



Accountability Report 2025

Compassion International, Inc. and Affiliates

 Releasing children from poverty
Compassion
in Jesus' name

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Visit [Compassion.com/AccountabilityReport](https://www.compassion.com/accountabilityreport) to explore key topics from this report.



Message From the President



Powered by Partnership

A guiding principle has fueled the work of Compassion for more than 70 years: Transformative impact comes from strong partnership.

Or, as Scripture puts it, “Two are better than one because a good return comes when two work *together*” (Ecclesiastes 4:9, The Voice).

I love the emphasis of that word – “*together*” – as central to yielding a good return. There’s no better word to describe how we seek to join God in our mission of releasing children from poverty in Jesus’ name.

Compassion’s mission is accomplished through a holistic approach to child development and discipleship – a complex journey that can begin in the womb and end as late as age 22. On our own, it would be impossible to address the physical, cognitive, social, emotional and spiritual needs of 2.4 million children across all stages of development and cultures. Quite simply, no single organization has the depth of resources and expertise needed to do all that this mission requires.

That’s why we are so immensely grateful for the many partners – supporters, frontline church staff, like-minded organizations and more – walking this path with us. Only with our partners by our side can we traverse the vast challenges of a poverty context: food insecurity, endemic health issues, poor education, daily trauma and local conflicts, just to name a few.

Every flourishing partnership involves separate entities or individuals with unique gifts and abilities coming together to accomplish something that we can do better together. On the pages that follow, we celebrate the life transformation taking place through our collaborative efforts.

Thank you for taking this precious and powerful journey with us.

Blessings to you,



Santiago “Jimmy” Mellado
President and CEO
Compassion International



Who We Are

Compassion is a [Christ-centered, child-focused, church-driven ministry](#) that connects compassionate people, churches and organizations with children who live in poverty.

Our Mission

Releasing children from poverty in Jesus' name.

Core Strategy

To join God in the holistic development of children and youth in poverty by serving our stakeholders' callings to unleash their connected potential to transform lives.

Core Values



Integrity



Discernment



Dignity



Stewardship



Excellence





What We Do

Compassion is a global leader in holistic child and youth development, serving more than 2.4 million children and youth living in multidimensional poverty across 29 countries.

For more than 70 years, Compassion has walked alongside local partners to mobilize churches, build capacity and engage programmatic resources that positively impact the lives of children living in poverty. Our work is far from finished – estimates point to more than 170 million children living in poverty in areas feasible for Compassion to reach through our program operations in 29 countries.

Our Approach

We believe children in poverty need holistic care to reach their God-given potential. That's why we seek to know, love, protect and connect them with a network of caring people – in our local program communities and around the world – who enable their positive development.

The Whole Person: Compassion program participants receive spiritual, physical, cognitive

and socio-emotional care to help them grow into healthy adults. Our development model follows the life cycle of a child, recognizing that all stages and areas of holistic development are crucial for growth.

In Context: Frontline churches seek to meet localized needs of participants, as identified by participant data collection and informed by community stakeholder input.

Early and Long-Term: Age-appropriate interventions and steady support equip Compassion and our frontline churches to start early and finish well in caring for children and youth. Our high-impact programming is designed to prepare young people for future success by keeping them learning, engaged and on track to meet concrete developmental benchmarks.

Our Network

Local Frontline Church Partners: Compassion works with more than 9,000 local churches in close proximity to the young people in poverty we serve. These churches empower children with day-to-day care and connect them to targeted response interventions that address their contextual needs (such as medical assistance, disaster relief, vocational training and more).

Compassion Volunteers: Compassion's church partners rely on a talented, diverse network of 100,000+ frontline church-level volunteers, as well as 14,000+ additional volunteers across supporting countries. Our volunteers serve frontline programs and churches as Bible teachers, tutors, worship leaders, cooks and more. Others serve at live events, at our Global Ministry Center and on our translation team.

Compassion Ambassadors: More than 1,600 ambassadors – including professional music artists, speakers, athletes, influencers and more – use their platforms to advocate for Compassion's mission. These talented individuals apply their God-given gifts and passion to share their faith and speak up for young people in poverty.

Supporting Churches: Over 15,000 churches partner with us to follow Jesus' example of compassion by caring for children around the world.

Individual Supporters: Around the world, 1.67 million supporters come alongside Compassion to advance our mission through our Global Partner Alliance and other affiliates in Australia, Canada, Denmark, Finland, France, Germany, Hong Kong, Ireland, Italy, Mexico (serving the Latin American region), the Netherlands, New Zealand, Norway, the Philippines, Portugal, Singapore, South Korea, Spain, Sweden, Switzerland, the United Kingdom and the United States.

Partner Organizations: We're grateful to collaborate with like-minded organizations for shared learning, program design and implementation. These valued Compassion Alliance Partners directly support our local church partners and program participants in the areas below:

Spiritual Formation



Child Protection



Youth Development



Disaster Relief



In times of disaster, Compassion seeks to collaborate with well-placed, established organizations from any relevant sector to meet urgent needs.

Water, Sanitation and Hygiene



Economic Development and Livelihood



Mental Health



Disability Advocacy and Services



Agriculture and Climate





Core Programs

Child & Youth Development

Our work equips the church to recognize the value of children and youth by creating a culture of safeguarding and participation. We provide programming that addresses the effects of poverty with context-specific strategies aimed at realizing four holistic child development outcomes: **well-being, capacity for economic self-sufficiency, growth in Christ and youth agency.**

Through extensive research and our innovative [Life Transformation Platform](#), we have identified critical elements and measurable benchmarks that we believe must be in place to realize progress toward each of the four outcomes. This evidence-based framework enables frontline churches to implement proven interventions and measure their effectiveness at the community level.



Well-Being: Being physically and mentally healthy as well as having a positive self-identity and life-giving relationships. Contributing elements include child protection, nutrition and food security, access to clean water, mental health and relational well-being, among other factors.



Capacity for Economic Self-Sufficiency: Having motivation, skills and education to economically support themselves and others. Contributing elements include school attendance, literacy, participation in vocational training and other activities.



Growth in Christ: Growing spiritually, as well as contributing to and engaging with the community. Contributing elements include closeness to Jesus and family, access to Christlike friends and role models, engagement in prayer and Scripture, service of others and more.



Youth Agency: Having vision, skills and character to positively influence their context. The main contributing element for this goal is forming a vision for personal growth and development, as well as contribution to community and God's kingdom.

Program effectiveness is monitored through dedicated Compassion teams and independent evaluation processes. Our frontline churches evaluate intervention results with Compassion staff to determine whether programs achieve their goals, leading to necessary adjustments in an ongoing improvement cycle. This accountability framework provides community-level data to inform strategies and build lasting change.

Survival Program

The survival component addresses the most vulnerable period of a child's life – prenatal through age 1 – by providing critical health and nutritional support to mothers and babies. This program represents the foundational stage of our holistic development model. It recognizes that physical survival and early health interventions are prerequisites for achieving long-term outcomes in later stages of development.



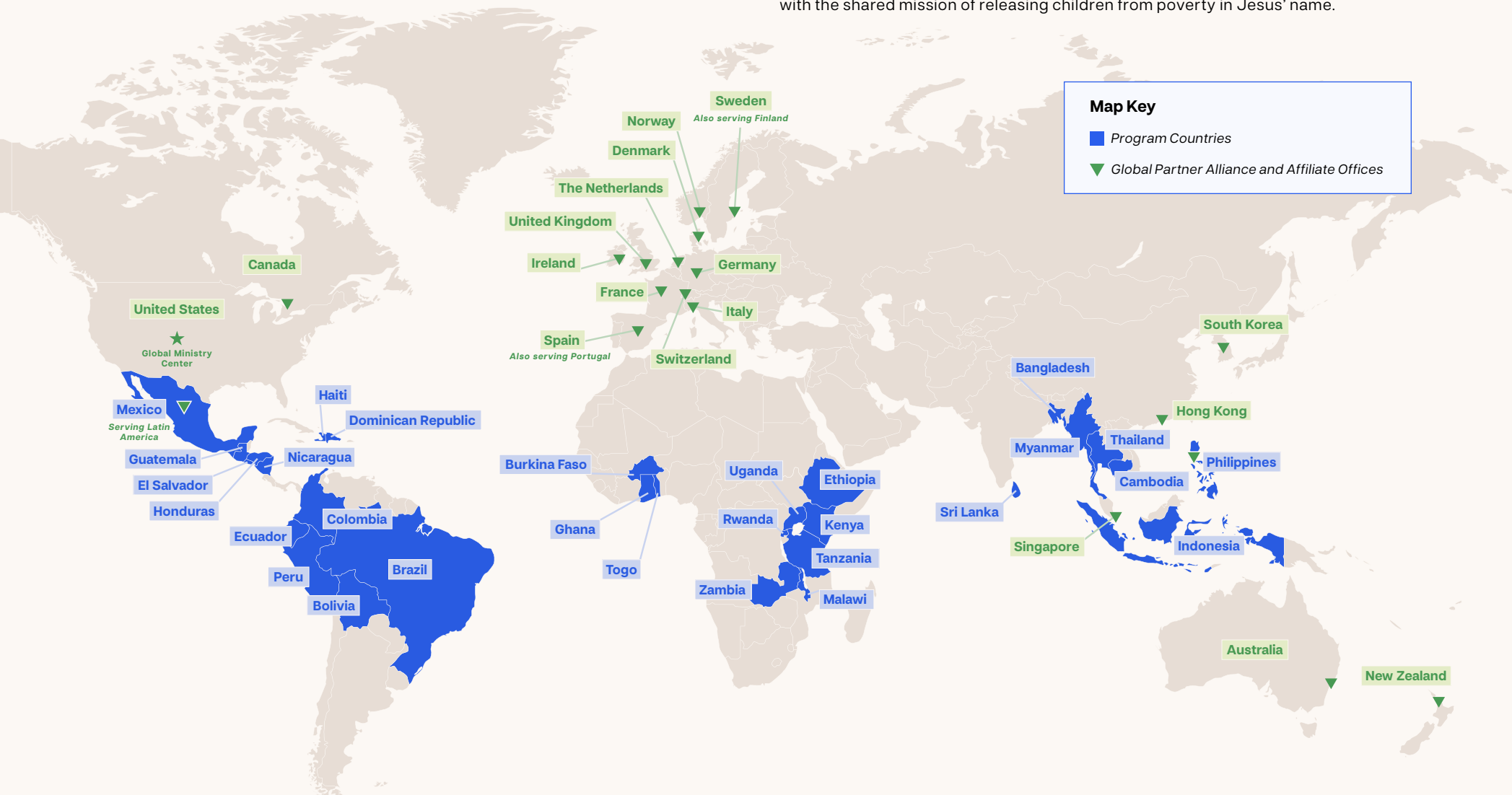
Where We Work

Frontline Church Partners

Compassion partners with over 9,000 local churches across [29 countries](#) where local staff and volunteers tailor our program to deliver contextualized, whole-life care for the children in their communities.

Global Partner Alliance and Affiliates

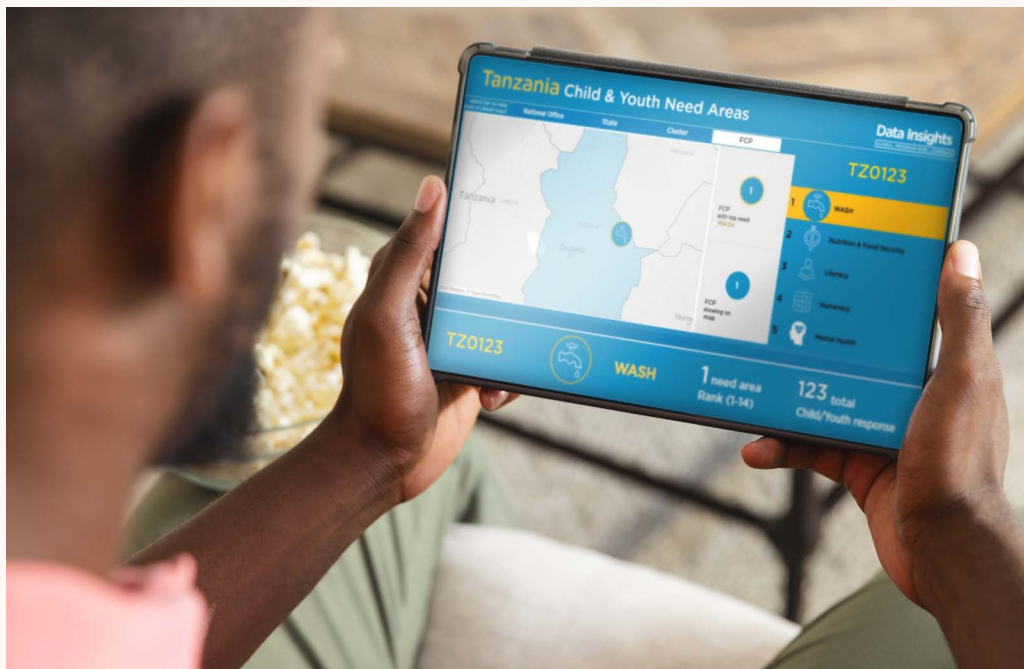
It's an honor to partner with 1.67 million supporters around the world who help enable the holistic development of children in poverty. These supporters are served by Global Partner Alliance members and their affiliate offices who work together with the shared mission of releasing children from poverty in Jesus' name.



FY25 Highlights

As we look back on the past fiscal year, we are deeply grateful to God for meaningful progress made in key areas – moving us closer to achieving our top four strategic goals:

1. Advance evidence-based outcomes with more children and youth more quickly.
2. Delight new and existing supporters to scale our revenue base more quickly.
3. Accelerate our global revenue with philanthropic supporters.
4. Achieve ministry sustainability and scale through empowering and engaging a thriving workforce, improving processes and optimizing technology.



Empowering Children Through Data

This year, Compassion celebrated the rollout of our Life Transformation Platform across all global regions. The Life Transformation Platform helps frontline churches, in partnership with Compassion staff, identify the most important needs of children in their community and respond accordingly using evidence-based solutions. This year's progress included the launch of an app in 14 languages that equips churches to collect and use data and feedback from participants.

To date, we have heard directly from more than 400,000 children in Compassion's program. While each country is at a different stage, national offices are gathering and analyzing child and youth data to guide contextual interventions and drive lasting, measurable impact. All of this work strengthens our ability to address every young person's unique needs and unlock their God-given potential.

[Learn more about the Life Transformation Platform.](#)





Purpose-Driven Playmakers

In March, players and staff from American football's Atlanta Falcons – including President Greg Beadles, Head Coach Raheem Morris and Punter Bradley Pinion – traveled to the Dominican Republic to learn about Compassion's work and visit local churches. The trip was sparked by Pinion, who created Compassion's Punts for Purpose campaign and sought to give his team a powerful firsthand glimpse of our mission. This trip inspired players and staff to deepen their commitment to caring for children in Latin America and around the world.

Watch highlights from the trip.



A 'Cause' to Celebrate

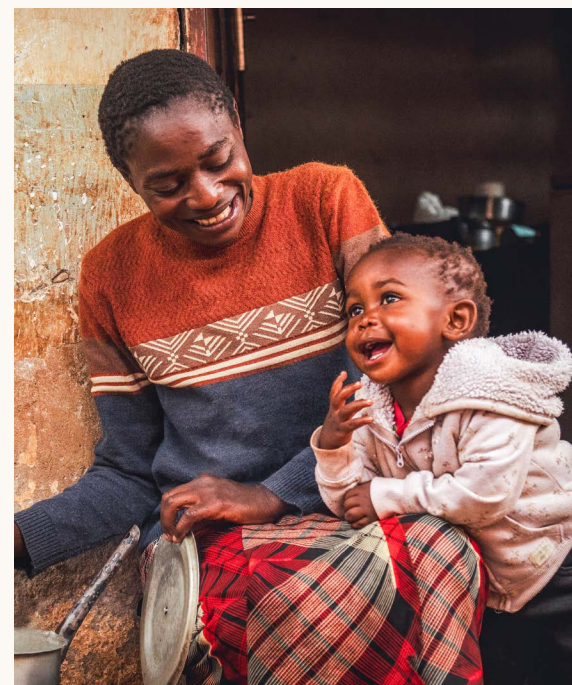
Late 2024 saw the launch of Compassion Causes – a dynamic “crowdfunding”-style giving platform that connects generous hearts with urgent needs. Through trusted church partners, supporters can browse stories and photos of children in need and give directly to causes they care about most. With real-time updates, impact reports and heartfelt stories, donors stay closely connected to the difference they're making.

Connect with Compassion Causes.



Spotlight on Growth: Zambia

Since launching in March 2023, Compassion Zambia has grown to 70 church partners serving more than 11,000 children (as of the end of FY25). With a focus on serving babies and mothers, the national office plans to welcome 55 additional churches and 10,555 more participants in FY26. The support of the local church is extremely valuable for children and families in Zambia, as the country continues to experience high levels of drought and food insecurity.



Compassion is growing – see what's happening in our newest program countries.



Joyful Transitions in Thailand

Since 1986, Charoenkrung Maitrichit Church has partnered with Compassion Thailand to nurture children holistically. In 2025, it became one of 23 churches to “graduate” from Compassion’s support. Now, the church is sustaining its own scholarship and leadership programs, led by Compassion alumni and a former project director. Since 2023, 43 Thai churches have graduated and 130 are on track to follow over the next three years. These graduations will not only allow the national office to strategically shift more resources toward the most pressing needs of children near the Thai-Myanmar border; they also serve as a testament to the role of our church partners in the long-term transformation of communities.



[Learn more about Compassion’s work in Thailand.](#)



The Compassion Experience Returns

This year, Compassion relaunched the Compassion Experience – a powerful, interactive exhibit that immerses visitors in the daily realities of children living in poverty. Through real stories, multimedia and recreated environments, guests witness how Compassion and local churches are transforming lives. The Experience inspires deeper understanding and action, helping people connect personally with what God is doing through local churches around the world.

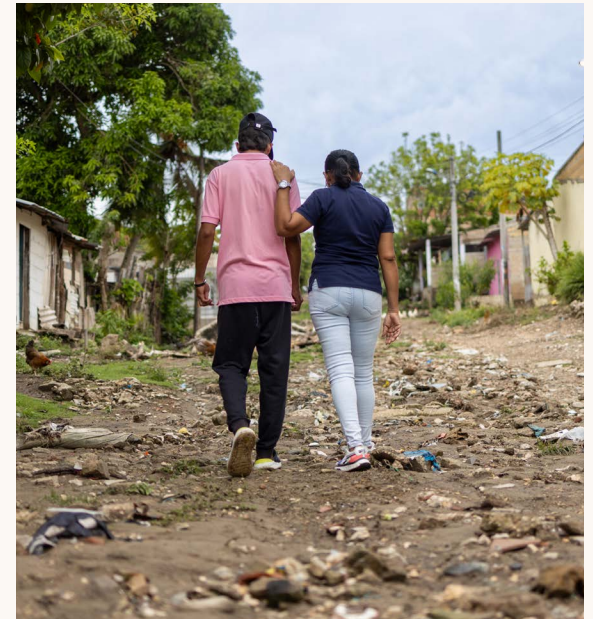
[Sign up for an experience near you.](#)



A Model for Healing

Luis (*name changed to protect identity*) battled mental health challenges for years. But thanks to a Compassion training in suicide prevention, church staff were able to recognize that he was struggling and get him the support he needed. Training programs in Honduras have led to measurable improvements in suicide prevention skills and practices among frontline churches – offering a strong model for similar efforts in other program countries.

[Find out more about the impact of these trainings.](#)





From Stabilizing to Serving

When Jeff Bucknam stepped into the role of lead pastor at Harvest Bible Chapel in Illinois in 2021, he inherited a six-campus church burdened by debt. Missions and outreach had slipped to the bottom of the church's priority list.

In a moment when many leaders might have turned inward to stabilize, Bucknam chose a different path. "Regardless of our other priorities, we felt that connecting our church with God's heart for the poor and the vulnerable needed to be at the top of our list," he said.

In October 2024, a group of staff members from Harvest traveled to Guatemala to visit a network

of Compassion frontline churches. Their goal: to witness firsthand how these churches were caring for children living in poverty. The impact was immediate and profound.

"Partnering with Compassion was certainly about what God could do in the lives of children," Bucknam said, "but it was just as much about what he could do in the hearts of our congregation and staff."

Shortly after the trip, Harvest launched a six-week campaign aimed at restoring the church's financial footing. But right in the middle of that effort, Bucknam led a special service with a bold invitation: sponsor children from the very churches they had visited in Guatemala.

"If we were going to succeed at one thing during those six weeks," he said, "it had to be in how we responded to God's call for these children."

And succeed they did. In a single weekend in February 2025, the Harvest congregation sponsored 973 children from the network of churches in Guatemala. In Bucknam's eyes, that weekend was just the beginning.

"We're seeing hearts open up in new ways," he said. "Our partnership with Compassion is at the center of that."

Learn more about the ways your church can partner with Compassion.



Critical Policies & Standards

Compassion International is committed to maximizing impact, being fully transparent about operations and programmatic outcomes, and addressing critical risk factors facing our ministry. To fulfill these commitments, Compassion's board of directors and management establish and monitor policies to govern all the operations of the organization. Key policy statements are highlighted below:

Cash and Investment

Cash and investment management ensures adequate liquidity and safety of funds while achieving an appropriate return on the organization's cash assets by employing asset allocation strategies.

Compensation

As we seek to apply biblical principles in a practical manner, we believe it is good and proper to compensate people fairly for their work – including ministry work (see Luke 10:5-7, 1 Cor. 9:7-10, Jer. 22:13, Romans 4:4-5 and Prov. 11:1). Compassion's principles on compensation apply to executives and non-executives. The Compassion board compensation committee partners with third-party experts to review president/CEO and executive salaries subject to standards of reasonableness under the U.S. tax code.

Conflict of Interest/Related Party

All board members and staff must serve the interests of the organization in an unconflicted way. No em-

ployee shall benefit from any individual or group that conducts business with the organization.

Data Protection and Privacy

Security measures preserve and protect the personal information of supporters, participants, employees and other stakeholders and processes – to ensure compliance with data retention and destruction policies.

Employee Relations

Compassion believes in the dignity and intrinsic value of each person as a unique individual created in the image of God. We are committed to creating an operating environment in which the unique talents, experiences and perspectives of each employee are solicited and honored.

Fiscal Responsibility

We hold ourselves to the highest level of financial discipline and transparency through our strong control environment and quality systems, and by ensuring we have the requisite expertise to competently serve our stakeholder groups. Success in accomplishing these goals is validated through Compassion's internal audit team and our annual independent financial audit.

Funds Management/Monitoring

All funds are used for the purposes for which they were received. Funds which are received by Compassion International without a specific purpose are

thoughtfully spent based on what has the greatest impact on the outcomes of the children we serve.

Program Expense Philosophy

We steward every dollar as a missional resource to be invested in either: 1) implementing our program today, 2) inviting the next child (and their supporter) into the program or, 3) sustaining and enhancing the ministry's ability to continue delivering our program with excellence into the future. These investments are typically referred to as "Program," "Fundraising" and "Administrative" expenses, respectively. Compassion's rigorous annual strategic planning and budgeting process determines the resources allocated to Program, Fundraising and Administration. Our policy is to ensure that 75 to 82 cents on the dollar will always be allocated to Program expenses. (This year's percentage is listed in the Financials section of this report under "Program Ratio.")

Risk Management

Compassion's enterprise risk management function assists in assessing and managing risks. Compassion maintains a secure, confidential mechanism for reporting ethical concerns or suspected violations of law and policy, and an independent investigative capacity to ensure those who raise concerns are protected.

Learn more about our Critical Policies and Standards.



Board of Directors

The board defines and protects Compassion’s mission, values, unity and direction. This group exercises legal corporate authority and responsibility over Compassion’s operations. Their duties include overseeing policy changes, appointing the president/CEO and approving the annual budget.

All board members, other than the CEO, serve as uncompensated volunteers and must be able to devote sufficient time and resources to accomplish board duties.

To ensure members’ collective ability to make decisions from a place of working program knowledge and understanding, we request that members travel (at Compassion’s expense) to observe programmatic implementation on a regular basis.

The following individuals served as members of Compassion International’s board in fiscal year 2025.



Jean-François Bussy
*(Compassion Switzerland
Board Member)*
Retired pastor &
church founder
Member since 2009



Dr. Marie Geschwandtner
*(Compassion Canada
Board Member)*
Business owner
Member since 2020



Dr. Michele Lee
Clinical psychologist
Member since 2021



Bruce Ybarra
Director of aviation
Member since 2023



Blake Canterbury
Nonprofit founder
Member since 2019



Dr. Judy B. Golz
(Board Chair)
Community psychologist
Member since 2004



Santiago “Jimmy” Mellado
Compassion International
President & CEO
Member since 2013



Robert Hawkins
Compassion International
Corporate Secretary*
*Member 2001-2019;
Secretary 2019-present*
**Also serves as Compassion’s
Chief Marketing Officer*



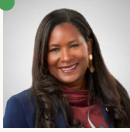
Kristin Colber-Baker
Retired business executive
Member since 2019



Mike Jeffs
*(Vice Chair; Compassion
Australia Board Member)*
Business executive
Member since 2010



Shaun Sinniah
*(Compassion United
Kingdom Board Member)*
Business executive
Member since 2025



Patrice Duckworth
Business executive
Member since 2024



Chris Knepper
Business executive
Member since 2016



Karen K. Wesolowski*
Retired attorney
Member from 1999-2024
**Retired from Compassion’s
board in late 2024*

● New board member this fiscal year

Learn more about each
member of our board.



Global Executive Team

The Global Executive Team oversees the development and effectiveness of the worldwide ministry of Compassion – bringing a unified faith in Jesus Christ and a wholehearted conviction to release children from poverty in his name.



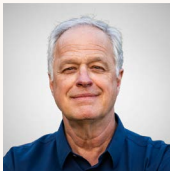
Tom Beck
Chief People & Culture Officer
Joined Compassion in 2013



Karen Hoida
General Counsel and Senior Vice
President of the General Counsel
& Strategy Office
Joined Compassion in 2012



Pam Parisian
Chief Information Officer
Joined Compassion in 2020



Mark Hanlon
Chief Development Officer
Joined Compassion in 1978



Santiago "Jimmy" Mellado
President & CEO
Joined Compassion in 2013



Joe Wilkins
Chief Financial Officer
Joined Compassion in 2022




Robert Hawkins
Chief Marketing Officer
& Corporate Secretary
*Joined Compassion staff in 2019**

**See page 15 for more about Robert's
service on our board of directors*



Sidney Muisyo
Chief Program Officer
Joined Compassion in 2002

 *New executive member this fiscal year*

**Learn more about each member
of our Global Executive Team.**



The Year in Numbers



\$1.4 billion
Revenue



9,000+
Frontline Church
Partners



+2.7%*
Revenue Growth
*Compassion International's 28th
consecutive year of revenue growth



1.67 million
Supporters of Our
Global Organization



**Over
2.4 million**
Program Participants



\$92.4 million
Increase
in Net Assets



Condensed Financials & Key Metrics

Learn more about our financial integrity and your impact with Compassion.

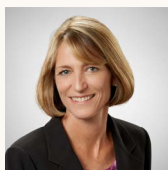


Additional Notes

- ¹ The Contribution Growth Rate of 2.7% for FY25 includes \$51.7 million in promises-to-give contributions related to our multiyear giving campaign, for which the first gifts were recorded in FY25. Because promises-to-give represent contributions for which funds have not yet been received, these amounts are not currently available to spend. If these amounts were excluded, the FY25 Contribution Growth Rate would be -1.4%.
- ² Fundraising Efficiency Ratio measures efficiency of an organization's fundraising efforts and is calculated as: Total Contributions divided by Total Fundraising Expense.
- ³ The Grant Growth Rate of -6.5% for FY25 was impacted by a one-time \$35.5 million grant in FY24, as well as \$32.6 million in higher targeted response interventions in FY24 for relief related to the global food crisis, ongoing conflicts in Ethiopia and Haiti disaster recovery. If these amounts were excluded, the FY25 Grant Growth Rate would be 1.5%.
- ⁴ Program Ratio measures the relationship between amounts an organization expends for the direct fulfillment of its present program activities to those required to expand the program and operate and sustain the overall organization. It is calculated as: Total Program Activities divided by Total Expense. Learn more about Compassion's Program Expense Philosophy in the *Critical Policies and Standards* section of this report.

Condensed Financials (in millions)	FY25	FY24
Revenue		
Child Sponsorship Contributions	\$917.7	\$906.8
Targeted Response Contributions	\$394.6	\$371.2
Other Net Revenue	\$63.7	\$58.8
Total Revenue	\$1,376.0	\$1,336.8
Expense		
Program Activities		
Program Grants	\$810.5	\$866.9
Program Delivery	\$211.1	\$199.9
Total Program Activities	\$1,021.6	\$1,066.8
Supporting Activities		
Fundraising	\$161.6	\$165.2
Management and General Administration	\$100.4	\$98.9
Total Supporting Activities	\$262.0	\$264.1
Total Expense	\$1,283.6	\$1,330.9
Change in Net Assets (Total Revenue Minus Total Expense)	\$92.4	\$5.9
Select Data		
Cash, Cash Equivalents and Restricted Cash	\$212.2	\$197.7
Unrestricted Reserves	\$205.7	\$165.3
Total Net Assets	\$501.8	\$409.4
Key Metrics		
Total Ending Registered Participants	2,420,924	2,372,768
Contribution Growth Rate ¹	2.7%	10.1%
Fundraising Efficiency Ratio ²	8.1	7.7
Grant Growth Rate ³	-6.5%	10.4%
Program Ratio ⁴	80%	80%

Message From the Board Chair



Impact – Seen, Shared and Sustained

Compassion's board of directors was recently

privileged to visit the beautiful country of Tanzania, where our church-driven [Life Transformation Platform](#) was first piloted. That platform – which provides targeted responses to top neighborhood-level needs – is now fully operational all across the country. It was a joy to see the fruit of those efforts firsthand.

We celebrated the testimonies of Compassion graduates. We listened as local pastors shared how their churches have been equipped to become even brighter beacons of Christ's love throughout their communities. And we met with local government officials who want to expand the reach of the life transformation they've witnessed as a result of our partnership.

What an honor it is to join God in a mission that reflects Jesus' heart for "the least of these" (Matthew 25:40). As you've read the material in this report and reflected on the progress we've made together this past year, I hope you've sensed the eternal impact of your partnership in this cause.

On behalf of the Compassion International Global Board of Directors, thank you for walking with us on this sacred journey of releasing children from poverty in Jesus' name.

Every blessing to you,

A handwritten signature in blue ink that reads "Judy Golz".

Dr. Judy B. Golz
Board Chair





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