contributed to the passage of the Take It Down Act into law.

 Participated in Plan's signature **Girls Takeover initiative**, with girls stepping into leadership roles at partners such as KFC Global to elevate youth perspectives and influence organizational decision-making.

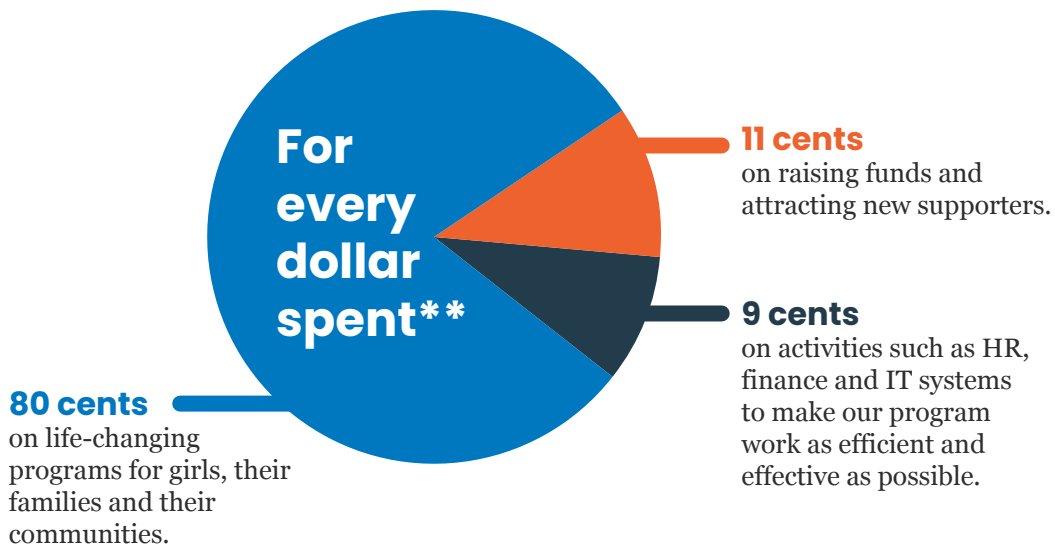
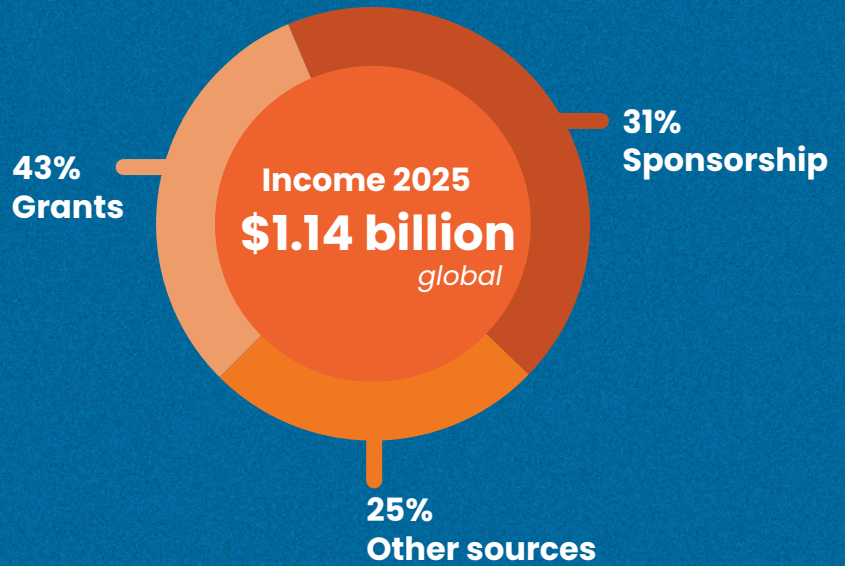
 Advanced youth-led menstrual health advocacy through the "It's Bloody Normal" campaign.



Byronie (left), YAB member, poses with other youth delegates at the UNESCO Global Symposium on Online & Tech-Facilitated Violence in Bangkok, Thailand

Finance

Global financial overview



** excluding foreign exchange gains and losses

Plan International USA's condensed statement of activities and changes in net assets reflects the organization's financial performance for the year ended June 30, 2025. Read full financial statements at planusa.org/financials.

The condensed statement of activities and changes in net assets is an excerpt from the audited financial statements of Plan International USA. For a full copy of Plan International USA's financial statements, as audited by PricewaterhouseCoopers LLP, refer to planusa.org/financials. The information below reflects Plan International USA's operations only. Global financial information is presented elsewhere in this report.

Operating revenue

Public support and revenue:

| | |
|---------------------------------------|--------------|
| Sponsorship contributions | \$17,015,563 |
| U.S. government grants and contracts | \$15,246,081 |
| Contributions | \$14,826,029 |
| Gifts-in-kind and other contributions | \$9,676,060 |
| Total public support and revenue | \$58,178,758 |

Expenses

Program expenses:

| | |
|------------------------------------|--------------|
| Program and technical support | \$31,031,031 |
| Building relationships | \$1,122,688 |
| Development education and advocacy | \$11,807,112 |
| Total program expenses | \$43,360,831 |

Operating expenses:

| | |
|--------------------------|--------------|
| Fundraising | \$6,301,383 |
| Management and general | \$9,096,293 |
| Total operating expenses | \$16,397,676 |
| Total expenses: | \$59,358,507 |

Net assets:

| | |
|---------------------------------|---------------|
| Total operating results | (\$1,179,749) |
| Nonoperating results | \$2,370,871 |
| Total change in net assets | \$1,191,122 |
| Net assets at beginning of year | \$41,519,229 |
| Net assets at end of year | \$42,710,351 |

Thank you

Because of you, girls learned, led and spoke up.
Children were protected.
Families were supported.
Communities moved closer to equality.

Your generosity made this work possible.
In classrooms and crisis zones.
In policy rooms and community centers.
In digital spaces and rural villages.

Every contribution strengthened programs that protect children
and advance equality for girls.

We are grateful for your partnership and your trust.

Together, we won't stop until we are all equal.

Board of directors

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