



POPOP

**ANNUAL
IMPACT
REPORT**

2026 Issue



SHAPING TALENT FOR LASTING IMPACT

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AT THE SOURCE

LEADERSHIP PERSPECTIVES AND IMPACT OVERVIEW



Like a river carrying and depositing life-giving silt, we channel potential into opportunity, cultivating fertile ground where individuals, families and communities can take root and grow.

2025 IMPACT OVERVIEW

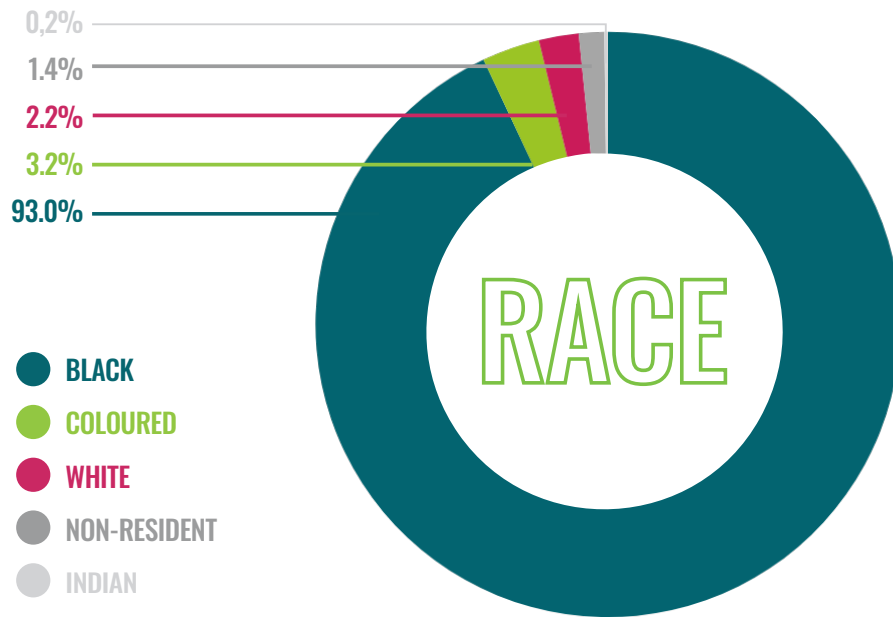


AGE

23.6

LEARNERS TRAINED SINCE 2005

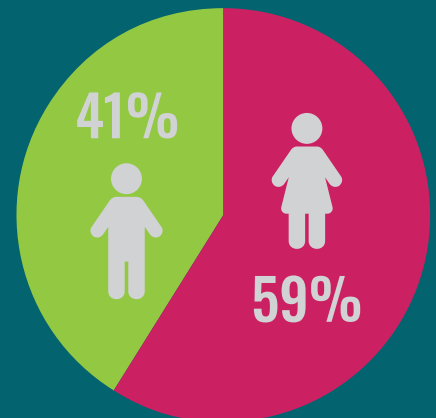
10,078



408kg
REPURPOSED MATERIAL

917 pieces of linen repurposed into 3238 laundry bags

GENDER



1 NO POVERTY



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



17 PARTNERSHIPS FOR THE GOALS



LEADERSHIP PERSPECTIVES

NON-EXECUTIVE CHAIRPERSON'S MESSAGE

POPUP's journey has been shaped by a willingness to learn and refine our approach in pursuit of meaningful, lasting impact. What began as a local initiative has evolved into a model with national ambition, grounded in a clear understanding of where change is most needed and how it can be achieved.

Our origins date back to the late 1990s in Tshwane, where direct exposure to inner-city poverty, homelessness and hopelessness prompted a simple but important question: If "it takes a village to raise a child", the confrontational question for us was "Who is raising the village"? The initial response was practical. The initial response was practical. We secured an unused building to provide shelter and basic support. While well-intentioned, this approach proved ineffective because it addressed visible symptoms rather than underlying causes. We came to understand that the issue was not simply a lack of shelter, but a deeper absence of opportunity and hope.

This marked a turning point. We shifted our focus from where people live to how they live: their circumstances, capabilities and sense of purpose. POPUP broadened its model to include skills training, feeding schemes, healthcare access and early childhood development. Over time, however, this breadth diluted our effectiveness. A deliberate strategic decision followed.

We narrowed our focus to skills development, where we could have the greatest and most sustainable impact, while partnering with organisations better equipped to address other critical needs.

Today, POPUP's vision – to see cities of wholeness where every person is treated with dignity, lives with significance and makes a positive contribution – is centred on people rather than infrastructure. We focus on individuals often excluded from traditional pathways and support them through a process of rebuilding identity and unlocking potential.

Our model follows a clear progression: restore, equip, reposition and release. At its core is the development of 'City Changers', individuals who are employable and able to contribute meaningfully within their communities. A defining feature of our approach is that we go beyond technical skills to develop character and competence. We restore self-worth and purpose, strengthen resilience and workplace readiness and rebuild foundational literacy and numeracy before progressing to technical training.

We have also strengthened our leadership and governance to support this evolution, investing in internal talent and refreshing Board composition to ensure the right balance of skills, oversight and strategic debate.

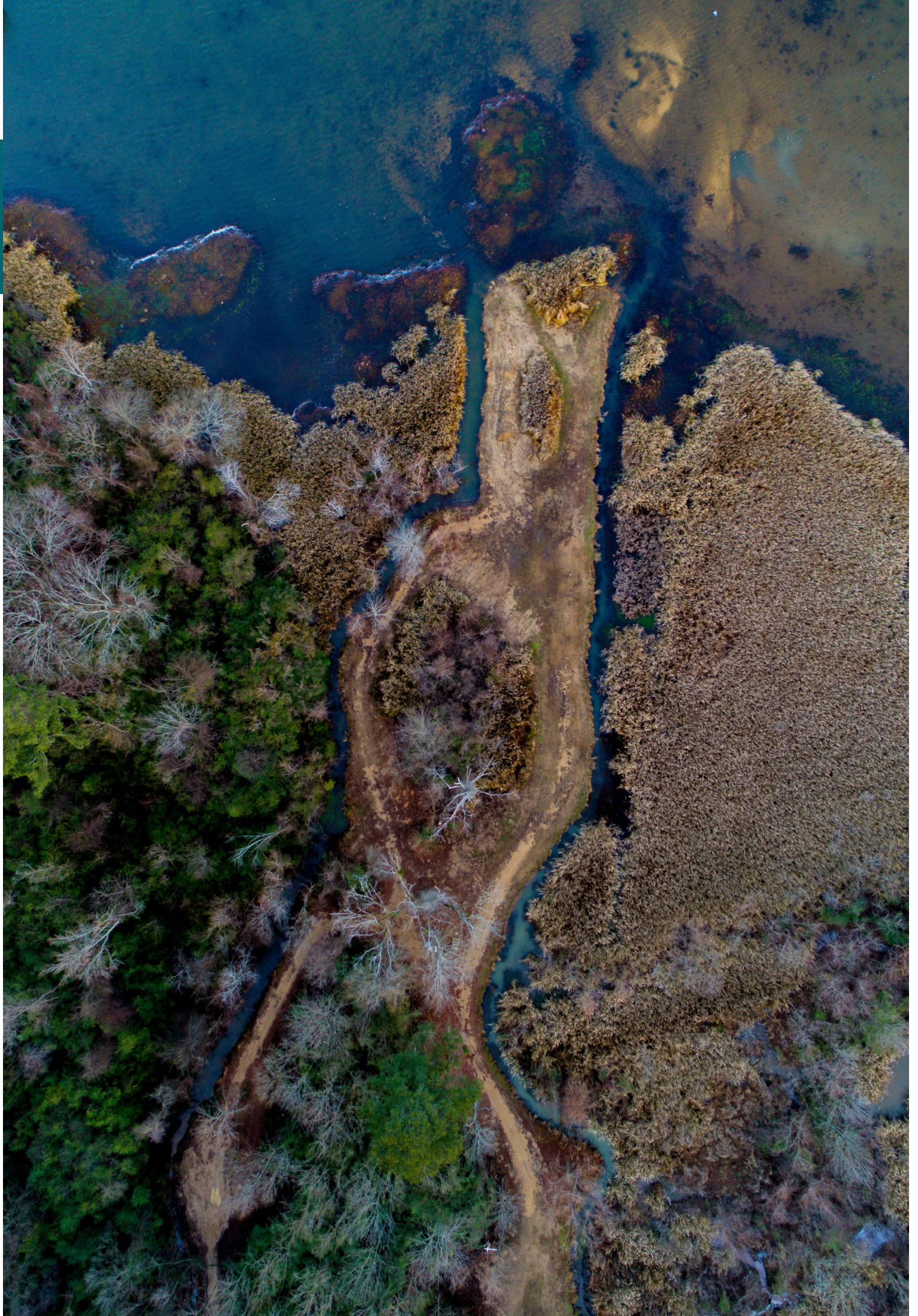
We believe the POPUP model is highly replicable. Expansion will depend on strong partnerships, adequate funding and skilled facilitators. Ultimately, POPUP is built on a simple but powerful principle: sustainable change is achieved by transforming individuals.



Muller van Loggerenberg

NON-EXECUTIVE
CHAIRPERSON

**TODAY, POPUP'S VISION -
TO SEE CITIES OF WHOLENESS
WHERE EVERY PERSON IS
TREATED WITH DIGNITY, LIVES
WITH SIGNIFICANCE AND MAKES
A POSITIVE CONTRIBUTION -
IS CENTRED ON PEOPLE RATHER
THAN INFRASTRUCTURE. WE
BELIEVE HEALTHY CITIES ARE
BUILT ON HEALTHY, WHOLE
INDIVIDUALS.**



CEO MESSAGE

Dear Friends and Partners,

As we close 2025 and step into 2026, we share this reflection on a year of learning and measured progress.

Turning this intent into consistent outcomes, however, is complex and requires discipline and continuous refinement. This year reminded us that transformation rarely unfolds in straight lines.

In a context where youth unemployment is stubbornly high, we trained 589 learners during the year. While this represents a lower intake than in 2024, some of our other metrics reflect an important shift in focus towards depth and effectiveness. Our conversion rate strengthened to 65.7% from 58%, and our placement rate increased to 33.6% from 30.9%. In simple terms, a greater proportion of those who enter our programmes are now moving into meaningful and sustainable work.

This is what progress looks like when a system begins to function with greater intent.

2025 became a year of settling and strengthening for us. We focused on clarity in our systems and discipline in our resourcing. The transition to the Wellbi data system, the stabilisation of operational capacity and continued financial discipline all formed part of this work of alignment. However, the most important signals of change were not found internally, but in people.

We saw learners move from personal setback into employment and contribution. We saw partnerships begin to extend beyond immediate outputs towards longer-term value creation. These are early signs of a different kind of ecosystem emerging, one where potential and opportunity are more intentionally realised.

As we enter 2026, this is the season where what has been formed must begin to move more deliberately together.



Emile Raubenheimer
POPUP CHIEF EXECUTIVE OFFICER
(CEO)

**AT POPUP, OUR MISSION IS
CLEAR: TO RESTORE, EQUIP AND
EMPOWER PEOPLE TO IMPACT
THEIR WORLD.**



TO GUIDE THIS NEXT CHAPTER, WE'VE SET THREE WILDLY IMPORTANT GOALS

1

WE WILL BUILD A HEALTHY CORE ensuring the organisation is financially grounded and structurally prepared through key infrastructure investments.

2

WE WILL GROW THE CAPABILITY AND COMMITMENT of our people by deepening leadership, strengthening capacity and building systems that allow learning and replication to travel further than any single site.

3

WE WILL DEEPEN OUR IMPACT IN COMMUNITIES through improved employment outcomes and, importantly, through learners who begin to give back and actively shape the environments to which they return.

These goals are not separate streams. They are interconnected, flowing towards a single outcome: lives restored, communities strengthened and cities that move closer to wholeness.

We enter 2026 with quiet confidence. Not because the work is complete, but because the direction is clearer than it has ever been. Like water meeting the estuary, multiple streams now converge: experience, partnership, learning and purpose. What comes next will be shaped by how well we remain connected to this flow, and to each other.

Thank you for walking this journey with us. We look forward to sharing what unfolds in the year ahead with gratitude and expectation.

HOW WE SHOW UP: OUR FOUR POSTURES



ABOUT THIS REPORT


WE WELCOME READERS TO POPUP'S THIRD ANNUAL IMPACT REPORT, ISSUED ON 19 JUNE 2026

REPORTING SCOPE & METHODOLOGY

This report provides stakeholders with comprehensive feedback on our activities and performance for the period January to December 2025, aligned with our financial year, as well as our strategic priorities and short- to medium-term outlook. Our operations are currently restricted to the Republic of South Africa.

The report includes the activities of wholly owned subsidiary, Origen Colab (Pty) Ltd., which was established for regulatory and funding purposes and is fully resourced by POPUP, with no significant independent expenses or obligations.



The report has been prepared with reference to the Global Reporting Initiative (GRI) Standards. A full GRI index is available on the POPUP website, with cross-references in this report indicated by .



It also aligns with relevant United Nations (UN) Sustainable Development Goals (SDGs). POPUP contributes to seven of the 17 SDGs and directly addresses 13 targets through 15 indicators, with references in this report indicated by the specific SDG icon.

POPUP is currently reviewing global reporting practices, frameworks and standards to further refine our measurement and reporting approach, with the aim of ensuring future reports best meet stakeholder needs. Refer to page 27 for additional context.

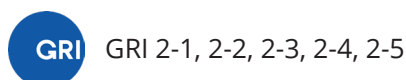
EXTERNAL ASSURANCES

The Annual Financial Statements were audited by Kreston Pretoria Chartered Accountants. The subsidiaries underwent an external review rather than full consolidation. There are no restatements from prior years. The statements comply with the International Financial Reporting Standard for Small and Medium-sized Entities and the Companies Act of South Africa. Selected financial information is included on page 41, and the full Annual Financial Statements are available on request from POPUP.

For 2025, POPUP received an Unqualified Audit Opinion from our external auditors. Notably, the auditors issued a 'Clean Management Letter', meaning there were no identified weaknesses in our internal controls and no recommendations for improvement were made. This reflects our commitment to world-class financial stewardship and transparent reporting.

Our B-BBEE credentials are independently verified by B4i Consult (Pty) Ltd, in accordance with the Codes of Good Practice issued under the Broad-Based Black Economic Empowerment Act, 53 of 2003, as amended by Act 46 of 2013.

Queries regarding this report can be directed to hello@popup.co.za





POPUP COMPLIANCE NUMBERS

NPO NO: 007-050

PBO NO: 130004846

NPC REG NO: 2000/030918/08

LEVEL 1 B-BBEE (135%)

ACCREDITED ETDPA SETA: ETDPA102205

VAT REG NO: 4610252225

QCTO ACCREDITED

POPUP Upliftment NPC (POPUP) is a registered Non-Profit Company (NPC) and Non-Profit Organisation (NPO) with our head office at 112 Anderson Street, Brooklyn, Pretoria.

THE LANDSCAPE WE NAVIGATE

UNDERSTANDING THE YOUTH EMPLOYMENT CHALLENGE

YOUTH UNEMPLOYMENT IN CONTEXT

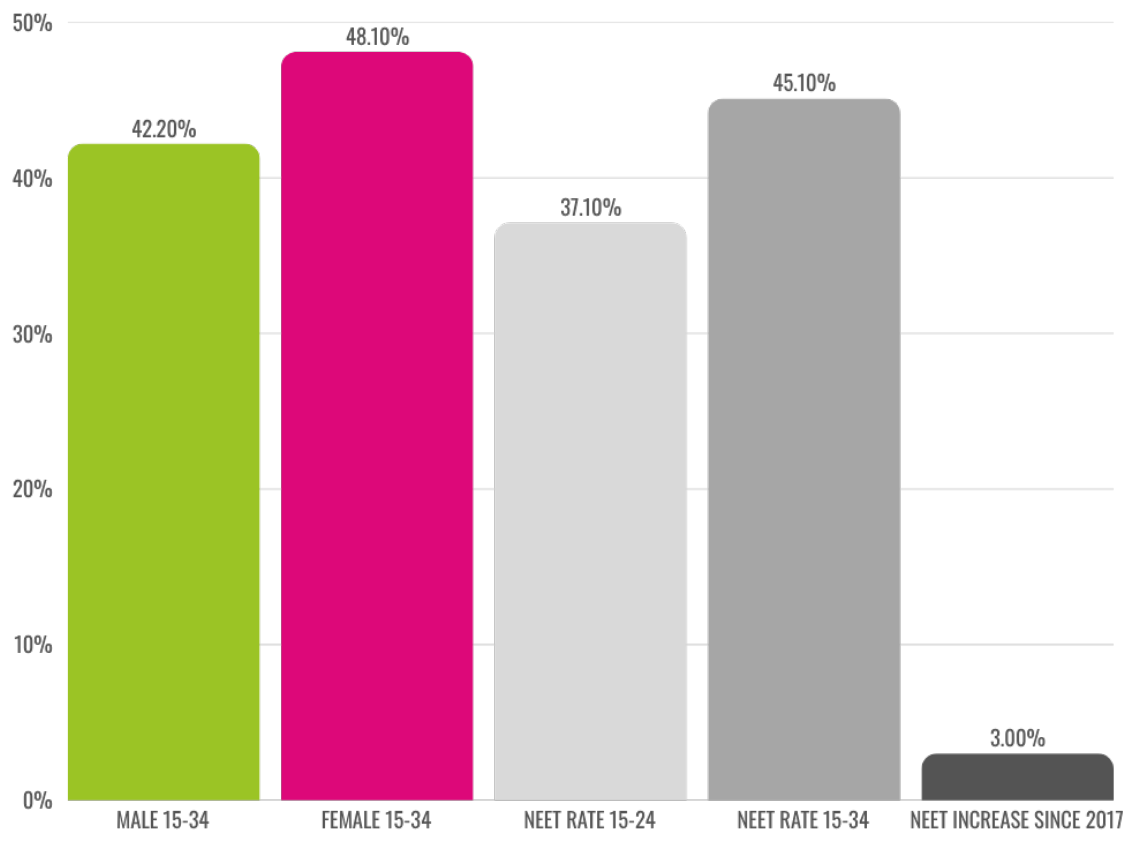
The urgency of POPUP's mission is clear in South Africa's persistent labour market challenges, where unemployment is critically high, and young people aged 15 to 34 bear the heaviest burden.

In this context, **NEET** refers to young people who are 'not in employment, education or training', including those who are unemployed (whether actively seeking work or discouraged) and those outside the labour market with no engagement in study or skills development. The **NEET** measure provides a broader view of youth exclusion than unemployment alone, capturing economic inactivity and disengagement from education and training pathways.

The data highlights the scale of the challenge:

In 2025, approximately 34% of South Africans aged 15 to 24 – or around 3.6 million young people – were classified as NEET, representing a significant portion of the population trapped outside the formal economy. ¹

ACROSS A LANDSCAPE MARKED BY EXCLUSION AND BARRIERS TO ACCESS, MILLIONS OF YOUNG PEOPLE ARE DISCONNECTED FROM OPPORTUNITY. IT IS WITHIN THIS COMPLEX TERRAIN THAT WE ACT AS A CURRENT OF CHANGE BY REMOVING OBSTACLES WHERE WE CAN AND CREATING THE CONDITIONS FOR TALENT TO TAKE ROOT AND GROW.





These trends highlight a structural imbalance, where the inflow of young people into economic inactivity continues to outpace the system's ability to absorb them into education, training and employment. It reflects persistent barriers to access, as well as ongoing challenges in transitioning from education into the labour market, underscoring the need to expand access to skills development and sustainable employment pathways.

POPUP's interventions are designed to narrow the NEET funnel. Our City Changer pathway equips young people with the skills and character development needed to transition from systemic exclusion into active and sustainable economic participation.

When the broader youth cohort is considered, this translates into millions of young people, with estimates exceeding eight million, who are not engaged in work, education or training.⁴

Prolonged NEET status entrenches poverty and labour market exclusion. This results in a loss of productive human capital, constraining the future talent pipeline and suppressing consumer demand. Business investment in reducing NEET rates is therefore essential to build a skilled workforce and grow the long-term consumer base.⁴

A significant proportion of young people in this cohort also carry household caregiving responsibilities, with data indicating that most children in South Africa do not live with their biological fathers, leading to single-parent and extended-family care arrangements that increase socio-economic pressure within households.⁶

¹ Statistics South Africa (2025), Quarterly Labour Force Survey (Q4 2025), <https://www.statssa.gov.za>

² Statistics South Africa (2025), Quarterly Labour Force Survey (Q1 2025), <https://www.statssa.gov.za>

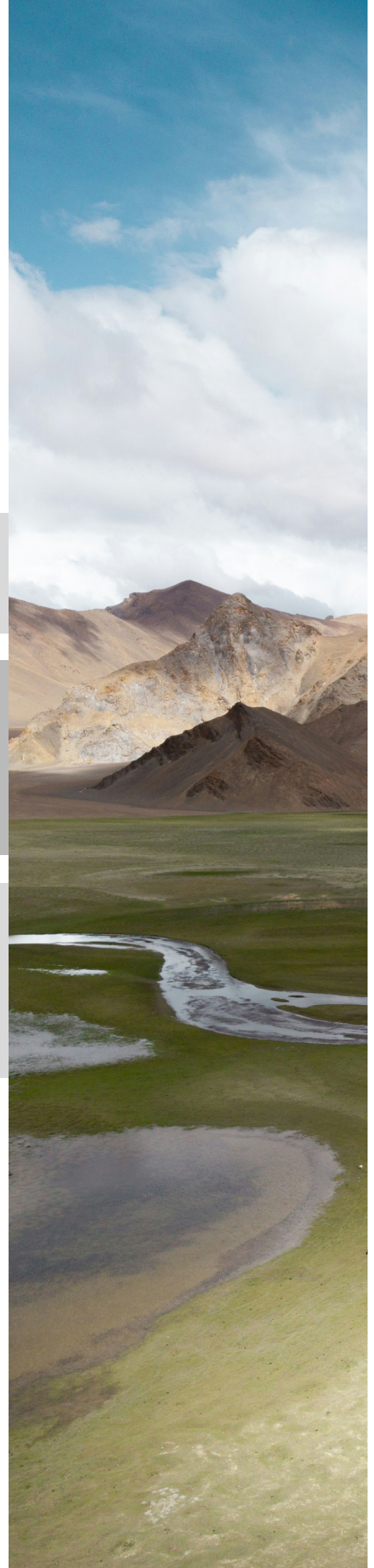
³ Tshikululu Social Investments (2025), Pathways into the economy for Africa's youth, <https://www.tshikululu.org.za/pathways-into-the-economy-for-africas-youth/>

⁴ Presidential Youth Employment Intervention / SALDRU,) https://stateofthenation.gov.za/assets/pyei/resources/neet-youth-2023_saldru-wp.pdf

⁵ Trading Economics (2025), South Africa Youth Unemployment Rate, <https://tradingeconomics.com/south-africa/youth-unemployment-rate>

⁶ State of South Africa's Fathers 2024, <https://www0.sun.ac.za/psychology/wp-content/uploads/2025/01/State-of-South-Africas-Fathers-SOSAF-2024-Report.pdf>

⁷ Statistics South Africa (2024). Fact Sheet: Persons who are not in employment, education or training (NEET), 2017:Q1 – 2024:Q1



POPUP'S ROLE

POPUP addresses the educational and developmental needs of youth aged 18 to 35 who are classified as NEET.

POPUP's purpose is to shape talent for lasting impact.

This purpose reflects our objective to move participants from a position of hopelessness to one of meaningful contribution.

We develop **City Changers**: Individuals who are outwardly focused and equipped to use their creativity and skills to add value and improve their communities, leaving their environment better than they found it.

Our Theory of Change sets out the challenges these youth face and the structured approach we take to address them.



LEARNER CHALLENGES

Drop-out can be a challenge. Many learners come from difficult and impoverished circumstances, including unstable living conditions and child-headed households, and face barriers such as long travel distances, financial constraints and even hunger.

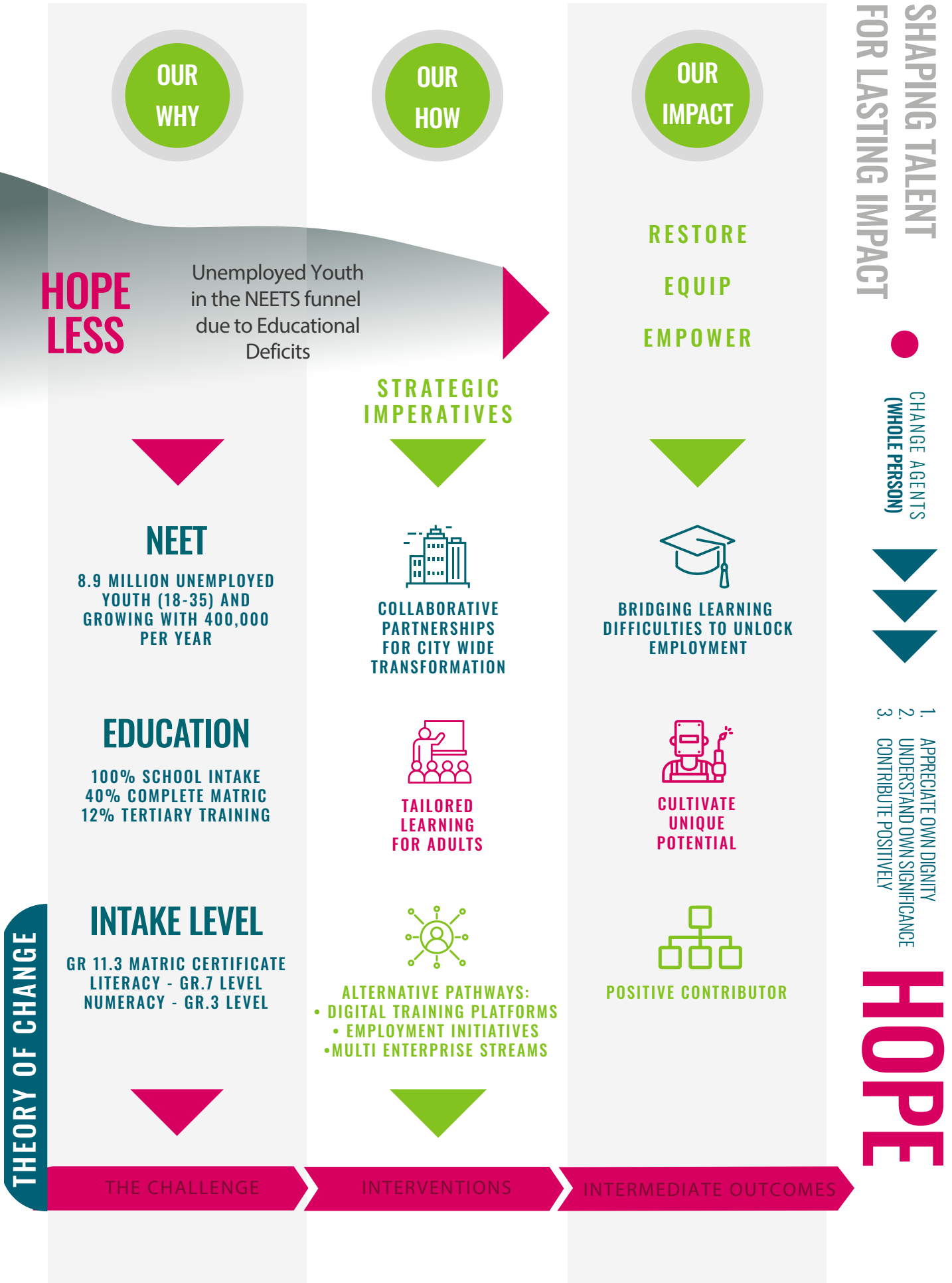
To support retention, we work with our ecosystem of partners to provide meals, basic necessities and practical and administrative support, while also encouraging peer networks that strengthen resilience and belonging.

We are also strengthening the consistency and reach of our delivery model, particularly in smaller or resource-constrained regions. This includes building partnerships with aligned delivery organisations and investing in leadership and facilitator capacity.

In parallel, we review and optimise our internal processes to reduce inefficiencies and address delivery bottlenecks.



VISION - TO SEE CITIES OF WHOLENESS WHERE EVERY PERSON IS TREATED WITH DIGNITY, LIVES WITH SIGNIFICANCE AND MAKES A POSITIVE CONTRIBUTION.



CULTIVATING POTENTIAL

HOW POPUP WORKS

FROM FIRST CONTACT TO LASTING PLACEMENT, WE ACT AS A CURRENT THAT GUIDES POTENTIAL THROUGH A JOURNEY, HELPING INDIVIDUALS FIND THEIR PLACE AND CONTRIBUTE TO A BROADER ECOSYSTEM OF GROWTH.

WHAT WE DO

We support our communities through our core activities by empowering individuals underserved by the formal education system. In contexts where hopelessness is widespread, our role extends beyond skills development, we aim to instil a strong sense of self-worth in every learner we reach.

HOW LEARNERS ACCESS POPUP

Most learners come to POPUP through word of mouth. We have been operating in our communities for many years, and many of our former learners act as ambassadors. They return to their communities and share how POPUP has impacted their lives, which encourages others to join. We also see referrals through community networks such as our church networks and other social groups.

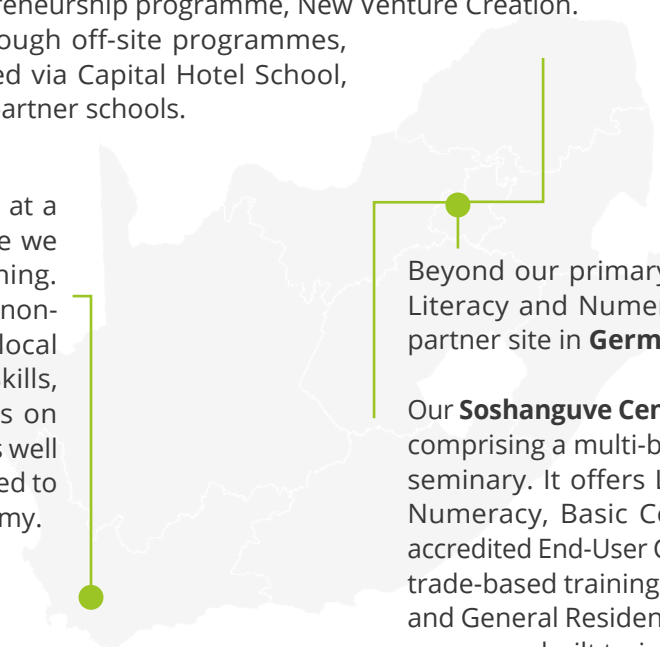
More recently, we have also started engaging directly with high schools, particularly where learners are at risk of not completing matric, to provide alternative pathways.

OUR SITES AND PROGRAMMES

Tshwane Central offers a combination of learnerships and short skills programmes. These include the compulsory Life Skills programme as well as Literacy and Numeracy. Training areas include Business Administration, Generic Management, Basic Computer Training and accredited End-User Computing. In collaboration with The Foundry, plans are underway to launch a joint sales development programme, expanding our commitment to professional growth. We also deliver our customised entrepreneurship programme, New Venture Creation.

In addition, we extend our reach through off-site programmes, including Hospitality Training delivered via Capital Hotel School, which is primarily practicum-based at partner schools.

Our **Cape Town** operations are based at a night shelter in Somerset West, where we deliver both on-site and off-site training. The programme is structured around non-accredited short courses tailored to local market demand. These include Life Skills, Hospitality Training with an emphasis on Housekeeping and Cleaning Services, as well as Wine- and Food-Related Training linked to the local tourism and hospitality economy.

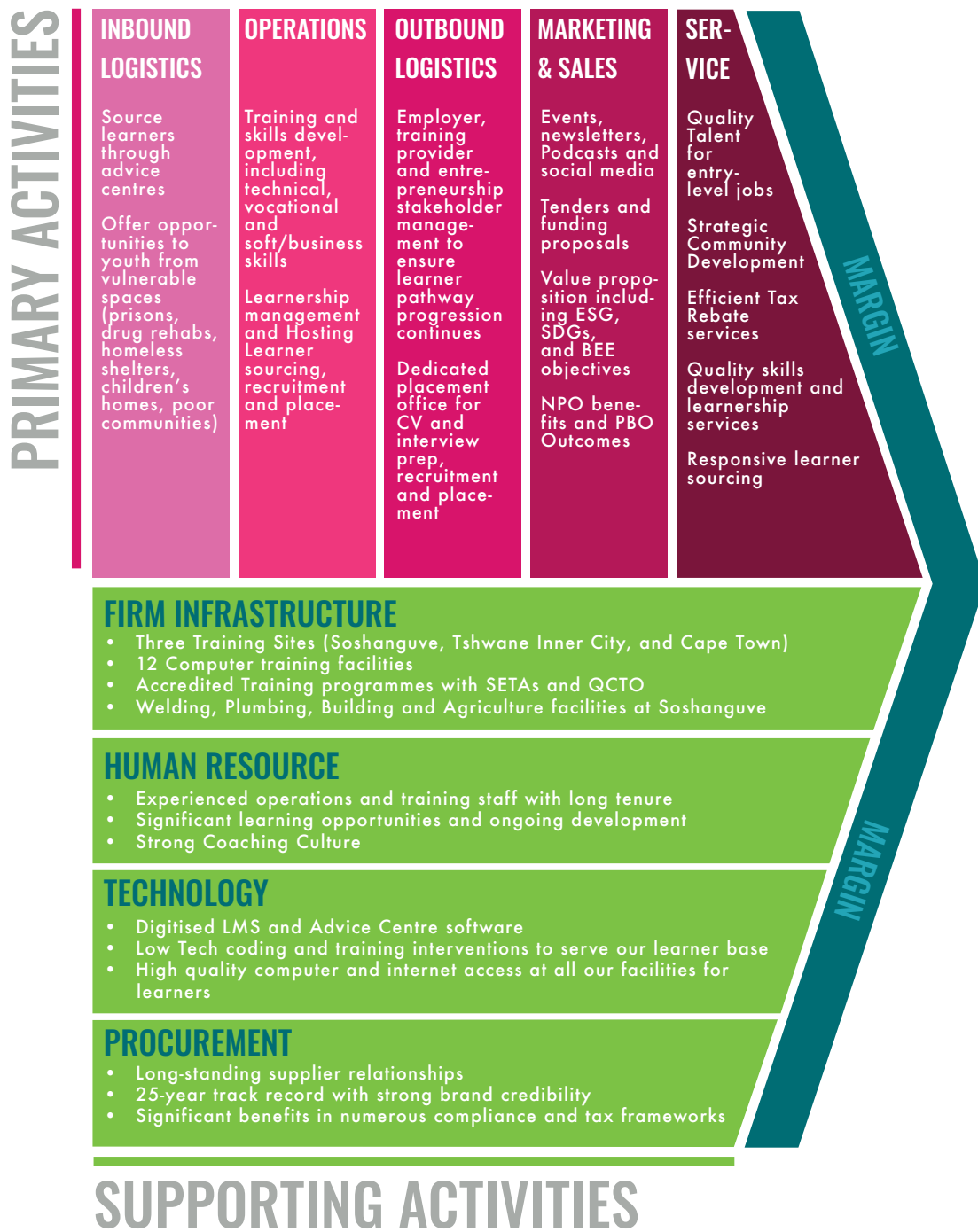


Beyond our primary sites, we also deliver Literacy and Numeracy programmes at a partner site in **Germiston**, Johannesburg.

Our **Soshanguve Centre** is our largest facility, comprising a multi-building site on a former seminary. It offers Life Skills, Literacy and Numeracy, Basic Computer Training and accredited End-User Computing, and practical trade-based training. These include Welding and General Residential Repairs delivered in a purpose-built training structure, as well as New Venture Creation.

OUR OPERATING MODEL

Our work is supported by a network of partners who address needs beyond our core focus, including healthcare and social services.



PROGRAMME ACCREDITATION

Our work is shaped by South Africa's evolving regulatory landscape, as the system transitions from the Sector Education and Training Authority (SETA) framework to the Quality Council for Trades and Occupations (QCTO). We currently hold primary accreditations within the SETA framework at National Qualification Framework (NQF) levels 2 and 3.

Securing accreditation is a rigorous and administratively demanding process, requiring ongoing compliance and engagement with regulatory requirements. In 2025, we transitioned from SETA to QCTO accreditation. Currently we have five QCTO accreditations. These accreditations support our core programmes that build foundational competencies, spanning NQF levels 2 to 4 and enabling progression towards matric-equivalent learning pathways. More specialised and technical training is delivered through our network of external providers.

THE POPUP LIFE SKILLS PROGRAMME

The programme is compulsory for all learners. Anyone who wishes to enrol in a skills programme or be placed in a learnership must first complete this three-week, full-time programme.

The programme focuses on identity, purpose, self-awareness, emotional, as well as psychological wellbeing. Many learners enter with low self-esteem and uncertainty about their future, and the programme creates space for reflection and personal development to help them clarify who they are and what they want to achieve.

It also enables us to identify and respond to specific support needs, including spiritual support through pastors, social support through social workers, psychological support through volunteer professionals and practical support such as documentation assistance and referrals to Home Affairs. This holistic approach helps stabilise learners before they enter technical training.

The Life Skills programme is central to our model and has contributed to a significant reduction in drop-out rates.

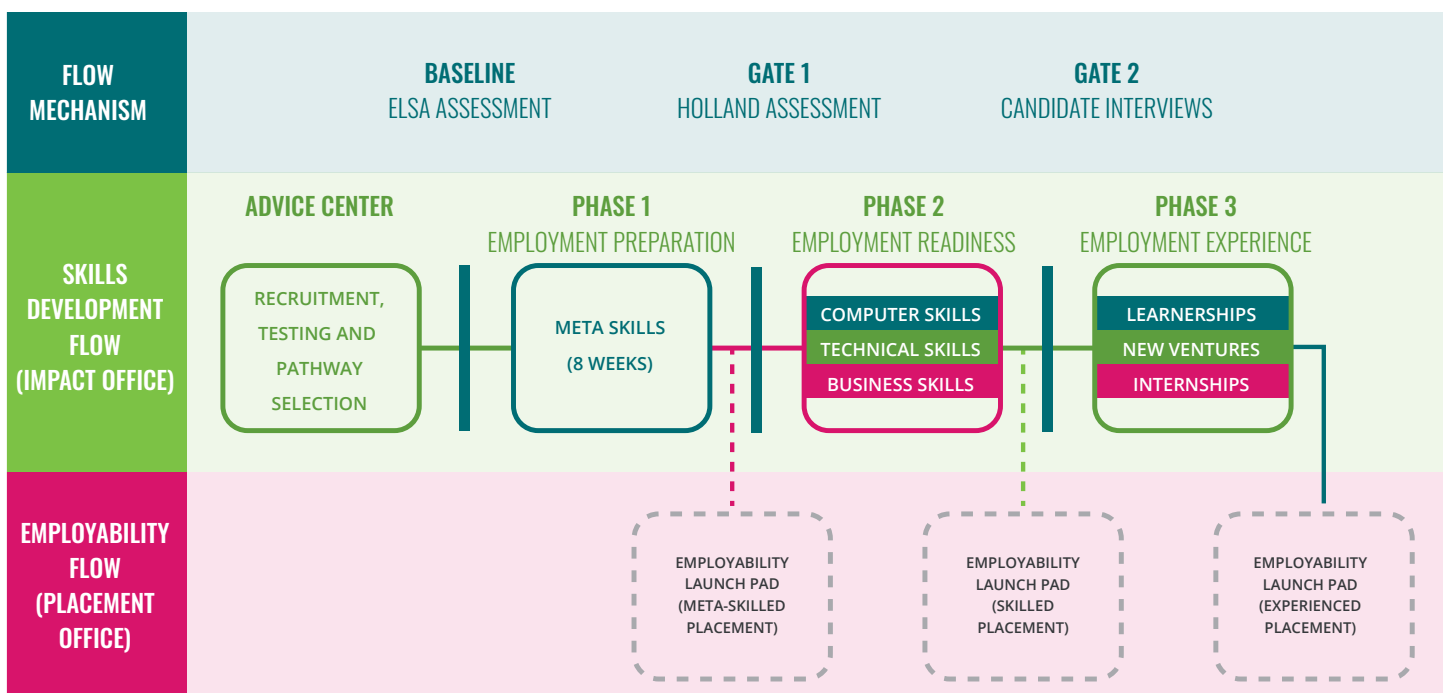
LEARNER JOURNEY

POPUP integrates our Impact, Skills and Placement departments into a structured, phased pathway that prepares learners for economic activity. We aim to activate the placement and economic pathway as early as possible, with each phase building on the previous one.

We support learners through direct engagement and advocacy, using assessments to guide programme placement. This includes workplace readiness preparation, interest and personality assessments, and individual profiling to align learners with suitable opportunities. The English Literacy Skills Assessment Test (ELSA) is used to determine literacy levels and ensure learners receive appropriate foundational support rather than being placed in programmes where they may struggle. Learners are assessed at each stage, with defined progression gates determining readiness to advance.

In 2024, we conducted a literacy and numeracy pilot using pre- and post-assessments over three months to test the impact of targeted interventions. While not repeated in 2025, it provided an indicative insight into the effectiveness of our training and informed our approach to foundational support.

Once learners meet the required criteria, they progress to the Placement Office, where they are supported towards employment, further education and training (FET) with external providers, or entrepreneurship.



GOVERNANCE OVERSIGHT

POPUP is an NPC with Members who appoint the independent, non-executive Board of Directors who serve on a pro bono basis. The Board provides strategic oversight and ensures that the organisation’s mission reflects the highest standards of ethical conduct. The Board is responsible for the approval of all major strategic shifts and maintains ultimate accountability for our risk management and policies.


To ensure the total integrity of donor funding and organisational assets, POPUP maintains a rigorous financial control environment:

ANTI-CORRUPTION & FINANCIAL MANAGEMENT POLICY	CENTRALISED FINANCIAL MANAGEMENT	DUAL AUTHORISATION POLICY	DUE DILIGENCE IN PROCUREMENT
POPUP takes a zero-tolerance stance on corruption and financial misconduct, and sets clear expectations for ethical behaviour, transparency and accountability for employees and partners. This policy is reviewed annually by the Board to ensure it is robust against evolving risks.	All income and donations are processed by a centralised Finance Department. No individual employee or department head has the authority to bypass this central system.	Every payment, regardless of the amount, requires a minimum of two authorised electronic signatures. This ensures that no single individual has end-to-end control over any financial transaction.	We engage all providers through a selection process based on alignment with our values, capability, compliance and cost-effectiveness. Where required, formal service agreements are applied to ensure accountability. This ensures that POPUP partners with credible providers and that funds are allocated responsibly across the value chain.


In addition, POPUP maintains clear organisational standards governing conduct, safety and inclusion:

NON-DISCRIMINATION AND PROHIBITION OF CHILD AND FORCED LABOUR	OCCUPATIONAL HEALTH AND SAFETY
POPUP does not tolerate discrimination, child labour or forced or compulsory labour in any form. The dignity and equal treatment of all people are embedded in our organisational philosophy and practices, and reflected in all engagements with learners, employees and partners. POPUP does not operate in sectors or with suppliers considered to present a material risk of child or forced labour.	POPUP is committed to providing a safe and healthy environment for all employees and learners. Formal processes are in place to identify and mitigate training space and workplace hazards. Any injuries across all training and operational sites are recorded and monitored, with appropriate corrective actions implemented where required. We also maintain public liability insurance so that employees from partner organisations working on our sites are covered.

These policies have been communicated to the Board of Directors, employees and service providers. No incidents of corruption or misuse of funds, discrimination or work-related injuries were identified across POPUP’s operations in 2025.

 GRI 205-2, 205-3, 403-2, 403-9, 406, 408, 409, 414-1

RISK MANAGEMENT

 We maintain a mature risk management process. Risks are identified, categorised (external, market or operational), and assessed based on probability, impact and exposure, with movements tracked over time. Each risk is assigned to a National Operations Committee owner, with mitigation actions and/or contingencies defined and actively monitored. The risk register is presented to the Board for oversight. Our most material risk themes are discussed throughout this report and are identified by this icon.

STAKEHOLDER ENGAGEMENT

POPUP engages a network of stakeholders through structured, multi-channel interactions aimed at creating, improving and sustaining interventions that deliver meaningful impact in the cities in which we operate. Our engagement model is continuous and aligned to a clear objective: to empower individuals who may be excluded from opportunity to become positive and sustainable contributors to society.

<p>GOVERNMENT</p> <ul style="list-style-type: none"> Proposals Reporting cycles Quarterly graduations Participation in collaborative initiatives 	<p>FUNDERS</p> <ul style="list-style-type: none"> Proposals Quarterly reporting Annual reporting Monthly newsletter 	<p>LEARNERS</p> <ul style="list-style-type: none"> Social media engagement Advice centres Feedback forms Quarterly graduations Radio shows Daily Devotions
<p>PROVIDERS</p> <ul style="list-style-type: none"> Service level agreement (SLA) management Ongoing delivery coordination 	<p>EMPLOYERS</p> <ul style="list-style-type: none"> CRM engagement Radio shows Quarterly stakeholder breakfasts 	<p>NPO ECOSYSTEM</p> <ul style="list-style-type: none"> Whole City Initiative – Quarterly knowledge sharing with NPO leaders in Tshwane Participation in collaborative initiatives

LEARNER FEEDBACK AND CONTINUOUS IMPROVEMENT

To close the loop, learner feedback is a critical input into our programme design and delivery. We collect feedback at key stages of the learner journey, including the Advice Centre, Life Skills programme and skills training programmes, as well as, where possible, after placement. This enables us to capture insights into the learner experience across each phase of the journey.

We use this feedback to identify gaps and refine our content, delivery methods and support mechanisms.

In addition to structured feedback, learners provide testimonials, such as those included in this report, which are collected with consent and used to illustrate lived experiences of the programme. These testimonials provide qualitative context alongside our quantitative performance indicators.



“The Life Skills programme helped me discover my identity and purpose. It revealed my gifts and aspirations, changing my life for the better. I am deeply grateful for this knowledge and proud to say that I belong to God, my Saviour.”

EOT Mogale



WHO WE ARE

OUR BOARD OF DIRECTORS

The current Board consists of five Non-Executive Directors, four of whom are independent. It includes two former CEOs, who provide valuable institutional memory. The Board represents diverse stakeholders, with 40% female and 60% historically disadvantaged representation. Directors serve on a voluntary basis with no fees or benefits.

The Board provides oversight without sub-committees. The CEO reports directly to the Board, ensuring clear segregation of duties. During the review period, there was no material non-compliance with laws or regulations, and no fines were imposed. POPUP does not hold significant roles in industry or advocacy associations.

A LIFE LIVED IN SERVICE OF OTHERS REVEALS A PATHWAY THAT MAKES IT EASIER FOR OTHERS TO FOLLOW

GRI GRI 2-9, 2-10, 2-11, 2-27, 2-28



Muller van Loggerenberg

Muller embodies servant leadership, drawing on 32 years of experience across the corporate and non-profit sectors. He has held roles in finance, leadership, management and ministry, with a strong focus on driving meaningful change. His commitment to stirring hope is reflected in his contributions to education, church, social development and business. He is devoted to advancing God's kingdom in cities alongside his wife, Carol-Anne.



Desiree Mavikane

Desiree is a visionary leader with over 20 years of experience in government and state agencies. She serves as Deputy Director of Strategic Management at The Centre for Public Service Innovation (CPSI), where she champions transformation and ethical governance. She leads with integrity and a strong service ethos, and her faith underpins her commitment to empowering individuals and strengthening unity in leadership.



Brenda Vilakazi

Brenda is a trailblazer in South African marketing, holding MASA MPSA accreditation and Google certification, and an MBA (Distinction) from MANCOSA in Retail Management Strategy. She is an award-winning expert in digital media, advertising, brand management, PR and event strategy. Passionate about innovation, she drives solutions that support economic growth and social impact, aligning closely with POPUP's mission to create opportunities for the next generation.



Gerrit Heymans

Gerrit is Chief Financial Officer at Creation Capital, with over 20 years of experience in strategy, governance and finance. A Chartered Accountant with cross-industry expertise, he is committed to empowering young people through skills development. His focus on servant leadership and unity helps bridge business and social transformation, supporting sustainable impact.



George Mahlolo

George is the former President of the Apostolic Faith Mission (AFM) of South Africa and current President of AFM International. He has consistently demonstrated a deep commitment to serving communities, advancing spiritual growth and addressing social needs with dedication and compassion.

OUR LEADERSHIP

Our National Operations Committee coordinates and oversees all activities across POPUP's regions of operation.

POPUP's shared services functions are provided on an outsourced basis through Doxa Deo. This helps reduce costs while strengthening segregation of duties and improving oversight of funding and financial processes.

GRI GRI 2-6



Emile Raubenheimer
POPUP CEO

Emile brings over 15 years of experience across multiple sectors. With a background in financial services and a focus on economic empowerment, he founded a capital and advisory business in 2015. As a strategy consultant, he has led projects across finance, distribution and education. He champions ecosystem thinking and the catalytic role of social capital. He holds a BCom (Hons) in Financial Management and recently completed his MBA at Henley Business School.



Marlise Johnson
STRATEGIC IMPACT AND GROWTH MANAGER

Marlise brings over 15 years of management experience and 12 years as a business owner. She provides high-level oversight of strategic initiatives, project management, and data monitoring to ensure all programmes foster entrepreneurship and sustainable growth. Marlise is specifically responsible for the monthly monitoring of the team's Leadership Operating System, ensuring high-performance standards and continuous organisational alignment. Known for her decisive leadership and ability to forge strategic partnerships, she ensures that all projects deliver lasting economic and community results. She holds an M.Cur and an MBA.



Immaculate Madiba
FINANCE ADMINISTRATOR

Immaculate takes the lead with POPUP's Finances, bringing over a decade of specialised expertise in internal auditing and financial management to ensure the organisation's fiscal health. Her diverse academic portfolio includes a BTech in Internal Auditing and a Bachelor's degree in Ministry, and she is currently pursuing an Honours degree in Psychology. With her multi-disciplinary background and proficiency in advanced accounting systems, Immaculate combines technical precision with a deep-seated commitment to POPUP's mission of community empowerment.



Maria Zikembola
TSHWANE OPERATIONS MANAGER

Maria has more than 15 years' experience at POPUP, where she ensures seamless programme delivery. Her IT expertise strengthens systems and processes in support of POPUP's mission to drive community impact and sustainable development. She holds a Diploma in Information Technology and is currently studying towards a degree in Financial Accounting.



Jani Bravenbroer
STRATEGIC BRAND AND ENGAGEMENT MANAGER

Jani brings 20 years of experience in the non-profit sector, having worked in the USA and South Africa. She strengthens organisational efficiency and stakeholder engagement through clear, purposeful communication. She is driven by a commitment to stirring hope through innovative strategies that support sustainable development and growth.



Adri Venter
TSHWANE SKILLS MANAGER

Adri brings 15 years of experience in skills development, leading programmes that equip individuals with practical tools for success. She is committed to enabling learners to become active contributors to society. She is an accredited facilitator, assessor and moderator in FETC Business Administration Services.



Marina de Wet
STRATEGIC TALENT AND PATHWAYS MANAGER

Marina brings over a decade of experience in HR and leadership development. She specialises in designing interventions that address skills gaps and enable individual and team development. She is committed to stirring hope through impactful talent development. She holds a B.Soc (Hons) in Industrial Psychology.



Maureen Peleowa
TSHWANE IMPACT MANAGER

Maureen connects learners, facilitators and stakeholders to ensure effective programme delivery and impact. Her approach is grounded in service and unity, supporting sustainable societal change aligned with POPUP's vision. She holds a Masters in International Relations and Strategic Studies and a Diploma in Marketing.



Sheryl Kruger
WESTERN CAPE MANAGER

Sheryl leads regional operations, ensuring effective delivery and consistency across programmes. She brings a strong focus on execution and team coordination, enabling initiatives that deliver measurable community impact. She is committed to service and operational excellence.

HUMAN CAPITAL MANAGEMENT

We take pride in developing our own people. Several of our facilitators are former learners who have progressed through the programme. In addition, we are supported by experienced facilitators and external providers who deliver specialised training where required.

Employees are employed permanently or on a fixed-term contract.

Learnerships refer to learners placed at POPUP's premises as part of a 12-month skills programme that includes workplace-based learning (WBL). We provide a structured workplace environment in which learners complete the practical component of their training. This enables us to assess the quality and outcomes of our skills development and workplace readiness interventions. These learners are contracted to employers who fund their programmes, while our role is to ensure they gain the required practical experience.

The table below presents our employee profile on a Full-Time Equivalent (FTE) basis, as some key roles are fulfilled on a limited-hours basis.

The Board of Directors occupied by individuals between the ages of 50 and 75. The National Operations Committee roles are occupied by individuals between the ages of 35 and 60.

Within the broader employee base, 29% is under 30 years old, 47% is 30-50 years old, and the remaining 24% are older than 50 years.

GRI GRI 2-6, 2-7, 2-8, 405-1, 405-2

		REGION	GROUP	MALE	FEMALE	TOTAL	% FEMALE	% UNDER REPRESENTED GROUPS
OUR HUMAN CAPITAL PROFILE	TOTAL		TOTAL	4	17	21	81%	62%
			MANAGEMENT	1	8	9	89%	22%
			EMPLOYEES	3	9	12	75%	92%
	GAUTENG		TOTAL	4	15	19	79%	68%
			MANAGEMENT	1	7	8	88%	25%
			EMPLOYEES	3	8	11	73%	100%
	WESTERN CAPE		TOTAL	0	2	2	100%	0%
			MANAGEMENT	0	1	1	100%	0%
			EMPLOYEES	0	1	1	100%	0%
	NON-EMPLOYEE WORKERS		LEARNERSHIPS	6	6	12	50%	100%



"To see a life completely redirected through the power of skill-building is the most rewarding experience possible."

Adri Venter, POPUP SKILLS MANAGER

REMUNERATION POLICIES AND COMPENSATION RATIOS

Full-time employees are remunerated on a cost-to-company basis, which includes designated employer contributions to a provident fund.

A discretionary 13th cheque, up to 90% of the average monthly salary over the preceding 12 months, is available to all permanent employees. This is paid in December each year, subject to Board approval. This applies to all employee levels, including Executives. The provision of a 13th cheque is a distinguishing feature within the NPO sector and reflects our people-centred approach to recognising and rewarding employees.


No other bonus or variable pay mechanisms are in place. Directors serve on a pro bono basis.

Performance reviews and career development discussions are conducted with all full-time employees at least once a year and form part of the salary review process.

POPUP operates with two job categories, and both male and female employees are represented across these categories. Within each job category, pay parity is maintained, with a 1:1 remuneration ratio between male and female employees.

All POPUP employees earn above the minimum wage of R4,737 in 2025 for a 38-hour week per month (R5,239.46 in 2026). On an FTE basis, 100% of employees earned more than the Living Wage benchmark in South Africa.

The compensation ratio is calculated on an annualised FTE basis. In 2025, the CEO's compensation ratio was 4.34 times that of the average employee. All employees, including the CEO, received a 5% increase.

 GRI 2-19, 2-21, 404-3



SDG Target 8.5 Achieve productive employment and decent work for all genders, youth and people with disabilities



SDG Target 5.1 End discrimination against all women everywhere, 5.5 Ensure women's full and effective participation and equal opportunities in leadership



WHERE CHANGE TAKES ROOT

MEASURING AND UNDERSTANDING OUR IMPACT

At POPUP, we measure the flow and reach of our work, tracking outcomes along the journey, but numbers alone cannot tell the full story. True success is found where our City Changers help communities flourish.



OUR IMPACT MEASUREMENT FRAMEWORK

OUTPUTS

We measure POPUP's outputs across skills development, employment outcomes and indirect economic impact.

While these indicators are important for assessing reach and immediate effectiveness, we recognise that they do not fully capture longer-term impact.

OUTCOMES

True success is reflected in sustained employment, the ability of participants to generate income through improved quality of life and positive contributions to society. These outcomes are more complex to measure and require refinement of our methodologies.

Our intent is that our impact measurement approach will serve a diverse stakeholder base. Government, corporate funders, foundations and implementation partners require different perspectives, ranging from quantitative outputs and compliance indicators to longer-term social and economic outcomes. We therefore aim to present a coherent and integrated narrative that reflects the full value of our work across these dimensions.

REPORTING EVOLUTION AND CONTINUOUS IMPROVEMENT

POPUP is on a reporting journey of refining a fit-for-purpose, multi-framework approach to ensure our disclosures are credible, comparable and decision-useful.

As an NPO, impact is our reason for existence. Unlike for-profit organisations, where operational performance and social impact are often reported separately, our activities and impact are intrinsically linked. Our reporting therefore focuses on communicating this impact as clearly and transparently as possible.

Funders and partners increasingly expect evidence-based reporting that demonstrates measurable value. In response, we report with reference to recognised global frameworks, including the GRI Standards and the UN SDGs, building on prior years' disclosures. GRI provides a structured disclosure framework, while the SDGs position our work within broader global development priorities.

While we have not undertaken a formal GRI materiality process, we view our material matters as embedded in our purpose and expressed through our Theory of Change. Together, these reflect our most significant areas of impact and the information needs of stakeholders, particularly funders.

Our local and international peer review confirmed that leading NPOs rarely apply a single framework in full. This reflects a broader challenge: no one framework fully captures social impact in a way that is outcomes-focused and responsive to diverse stakeholder needs. We therefore use these frameworks as a foundation and supplement them, where appropriate, with additional methodologies that provide a more meaningful view of impact.

This deliberate approach allows us to respond to differing stakeholder information needs while remaining guided by core reporting principles such as relevance, materiality and completeness, rather than checklist-driven compliance. Where relevant, we also consider specific reporting requirements applicable to funders.

We continue to refine our approach to provide a transparent, coherent, practical account of our impact without creating unnecessary reporting burden.

IMPACT OUTCOMES

SKILLS DEVELOPMENT OUTCOMES

AVERAGE TRAINING DAYS
PER LEARNER

35.8

LEARNERS TRAINED
IN 2025

589

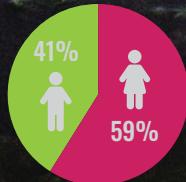
LEARNERS TRAINED
SINCE 2005

10,078

LEARNER PROFILE FOR 2025

AGE
23.6

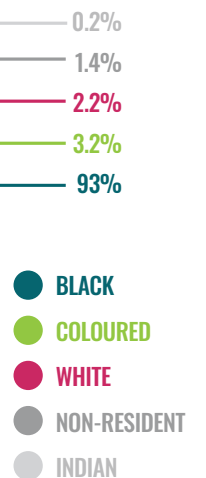
GENDER



DISABLED

5.7%
more than double the
population avg*

RACE



SDG Target 4.5 Eliminate gender disparities in education and ensure equal access to vocational training for people with disabilities.



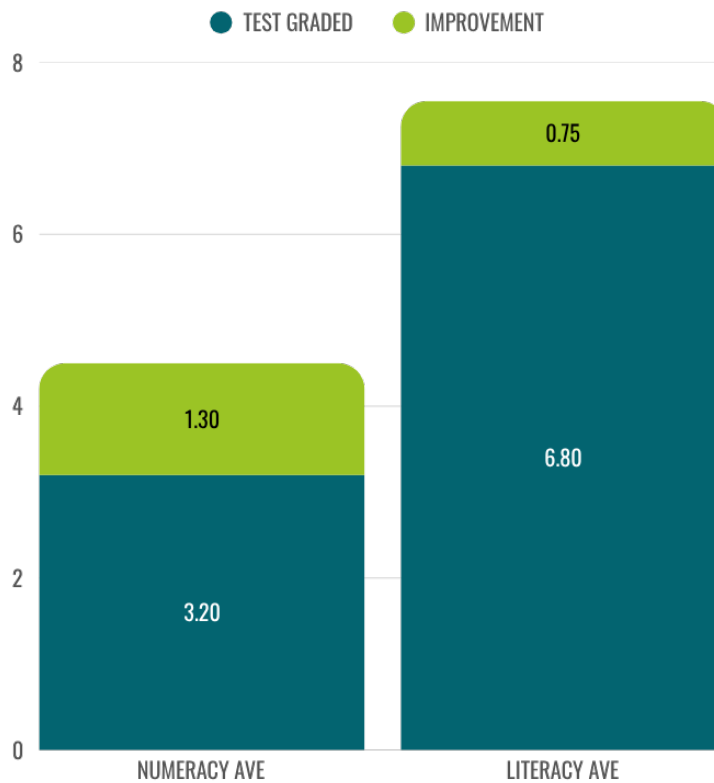
SDG Target 5.1 End discrimination against all women everywhere.

*Prevalence of Disability Among Youth: According to the Census 2022 results, approximately 2.4% of you people aged 15-34 live with a disability.

BRIDGING THE LITERACY AND NUMERACY GAP

Due to systemic constraints and challenges, the average learner enters our programme with an English literacy gap of approximately four years and a numeracy gap of approximately eight years.

This distribution of POPUP's programmes aligns with the realities of our learner base, so we begin with Literacy and Numeracy. These programmes are unfunded and therefore rely on internal funding from surplus. We conduct pilot projects as part of our ongoing efforts to redesign the process, content and delivery method to optimise outcomes.



In 2024, we conducted multiple pilot studies to assist in redesigning our approach. The outcomes of these pilots are illustrated in the graph below.

Based on these insights, the following changes were introduced:

- Integrating language learning across all educational contexts over extended periods to improve language outcomes while optimising costs
- We introduced a Learner Employment Pathway intervention. This is an expanded version of our Life Skills programme that incorporates literacy and numeracy with computer skills as the foundational workplace preparation module.

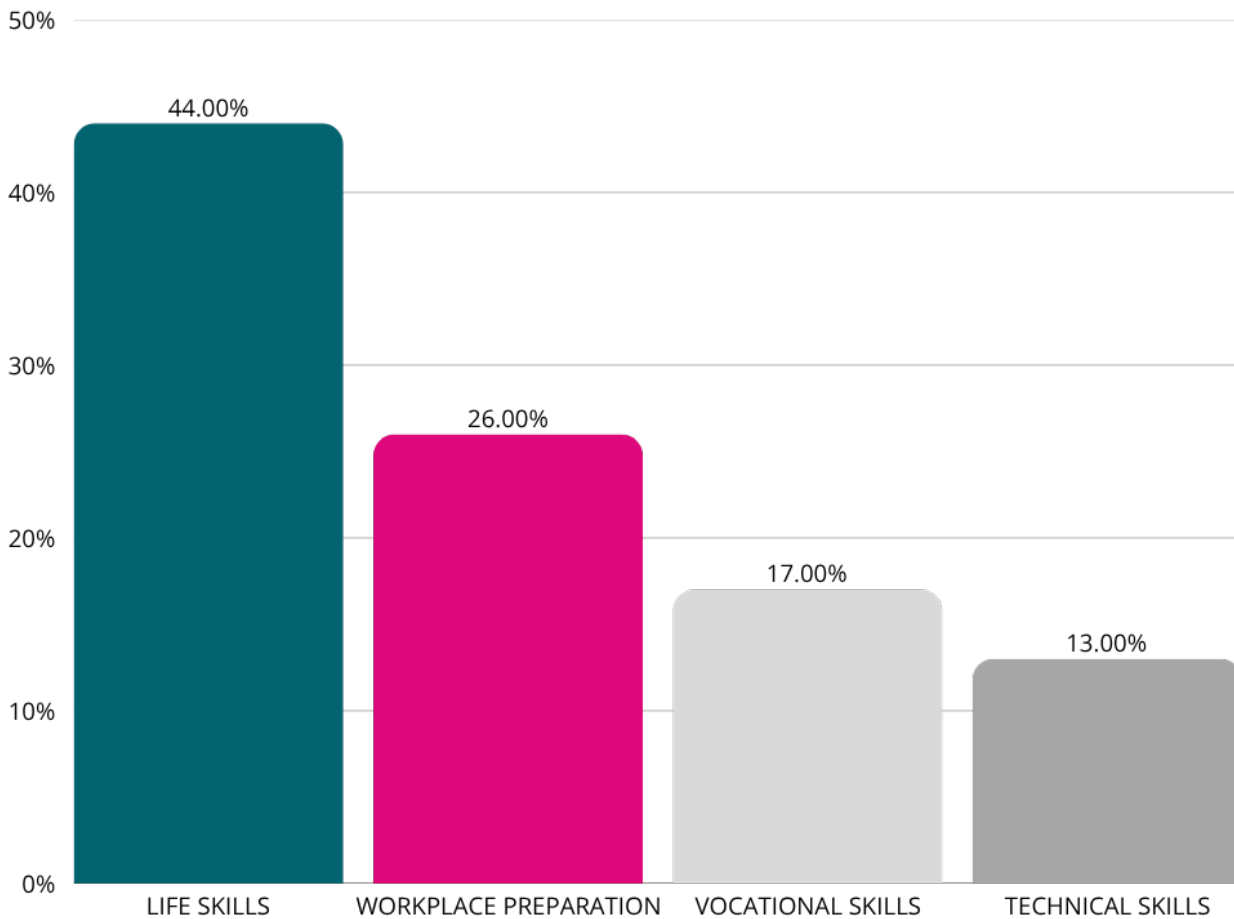
The redesigned system underwent its first pilot in mid-2025, which 80% of learners were placed within 6 months of completion.



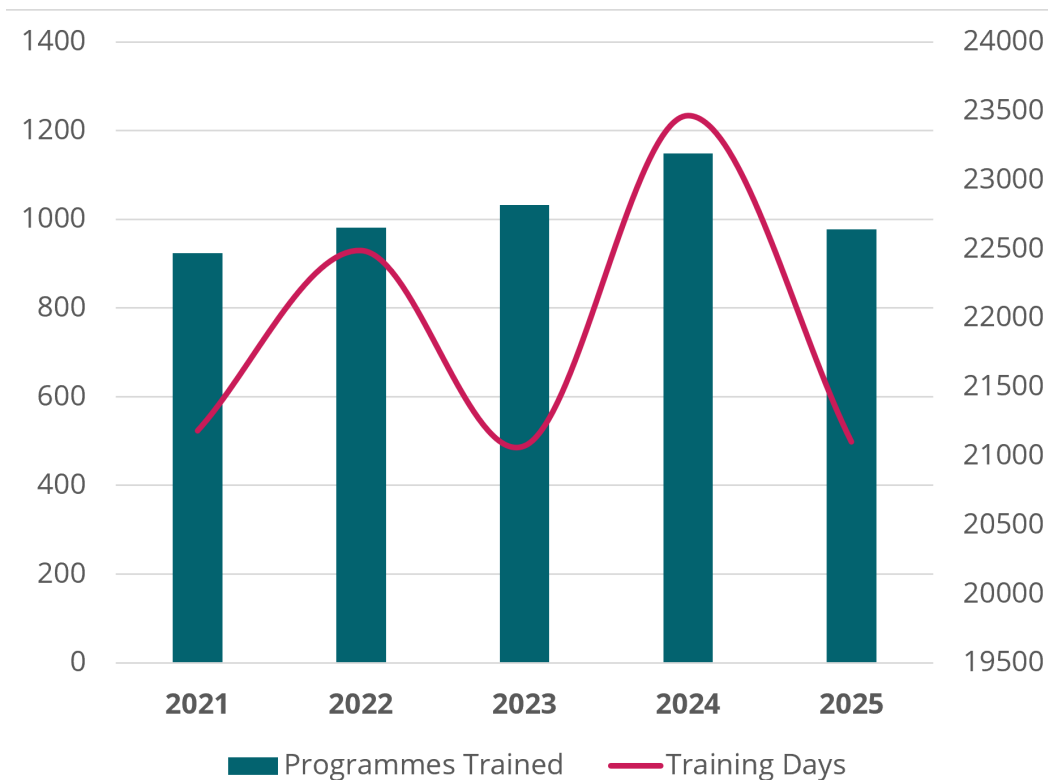
SDG Target 4.6 Ensure youth and adults achieve numeracy and literacy.

LEARNER OUTCOMES

PROGRAMMES COMPLETED OVER FIVE YEARS



PROGRAMME GROWTH OVER FIVE YEARS



SDG Targets 4.3 Increase access to affordable and quality technical and vocational training,



SDG 4.4 Increase the number of youth and adults with relevant skills for employment and entrepreneurship.

CAPACITY

Our ability to operate at or near full capacity is a driver of cost efficiency. Training delivery involves a largely fixed cost base, including facilitators and programme infrastructure. As a result, when occupancy is lower, these costs are spread across fewer learners, increasing the cost per learner and reducing efficiency.

ENCOURAGINGLY, OCCUPANCY INCREASED FROM 65.6% IN 2024 TO 68.0% IN 2025.

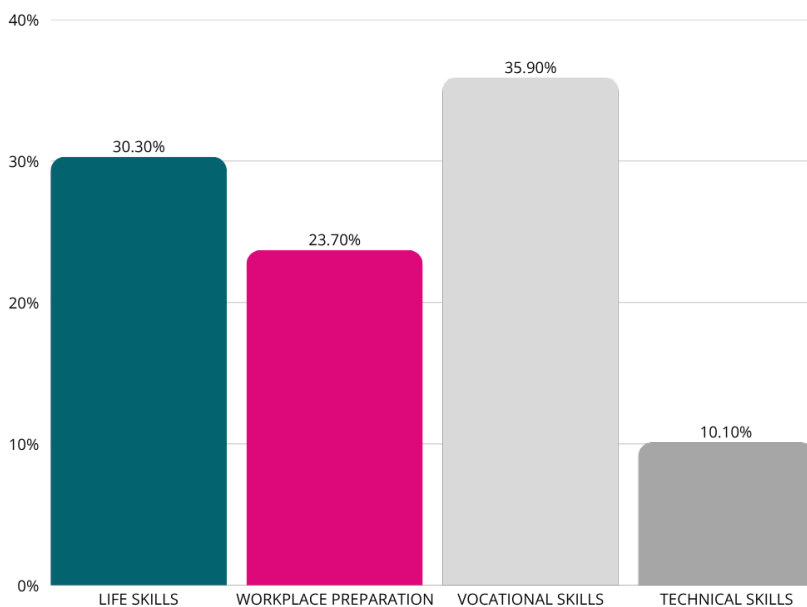
This improved utilisation allows us to absorb fixed costs across a larger cohort, which is reflected in the reduction in inflation-adjusted cost per learner and cost per placement over the period.

With this course structure, accredited training is more expensive than non-accredited training at R410.20 per day versus R335.11, representing an 18.3% premium due to additional compliance and delivery requirements.

EMPLOYMENT OUTCOMES

We are achieving steady placement outcomes, with over half of our candidates placed within a year and a meaningful share within the first few months. At the same time, a portion takes longer to place, highlighting an opportunity for us to better address the barriers slowing their progress.

SKILLS PROFILE BEFORE PLACEMENT



SDG Target 8.5 Achieve productive employment and decent work for all genders, youth and people with disabilities



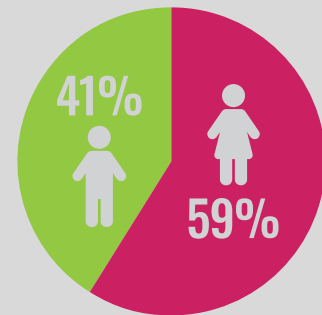
SDG Target 5.1 End discrimination against all women everywhere

PLACEMENT PROFILE FOR 2025

AGE

23.8

GENDER



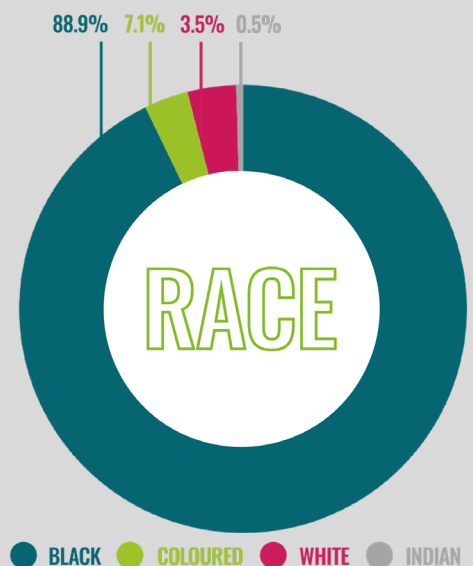
AVERAGE STARTING SALARY

R7,658

FEMALE: R7,404 | MALE: R8,010

DISABLED

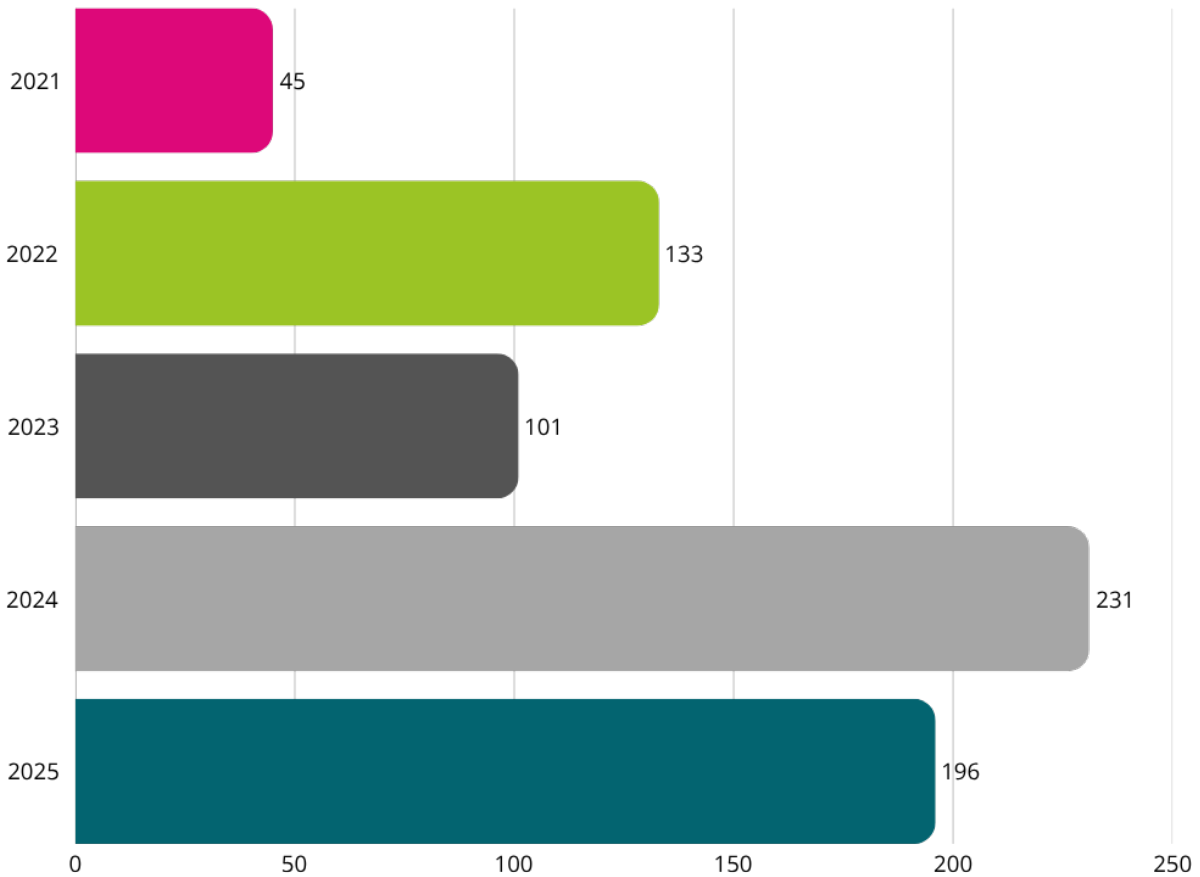
28.6%



RACE

● BLACK ● COLOURED ● WHITE ● INDIAN

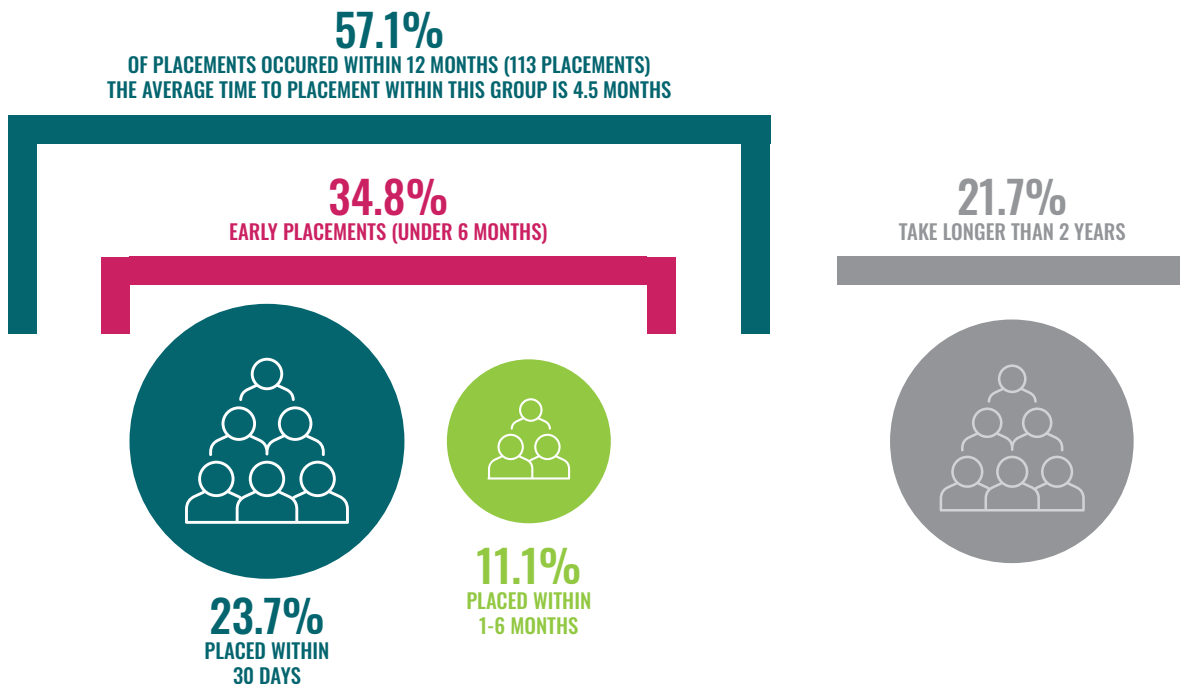
WORK PLACEMENTS OVER FIVE YEARS



SDG Target 1.2 Unemployed NEETs finding gainful employment above the poverty line

PLACEMENT TIMING

Our data indicates that placements are largely achieved within a relatively short timeframe, but a persistent tail of long delays suggests underlying barriers affecting a smaller cohort. This points to the need to focus on reducing friction in the system, where this is in our control, while also addressing the structural issues that extend placement times for those who wait significantly longer.



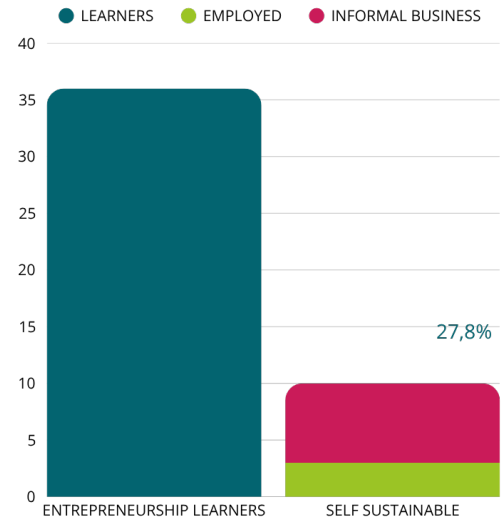
ENTREPRENEURSHIP OUTCOMES

2025 marked the graduation of our second cohort for New Venture Creation (Entrepreneurship). Of the 84 learners in this cohort (2024: 36), 71 successfully completed the training. Of these, six transitioned into permanent employment (2024: 3), and an additional three now successfully run informal businesses (2024: 7), earning an average monthly income of under R2,000 (2024: over R1,800). This cohort reflects a sustainability rate of 12.6% (2024: ~28%).

ENTREPRENEURSHIP SUSTAINABILITY RATE

While the programme continues to inspire new ventures, our 2025 data revealed a decline in long-term sustainability rates. Our evaluation identified a critical gap: while learners possess the technical skills to start businesses, they lack the sustained mentorship required to navigate the 'fragile first year' of trading.

Rather than viewing this as a setback, we are using this insight to drive our 2026 strategic objective related to impactful ecosystems. We are transitioning from a standalone training model to a partnership-led ecosystem. By integrating dedicated industry mentors and business-to-business support networks, we are ensuring that our 2026 graduates are not just equipped to start, but are supported to stay in business.



SDG Target 8.3 Support decent job creation and entrepreneurship development



GRI 203-2

POVERTY ALLEVIATION OUTCOME

South Africa's national poverty line, using the upper-bound poverty line (UBPL) definition, was R2,846 per person per month in 2025. ¹

NEETs PLACED IN
INCOME-EARNING
OPPORTUNITIES:

196

AVERAGE
MONTHLY
INCOME:

R7658.33
(2.7 TIMES UBPL)



SDG Target 10.1 Growth in household income for the bottom 40% of the population, 10.2 Promote economic inclusion by reducing the number of people below 50% of the median income

ESTIMATING INDIRECT ECONOMIC IMPACT



¹ Statistics South Africa, Statistical Release P0310.1: National Poverty Lines 2025

² Including contextual and research-informed assumptions.

Our indirect economic impact measurement relies on inference and proxy data rather than complete tracking, due to the difficulty of maintaining contact with learners after they exit our programmes. Contact details frequently change, and ongoing engagement is limited. We are exploring ways to improve tracking, including incentives for learners to share updates on their progress.

We present our impact data using two types of estimates: a conservative figure based on verified information, and a broader estimate that includes reasonable assumptions where data is not readily available. The conservative figure reflects only outcomes we can directly confirm, while the broader estimate includes inferred outcomes based on established patterns and assumptions.

We combine two components to estimate impact:

- First, we track known employment placements alongside an estimate of additional placements where individuals do not report outcomes back to us.
- Second, we apply dependency assumptions to understand household-level impact, drawing on municipal data, average household size and demographic profiles.

Together, these inputs allow us to model broader economic contribution beyond directly verified outcomes.

We disclose the assumptions used in our calculations so that stakeholders can assess the results themselves and decide how much weight to place on each estimate.

While much of our broader impact is estimated, the value created through our programmes is directly measurable.

FOR EVERY

R1

A FUNDER SPENDS WITH US

WE CREATE

R2.61

WORTH OF EDUCATIONAL VALUE

REPRESENTING A

261%

IMPACT RETURN

STRENGTHENING DATA MANAGEMENT THROUGH A UNIFIED SYSTEM

In support of our efforts to improve impact output and outcome measurement, we have prioritised the implementation of our new unified data system.

Previously, learner information was fragmented across multiple platforms, including Salesforce, Microsoft SharePoint and Microsoft OneDrive, which limited visibility and coordination. We have since transitioned to a single system, Wellbi, a locally developed platform that enables us to track the full learner journey from entry through to placement.

While the system is still maturing, it has already improved the structure of our data. The transition has required focused change management, particularly around data capture discipline employee training, given the complexity of our model.

Most data from the past two years has been migrated, although limited parallel processes remain while data is being cleaned and validated. Full transition to the Wellbi system is expected within the year.

The benefits are already evident. We have improved visibility of data gaps and are able to ask more informed questions. We look forward to building a reliable single source of truth that enhances compliance and reporting quality.

VHAHANGWELE MUROVHI: FROM LOSS AND SETBACKS TO A CAREER

In 2012, Vhahangwele Murovhi experienced the passing of his mother, a loss that brought significant emotional and financial strain to his family. With his father as the sole provider, finances became increasingly difficult, while he also struggled to continue with his studies during a deeply challenging personal period.



He later faced another setback in 2015 when he broke his hand during a church camp incident. The injury required extensive medical treatment and placed additional financial pressure on his family. He was unable to progress into his second year of Civil Engineering at college due to financial constraints.

During this period, he began looking for ways to rebuild his path through practical skills development. He was referred to POPUP through a church connection. At POPUP, he entered the Life Skills programme, which he describes as a turning point in rebuilding his confidence and mindset. From there, he progressed into Computer Office Administration and later into a learnership with IOT Next, gaining both theoretical knowledge and practical workplace experience. He was also hosted at POPUP's Advice Centre, where he supported administrative processes while continuing his learning journey.

Through his learnership and workplace exposure, Vhahangwele developed a strong interest in IT and technical support. He went on to work in church environments supporting IT systems and sound engineering. He has since completed a Google Cybersecurity certificate and is progressing towards CompTIA Security+, while continuing to strengthen his knowledge in the IT and cybersecurity field. Today, Vhahangwele works as a sound engineer at Choose Life Church in Moreleta Park, while continuing to build his IT and cybersecurity qualifications. What began as a search for basic skills has evolved into a clear and focused professional direction.

His journey has also had a ripple effect within his family. As the eldest sibling, he has become a source of guidance and encouragement, sharing lessons of perseverance and opportunity. He actively supports his younger siblings in their own educational and career paths, including encouraging them to pursue learnerships and skills development opportunities. What once felt like a cycle of hardship has, through his journey, become a story of shared growth and possibility within his household.

FROM UNCERTAINTY TO EMPLOYMENT: THE JOURNEY OF SUCCESS CHARITY BOIKHUTSO

Born in December 2000 in Soshanguve, Success Charity Boikhutso has faced a life marked by challenges and limitations. Struggling daily with an uncertain future and myopic astigmatism, she felt caught in a cycle of hopelessness, unable to see a way forward. But through her dedication and the opportunities provided by POPUP, she found a path to overcome these obstacles. With each step in her education journey, she moved from being a passive consumer of her circumstances to an active, positive contributor, embracing the chance to transform her life.



After matriculating in 2018, Success registered at POPUP Soshanguve in April 2023 with an eagerness to change her circumstances. She joined POPUP's Life Skills programme, showing commitment and patience as she awaited her start date in August. Success also completed Basic Computer Skills and End-User Computer Skills training by December, equipping herself with essential tools for the modern workplace. Her drive and determination earned her a place in a 2024 learnership programme, offering her practical work experience along with a stipend at Savage Jooste and Adams.

Through POPUP, Success's journey has come full circle. From uncertainty and limited prospects, she completed her learnership in 2024 and secured employment in 2025 at Symlogia, through POPUP (as part of the 2025 placement cohort). Today, she stands as an example of how persistence and structured support can translate into real employment and lasting change.

STRENGTHENING THE ECOSYSTEMS

PARTNERSHIP THAT MAKES IMPACT POSSIBLE

A living ecosystem of partners acts as the source and sustaining current of our work, creating a confluence of financial flow, expertise and collaboration that allows potential to be shaped into meaningful opportunities.

FUNDERS AND CORPORATE PARTNERS

We are deeply grateful to our funders, corporate partners and implementation partners who enable our work and extend our impact across the city. Their continued commitment, funding and collaboration allow us to deliver programmes that create meaningful pathways to opportunity. This work would not be possible without their support. Thank you!



GRI GRI 2-29, 207-3



Cecil Nurse.

CECIL NURSE: PARTNERS WALKING ALONGSIDE US

Long-term partnerships like this one show how shared purpose can translate into meaningful, sustained impact.

Founded in 1946, Cecil Nurse has grown from a small Johannesburg furniture store into a leading distributor and manufacturer of office furniture solutions in Africa, while retaining the entrepreneurial spirit and heart of its founder.

Cecil Nurse first partnered with POPUP in 2013, attracted by our clear and heartfelt intent and driven by a shared belief in practical, outcomes-driven upliftment. From the outset, the relationship was never viewed as a short-term project, but as a long-term commitment to opening real economic opportunity and restoring dignity through skills development.

This alignment took tangible form when Cecil Nurse provided furniture and equipment for the Tshwane Central Centre. In doing so, they helped us create a more professional and welcoming training environment that honours learners' journeys and supports their steps toward renewed hope and purpose.

A visit to the Tshwane Central Centre brought the partnership vividly to life. Standing among the learners and facilitators, the Cecil Nurse representatives could witness firsthand how their contributions support the learner journey.

Our partnership with Cecil Nurse has been sustained by open engagement and mutual accountability. Transparent reporting and honest dialogue, including our willingness to share both successes and challenges, have allowed the relationship to grow into something more meaningful than funding alone.

Cecil Nurse CFO Genesa de Jager says: 'POPUP represents what is possible when vision is matched with discipline and collaboration. The impact achieved is not the result of POPUP working alone, nor of funders acting independently, but of a partnership built on trust and shared purpose.' We are so grateful to count Cecil Nurse as a long-term partner that supports POPUP's growth in a way that aligns with its own priorities and capacity. On this shared journey, collective investment becomes a quiet force for good.



OUR FUNDING MODEL

Our funding model combines self-generated income with external funding streams, which enables flexibility and long-term sustainability.

Approximately 40% of our income is self-generated. This includes revenue from our annual fundraising event, as well as service-based income such as learnership delivery, recruitment, hosting and training margins. We also generate income through facility rentals and small learner contributions, which, while minimal, reinforce shared ownership of the journey.

The remaining income is secured through government grants, corporate and individual donations, and international funding partnerships. Together, these streams enable us to deliver and scale our programmes while maintaining operational stability.

POPUP is a registered tax-exempt non-profit and PBO, operating in full compliance with applicable South African tax legislation. We are authorised to issue Section 18A tax certificates, providing our partners with a dual benefit: the opportunity to drive systemic social change while receiving a 100% tax deduction on their qualifying donations.

We maintain open and transparent engagement with current and prospective donors, corporates and funding partners on all matters related to funding structures and compliance requirements.



ECOSYSTEM IMPLEMENTATION PARTNERS

Our impact is strengthened through an ecosystem of partners who support both funding and employment pathways.



ORIGEN COLAB

Origen Colab is a wholly owned subsidiary established to enable enterprise development funding to be deployed within for-profit structures. It addresses a key constraint in the ecosystem, access to transaction capital, by stewarding funding on behalf of beneficiaries. Through this model, participants are able to take part in economic activity, build experience and move towards financial independence. Initiatives such as recycling partnerships and product-based enterprises demonstrate how capital, skills and market demand can be combined to generate economic and social value.

In partnership with Marriott International's Protea Hotels, Origen Colab advances circular production by repurposing end-of-life hotel linen into new value-added products. In 2025, 917 pieces of linen (408kg) were upcycled into 3,238 laundry bags, with a further 50 uniform items repurposed and rebranded for employee use, extending the lifecycle of materials and reducing textile waste.

The model also supports broader community impact through additional repurposing initiatives and vocational opportunities. Origen Colab produced and sold 2,467 branded leather corporate gifts, generating R611,557 in annual turnover. This demonstrates a scalable, income-generating social enterprise that links environmental stewardship with sustainable livelihoods.



SDG Target 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

THE B4i PROJECT

The B4i Project is a B-BBEE advisory partner that plays an intermediary role within the funding ecosystem. Through this partnership, POPUP is able to access funding opportunities, facilitate learner placements and strengthen alignment between training and employer demand. This collaboration supports improved learner outcomes, including higher completion rates, reduced drop-out and stronger pathways into employment. The B4i Project also provides feedback that POPUP learners are better prepared for the workplace than those from comparable programmes.

POPUP is open to partnering with corporates on a practical 'train-to-hire' model: companies co-fund accredited programmes designed around their specific workforce needs and commit to employing successful graduates. As demonstrated by our partnership with The B4i Project, this approach is already showing strong results. POPUP learners consistently achieve significantly lower dropout rates than typical interventions (well below the ~40% benchmark) and close to 90% competency on completion.

For corporates, this creates a direct and reliable pipeline of job-ready talent that is tailored to real vacancies, which reduces recruitment costs and lowers turnover risk. For POPUP, it ensures training is purpose-driven and anchored in employment outcomes – turning skills development into sustained job creation rather than stand-alone training.

FROM STABILISATION TO SUCCESS: THE B4i ACADEMY AND POPUP ECOSYSTEM MODEL

The strategic partnership between B4i Academy and POPUP has emerged as a compelling model for impact-driven investment in human capital, demonstrating how coordinated interventions can meaningfully transition individuals into sustainable economic participation.

At its core, this ecosystem approach recognises that employability extends beyond technical skills. POPUP plays a foundational role by equipping individuals with essential life skills, behavioural competencies, and personal development tools. These interventions are critical in stabilising and preparing participants, many of whom face systemic barriers, to engage meaningfully in further development opportunities.

Building on this foundation, B4i Academy delivers structured learnership programmes aligned with industry requirements and national skills development objectives. Through accredited training and workplace integration, participants are provided with practical pathways into the formal economy. Importantly, while both entities operate independently - with separate funding streams, clients, and governance structures - their alignment within a broader ecosystem ensures continuity of development. The same individuals supported through the non-profit intervention are seamlessly transitioned into formal skills programmes, significantly increasing the likelihood of successful outcomes.

This integrated model exemplifies effective impact investment: targeted, measurable, and sustainable. By addressing both the human and technical dimensions of employability, the partnership not only enhances individual livelihoods but also contributes to broader economic inclusion.

In an environment where fragmented interventions often limit long-term success, the collaboration between B4i Academy and POPUP stands as a benchmark for how structured ecosystems can drive meaningful and lasting transformation.

Aolandi Venter, CEO: ECONOMIC EMPOWERMENT DIVISION



FUNDING DIVERSIFICATION AND RESILIENCE



Our funding base has stabilised over time, but diversification is a strategic priority.

We have learned the risks of over-reliance on single funding sources and are intentionally building a more balanced mix of corporate, government and foundation support. We manage this through strong relationships with repeat funders, deliberate diversification across income streams, and careful control of fixed costs where revenue may fluctuate. This approach strengthens our resilience and supports sustained impact over the long term.

We are mindful of potential shifts in funding priorities, including changes in government spend and corporate funding frameworks. To mitigate this, we align our programmes to national and industry priorities, deepen strategic partnerships and continue to develop alternative revenue streams that reduce concentration risk.

At the same time, we are positioning POPUP as a reliable pipeline of work-ready talent. By aligning our programmes more closely with employer needs, we help reduce recruitment and training costs for partners while improving employment outcomes for learners.

This is reflected in our pursuit of a more demand-led 'train-to-hire' approach. We begin with identified job opportunities and design training programmes accordingly, ensuring that what we deliver is directly linked to real economic participation. The objective is to create a consistent and credible pathway from training to employment.

"Your work in 2025, through structured Life Skills development, is commendable. The way you restore dignity, strengthen identity, and create pathways toward further training and income-generating opportunities continues to make a meaningful contribution in addressing youth unemployment."



**Oaktree
Education**
STRONG ROOTS • BRIGHTER FUTURES

Dr Karma Palmer



SUSTAINING THE FLOW

FINANCIAL SUSTAINABILITY AND STEWARDSHIP

We steward a diversified and balanced flow of resources to sustain our work and ensure that every rand entrusted to us is translated into meaningful, measurable impact.

FINANCIAL PERFORMANCE SUMMARY

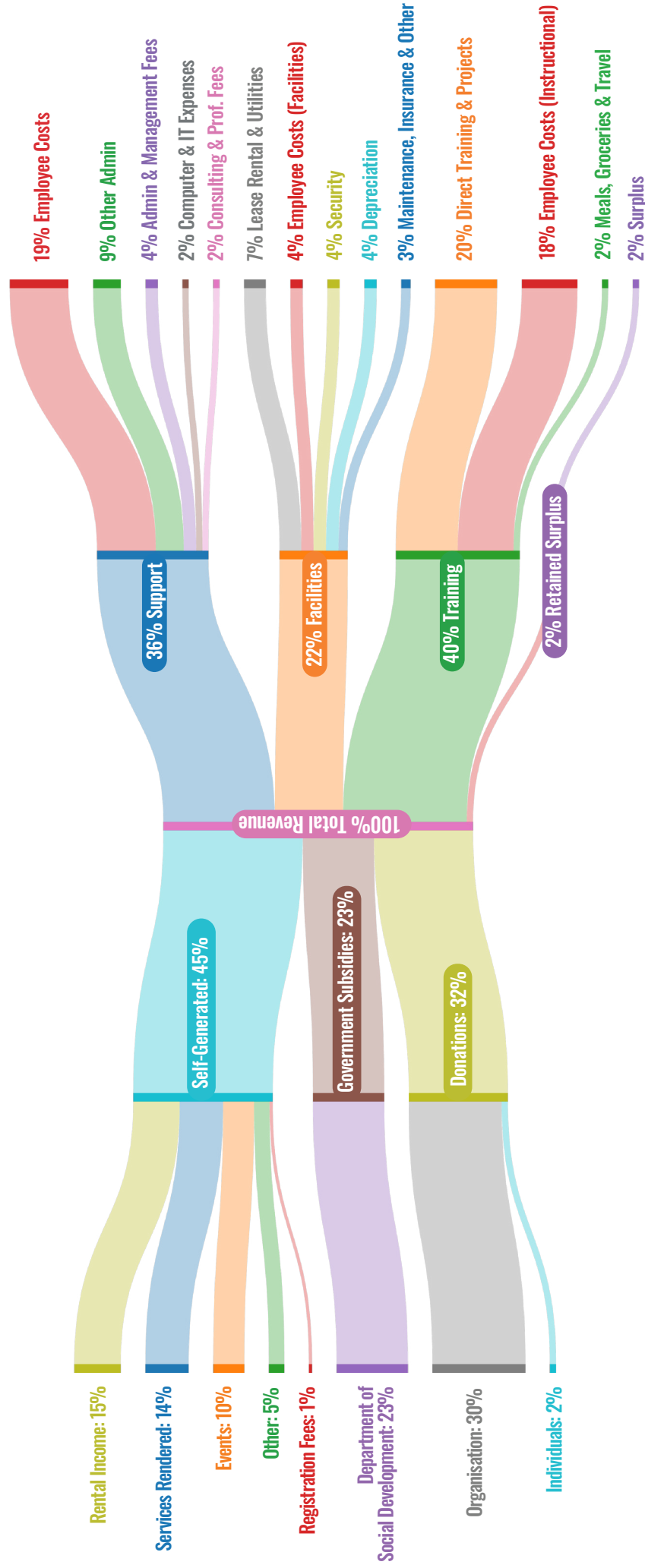
THROUGHOUT 2025, WE CONTINUED TO RELY ON THE GENEROSITY AND COMMITMENT OF OUR FUNDERS AND PARTNERS. THIS SUPPORT ENABLED US TO NAVIGATE FUNDING PRESSURES WHILE MAINTAINING PROGRAMME DELIVERY AND IMPACT. THE TRUST PLACED IN POPUP TO STEWARD RESOURCES EFFECTIVELY REMAINS CENTRAL TO OUR ABILITY TO DELIVER MEANINGFUL OUTCOMES FOR LEARNERS AND COMMUNITIES.

TOTAL ECONOMIC VALUE GENERATED	TOTAL ECONOMIC VALUE DISTRIBUTED	OPERATING SURPLUS RETAINED
R13 689 457	R13 394 044	R295 413

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2025 (R)

	2025	2026
REVENUE	13 689 457	13 862 562
OTHER INCOME	230 641	234 294
OPERATING EXPENSES	(13 775 611)	(12 775 320)
OPERATING SURPLUS/ (DEFICIT)	144 487	1 321 536
INVESTMENT REVENUE	197 669	87 279
FINANCE COSTS	(46 743)	-
SURPLUS/ (DEFICIT) FOR THE YEAR	295 413	1 408 815

The Sankey diagram below indicates the revenues and expenses incurred in 2025. It excludes Donations-in-kind and depreciation.




DIRECT IMPACT RETURNS

In 2025, approximately 40% of our income was self-generated through value exchange activities, with the remaining 60% sourced from government funding, donations and offshoring. This diversified funding model strengthens our sustainability while reducing reliance on any single funding source. It also enables us to reinvest in our operations and act as a co-funder of educational outcomes alongside our partners.

Despite ongoing cost pressures, we continued to improve efficiency, reducing our cost per learner day (L/D) in real terms by 2.8% compared to 2024. Our self-generated income contributes 31.5% of the cost per L/D, while government funding accounts for 26.7%. Tax mechanisms such as 18A allowances further reduce funder costs by 3.1%. Overall, funders contribute 25.3% of every rand of educational value delivered.

This blended model enhances resilience and impact, allowing us to deliver value at scale while improving the return on investment for our stakeholders.

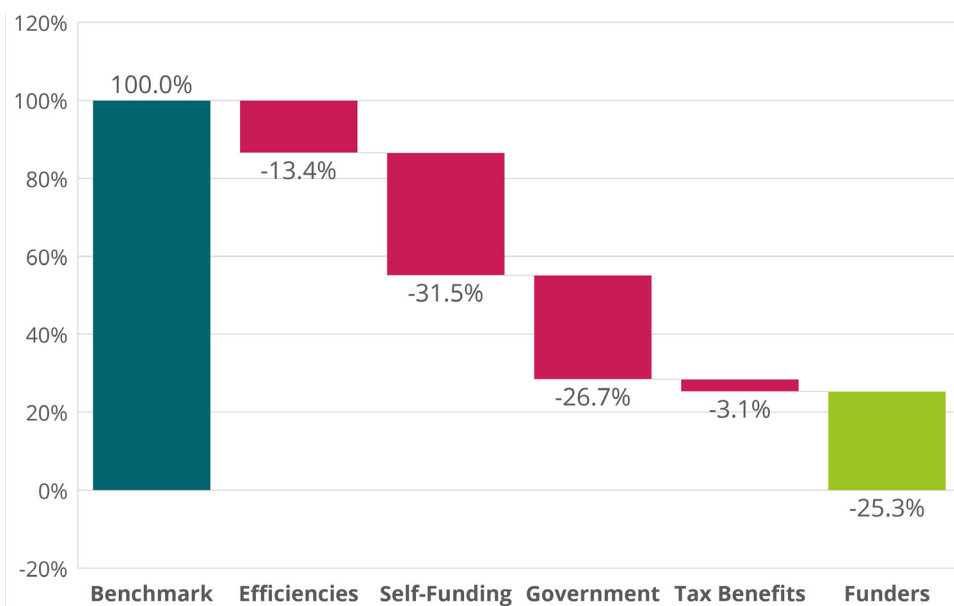
SUMMARY STATEMENT OF FINANCIAL POSITION (R)	2025	2026
ASSETS		
NON-CURRENT ASSETS	5 681 831	4 366 840
CURRENT ASSETS	3 351 727	3 163 990
TOTAL ASSETS	9 033 558	7 530 830
EQUITY AND LIABILITIES		
EQUITY	5 604 973	5 309 560
NON-CURRENT LIABILITIES	1 278 611	-
CURRENT LIABILITIES	2 149 974	2 221 270
TOTAL EQUITY AND LIABILITIES	9 033 558	7 530 830

 GRI 201-1, 201-2, 201-4

The complete audited AFS are available on request from hello@popup.co.za.

BENCHMARK SYSTEM

The Benchmark System (SETA) has a learner cost per day, after accounting for drop-outs, as our calculation does, of R602 per learner, per day.



EXPANDING THE DELTA

STRATEGY AND GROWTH

We are expanding the delta through a learner-centric and partnership-driven approach, deepening our ecosystem and building the foundations required to scale impact into new contexts while remaining closely aligned to real employment pathways.

CLOSING THE LOOP ON 2025 STRATEGIC IMPERATIVE

In 2025, we made solid progress across the three strategic imperatives we set out for the year, with key initiatives delivered and a stronger foundation established for future growth and scale.

GRI GRI 207-3



IMPERATIVE 1 WHOLE CITY IMPACT MODEL

We expanded our Tshwane Central facility in partnership with City Property, increasing training capacity and strengthening our presence in the inner city. We also advanced an integrated model with the Somerset West Night Shelter, testing a co-located approach that supports partnership-driven delivery and future replication.

We achieved QCTO accreditation and rolled out our integrated workplace preparation and readiness pathway across centres. This strengthened programme consistency and improved our ability to support learners into employment, while laying the groundwork to scale placements.

IMPERATIVE 2 LEARNER CENTRIC IMPACT STREAMS



We continued building our ecosystem of partners, moving toward more coordinated, collective approaches. This enabled stronger alignment across stakeholders and the development of more integrated projects.

IMPERATIVE 3 IMPACTFUL ECO SYSTEMS

GOALS FOR THE THE COMING YEAR AND BEYOND

In the past year, we refined our strategic approach to better position POPUP for scale and measurable impact in the years to come.

Our focus in the coming year is on building the capacity required to scale impact more effectively and replicate our model in new contexts. This includes a shift toward more structured, data-driven decision-making, supported by continued investment in our systems and capabilities.

A key milestone in this journey is the introduction of an Objectives and Key Results (OKR) framework to strengthen accountability and enable clear tracking of progress against defined priorities.

OUR WILDLY IMPORTANT GOALS

1

WE WILL BUILD A HEALTHY CORE

We are strengthening our organisational foundation to support sustainable growth. This includes implementing clear roles and job grading, and securing long-term funding for both operations and capital investment.

Priority infrastructure projects include completing phase two of the Tshwane Central development and initiating a phased, multi-year rejuvenation of our Soshanguve site, starting with critical building upgrades.

In parallel, we will scale learner placements through clearer pathways and stronger, long-term partnerships.

2

WE WILL GROW THE COMMITMENT OF OUR PEOPLE

We are investing in our people to build a committed, capable and values-driven organisation. This includes full delivery of our training and development plan and supporting meaningful contributions of time, skills and resources.

To enable scale, we are also developing a replication model supported by our learning management system and remote accreditation.

3

WE WILL IMPACT THE COMMUNITY

We are deepening our impact in the communities we serve through structured learner volunteering and stronger impact measurement.

This includes achieving high levels of learner participation in community service and strengthening our data capability to ensure our impact is clearly measured and communicated.

2026 OBJECTIVES AND KEY RESULTS

DATA AND STORIES (MONITORING AND EVALUATION)	FUND RAISING AND INCOME GENERATION	PLACEMENT ECOSYSTEMS FOR 3,000 LEARNERS
<p>Ensure the availability of accurate, up-to-date data and compelling narratives that clearly demonstrate impact</p> <p>Develop a data systems roadmap, including defined objectives and priorities</p> <p>Implement consistent data processes to strengthen reporting and decision-making</p>	<p>Secure 100% of the required annual budget</p> <p>Achieve all income generation targets across funding streams</p> <p>Fully implement the stakeholder engagement plan, including regular engagements and key events</p>	<p>Establish clear pathways into employment for learners</p> <p>Secure three significant, multi-year partnerships, each supporting more than 100 learners</p> <p>Achieve a learner placement rate of 65%</p>
EMPLOYEE WELLBEING AND ORGANISATIONAL CULTURE	INFRASTRUCTURE FUNDING (CAPITAL PROJECTS)	STRATEGIC PARTNERSHIPS
<p>Implement a new job grading structure and clearly defined roles</p> <p>Deliver 100% of the training and development plan</p> <p>Complete the rollout of the employee wellness journey</p>	<p>Fund, execute and operationalise phase two of the Tshwane Central development (estimated R3.2 million)</p> <p>Deliver the first phase of the Soshanguve site upgrades, including roofs and building improvements (estimated R3 million)</p>	<p>Establish three strong, multi-year strategic partnership initiatives</p> <p>Implement a roadmap to strengthen brand reach, trust and quality</p> <p>Roll out leadership brand development initiatives</p>
LEARNERS AS ACTIVE CONTRIBUTORS TO THEIR COMMUNITIES	REPLICATION MODEL AND SCALABLE DELIVERY	CAPE TOWN EXPANSION PLAN
<p>Implement the learner volunteering programme, with at least 80% participation and a minimum of 20 days of service per learner</p> <p>Capture and share learner stories and testimonials to demonstrate impact</p>	<p>Identify and implement a learning management system</p> <p>Establish an accreditation mechanism to enable remote delivery</p>	<p>Increase learner numbers in Cape Town</p> <p>Improve placement rates</p>



A LONGER-TERM OPPORTUNITY

Over the longer term, our ambition is to scale significantly, while maintaining the integrity of our model and the outcomes it delivers.

The Doxa Deo Edendale Development in the Tshwane Region represents a significant long-term opportunity aligned to POPUP's City Changers approach to urban transformation.

Spread across 811 hectares, Doxa Deo Edendale Development envisions an integrated human settlement with beautiful, sustainable, green neighbourhoods that include agricultural initiatives, social amenities, renewable energy and industries (that harmonise ESG principles).

This large-scale, >10-year project, valued at over R10 billion, will include the Edendale Mega City. More than 12,000 residential units, alongside private schools, community centres, churches, a hospital, and retail and commercial infrastructure, will be developed. A 100MW Solar Plant will address a huge need in our city and nation. Commercial and subsistence farming will contribute to the alleviation of hunger in that community.

As construction progresses, the project is expected to generate sustained demand for skilled labour across multiple disciplines. POPUP is well-positioned to support this ecosystem by providing targeted skills development for both construction partners and members of the surrounding community. This creates a direct and ongoing pipeline between training and employment, with many participants able to transition into work opportunities linked to the development.

The scale and duration of Doxa Deo Edendale Development align closely with POPUP's ambitious target to train up to 10,000 individuals annually.

We view this opportunity as part of a broader foundation for long-term impact, one where coordinated effort across stakeholders helps cultivate sustainable livelihoods and contribute to the growth of a thriving urban ecosystem.



MOVING FORWARD TOGETHER

CLOSING REFLECTIONS

JOIN THE MOVEMENT

Our model addresses the real barriers learners face – low literacy, limited access and personal instability – so they are prepared to complete training and succeed beyond it.

Through financial discipline and strong partnerships with training providers and ongoing engagement with employers, we create a direct pipeline into work. This aligns training with demand and translates learning into employment pathways.

As we scale into larger developments and employment ecosystems, we can train at volume while delivering sustained outcomes for individuals and communities.

“Delivering meaningful impact requires more than good intentions, it depends on strong systems, continuous improvement and the right allocation of resources. As we grow, we are becoming more focused in how we operate, with each team playing a clear role. This allows us to support learners in a more personalised and effective way.”

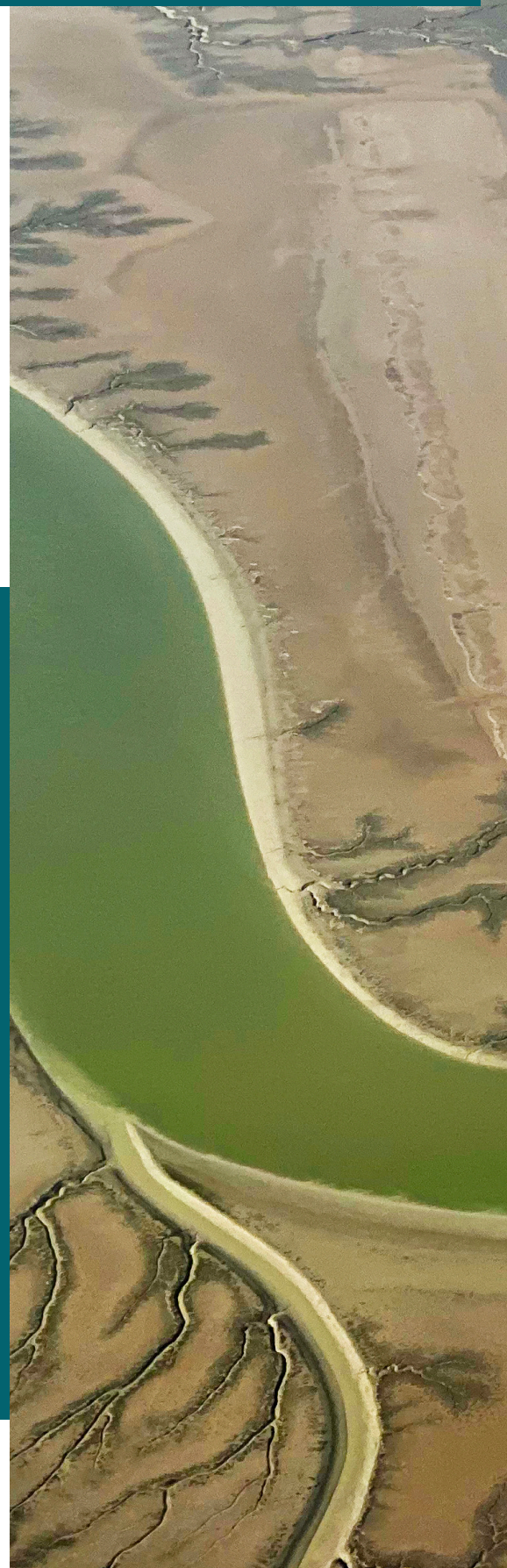
Our goal is to ensure that every individual who comes through POPUP is equipped to transform their future and contribute meaningfully to their community. Central to this is a shift from concern to compassion, moving beyond recognising challenges to actively addressing them. Through initiatives such as learner volunteering, we encourage our graduates to return to their communities and become part of the solution.

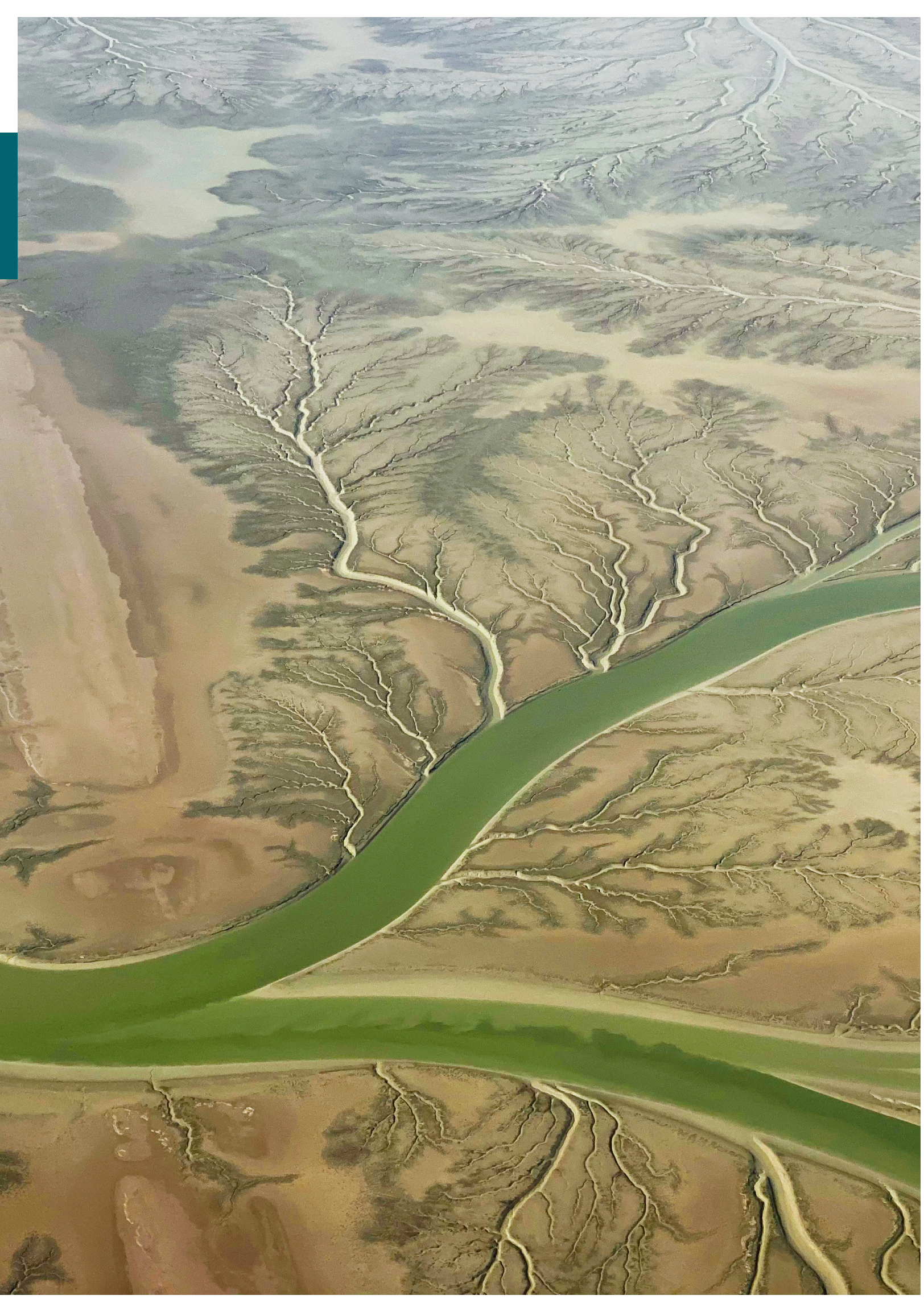
We consistently see that transformation extends beyond the individual, creating a ripple effect across families and communities. That is where the true impact lies.”



Maureen Peleowa

TSHWANE IMPACT OFFICE MANAGER





MAKE AN IMPACT

There are many ways to get involved, through volunteering, partnerships or contributions.

Scan the QR code to connect with POPUP and engage directly.



Your action today can help turn the tide.

DONATE NOW

Account name:
POPUP Upliftment NPC

Bank:
ABSA

Account number:
4050663335

Branch code:
632005

Reference:
AIR-Surname



CONTACT US

Reach out directly or learn more online.

Be part of the conversation and stay informed as our community grows.

hello@popup.co.za

However you choose to engage – every connection matters.



ACKNOWLEDGEMENTS

Countless contributors have shaped the flow of our work this year.

We acknowledge our learners, the heart of the river, who take courageous first steps, carrying hope and potential as they move through a journey of growth and transformation.

We are deeply grateful to our funders, partners, supporters and providers. Like sources that sustain the river, your contributions enable the flow of programmes that create the conditions for talent to take root.

Our employees and volunteers serve as guides along this journey, working alongside learners with dedication and care to help nurture potential into stability and growth.

We also honour our leadership, whose stewardship helps channel this work with clarity and purpose, ensuring that the delta continues to expand into spaces where individuals and communities can thrive.

Above all, we give thanks to Jesus Christ, whose example of sacrificial love and service guides and sustains our work. His life reminds us of the value and dignity of every person as we seek to cultivate places where lives can take root and flourish.

Together, these contributions form a shared current that continues to cultivate fertile ground where lasting impact can grow.



GRI Content Index



STATEMENT OF USE

POPUP has reported the information in this GRI content index for the period January to December 2025 with reference to the GRI Standards. Our material matters are defined through our purpose, Theory of Change and impact model, rather than a formal GRI materiality process. GRI disclosures are integrated with broader impact measurement and SDG alignment to present a holistic view of our performance and societal contribution.

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Find the full GRI Index on our website.

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