



POPUP

ANNUAL IMPACT REPORT

2025 *Issue*



SHAPING TALENT FOR LASTING IMPACT

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EXECUTIVE SUMMARY

The Nile River, over 6,600 kilometres long, flows through northeastern Africa and has greatly shaped its landscape. Its annual floods deposited rich silt, turning desert into fertile farmland and enabling thriving civilizations. The river also provided water, transport, and trade routes, creating a vital green corridor through dry regions. It exemplifies the power of water to shape landscapes and facilitate human flourishing.



We contribute to 7 of the 17 goals and directly address 13 targets through 15 indicators.

Learners trained since 2005
9,489

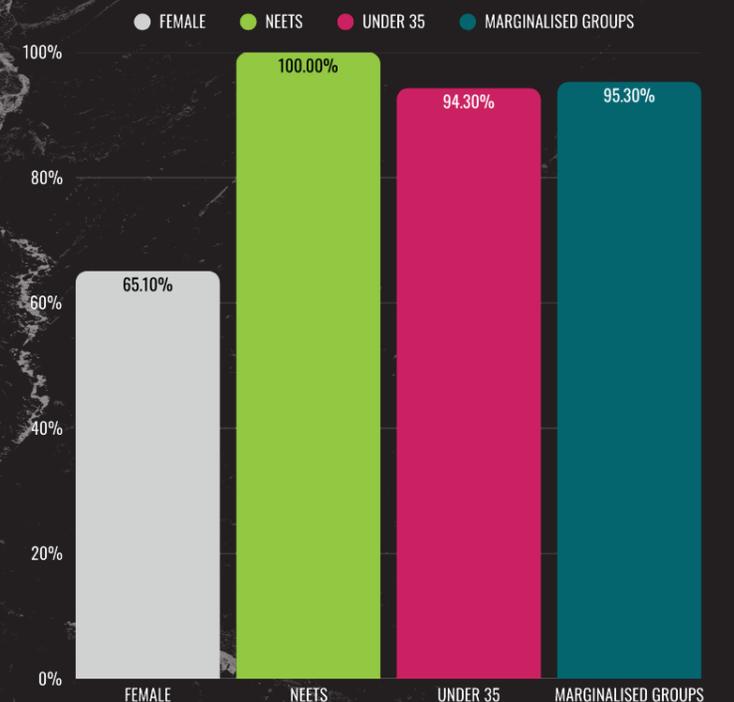
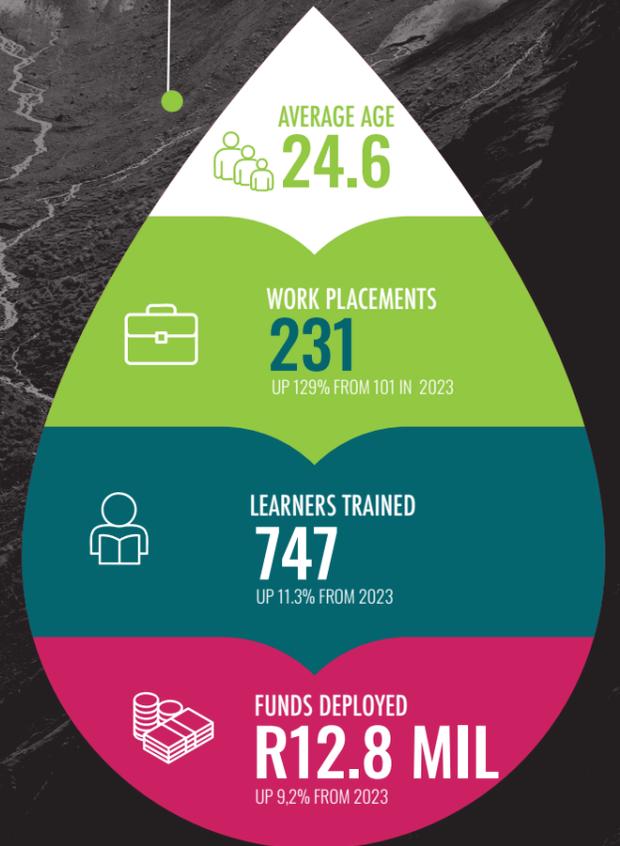
People raised out of poverty
1,960 & **4,600**
DIRECTLY & INDIRECTLY

1,040kg
REPURPOSED MATERIAL

1,328 pieces of linen repurposed into 2,460 laundry bags

FUNDER IMPACT YIELD
320%
Every R1 a funder spends with us creates R3,21 of educational value

2024 IMPACT OVERVIEW





MESSAGE FROM THE LEADERSHIP

Dear City Changer

It is with enormous gratitude that I reflect on 2024. It marks the end of my third year at the helm of this storied organisation, steeped in faith, love and hope. A faith that our cities can be places of wholeness, where the lives of our citizens are more fulfilled and meaningful. A love that compels us to act; to press into discomfort and lean into what unsettles us. We should not surrender our convictions, but understand, grow, and be transformed by the grace that comes from authentic engagement. A hope that it can be better. Not because we have the answers, but because we know that a life lived in service of others reveals a pathway that makes it easier for others to follow, as water carves a path to the sea. This report reflects on the immense power of water to navigate its way through any environment, singular in its purpose. Its consistency over time shapes landscapes and influences weather.

It carves through rock and bends the earth to its intent, not because it is strong, but because it is resilient. It is never compressed even under immense pressure, and if harnessed and united, it is never overcome. Its power is easily overlooked in short time frames, but its fingerprints are distinct when we consider our landscapes today.

It inspires us to contemplate the landscape of our future and how unity of purpose and consistency will help us get there.

Our commitment to wholeness challenges us to prioritise continuous improvement. This report is a testament to that commitment. We issued our first impact report last year. This year's report builds on that, taking a significant step towards incorporating GRI standards and the SDGs. We remain committed to improving the quality, accuracy and transparency of our reporting.

Emilie Raubenheimer
POPUP CEO

In 2024, we achieved some significant milestones:

2024 MILESTONES

01 IMPROVED EMPLOYMENT FIGURES

The primary outcome of our Theory of Change is to position people to make a positive contribution. This requires economic restoration. Employment outcomes are a critical focus area. In 2024, this increased by **174%**.

02 IMPLEMENTED A NEW DATA MANAGEMENT SYSTEM

This was a crucial step toward achieving our goal of continuously improving reporting standards and quality.

03 OPERATIONAL AND FINANCIAL TURN-AROUND

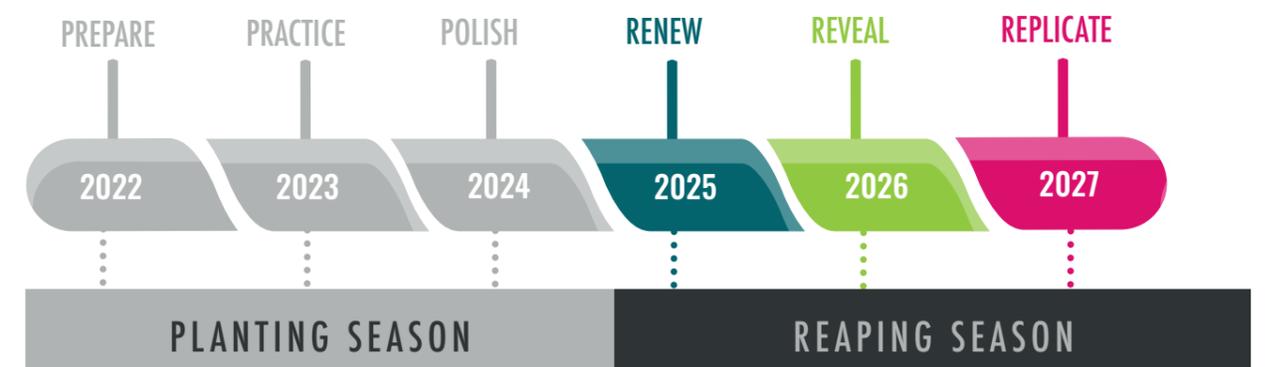
Since 2022, the organisation has undergone a comprehensive overhaul. The 2024 operational and financial figures suggest that we have weathered the storm. The future trajectory is positive, and the value proposition is relevant and sustainable, all things considered.

Challenges remain. Chief among them is employment. We have challenged ourselves to increase our placement figures to 1,000 people by 2025, 2,000 by 2026, and 10,000 by 2028. The current model cannot achieve these numbers. We need to think radically differently. We are spurred on by the 8.9 million NEETS (Not in Employment, Education, or Training) in South Africa who need a systemic solution.

We remain undeterred. Our current scale is but a mustard seed. We are working towards an efficient and sustainable replication model. Our new strategic period, extending through 2027, builds on a season of consolidation and optimisation. We anticipate a period of significant growth, which we expect to be driven by adjacent opportunities as we optimise the value chain and learner pathways to employment.

(GRI 2-22)

ALL THINGS NEW - REAPING SEASON



PURPOSE OF THE REPORT

This is the second annual report published by POPUP Upliftment NPC, issued on 6 June 2025. It provides comprehensive feedback to our diverse stakeholder base regarding our work, activities, performance, and objectives for the reporting period from January to December 2024, in line with our financial year. It has been drafted with reference to the Global Reporting Initiative (GRI) standards.

POPUP is a registered Non-Profit Company. Its head office is located at 112 Anderson Street, Brooklyn, Pretoria. Its current operations are restricted to the Republic of South Africa. The report includes the activities of two wholly owned subsidiaries:

- Origen Colab (Pty) Ltd
- Social Schyft (Pty) Ltd

These entities were created for regulatory and funding purposes and are wholly resourced by the POPUP management team, with no significant expenses or obligations.

(GRI 2-1, 2-2, 2-3)

POPUP COMPLIANCE NUMBERS

NPO NO: 007-050
 PBO NO: 130004846
 NPC REG NO: 2000/030918/08
 Level 1 B-BBEEE (135%)
 Accredited ETP SETA: ETP102205
 VAT REG NO: 4610252225
 QCTO NO: 07-QCTO/SDP060125121502

EXTERNAL ASSURANCES

The Annual Financial Statements (AFS) were audited by Kreston Pretoria Chartered Accountants, who are appointed annually by the Board of Directors. The AFS are not consolidated since the subsidiaries were only required to undergo an external review. There are no restatements from previous years.

The annual financial statements have been audited in accordance with the International Financial Reporting Standard for Small and Medium Sized Entities Accounting standard as issued by the International Accounting Standards Board, and in compliance with the applicable requirements of the Companies Act of South Africa.

Our Broad-Based Black Economic Empowerment (BB-BEE) credentials are independently reviewed and validated by B4i Consult (Pty) Ltd, a professional B-BBEE Advisory firm.

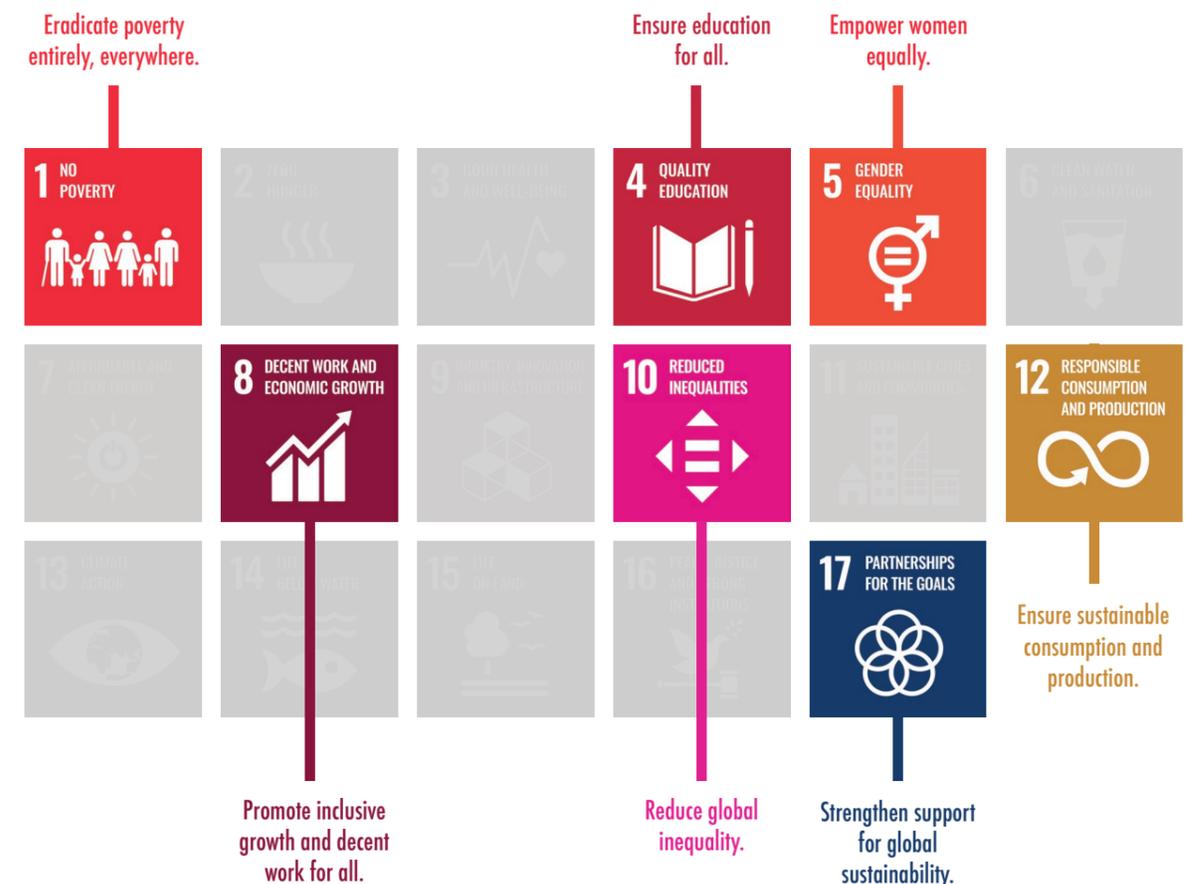
Review was conducted as contemplated in the Codes of Good Practice issued under the Broad-Based Black Economic Empowerment Act, 53 of 2003 as amended by Act 46 of 2013.

Any queries regarding the contents of this report can be directed to hello@popup.co.za.

(GRI 2-4, 2-5)

SUSTAINABLE DEVELOPMENT GOALS FRAMEWORK ALIGNMENT

This report aligns with the Sustainable Development Goals (SDGs) relevant to our work. We contribute to 7 of the 17 goals and directly address 13 targets through 15 indicators.

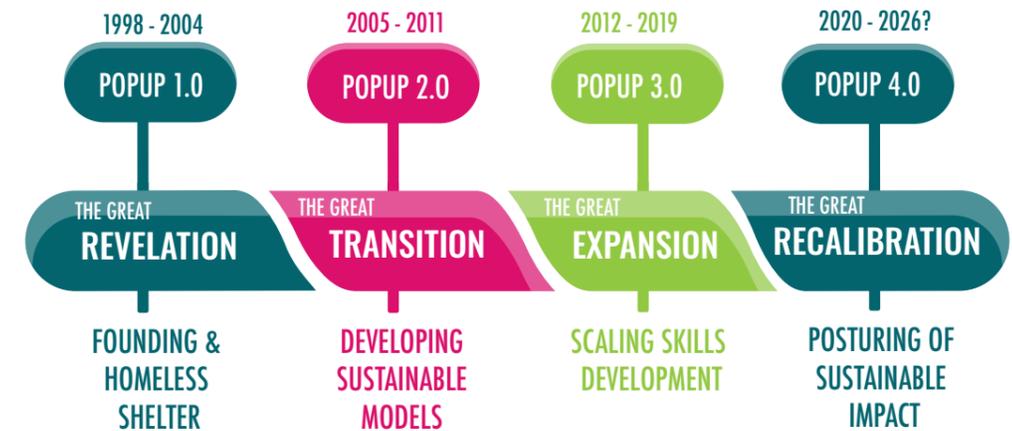


ABOUT THE ORGANISATION

The Great Rift Valley, formed by shifting tectonic plates and shaped by flowing water, illustrates how transformation emerges through adaptation. Similarly, POPUP responds to changing social landscapes with purpose, nurturing talent and shaping potential for lasting impact, much like water carves ecosystems into shifting ground.

HISTORY & CONTEXT

POPUP was born from a visit Alan Platt made with a couple of Police officers one night in 1998 in the inner city of Pretoria. He was profoundly moved by the lostness, pain, and brokenness, and knew more had to be done to bring faith, love, and hope to that city. The rest is history. A history in which POPUP has navigated four distinct seasons.



We are mindful of the postures with which we approach our work. This space is fraught with complexity due to cultural, historical and religious influences that express in unpredictable ways.

Our four postures define the 'way we show up' in spaces and keep us accountable to leave each context better, rather than harming it unintentionally.

Bongwe

We find our identity in the body of Christ, honoring each member's unique gifts and fostering spaces for everyone to thrive. We value openness and transparency, and have faith for Whole Cities where everyone is treated with dignity, lives with significance, and contributes positively.

Armour Bearer

We joyfully shoulder the load with care and compassion to allow others to flourish. With dedication and intentional action, we enable sustainable, eternal and measurable impact. People are the point.

Stirring Hope

We passionately communicate a compelling vision for the future. We usher hope into every context we engage. We offer pathways for people to live with purpose and influence their family, community, and city for the better.

Gideonness

We bravely commit to a cause far greater than what we can accomplish alone. As Pioneers we wholeheartedly serve our cities with passionate dedication and courage to see every person thrive.

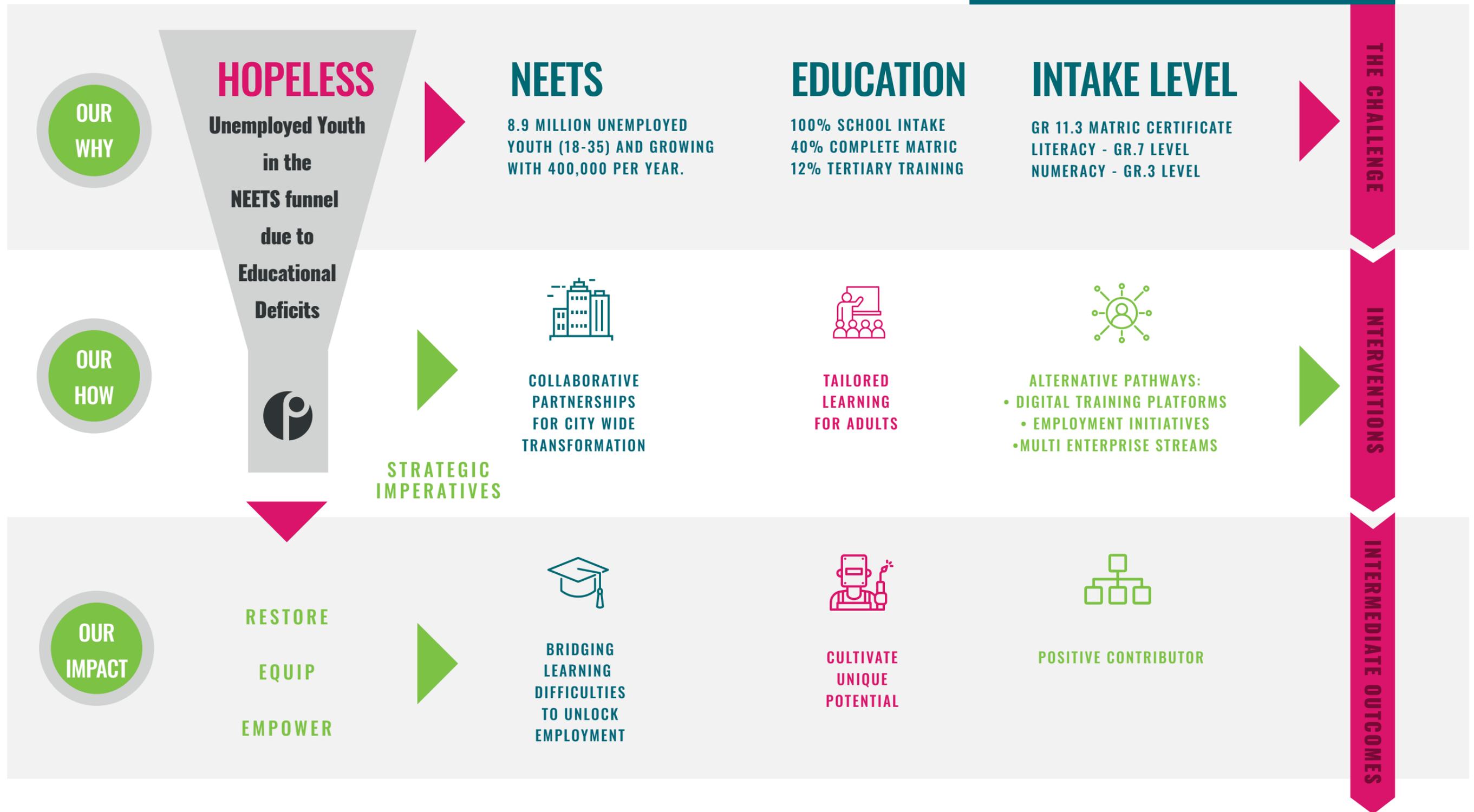
In pursuit of our vision, we specifically address the educational needs of youth aged 18-35 who are classified as NEETS. Our primary objective is to move them from a state of hopelessness to making a positive contribution to society. This is broader than purely the economic sense.

We release generative agents that harness their creativity and skills to improve the world around them economically and relationally. Our Logic Model highlights the challenges and approach.

Photo Courtesy of ©Michael Poliza

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

THEORY OF CHANGE



SHAPING TALENT FOR LASTING IMPACT



CHANGE AGENTS (WHOLE PERSON)



1. APPRECIATE OWN DIGNITY
2. UNDERSTAND OWN SIGNIFICANCE
3. CONTRIBUTE POSITIVELY

HOPE

BOARD & GOVERNANCE

POPUP is a Non-Profit Company with Members. The Members appoint the Board of Directors, which consists of five individuals. The current board includes two previous CEOs of POPUP, bringing significant institutional memory and context. All directors are non-executives, and four of the five are independent of the organisation or its members.

The directors represent a diverse group of stakeholders, including members, funders, and the government. Directors are volunteers and receive no fees or benefits for their service. The board is well-represented, with 40% female representation and 60% representation from historically disadvantaged groups.

The board does not have any sub-committees. The CEO reports to the board, which serves as the highest accountability body in the organisation. No executive is appointed as a director to ensure segregation of duties and effective accountability structures.

During the review period, POPUP has not experienced any material non-compliance with laws or regulations. No fines of any sort have been imposed or levied for non-compliance. POPUP does not currently fulfil any significant role in any industry or advocacy associations.

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

OUR BOARD OF DIRECTORS



MULLER VAN LOGGERENBERG
As the Non-Executive Chairperson of POPUP, Muller embodies servant leadership, drawing from 25 years of experience in the corporate and non-profit sectors. With a heart for pioneering impactful change, he has taken up finance, leadership, management, and ministry roles. His commitment to stirring hope is evident in his contributions to education, church, social development, and business. He is devoted to advancing God's kingdom in cities with his wife, Carol-Anne.

DESIREE MAVIKANE
A visionary leader with over 20 years of experience in government and state agencies, Desiree Mavikane is the Deputy Director of Strategic Management at The Centre for Public Service Innovation (CPSI). She leads with integrity and service, advocating for transformation and ethical governance. Her unwavering faith fuels her commitment to empowering individuals and fostering unity in leadership.

BRENDA MAPANE
A trailblazer in South African marketing, Brenda Mapane is a MASA MPSA and Google-certified professional with an MBA (Distinction) from MANCOSA in Retail Management Strategy. An award-winning expert in digital media, advertising, brand management, PR, and event strategy, she is passionate about pioneering innovative solutions that drive economic growth and social impact. Her work aligns with POPUP's mission to stir hope and create opportunities for the next generation.

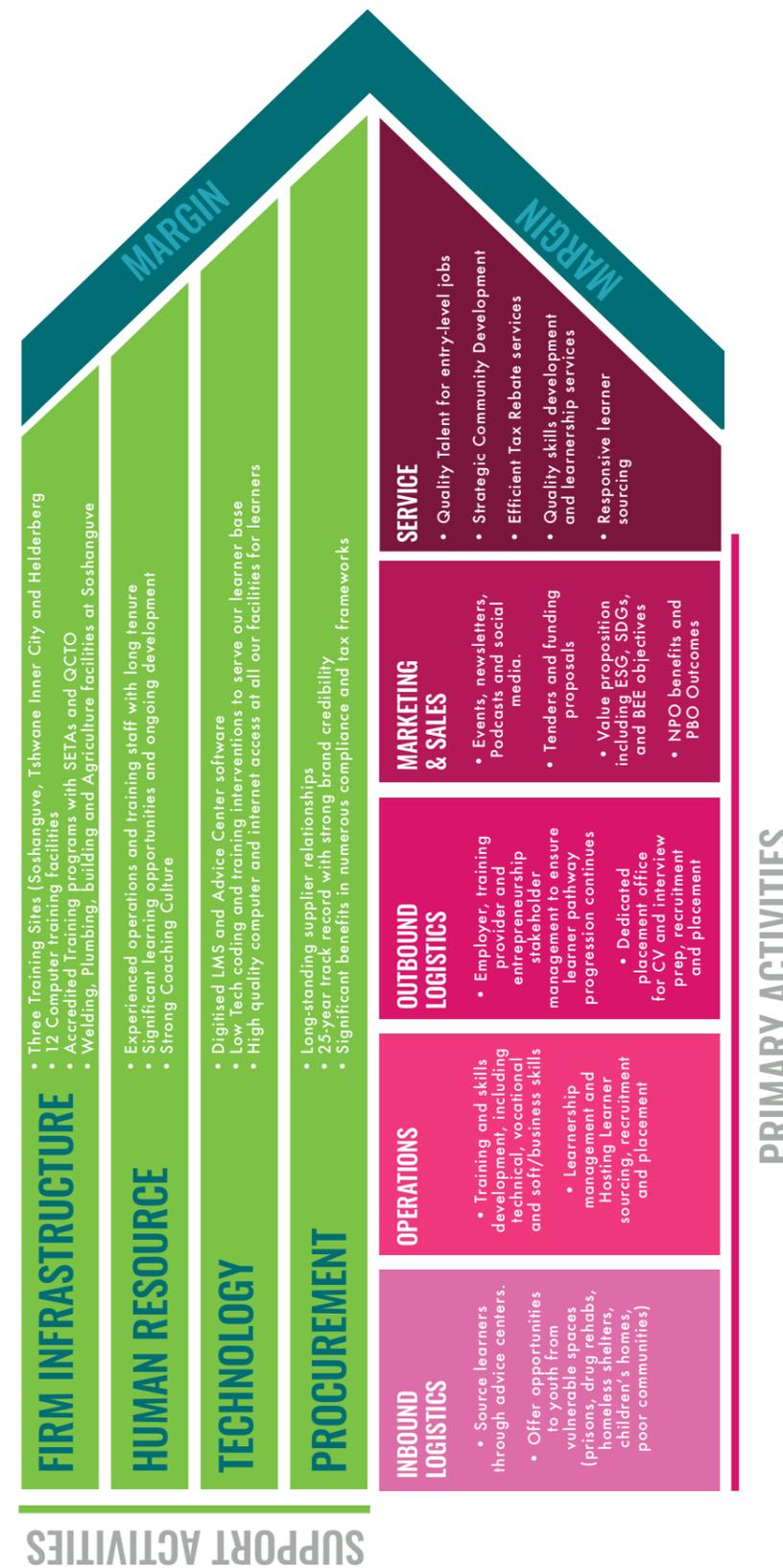
GERRIT HEYMANS
As Chief Financial Officer at Creation Capital, Gerrit Heymans brings more than 20 years of expertise in strategy, governance, and finance. A Chartered Accountant with vast experience across multiple industries, he is deeply committed to empowering young people through skills development. His dedication to servant leadership and unity helps bridge the gap between business and social transformation, ensuring sustainable impact.

GEORGE MAHLOBO
He is the former President of the Apostolic Faith Mission (AFM) of South Africa and the current President of AFM International. Throughout his tenure, he has consistently demonstrated a profound commitment to passionately serving the community, fostering spiritual growth, and addressing social needs with unwavering dedication and compassion.

VALUE CHAIN & ACTIVITIES

POPUP serves the education sector through its primary activities. It can also be defined as serving the social sector due to its market and intended purpose. Significant business relationships are predominantly funding-related and covered in section 9 of this report.

The most significant operational relationship is with Doxa Deo. POPUP uses its shared services capability on an outsourced basis. This reduces cost and increases segregation of duties and oversight regarding funding and finances. (GRI 2-6)



HUMAN CAPITAL MANAGEMENT

Our employee make-up is indicated in the graph below. It shows the figures on a Full Time Equivalent (FTE) basis since some key roles are based on limited hours. All our staff are employed on a permanent basis.

These figures represent the end of the period, although it remained stable throughout.

Learnerships are students we host on our premises. As part of their 12-month skills programme, they are required to fulfil Workplace-Based Learning (WBL). We host some of the learners we train, testing the quality and outcomes of our skills and workplace preparation interventions. These learners are contracted to employers who fund their programme. Our responsibility is to ensure they gain the required experience.

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

REGION	GROUP	MALE	FEMALE	TOTAL	% FEMALE	% UNDER REPRESENTED GROUPS
TOTAL	TOTAL	4	16	20	80%	60%
	MANAGEMENT	1	7,25	8,25	88%	24%
	STAFF	3	8,75	11,8	74%	94%
GAUTENG	TOTAL	4	14,25	18,3	78%	71%
	MANAGEMENT	1	6,25	7,25	86%	28%
	STAFF	3	8	11	73%	100%
WESTERN CAPE	TOTAL	0	1,75	1,75	100%	0%
	MANAGEMENT	-	1	1	100%	0%
	STAFF	-	0,75	0,75	100%	0%
NON-EMPLOYEE WORKERS	LEARNERSHIPS	5	5	10	50%	100%

MANAGEMENT TEAM

Our National Operations Committee (NOC) coordinates all organisational activities across all regions. This team makes everything work.



EMILE RAUBENHEIMER
CEO



DEVY (LUCY) GOVENDER
FINANCE



MARINA DE WET
SUBJECT MATTER EXPERT | TALENT DEVELOPMENT & INTERVENTION DESIGN



MARLISE JOHNSON
PROGRAMME MANAGER | FUNDING



JANI BRAVENBOER
COMMUNICATION AND BUSINESS IMPROVEMENT



MARNELLE PRINSLOO
PROJECTS & CHANGE MANAGEMENT



MARIA ZILIMBOLA
TSHWANE CITY OPS MANAGER



ADRI VENTER
TSHWANE SKILLS MANAGER



MAUREEN PELEOWO
TSHWANE IMPACT OFFICE MANAGER



SHERYL KRUGER
WESTERN CAPE MANAGER

Emile brings over 15 years of experience across various sectors. With a background in financial services and a passion for economic empowerment, he founded a capital and advisory business in 2015. As a strategy consultant, he has led projects across industries including finance, distribution, and education. He champions ecosystem thinking and the catalytic power of social capital. He holds a *BCom (Hons) in Financial Management* and is studying towards his *MBA at Henley Business School*.

Lucy brings two decades of financial operations to POPUP. She is dedicated to financial stewardship that strengthens partnerships and maximises resources for long-term community impact. Her strategic approach ensures that every financial decision aligns with POPUP's mission to shape tomorrow's workforce and create lasting social change. She holds a *BCompt in Accounting Science*.

Marina brings over a decade of experience in HR and leadership development, specialising in designing interventions that address skills gaps and empower individuals and teams. She is committed to stirring hope and fostering growth through impactful talent development. She holds a *B.Soc (Hons) in Industrial Psychology*

With 15 years of leadership experience, Marlise is recognised for her ability to remain calm under pressure and take decisive action. She drives sustainable growth through strategic partnerships and collaboration, ensuring POPUP's programmes create lasting economic and community impact. Her commitment to service and impact strengthens every initiative she leads. She holds an *M.Cur. and an MBA*.

With 20 years of extensive experience in the non-profit sector, having worked in both the USA and South Africa, Jani enhances POPUP's organisational efficiency and stakeholder engagement. She is driven by the desire to stir hope through innovative communication strategies that support sustainable development and growth.

Marnelle ensures POPUP's operations align with best governance practices while driving impactful change. She is deeply passionate about service and unity in her role, supporting initiatives that uplift and empower communities across Africa. She holds a *BCom in Economics*.

With more than 15 years at POPUP, Maria ensures seamless programme delivery. Her IT expertise optimises processes that align with POPUP's mission to drive transformative community impact and sustainable development. She holds a *Diploma in Information Technology* and is studying towards a degree in financial accounting.

Adri brings 15 years of experience in skills development, overseeing programmes that equip individuals with the tools they need to succeed. Her dedication to empowering learners ensures they become positive contributors to society. She is an *accredited facilitator/assessor/moderator with FETC Business Administration Services*.

Maureen connects learners, facilitators, and stakeholders, ensuring programme success and impactful delivery. Her strategic approach is grounded in the values of service and unity, driving sustainable societal transformation aligned with POPUP's vision. She holds a *Masters in International Relations & Strategic Studies with a Diploma in Marketing*.

Sheryl leads regional operations, fostering collaboration among learners, facilitators, and stakeholders. Her leadership in skills development initiatives ensures empowerment and impact within the Western Cape communities.

REMUNERATION POLICIES & COMPENSATION RATIOS

Full-time employees are remunerated on a Cost-To-Company basis, including designated employer contributions towards a provident fund. A discretionary 13th cheque, up to 80% of the average monthly salary over the preceding 12 months, is available to all permanent staff. This is paid in December of each year, subject to board approval.

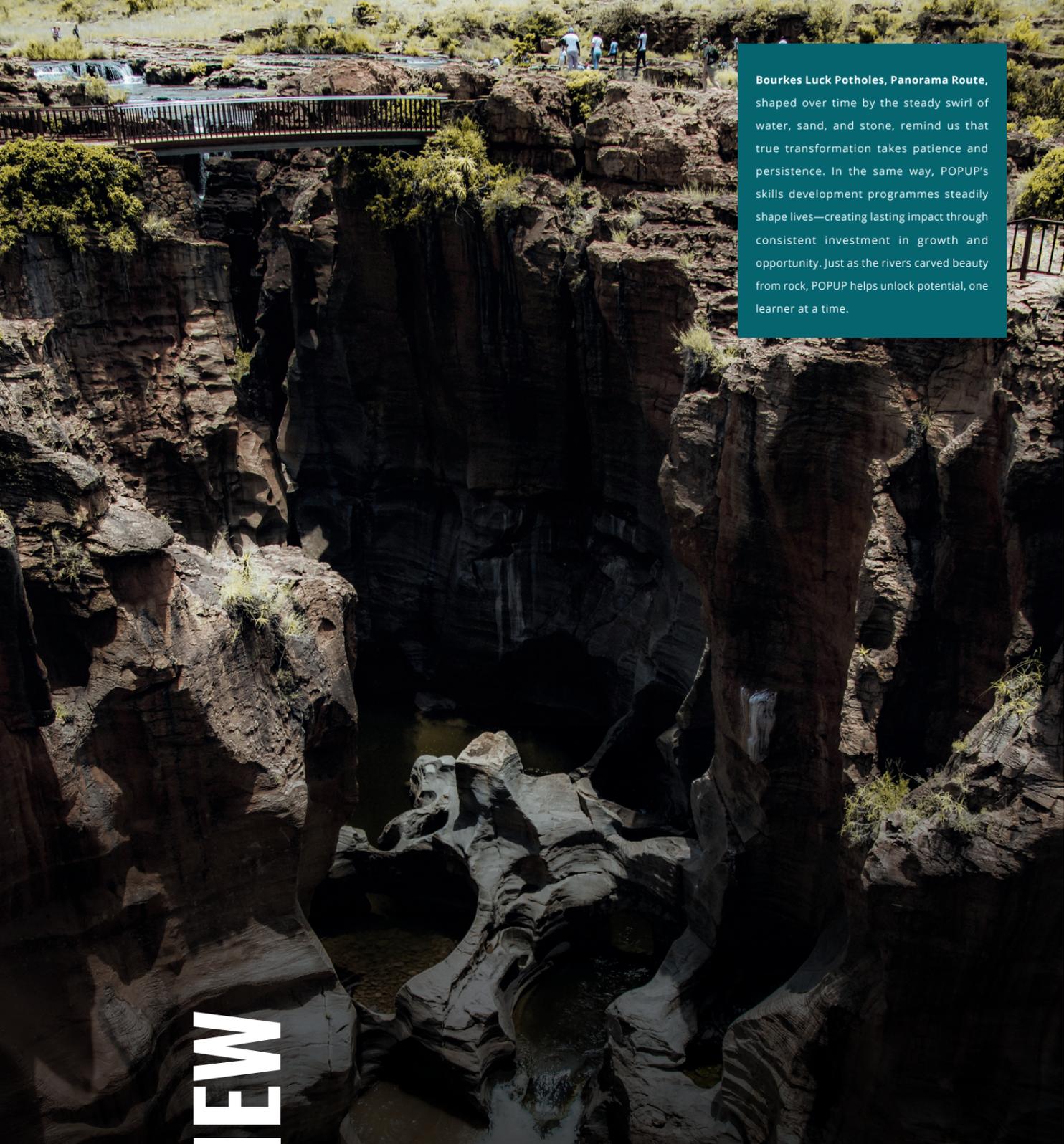
This applies to all staff levels, including Executives. No other bonuses or variable pay mechanisms are in effect. Directors serve on a pro bono basis.

The compensation ratio is calculated using an annualised FTE basis. At the beginning of 2024, the CEO's compensation ratio was 4.73 times that of the average employee. After salary reviews and subsequent inflation and scale adjustments, this ratio was reduced to 4.55. The CEO received a 5% salary increase, while the average employee received a 9.3% increase. Performance reviews and career development discussions are conducted with all full-time staff at least once yearly. These discussions form part of the salary review process.

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

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

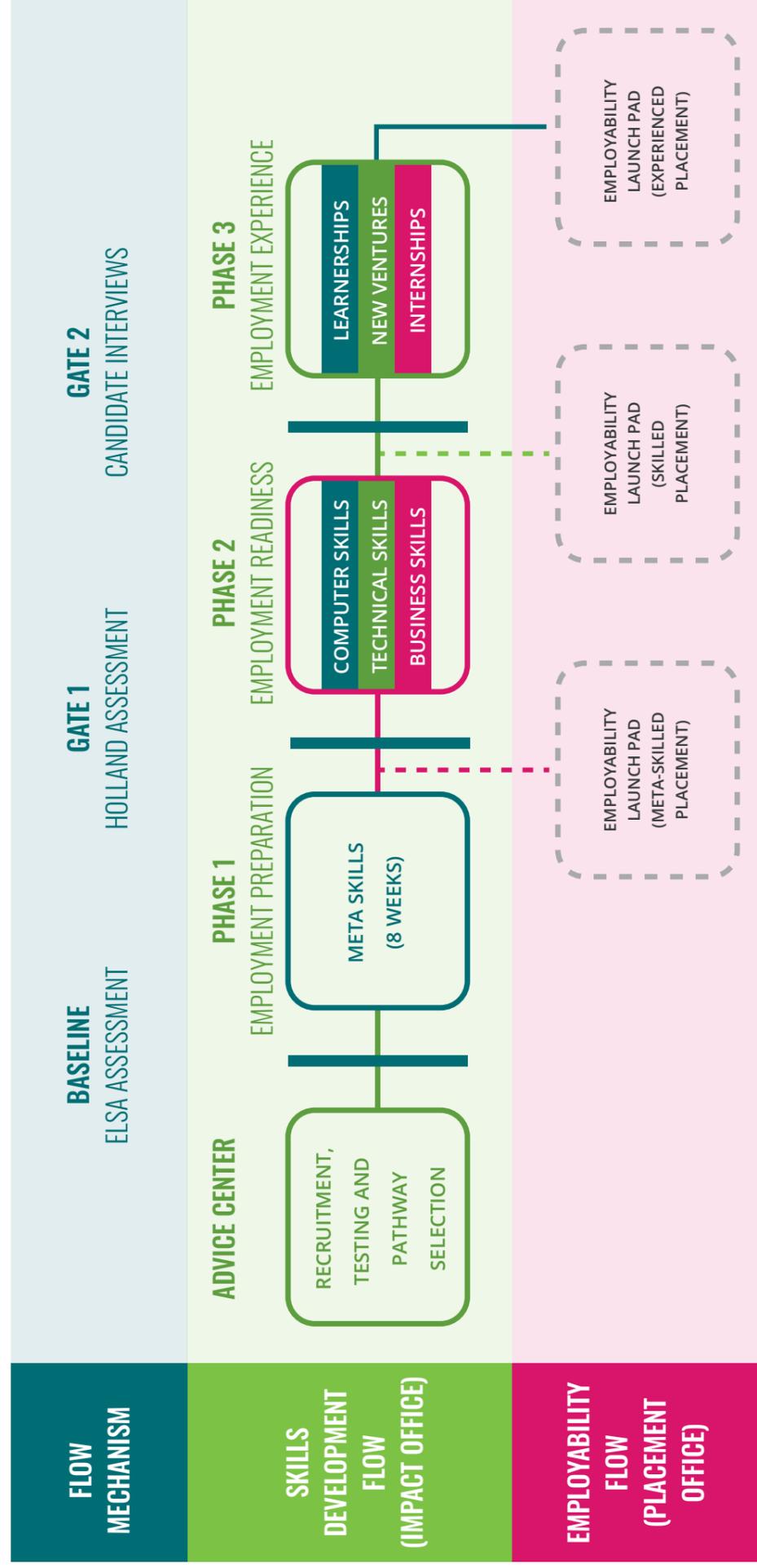
PROGRAM OVERVIEW



Bourkes Luck Potholes, Panorama Route, shaped over time by the steady swirl of water, sand, and stone, remind us that true transformation takes patience and persistence. In the same way, POPUP's skills development programmes steadily shape lives—creating lasting impact through consistent investment in growth and opportunity. Just as the rivers carved beauty from rock, POPUP helps unlock potential, one learner at a time.

POPUP's primary objective is to prepare learners for economic activity. Our phased approach ensures that the placement and economic activity pathway is activated as soon as possible. The phases are sequential. Each phase has selection criteria or a 'gate' determining whether a learner will progress to the next training phase. Ideally, the learner is ready for placement; in this case, they are transferred to our placement office, which offers three pathways: employment, further education and training (FET) with external providers, or preparation for entrepreneurship (New Ventures).

LEARNER JOURNEY



2024 PLACEMENT STATS | 66% FEMALE | AVERAGE INCOME = R4000.00 PER MONTH

SKILLS PROGRAMS

The regulatory framework in South Africa is transitioning from the Sector Education and Training Authority (SETA) structures to a centralised Quality Council for Trades and Occupations (QCTO) framework.

POPUP's primary accreditations are currently within the SETA structures on National Qualification Framework (NQF) levels 2 and 3.

In January 2025, POPUP achieved its first QCTO accreditation for phase 1. Four additional QCTO accreditations are in progress, focused on our core activities that prioritise foundational competencies to prepare learners for effective work. These accreditations span NQF levels 2 to 4, qualifying our learners to matric level and opening additional learning opportunities. Nuanced and technical skills are outsourced to our comprehensive network of providers.

DEMOGRAPHICS BREAKDOWN

AGE
24.6

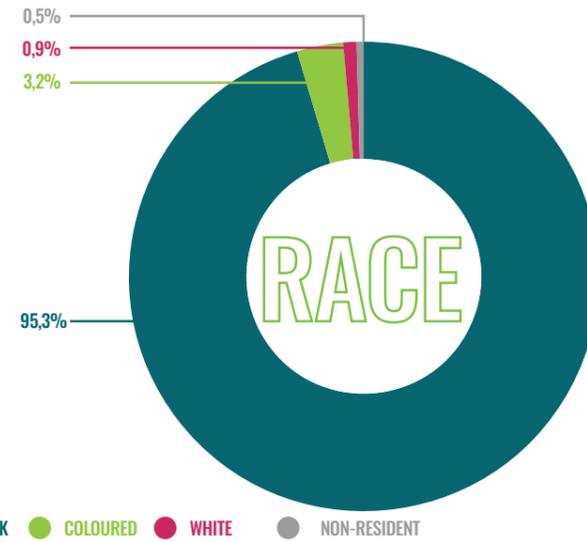
GENDER



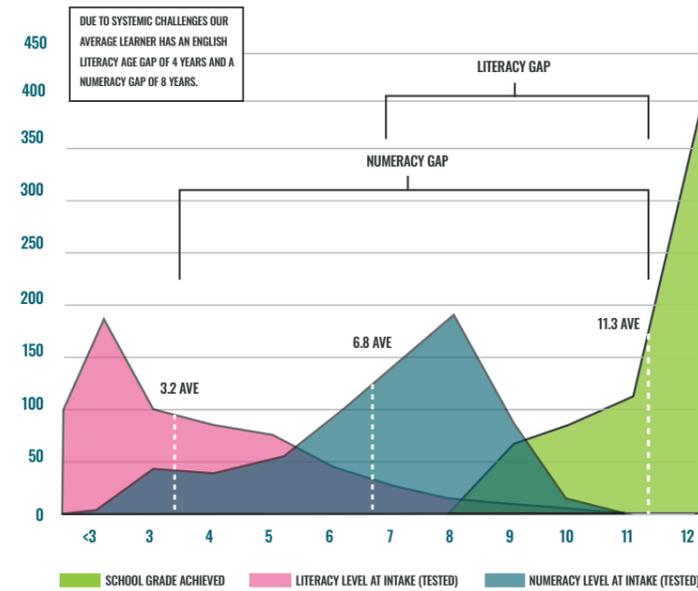
65,1%



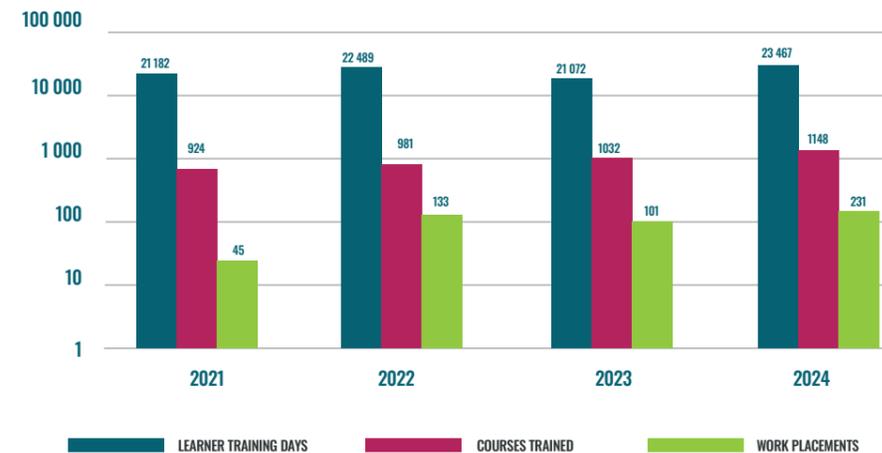
34,9%

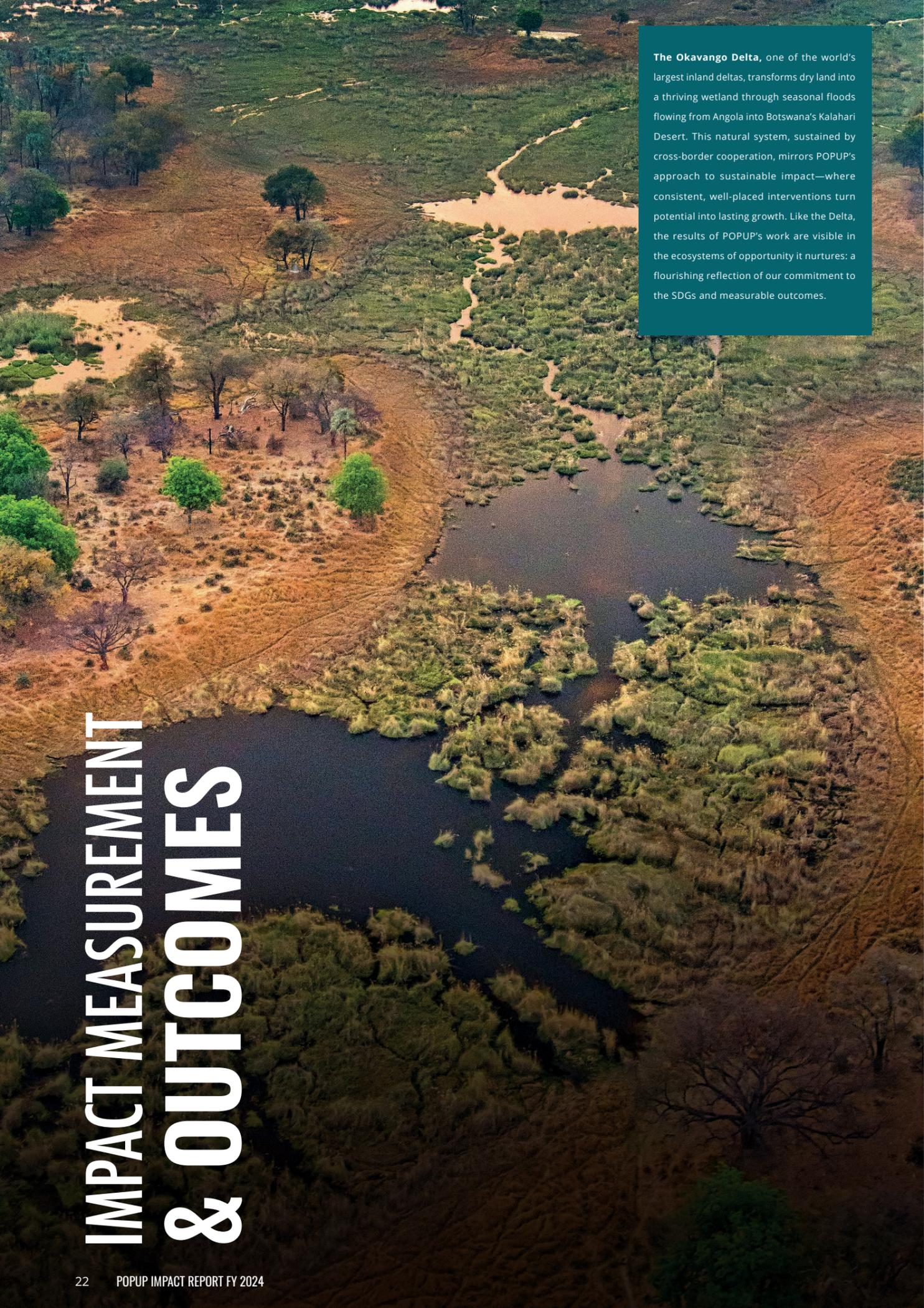


LEARNER INTAKE LEVELS



PROGRAMME OUTPUTS SINCE 2021





The Okavango Delta, one of the world's largest inland deltas, transforms dry land into a thriving wetland through seasonal floods flowing from Angola into Botswana's Kalahari Desert. This natural system, sustained by cross-border cooperation, mirrors POPUP's approach to sustainable impact—where consistent, well-placed interventions turn potential into lasting growth. Like the Delta, the results of POPUP's work are visible in the ecosystems of opportunity it nurtures: a flourishing reflection of our commitment to the SDGs and measurable outcomes.

IMPACT MEASUREMENT & OUTCOMES

POVERTY ALLEVIATION AND REDUCED INEQUALITIES

Aligned with UN SDG:

GOAL#1 - End poverty in all its forms everywhere

GOAL#10 - Reduce inequality within and among countries.

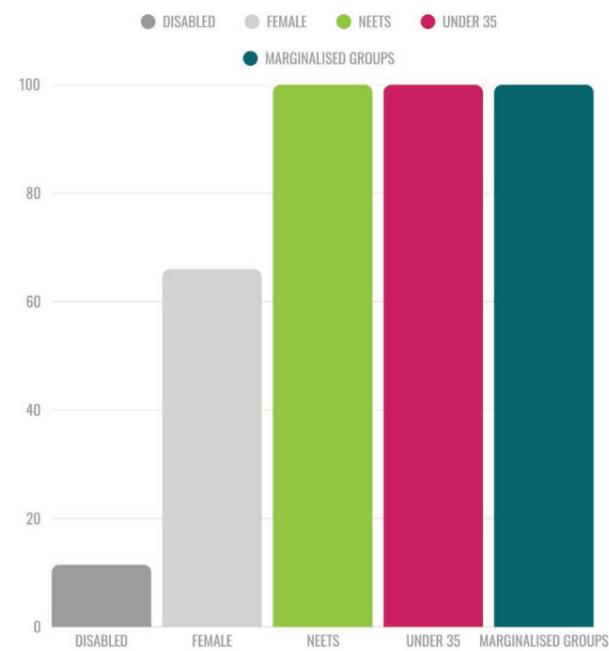
SPECIFIC OUTCOME

- 1.2 Unemployed NEETS finding gainful employment above the poverty line.
- 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

South Africa's National Poverty Line in 2024 was R1,634 per person per month using the upper-bound poverty line (UBPL) definition.¹ 31,3% of people in Tshwane live on less than R1,077 per month.²

¹ StatsSA statistical release p0310.1 – National Poverty Lines 2024
² City of Tshwane – T/52 Profile - 2024

OUR BENEFICIARIES



NEETS PLACED IN INCOME-EARNING OPPORTUNITIES: **231** (UP FROM 101 IN 2023) + 129%

AVERAGE MONTHLY INCOME: **R4000** (2.45 TIMES UPBL)



"I was hopeless and gave up on life until POPUP. I am proud to have completed my security skill and being offered a learnership. It is possible with POPUP. There is still hope."

Tshegofatso Mathabela



"POPUP taught me nothing in life comes easy. You have to work for what you want. It helped me to become a strong, focused young woman who knows her values."

Rhulani Mashele



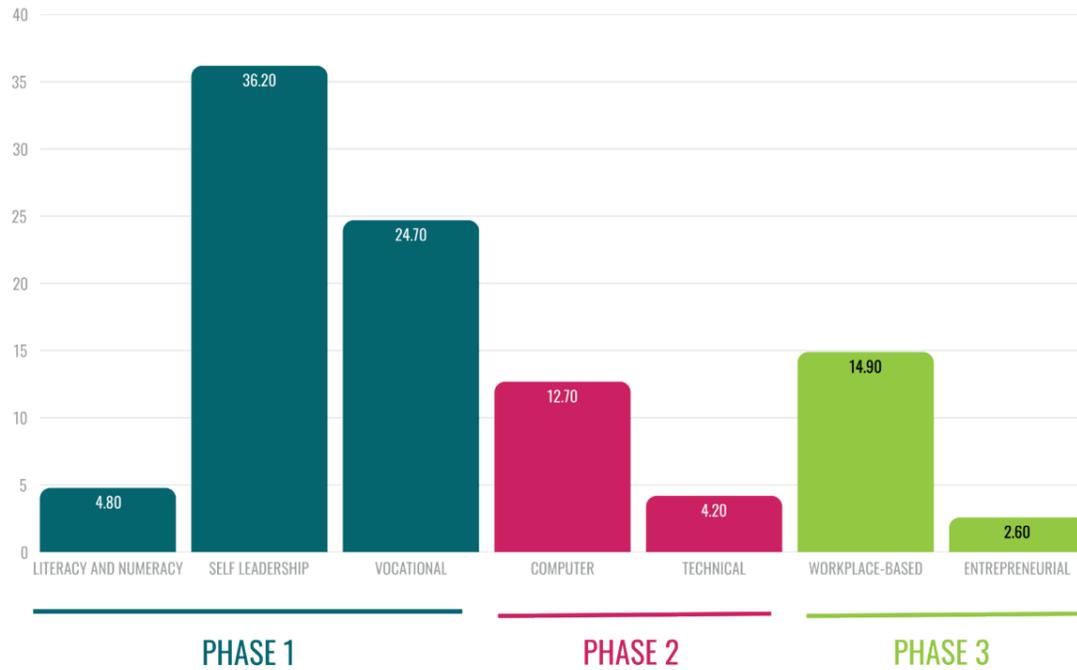
Aligned with UN SDG:

GOAL#4 - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

SPECIFIC OUTCOME

- 4.3 Increase access to affordable and quality technical and vocational training.
- 4.4 Increase the number of youth and adults with relevant skills for employment and entrepreneurship
- 4.5 Eliminate gender disparities in education and ensure equal access to vocational training for people with disabilities
- 4.6 Ensure youth and adults achieve numeracy and literacy

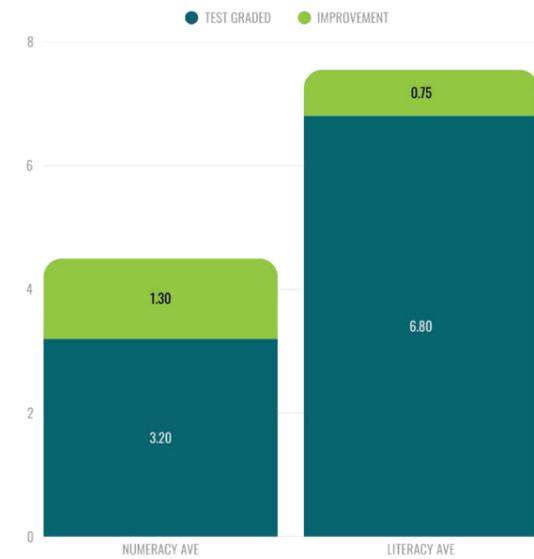
DISTRIBUTION OF PROGRAMMES



This distribution of programmes aligns with the realities of our learner base, so we begin with Literacy and Numeracy. In 2024, the emphasis on these programmes was decreased for two reasons. These programmes are unfunded and, therefore, rely on internal funding from surplus. We were also conducting multiple pilot projects during 2024 as we redesigned the process, content, and delivery method to optimise outcomes. The revamped system will undergo its first pilot in mid-2025.

Our phased system prioritises employment at the earliest possible opportunity. It avoids dependency within our learner base and accelerates economic contributions, reducing intervention costs per learner from hopelessness to positive impact.

LITERACY AND NUMERACY CHANGE IN 12 WEEKS

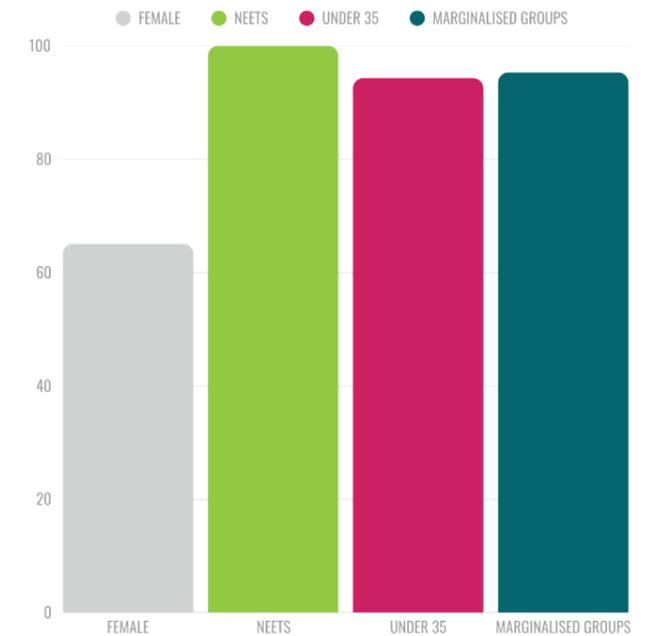


The results of our pilot studies for literacy and numeracy were less successful than those of our random testing in 2023. We used the immensely valuable data, in our modified Phase 1 design to address the literacy stigma experienced by many learners.

Our new approach also aims to integrate language learning across all educational contexts over extended periods. This is expected to optimise language outcomes while reducing costs.

LEARNERS TRAINED IN TECHNICAL AND VOCATIONAL PROGRAMMES : **747** + 11.3%

SKILLS PROGRAMMES COMPLETED: **1148** + 11.2%



OUR LEARNERS



"I'm happier than I've ever been in my previous jobs. I am determined to continue my education and improve myself. I believe I can have a successful career and a better future"

Zanele Cungwa





GENDER EQUALITY

Aligned with UN SDG:

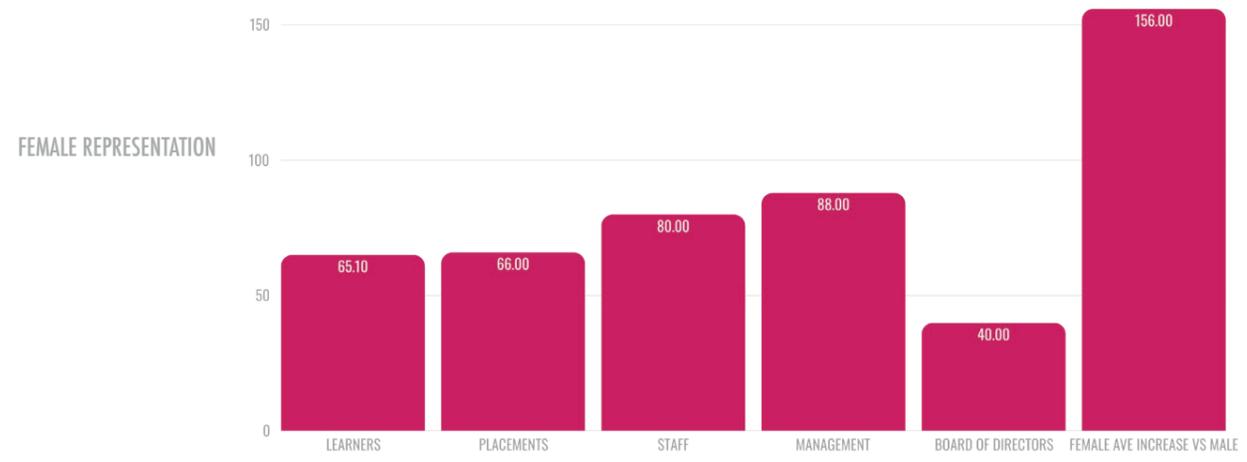
GOAL#5 - Achieve gender equality and empower all women and girls.

SPECIFIC OUTCOME

5.1 End discrimination against all women everywhere

5.5 Ensure women's full and effective participation and equal opportunities in leadership

At POPUP, empowerment of all people is central to our philosophy. We believe in the value and dignity of every person as inherent and equal. Our statistics, internally with staff and externally with activity, support this claim as indicated by the graph below.



Additionally, 100% of Governance and Management are between 30 and 50. Thirty-three per cent of staff fall into this age group, with the remaining 67% being under 30. POPUP has two job categories, with both male and female representation. For each of these categories, the pay ratio between genders is 1:1.

GRI 405-1, 405-2



"I've always wanted to work as a secretary but never thought I'd work in a lawfirm. The support I got at SJA made a big difference in my professional journey. I am confident in myself and abilities. I am hopeful and excited about my future."

Sophia Mathobela



DECENT WORK AND ECONOMIC GROWTH

Aligned with UN SDG:

GOAL#8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

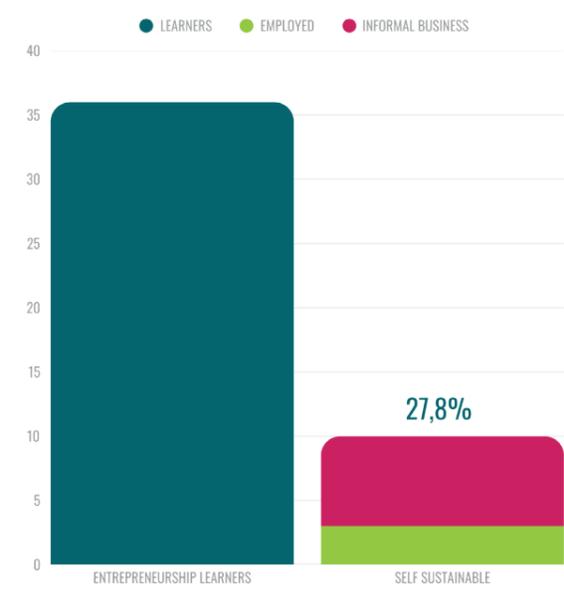
SPECIFIC OUTCOME

8.3 Support decent job creation and entrepreneurship development

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

2024 marked the graduation of our first two cohorts for New Venture Creation (Entrepreneurship). Of the 36 learners, three found permanent employment, and an additional seven now successfully run informal businesses, earning an average monthly income of over R1800. This is above the UBLP rate for South Africa (See Poverty Alleviation). For our first pilot, this delivers a sustainability rate of almost 28%.

ENTREPRENEURSHIP SUSTAINABILITY RATE



Our second cohort of 85 learners is scheduled to graduate in August 2025.

All POPUP staff earn well above the minimum wage of R4,413 per month. On an FTE basis, 74% of POPUP staff earned more than the Living Wage benchmark in South Africa.³

WageIndicator 2025 - MyWage.co.za - Living Wages in South Africa



"As a former POPUP learner myself, I now run my own facilitation business, supporting my family and employing others thanks to the skills and values I gained. I'm passionate about training learners who, like me, are seeking a second chance."

Maanda Dabishi, DBS Digital Solutions Pty Ltd



SUSTAINABLE CONSUMPTION AND PRODUCTION

Aligned with UN SDG:

GOAL#12 - Ensure sustainable consumption and production patterns.

SPECIFIC OUTCOME

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

In partnership with Protea Hotels, part of the Marriott Hotel Group, Origen Colab (OC), a subsidiary of POPUP, repurposes used linen into laundry bags for several hotels in Gauteng Province. During 2024, OC repurposed 1,328 pieces of linen, ranging from pillowcases to bedsheets and duvet covers, into 2,460 laundry bags that are used by these same hotels. A further 754 towels, duvets, and blankets were donated to Tshwane District hospital maternity wards, local women’s shelters, Home Based Care training for our learners, and drug rehab centres. This amounts to 1,040 kg of linen that received a second lease on life.

SUSTAINABLE CHOICES TODAY SHAPE A LIVEABLE WORLD TOMORROW.



“There’s something incredibly fulfilling about seeing old linen transformed into stylish guest laundry bags. By purchasing them from POPUP, we’re not only reducing waste but also proudly supporting a non-profit organisation that empowers and uplifts local talent. Meeting Noreen, the skilled seamstress behind many of the bags, was a true highlight—her craftsmanship and passion shine through in every stitch.”

Nicole Eyden
Rooms Division Manager
Protea Hotel Fire & Ice! by Marriott® Pretoria Menlyn



PARTNERSHIPS

Aligned with UN SDG:

GOAL#17 - Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development.

SPECIFIC OUTCOME

17.9 Enhance international support for implementation capacity through North-South and South-South partnerships

Two key partnerships strengthen our implementation capabilities through funding.



Based in Darmstadt, Germany
Supported 2 funding cycles to date
North- South Partnership
\$53,000 in 2024



Supported 12 funding cycles to date
South-South Partnership
\$108,000 in 2024



“I’m deeply grateful that the company I work for supports impactful projects in Africa through its foundation, creating lasting change in the lives of individuals and communities. It’s been an honor to contribute in a small way—as a bridge between worlds—and help support this meaningful work. Visiting the team on the ground and witnessing their love and dedication in the daily fight for a better world was truly moving and, alongside riding the Cape Epic, one of the greatest highlights for me.”

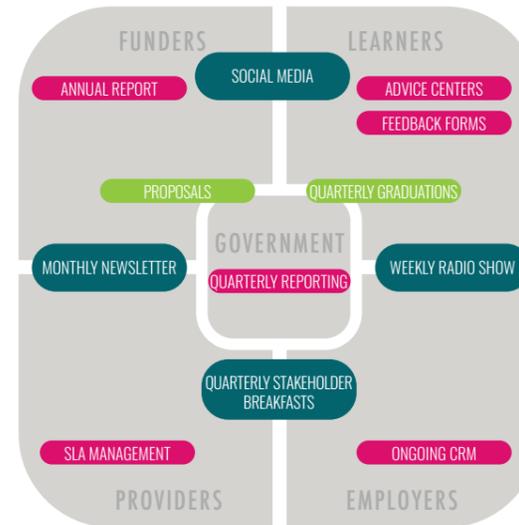
Eugen Klassen
Merck Family Foundation



PARTNERSHIPS & COLLABORATION

An aerial view of **Victoria Falls**—also known as Mosi-oa-Tunya, or “The Smoke That Thunders”—reveals the world’s largest waterfall, spanning 1,708 meters and dropping 108 meters into the Zambezi River. Formed by ancient geological shifts over 15 million years ago, the falls mark a dramatic transformation in Africa’s river systems, uniting what were once separate upper and lower Zambezi flows. Straddling the border of Zambia and Zimbabwe, Victoria Falls stands as a powerful symbol of natural heritage and cross-border collaboration.

STAKEHOLDER ENGAGEMENT



POPUP engages with five primary categories of stakeholders. Multiple methods and rhythms of engagement apply to the various stakeholders. These all serve the primary objective of ensuring that we create, improve, and sustain generative interventions and services that benefit the people of the cities in which we operate. The primary measure aims to empower those hopeless in our society to become positive and sustainable contributors.

An additional stakeholder exists. We established the Whole City Initiative in 2022. It gathers NPO leaders in Tshwane monthly to discuss collaboration opportunities and to achieve a greater impact in our city.

(GRI 2-29)

CORPORATE & COMMUNITY PARTNERS

We are immensely grateful to this phenomenal group of partners, funders, and providers who enable us to bring greater wholeness to our city each day. Our work would not be possible without your commitment, contributions, and support. Thank you!



THE B4i PROJECT: PARTNERING WITH POPUP TO UNLOCK HUMAN POTENTIAL



A windmill in the desert symbolises partnership-driven progress, drawing water from deep below to sustain life in harsh, arid environments. Powered by natural energy and collective effort, it transforms scarcity into opportunity, much like how collaboration can unlock potential and nurture vital skills in underserved communities.

At The B4i Project, we understand that true transformation occurs when purpose meets action. Our partnership with POPUP exemplifies this philosophy, demonstrating how strategic collaboration can ignite lasting change. We proudly stand alongside an organisation that shares our commitment to equipping individuals with the skills, values, and opportunities necessary for meaningful economic participation.

In 2024, the B4i Academy enrolled 61% of its learners through POPUP, with the majority based at their Soshanguve campus. These learners participated in accredited learnerships funded by our corporate clients, achieving remarkable outcomes. Research indicates that interventions targeting unemployed individuals typically result in a 40% dropout rate. Yet, POPUP learners significantly outperformed expectations, achieving a dropout rate of just 35%, compared to termination rates of up to 75% seen among learners from other providers. Even more impressive is that nearly 90% of the learners who completed their programmes achieved competency—demonstrating not just skill acquisition, but resilience and character.

This success is a testament to POPUP's holistic, faith-based methodology. Their unique approach, which integrates life skills training, comprehensive support, and values-driven development, goes beyond preparing individuals for the workforce—it empowers them to navigate life's challenges with confidence. This approach aligns seamlessly with our own Empowerment Model™, which combines advisory, training, technology, media, and development to facilitate sustainable growth within both communities and sectors.

Our commitment to fostering partnerships that deliver real, scalable impact remains unwavering. Through our collaboration with POPUP, we continue to build dynamic ecosystems where businesses thrive and communities prosper. Together, we are paving the way for a future shaped by empowered, skilled, and resilient individuals.

JOIN THE MOVEMENT

If your business is passionate about impact, reach out and connect with The B4i Project - because together, we are stronger.



The Berlin Falls, located in Mpumalanga near God's Window, are celebrated not for their height but for their striking beauty and unique candle-shaped flow, where the Sabie River tumbles through a natural rock channel into a deep pool. Named by 19th-century gold seekers, the falls remind us that lasting impact is not always about scale but about clarity, purpose, and natural flow. At POPUP, we apply this principle by purposefully channelling resources to achieve meaningful outcomes.

FINANCIAL OVERVIEW

INCOME & EXPENDITURE BREAKDOWN

The Sankey diagram below indicates the revenues and expenses incurred in 2024. It excludes Donations-in-kind and depreciation. The complete audited AFS are available on request from hello@popup.co.za

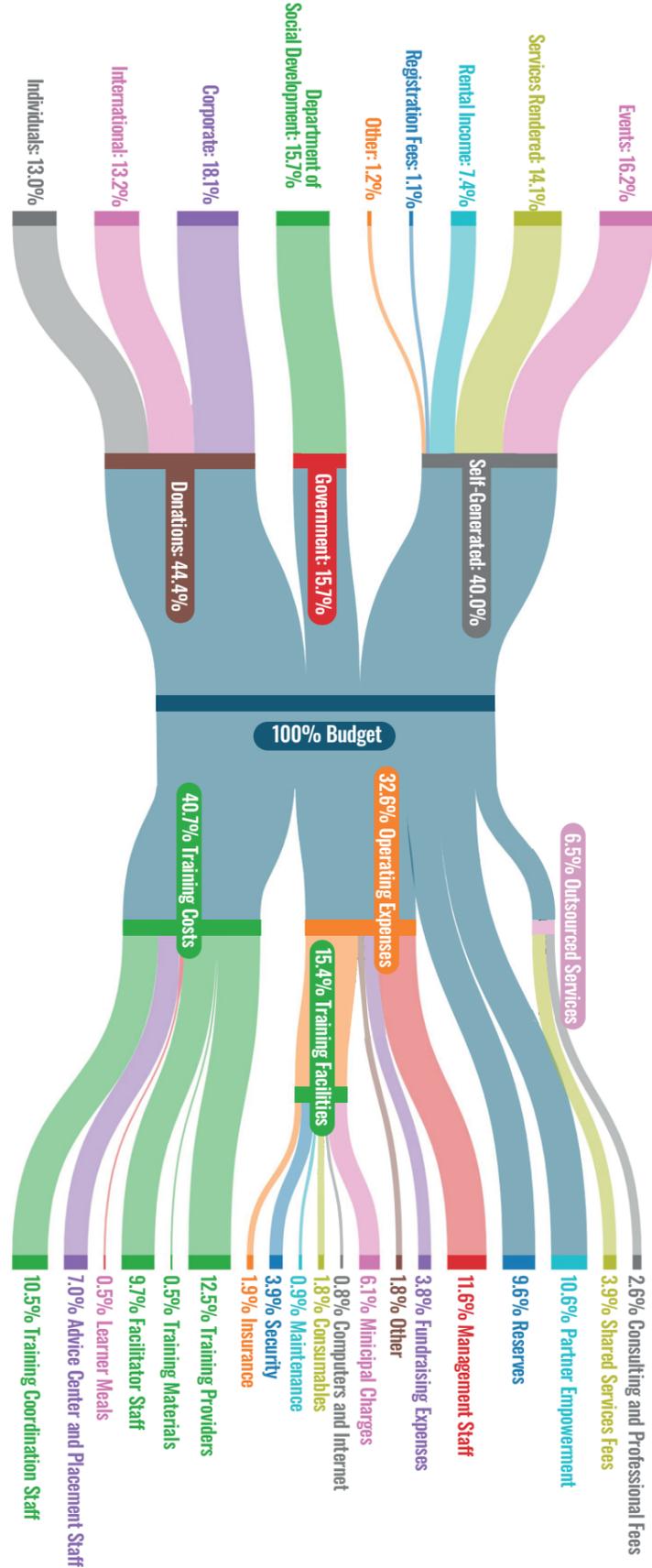


Figure 1 - POPUP Revenue and Expenses 2024

The Department of Social Development was the single largest funder, contributing R1,978,918 or 15.7% of all revenue. When donations-in-kind are accounted for, this value drops to 13.9%.

- Total economic value generated: R14,096,856
- Total economic value distributed: R12,775,320
- Operating Surplus retained: R1,408,815

This was added to reserves to ensure long term sustainability of POPUP.

This is a picture for which we are immensely grateful. By December 16th 2024, we were still 12% short on budget, but ended the year with a 9.6% surplus. This is a testimony to the generous hearts and hands of our countless donors.

Your sensitivity, wisdom, and partnership are awe-inspiring and fill us with hope. Your trust in us to effectively steward your impact towards a brighter, more hopeful South Africa is an enormous privilege.

GRI 201-1, 201-4

DIRECT IMPACT RETURNS

We are proud of our progress towards becoming a more sustainable and resilient organisation. We generated 40% of our income from shared value activities. We have also been able to invest in the social and non-profit ecosystem through partner empowerment initiatives, which account for 10.6% of our expenses. This exceeds the funds retained in reserves and underscores the importance of developing impact ecosystems as a key strategic imperative.

Perhaps the most profound observation is revealed in the catalytic nature of our business model. Our self-generated funds exceed our total non-training expenditure. We are committed to maximising impact returns for our funders to the extent that we become a co-funder of educational outcomes after covering our operational overheads, including the costs relating to our training facilities. This amplifies impact returns for our funders, as indicated in Figure 2.

FUNDER COST VS POPUP 2023

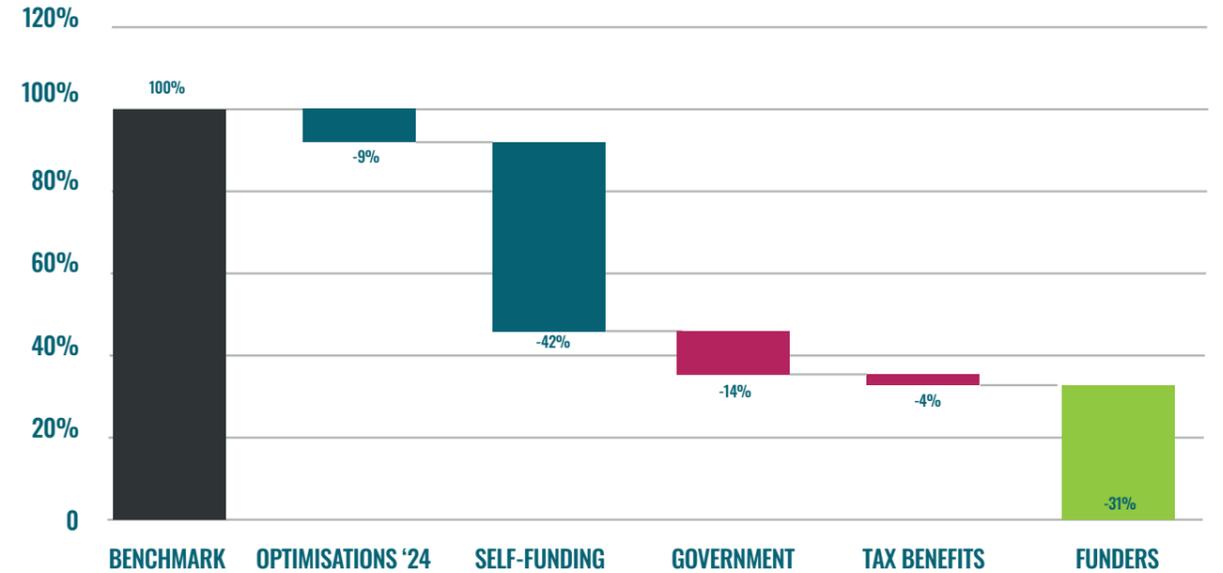


Figure 2 - POPUP Cost per Learner per Day vs 2023

Despite high inflationary pressure on education, our cost per learner day (L/D) has reduced by 8.7% in real terms compared to 2023.

Our self-funded contribution covers 42.3% of the cost per L/D. These funds are generated through value exchange activities.

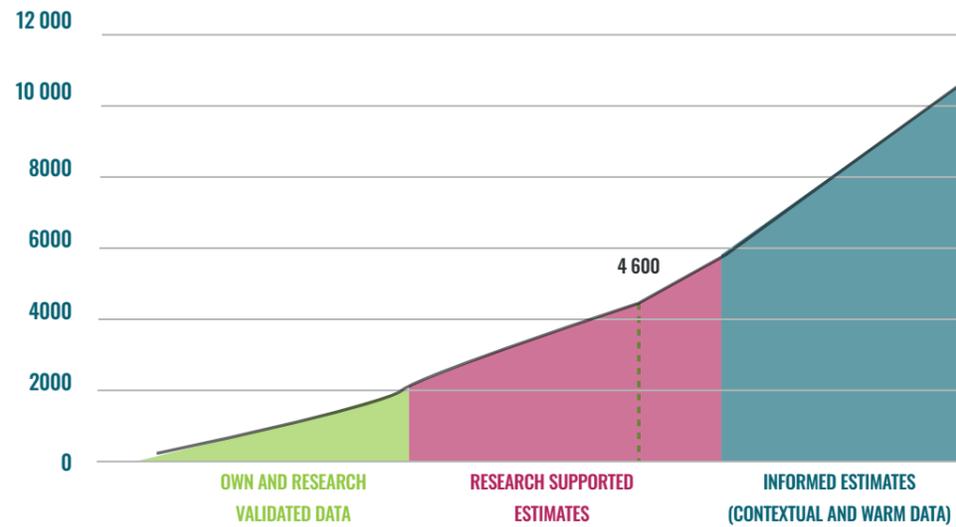
The funding we receive from the government covers an additional 14.3% of the cost base. Tax mechanisms such as 18A allowances further reduce the funder's costs by 3.5%. Our funders contribute 31.2% of every rand of educational value delivered.

ESTIMATING INDIRECT ECONOMIC IMPACT

The biggest challenge with estimating our broader impact is our dependence on data from learners who are no longer part of our interventions. Contact details tend to change frequently. During 2024, POPUP trained 747 learners in skills that allow them to find employment. We placed 231 people in jobs. These are often the only incomes apart from state grants in their families and provide for, on average, 8 -14 people economically.

FOR EVERY
R1
 A FUNDER SPENDS WITH US
 WE CREATE
R3.21
 WORTH OF EDUCATIONAL VALUE
 REPRESENTING A
320%
 IMPACT RETURN

PEOPLE RAISED OUT OF POVERTY



The people we placed in income opportunities raised 1,960 people out of poverty. Indirectly, we estimate this figure to be 4,600 people for 2024, based on experience where learners obtain employment and generate livelihoods that we are not informed about.

GRI 203-2

**WE IGNITE CHANGE
 AT THE SOURCE—
 WHAT FOLLOWS IS A
 RISING TIDE, LIFTING LIVES
 FAR BEYOND OUR SIGHT**

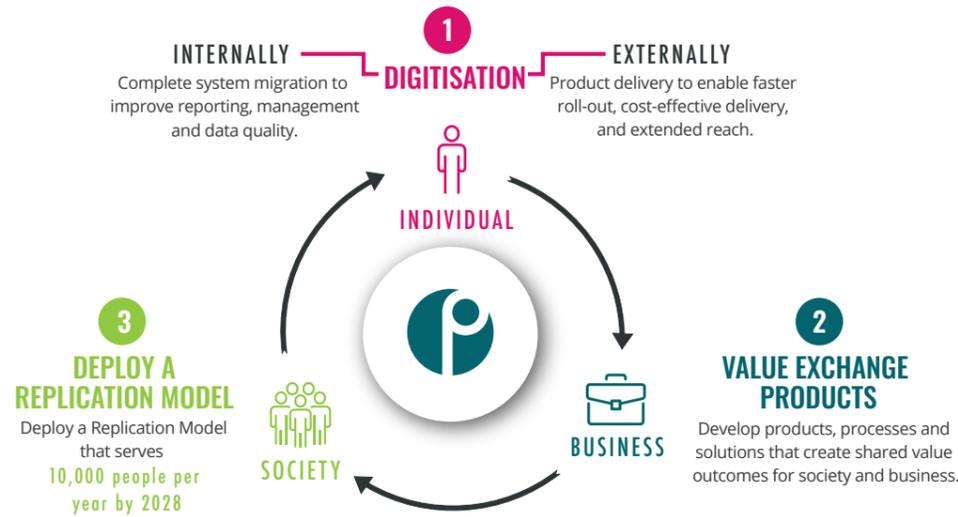
The Blyde River Canyon, carved over millions of years by the Blyde River, is the world's third-largest canyon and the largest green canyon, known for its lush vegetation and striking formations. This slow, powerful transformation reflects POPUP's strategic approach—shaping futures through steady, purpose-driven impact. Learn more in the Strategy section of this report.

**OUR PROGRESS AND GOALS
 FOR 2025**

GROWING SHARED VALUE

THROUGH A CONSISTENT APPROACH

Our strategic approach remains unchanged. Our primary objective is to model and replicate a sustainable shared value model that contributes significantly to the increasing wholeness of each city we engage with. The value of our model should be shared between the individuals we train and work with the business sector that funds the work and employs the learners, and society at large, which benefits from the combined positive contribution of all parties.



2024 PROGRESS

In 2024, we made significant progress in the level of shared value for each of these stakeholders:

ENGAGE THIS 1 OBJECTIVE 1 DIGITISATION

- We trained and placed more learners.
- We implemented an LMS to improve data management, reporting and learner pathways.
- We improved our cost efficiency.

BUILD THIS 2 OBJECTIVE 2 VALUE EXCHANGE PRODUCTS

- We improved our Self-Generated income through value exchange offerings.
- We increased our funding.
- We developed additional strategies for income diversification going forward.

USE THIS 3 OBJECTIVE 3 DEPLOY A REPLICATION MODEL

- We increased our placements significantly.
- We had some success in building sustainable placement pathways

2025 STRATEGIC IMPERATIVES

We are encouraged by the progress we have made, but significant work remains. This will continue to be guided by our strategic imperatives, which form our 'Balanced Scorecard.'

IMPERATIVE 1 WHOLE CITY IMPACT MODEL

NEW SITE IN TSHWANE CENTRAL

In partnership with City Property, we are moving our Tshwane Central Facility to a much larger space in the inner city.

City Training Capacity Increase:

112%



NEW SHELTER PARTNERSHIP MODEL

We are developing an integrated impact model with the Somerset West Night Shelter. We have been located on their site for the last 12 months. Significant funding and impact synergies are possible.

We are designing a model for replication.



IMPERATIVE 2 LEARNER CENTRIC IMPACT STREAMS

FULLY IMPLEMENT INTEGRATED WORKPLACE PREPARATION AND READINESS

Our META skills programme is a priority to improve employability outcomes for our learners. We achieved QCTO accreditation in January 2025.

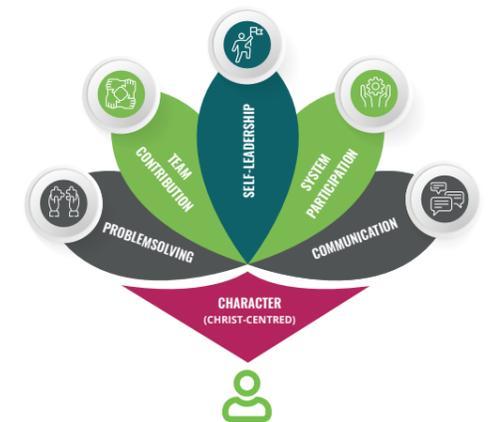
The 2025 objective is to achieve full-scale roll-out across all centers.

PATHWAYS TO EMPLOYABILITY

We need to harness digital capabilities better if we are to meet our objective of 1000 placements in 2025 and 10,000 per year by 2028.

We need a clear path forward regarding significant and sustainable placement capabilities at scale.

- I CAN LEAD MYSELF**
A function of character, values and moral intelligence.
- I CAN COMMUNICATE EFFECTIVELY**
Written, verbal, visual, and perceptive.
- I CAN WORK IN A TEAM**
Understand roles, expectations, dynamics and values.
- I CAN SOLVE PROBLEMS**
Logic, agency and initiative.
- I CAN CONTRIBUTE TO A SYSTEM**
Systems insight, understanding processes, projects and risks.



IMPERATIVE 3 IMPACTFUL ECO SYSTEMS

WHOLE CITY INITIATIVE

This collection of NPO leaders was called together in 2022 and has been building relationships since then.

2025 need a reimagining to collective impact. We will take the first steps towards an eco-system that builds, solves and improves our society together.

INTERGRATED PROJECTS

Significant funding and project opportunities exist for competent groups of partners who are well organised.

We expect to see the first projects come to fruition for some of the development we have been doing over the past 2 years.

Our experience over the last 25 years has taught us that societies are complex, interconnected structures that exhibit resilience and stability. We have also discovered the immense power of consistency and time. A single drop may seem insignificant, but many drops create a stream, and many streams form a river. No single sector of society, whether it be government, academia, the social sector, or business, can penetrate the strongholds of our society alone.

TOGETHER,
**UNITED IN OUR
PURPOSE**
WE CAN
**SHAPE THE
TALENT**
THAT
**SHAPES OUR
FUTURE**

**JOIN THE
MOVEMENT**

The Blue and White Nile Confluence at Khartoum, Sudan. These mighty rivers merge to form a single, powerful river, symbolising the strength of unity. Similarly, POPUP's impact is driven by the convergence of donors, partners, volunteers, and employers. When we unite, isolated efforts transform into lasting change. Join us and be part of the flow that shapes futures.

GET INVOLVED

Volunteer your time, become a partner, or donate.
Be the drop that starts the stream—
scan the QR code to join hands with POPUP today.



Use your phone to take action right now—
each scan supports a life-changing journey.

DONATE NOW

Account name: POPUP Upliftment NPC
Bank: ABSA
Account number: 4050663335
Branch code: 632005





Tugela Falls, the tallest waterfall in Africa, cascades down the Drakensberg Mountains in five breathtaking tiers. Its height and layered flow symbolise how impact builds—step by step, layer by layer. At POPUP, our achievements are not ours alone; they are made possible by the many hands that support us along the way.

ACKNOWLEDGEMENTS

Countless contributors have made the impact highlighted in this report possible. We acknowledge and appreciate our learners who buck the trend. They respond to the still, small voice inside that dares them to dream of a tomorrow better than today. The brave first step they take begins a journey of a thousand miles. They tackle it with resolve and hope despite the seemingly insurmountable challenges. You stir hope in us!

We owe all our funders, partners, supporters, and providers a debt of gratitude. Your willingness to shoulder this burden with us is both awe-inspiring and aspirational. You are proof that the world can be better—you are the ones who make it possible. Thank you!

Our staff and volunteers are the ministers of reconciliation. You stir hope, bring perspective, listen, advise, counsel, support, dream, cry, and mourn daily with our learners. Thank you for your commitment, love, and patience with every life you have been entrusted with. You bestow worth and dignity with your time and attention. There is no more excellent gift.

There are a few precious souls among us. They are resolute in the storms and responsive to the changing landscape. They are the managers and leaders who make this organisation work. Your examples inspire us all, and your leadership gives us the confidence to tackle challenges that have no answer. We salute you!

Finally, we thank our Lord Jesus Christ. His unwavering commitment to the person, even unto death, shows us what is most precious. May His example continue to guide us as we seek to make our cities more like His kingdom—a City where every person is treated with dignity, lives with significance, and makes a positive contribution.



GRI Content Index

STATEMENT OF USE

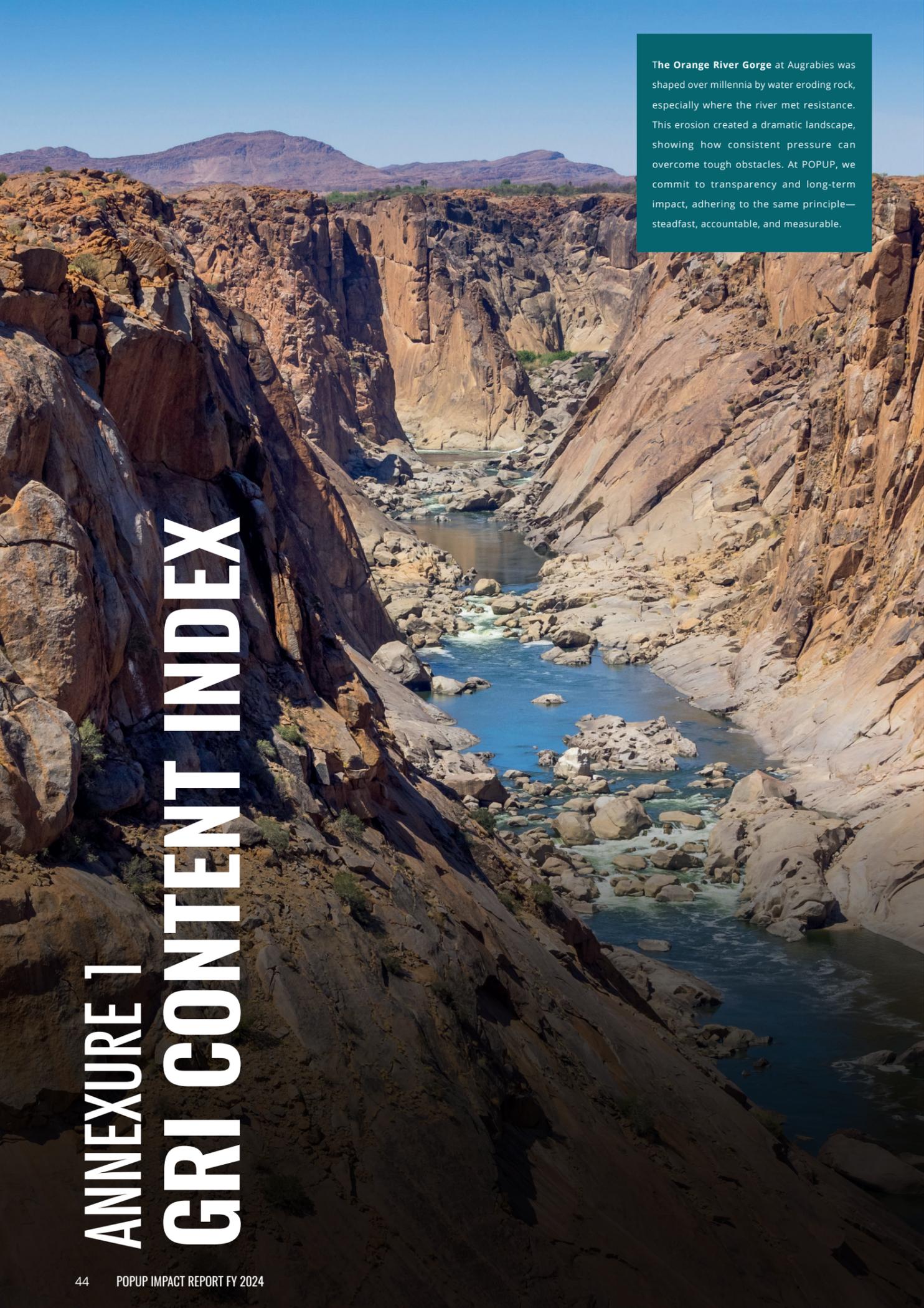
POPUP Upliftment NPC has reported the information cited in this GRI content index for the period January 2024 - December 2024 with reference to the GRI Standards.

GRI 1 USED

GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION	PAGE
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	2-3 Reporting period, frequency and contact point	2. Purpose of the Report	8
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	201-4 Financial assistance received from government		
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	9. Financial Overview	36
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	405-2 Ratio of basic salary and remuneration of women to men	5. About the Organisation 7. Impact Measurement and Outcomes	16 26

The Orange River Gorge at Augrabies was shaped over millennia by water eroding rock, especially where the river met resistance. This erosion created a dramatic landscape, showing how consistent pressure can overcome tough obstacles. At POPUP, we commit to transparency and long-term impact, adhering to the same principle—steadfast, accountable, and measurable.



ANNEXURE 1 GRI CONTENT INDEX

STAY CONNECTED

Follow us on social media, reach out, or explore our website.

Stay in the loop - connect, engage, and be part of our growing community.



hello@popup.co.za

Click, call, email, follow, or visit - every connection counts

SHAPING TALENT FOR LASTING IMPACT

