

An illustration featuring a central black globe with the text 'We kickstart, you drive. 2026 Annual Report'. Surrounding the globe are several stylized figures: a man in a red sweater holding a red gear, a man in a green sweater holding a blue gear, a man in a teal suit gesturing, and a man in a grey shirt holding a tablet. In the foreground, a woman in a white top and orange skirt sits at a desk with a laptop, and another person in a green sweater works on a laptop. A target with an arrow is on the right, and a line graph with an upward arrow is at the top. The background is white with various geometric shapes and lines.

**We kickstart,  
you drive.**

2026 Annual Report

The **go**  
Group





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# Words From Our Leadership



## Craig Sagar

Chairman & Trustee

Warmest greetings to all who are taking the time to engage with **The Go Group** through this medium of communication. I encourage you to focus on the areas which detail our core beliefs and methodology for moving people from being dependent to being response-abled, and then to focus on our success rates and what they mean to our beneficiaries.

The passion and energy shown by our fantastic team, headed up by Bronwen Bainbridge, combined with their commitment to our core beliefs created the successful outcomes you will see in this report. In addition to this, the contribution from our committed partners means that together, we are able to make an ever-increasing positive difference in our communities. I urge readers who are influential in “purpose driven” organisations to consider how their endeavours make a positive and effective impact in their communities.

In conclusion, on behalf of the board, my thanks go to Bronwen and her team, and all our “purpose driven” programme partners for the consistent supply of effort and resources required in driving the success of The Go Group and our beneficiaries. Together we are paving the way to a society freed from the chains of dependency, enabled through the facilitation of “I can do it” moments.



## Bronwen Bainbridge

Managing Director & Trustee

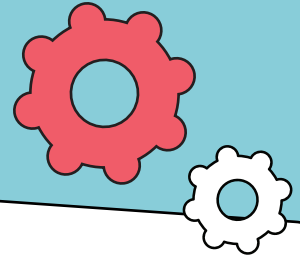
This past year has been one of thoughtful innovation, learning, and renewed purpose for The Go Group. At the heart of our progress has been the introduction of our new **People Journey Programme**—a comprehensive offering designed to support organisations that are either establishing or strengthening their performance management and people development practices. The programme reflects our belief that sustainable performance is built through clarity, capability, and a deep understanding of how people grow and contribute within systems. Early engagements have reinforced the demand for practical, human centred solutions that align individual potential with organisational strategy.

Alongside this, we piloted an ambitious **Leadership Programme** grounded in psychoneuroimmunology and systems psychodynamics. This work has challenged leaders to understand themselves, their teams, and their organisations at a deeper level, enabling the formation of truly high performance teams. As with any meaningful innovation, the programme evolved through application, feedback, and reflection. The refinement process has strengthened both its impact and its relevance, and we are energised by the opportunity to roll it out to a wider client base in 2026.

Beyond our commercial work, the team also became custodians of an exciting new **conservation project in Zululand**, centred around the Mpilo Game Reserve. This initiative represents a long term commitment to stewardship, collaboration, and sustainable development. We are inspired by the forward thinking strategies of the surrounding landowners and deeply encouraged by the potential for meaningful change within the doorstep communities over the next decade. The opportunity to contribute to ecological preservation while supporting community upliftment speaks powerfully to our values. To check out more on this please visit **MPILO | Private Big Five Game Reserve**

As we look ahead, there is a strong sense of momentum and optimism. With refined programmes, expanding partnerships, and a growing sense of purpose, the year ahead promises to be an exciting one for The Go Group.

**Our tagline “We Kickstart, You Drive” really was the theme of 2025!**



## Lesego Moagi

Director

It truly is a pleasure to be part of an organisation that is dedicated to making a meaningful and life-long impact in people's lives. Through the exceptional dedication, resilience and tireless efforts of our remarkable team, we continue to extend our reach not just to individuals, but families too. By creating pathways to opportunity we are restoring dignity to those we serve. While the statistics demonstrate our impact, the true measure of our success lies in the countless personal stories of transformation and renewed possibility that our team helped create through their commitment to excellence. Thank you for being the heart and soul of this organisation. Your passion and skill continue to inspire everything we do.



## Doc Louw

Trustee

At the risk of being repetitive, I continue to be extremely proud of my involvement in the activities of The Go Group and wear my Go Group shirt with pride thereby initiating discussion about our various activities and, in particular, my favourite being the Early Childhood Development Programme. I am always inspired by the difference we make in the lives of the young children who participate in the programme. To Bronwen and The Go Group team, keep up the fantastic work.



## Steve Truter

Trustee

I am constantly amazed by the impact The Go Group team has on all individuals they interact with. Their reach is so wide, they are improving people's lives in multiple locations every day. Well done to all and keep reaching!



## Smangele Tshabalala

Director

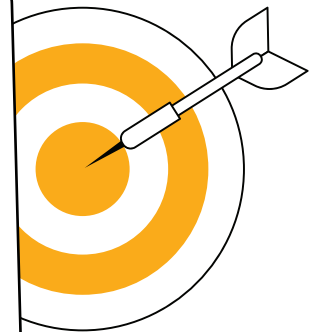
We are proud of the social change and impact that The Go Group and partners have made during this reporting period. We can see the growth and transformation in our beneficiaries. Thank you to our team for their dedication and commitment to making an impact through our programmes.



## Edward Colle

Director & Trustee

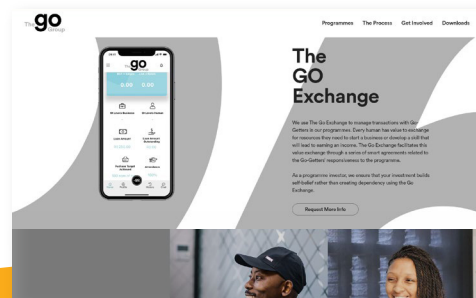
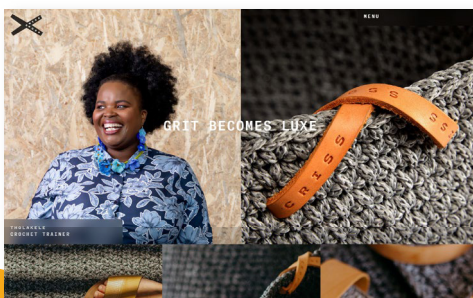
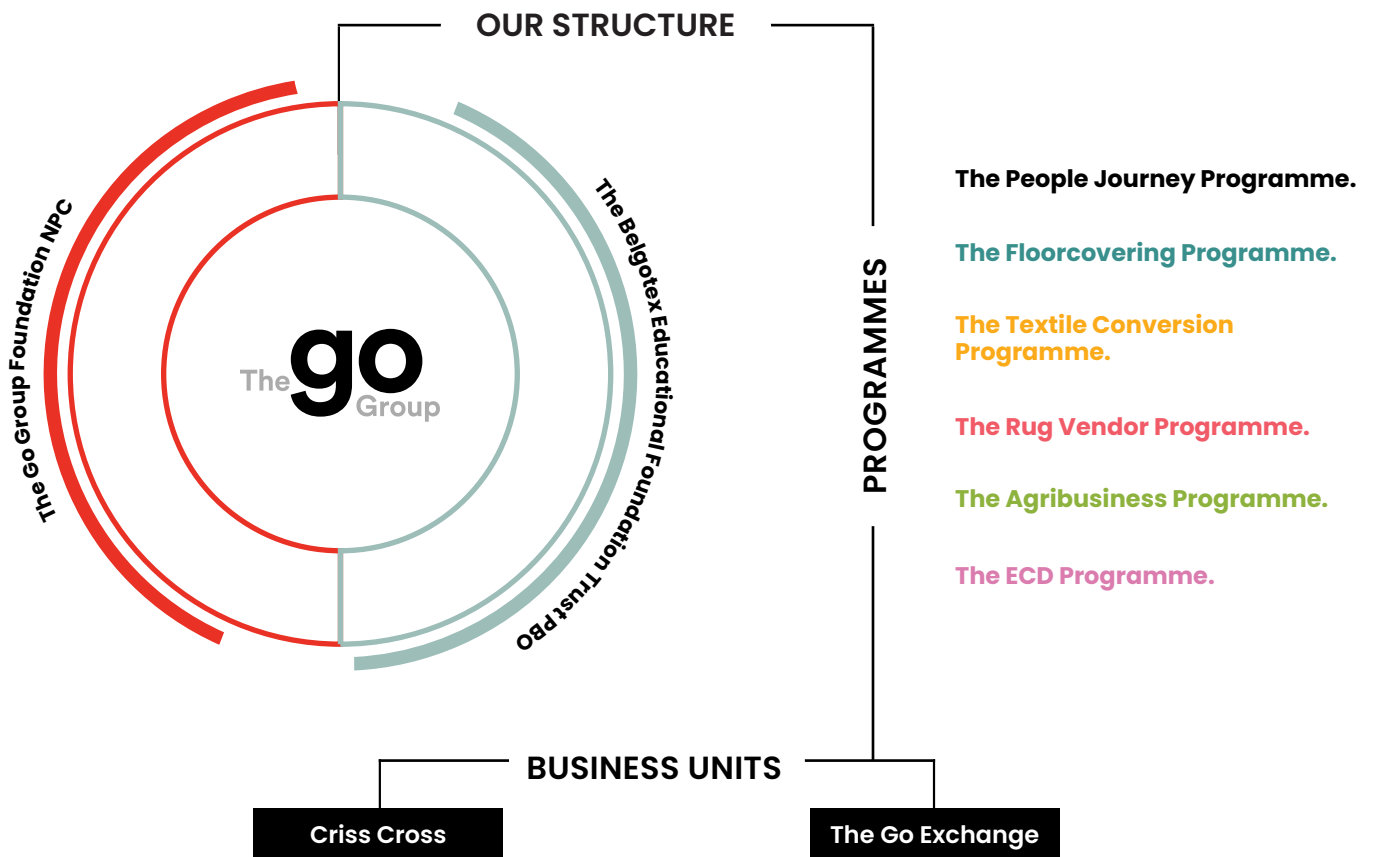
Reflecting on The Go Group's annual impact is an occasion that fills me with gratitude. Without our team, our partners, and our Go-Getters we would not achieve anything. We continue to set ambitious targets, feel daunted by them and yet achieve them with ease. At this rate we can only hope to continue such a positive trajectory and inspire countless others to create a positive ripple of change within themselves, their homes, and their communities.



# Who We Are

The Go Group cultivates personal growth environments that shift “I need” thinking to “I can” action by promoting collaborative leadership and business development. We have designed various programmes that use proven development practices from the applied science of Occupational Intelligence (OI) to enable positive change within our sphere of influence. The application of OI is housed in the Human Optimisation application through our modules, how we facilitate and how we engage with Go-Getters on a day to day basis. More on this later!

In recent years, The Go Group has expanded into Manufacturing, Textiles, Construction, Agriculture, Conservation and Education. By following the same framework of human development fundamentals, we have evolved to meet the needs of our clients across these sectors and occupational levels. Our programmes benefit employed individuals as well as unemployed participants who join us to learn the skills to generate an income either through self-employment, informal employment or to become work-ready for formal employment opportunities. We operate nationally and are deepening and expanding our reach as we scale up.



**‘A leader is anyone who takes responsibility for finding the potential in people and processes and has the courage to develop that potential.**

– Brene Brown

# Our Organogram

## NPC Board of Directors



**Lesego Moagi**  
(Director)



**Smangele Tshabalala**  
(Director)



**Craig Sagar**  
(Chairman)



**Edward Colle**  
(Director)

## PBO Board of Trustees



**Bronwen Bainbridge**  
(Trustee)



**Steve Truter**  
(Trustee)



**Edward Colle**  
(Trustee)



**Anne Colle**  
(Trustee)



**Doc Louw**  
(Trustee)

## Management



**Bronwen Bainbridge**  
(Managing Director)



**Ranley Sewduth**  
(Head of Operations & Reporting)



**Nompumelelo Sikotane**  
(Head of Programmes)



**Serena Reddy**  
(Accounting & Finance)



**Anthea Ridderhof**  
(Head of Learning & Facilitation)

## Programme Team



**Nwabisa Dada**  
(Programme Co-Ordinator)



**Alungile Gqola**  
(Assistant Accountant)



**Xolisile Msomi**  
(Programme Assistant)



**Tokozile Nondwayi**  
(Programme Co-Ordinator)

## PROGRAMME AMBASSADORS FOR 2025



**Duduzile Mnisi**



**Jeremiah Nkosi**



**Sizo Mhlongo**

Being appointed as an ambassador is a selective achievement for those who have completed a programme. Our ambassadors meet all the attendance and performance requirements and demonstrate a “more than self” leadership style of collaboration and support as active changemakers at home and within The Go Group. Once appointed, ambassadors join our team, offering their services, energy and expertise as needed. Ambassadors transition into the Graduate Programme, which is the second year of developing their businesses. This is a year of bigger challenges and experiences customised to the ambassador’s purpose and goals, shifting away from the formula prescribed in their first year of operating a business.

“

"I am so grateful for this opportunity. The skills I've learned have changed my life—I can now grow healthy food, pay off my loan, and even plan for my own business. Most importantly, it has brought my family closer together and inspired others in my community to start their own gardens."



**Jeremiah Nkosi**



"... the programme is not only skills training; it is a process of personal growth and rediscovering one's purpose."



**Duduzile Mninzi**

"Joining The Go Group changed how I view life—health, savings, and discipline. I grew my farm, quit smoking, and bought my wife a washing machine after 10 years of trying. This programme gave me the tools to succeed."



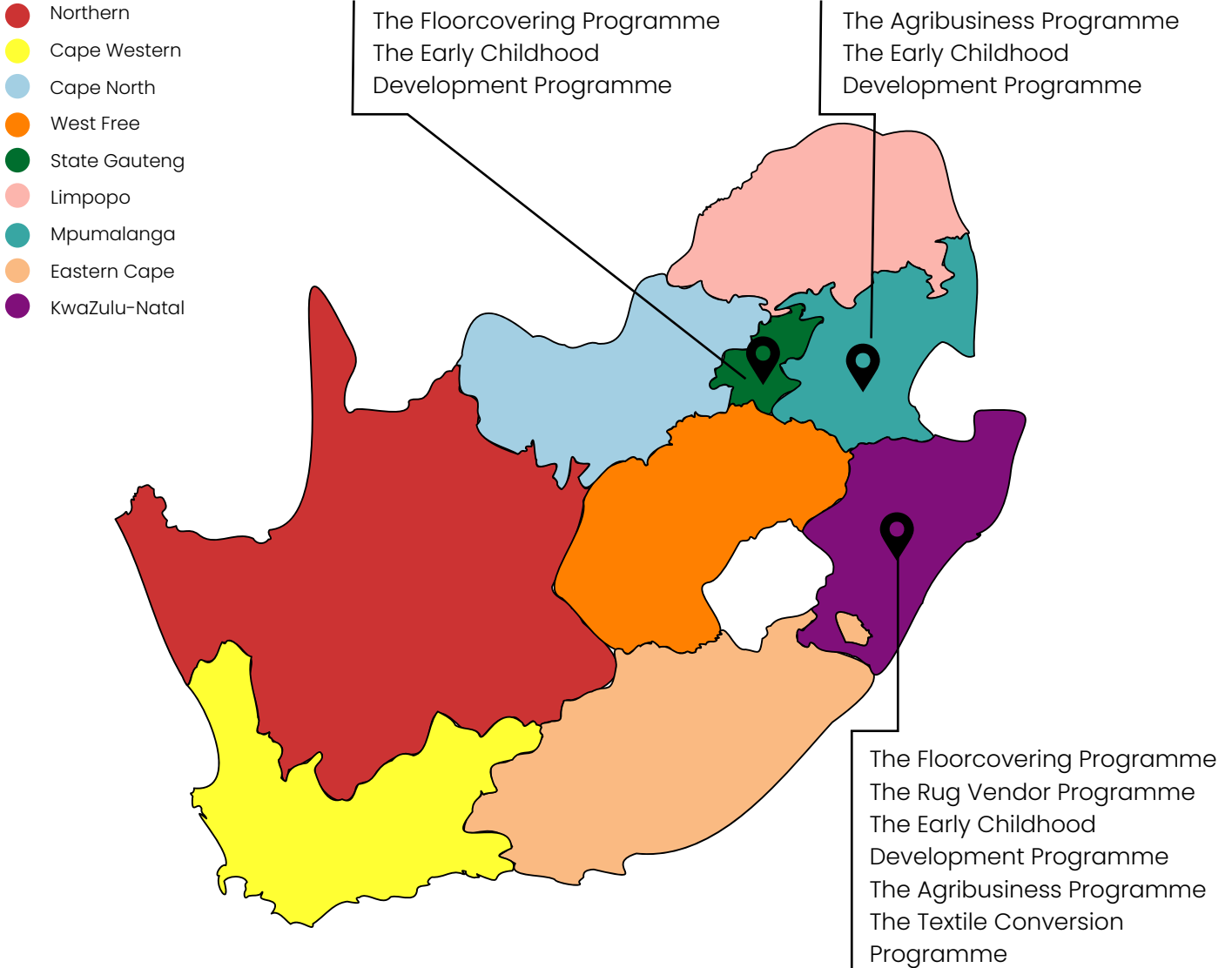
**Sizo Mhlongo**

”

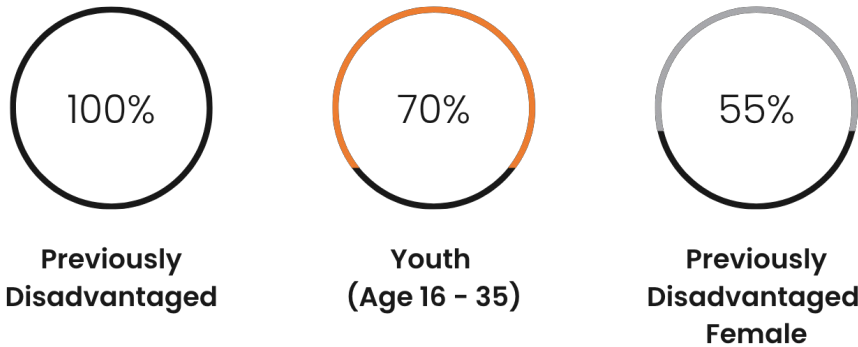


# Where We Work

## Footprint in South Africa



## WHO WE INVESTED IN



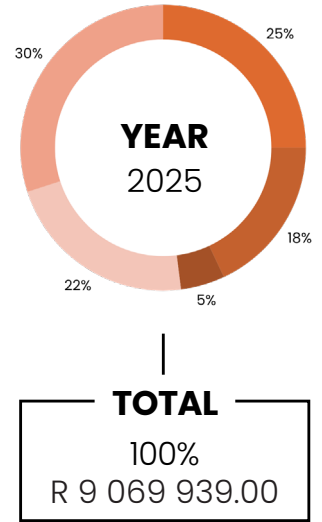
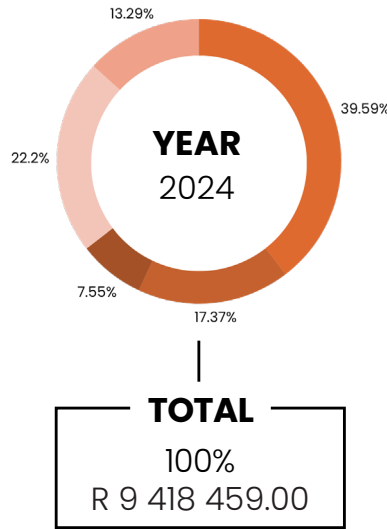
For the 2025 financial year-end, The Go Group’s investment portfolio demonstrated a strong demographical alignment. The Go Group achieved 100% Previously Disadvantaged Beneficiary representation, with 55% attributed to Previously Disadvantaged Female Beneficiaries and an impressive 99% comprising Previously Disadvantaged Designated Group Beneficiaries. Within the designated groups, the composition reflects a meaningful socio-economic impact, including 70% Previously Disadvantaged Youth participation, 100% Previously Disadvantaged Unemployed beneficiaries, and 99% representation from Previously Disadvantaged individuals living in rural areas.

# Economic Impact

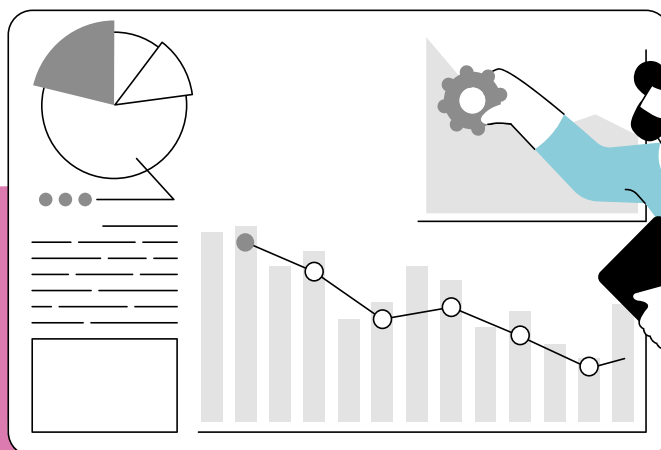
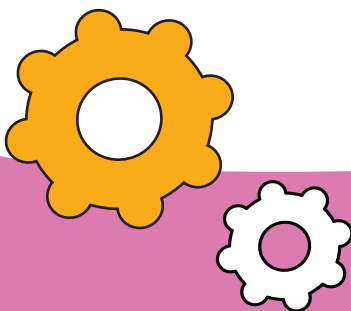
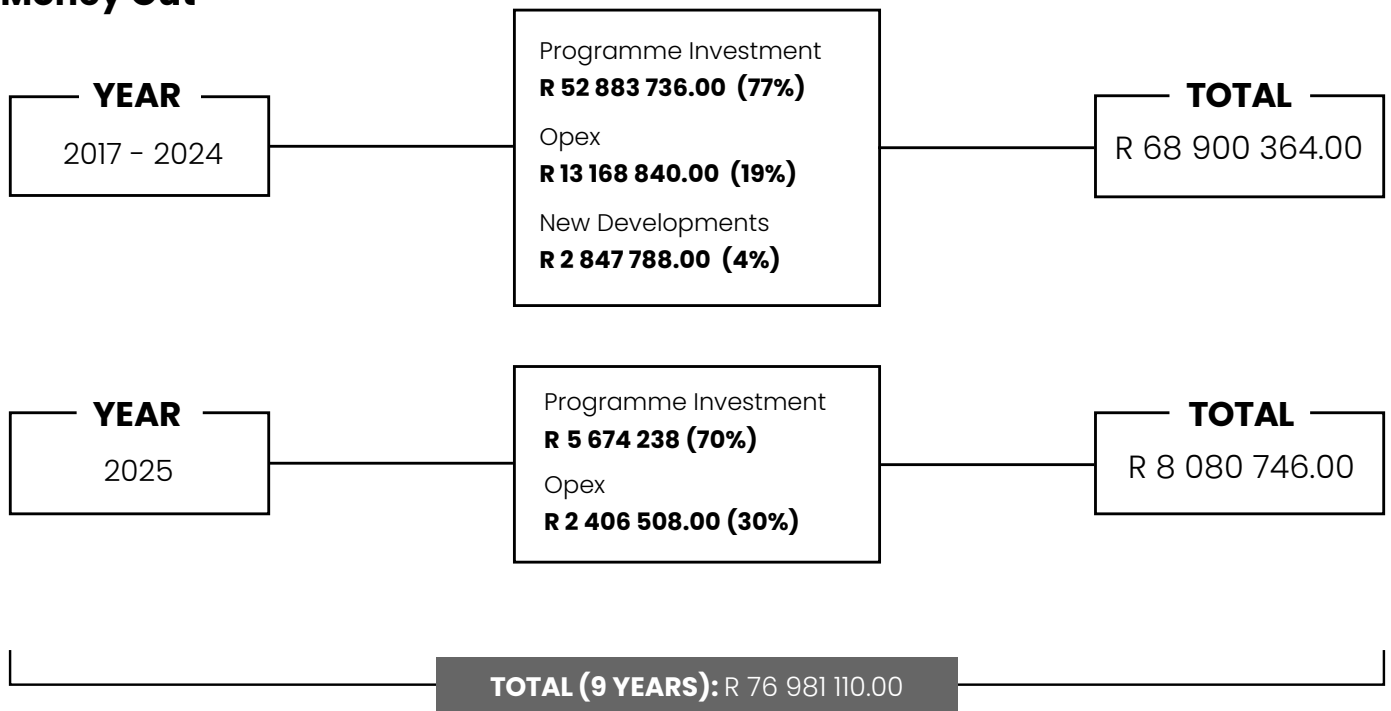
## Types of income received

### Money In

- Enterprise Development
- Supplier Development
- Skills Development
- Socio-economic Development
- Income from Programmes + Trade Activities










### Money Out



# Our Impact

The Go Group Programmes		2024 Totals	2025 Totals	
Year 1	282	Go Getters who started Year 1	212	Go Getters who started Year 1
	60%	Retention Ratio for the Year	79%	Retention Ratio for the Year
	6	Ambassadors Appointed	3	Ambassadors Appointed
Year 2	12	Go Getters who started Year 2	15	Go Getters who started Year 2
	75%	Retention Ratio for the Year	93%	Retention Ratio for the Year

Programmes We Collaborate On		2024 Totals	2025 Totals
Bursary Students		0	74
Early Childhood Development Employees and Children	 	262	132
A2B Responsive Leaders		119	53
The People Journey Programme	  	0	537
		<b>401</b>	<b>796</b>
		Sub Totals	

Total Number Of Go-Getters From 2020 To 2025						
	2020	2021	2022	2023	2024	2025
Go-Getters In Year 1 & 2	115	172	150	167	294	227
Collab Programmes	90	226	341	328	401	796
<b>Total Number of People Directly Impacted</b>	<b>205</b>	<b>398</b>	<b>491</b>	<b>495</b>	<b>695</b>	<b>1 023</b>
Year on Year Change	Baseline	+94% ↑	+23% ↑	+1% ↑	+40% ↑	+47% ↑

# How We Operate



## OUR END RESULT

The Go Group is an empowerment ecosystem consisting of people operating in different commercial environments with an aligned purpose: to contribute actively towards long-term positive changes in our society using economic and social funds for a tangible return on investment. We do this by designing and implementing enterprise development programmes following the Occupational Intelligence methodology. This process cultivates personal responsibility to enable individuals to better contribute to the economy and society. As they become more responsive within a programme, the positive impact ripples beyond their immediate business.

Our end result is based on three frameworks:

### 1. The United Nations Sustainable Development Goals

Our programmes equip Go-Getters with the skills and knowledge they need while aligning with key UN Sustainable Development Goals (SDGs).

We design every programme using the SDG Compass, which promotes an integrated and participatory approach to sustainable development and quality of life. The 2030 Agenda sets out a pathway to reduce poverty, improve quality of life, and support sustainable consumption and production so that progress works in harmony with both people and the planet.

While the Millennium Development Goals (2000) drove important progress, millions are still living in extreme poverty particularly in Sub-Saharan Africa and Southern Asia. The SDGs, introduced in 2015, offer a stronger focus on inclusion ensuring that no one is left behind. They recognise that human prosperity and environmental protection are inseparable, explicitly including vulnerable and marginalised groups across all 17 goals (CAFOD, 2016).

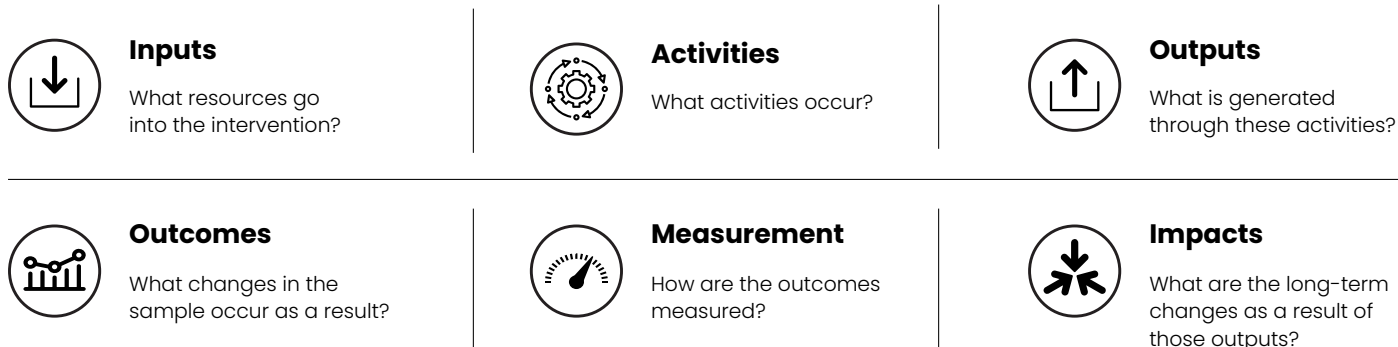
The SDGs call for a transformation in how development is approached. They are universal, applying to both developed and developing contexts, and emphasise that economic growth must go hand in hand with social progress for marginalised people and the protection of environmental resources.



## 2. Aspen Institute’s Outcome Framework

We use a Theory of Change (ToC) approach to define our target groups, desired outcomes of our investment, and the steps required to achieve them. This framework maps clear pathways from inputs to measurable outcomes with a graphic representation of the change process needed guiding the design of sustainable, impact-driven programmes (Aspen Institute, 2004). Our model prioritises long-term social value over short-term profit, ensuring that each intervention meaningfully addresses social and environmental challenges.

### Elements of the impact Framework:

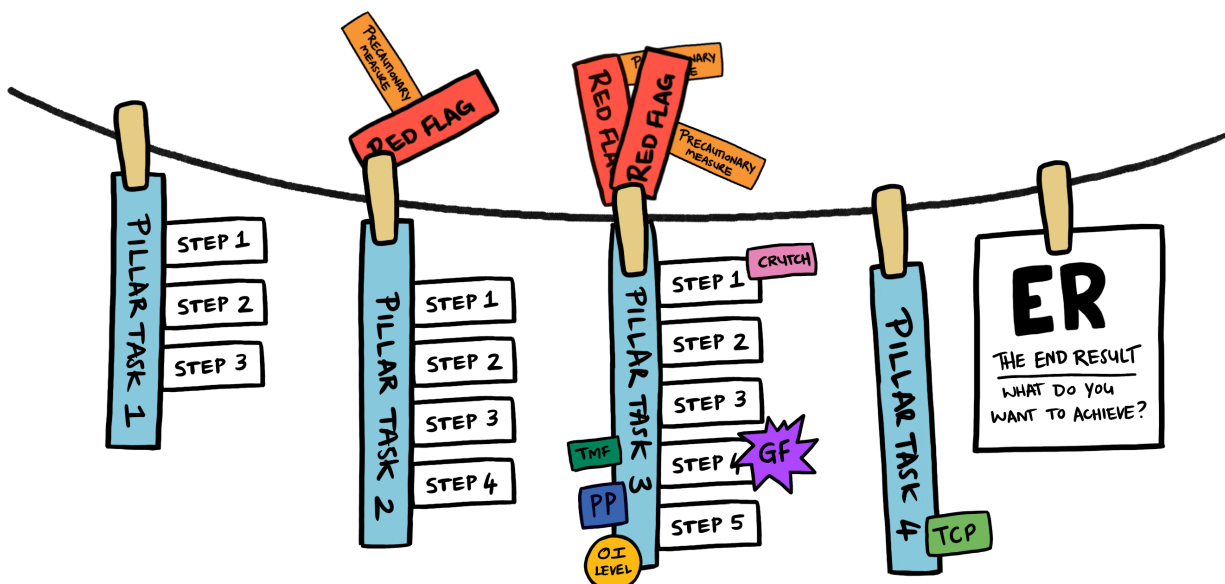


## 3. The String Tool (The Anatomy of a Task) for Programme Design and Planning



Each year, we dedicate time to refining our programmes to maximise impact. This process is guided by The String Tool, which is a human-centred planning approach that connects strategic thinking with effective execution.

Tasks are allocated based on competence and expertise, leveraging the collective intelligence of the team for high-quality results. By using the Occupational Intelligence (OI) framework, which matches task complexity to individual capability we ensure accountability, strengthen collaboration, and enable high-quality delivery.

By building an intentional “ecosystem for change not chance,” we prioritise collective impact over individual effort, ensuring our programmes are successful, effective and sustainable.






**In the Go Group, we are concerned with two responses:**

-  How the individual's **response to challenges** is keeping them stuck.
-  How the individual's **response to the programme** affects their business performance.

Our programmes are designed to enhance a person's ability to respond to challenges and thereby enable change.

**We achieve our End Result by:**

-  Designing empowering ecosystems in **partnerships**. We don't work alone.
-  Approaching all things from the basis of **human first, and task second**.
-  We actively lean into **'out-of-comfort-zone'** situations and discussions.

**GO-GETTERS**

People who join one of our programmes, who have shown an interest in participating actively and demonstrated that they are willing to do the work necessary to change their mindset and build a response-able life for themselves. Their grit and determination to achieve what many would consider impossible given their challenging circumstances, is what makes them Go-Getters. Every individual participating in one of our programmes or business units is a Go-Getter.

**THE WHY**

Many South Africans have low levels of Occupational Intelligence, meaning they experience symptoms of dependency indicated through crime, low-quality products and services, poor environmental stewardship including littering, and so on. These symptoms show us that they are unable to respond to challenges. It is inappropriate to expect someone else to fix these problems since we are all directly affected by or may even be contributing to the cause. Our goal is to overcome this dependency syndrome by enabling Go-Getters to become responsible change agents.

*'Everything humans occupy themselves with in life, requires a response. This is the science of the unique interplay between the task and the man, in which the man is the responder and the task is the challenge. This dynamic acts as the mechanism for ignition of volition (the will to act and respond to life challenges).'*

*Vivienne Schultz, A2B Transformation Movement*

**THE HOW**

We base our work upon **THREE RULES**, and we outline what is okay and what is not okay when applying these rules.

**VALUE EXCHANGE**

Value exchange is the key ingredient to combat the dependency syndrome. Each Go-Getter has a clear **set of attendance and performance targets** when signing up for the programme, ensuring that anyone we invest in builds up their self-worth by exchanging value for what they extract out of the programme.

**JUST RIGHT CHALLENGE**

We set gradually escalating challenges that build willpower and self-esteem. This process typically involves moments of anxiety, and the implementation team must **deal with these responses** appropriately. We, as development practitioners, set challenges that stretch Go-Getters just beyond their comfort zone without breaking their self-esteem.

**ZERO-TOLERANCE OF RESCUING BEHAVIOUR SHOWN BY THE GO GROUP FACILITATION TEAM.**

Facilitators support each person's journey by walking alongside them and providing the tools to overcome challenges. They do not rescue them. Rescuing is a symptom of victim mentality and **creates** the dependency syndrome of compulsively wanting things for free (money, time, things) or **validating** excuses for underachievement. It is detrimental as it "steals I CAN moments" by keeping the facilitator in a position of "I can" and the Go-Getter in a position of "I can't unless you help me".

## MEASURING WHAT MATTERS

To ensure our programmes deliver meaningful change, we measure impact across multiple dimensions using between 45 and 59 indicators drawn from four key sources. These indicators evaluate how effectively The Go Group facilitates human responsiveness and personal growth. Our approach is rooted in self-diagnostics completed by Go-Getters, giving individuals and families the power to assess their own progress and identify areas for improvement. This process places them in control and empowers them to make choices that unlock their potential and help them achieve the goals they set for themselves.

By designing tools that foster agency and ownership, we create a pathway for every participant to succeed independently from The Go Group, through their own capability and confidence to thrive.

## KEY COMPONENTS OF IMPACT MEASUREMENT

To ensure meaningful outcomes, The Go Group measures impact through four core dimensions:



### Business Optimisation

Focused on technical training, quality control, and accountability for business performance. Programme goals are embedded in each Go-Getter's development contract, with progress quantified quarterly. Challenges are calibrated for the right quantity, frequency, and size to meet required norms and standards.



### Attendance

Commitment is essential. Go-Getters must maintain at least 80% attendance to remain in the programme, reinforcing consistency and accountability.

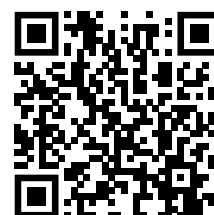


## OCCUPATIONAL INTELLIGENCE

Occupational Intelligence (OI) is the development practice which states that humans are occupational beings. They have an innate need to grow occupationally. OI is the practical application between three components:

- The Task (Challenge)
- The Human (OI response level)
- The Environment (Ecosystem)

Responsiveness to task (Response-ability) is evaluated against the OI 7-point scale. This is a practical guideline to both measure the volitional strength of the human response as well as to fit the challenge/task to the person.



## The OI 7-Point Scale

A0	A1	A2	A3	B1	B2	B3
Dependent. Incompetent. Non-responsive to the task.	Dependent. Unconsciously incompetent. Responsive	Dependent. Consciously incompetent. Responsive	Dependent. Competent within structure. Response-able	Independent. Consciously competent. Response-able,	Independent. Consciously competent. Response-able,	Independent. Unconsciously competent. Contributive,



**Greenlight Survey (Between 36 and 50 Indicators)**

**Greenlight Survey (GLS): Measuring Impact and Driving Change**

The Greenlight Survey is a social impact measurement tool widely used by non-profits, social enterprises, and businesses to assess and evidence their social impact. It empowers individuals and families to better understand their life situations through a simple red, yellow, and green colour-coding system, which highlights areas of challenge and progress. This visual approach encourages proactive steps toward independence and an improved quality of life.



For organisations, the Greenlight Survey provides valuable insights into the effectiveness of programmes, enabling continuous improvement and optimisation of impact. The tool is delivered through an easy-to-use Android app or paper-based survey, combining traffic light colours (red, amber, and green), images, and scenario-based questions to create personalised scorecards. These scorecards help participants identify where they are thriving and where support is needed.

At The Go Group, participants complete a baseline Greenlight Survey at recruitment, followed by a second survey at 12 months. This process tracks changes in their quality of life and provides us with critical data to gauge whether our programmes effectively tap into each person’s will to change. Insights are used to ensure that our programme training and development components actively support learning, skills, knowledge, and behaviours that help individuals shift from dependence to independence. These insights calibrate our initiatives to remain impactful and aligned with our mission to foster independence and better life outcomes.

**Caveat:** *The Greenlight Survey tool does not eradicate poverty. It is a tool and methodology that helps to activate and catalyse people on their journey out of poverty (Bergh, 2019). It is not a programme.*



# Our Methodology

## HUMAN OPTIMISATION

Human Optimisation is the cornerstone of The Go Group development initiatives, empowering Go-Getters with the skills and strategies needed to overcome personal and professional challenges. As a foundational programme in all our training initiatives, it is based on the Occupational Intelligence A2B methodology, it focuses on self-awareness, adaptability, and resilience so that participants can take ownership of their growth journey.

Core modules address psychological, emotional, and practical barriers through structured learning and guided self-reflection. This creates a mindset shift toward proactive, resilient behaviour. Progress is measured using Occupational Intelligence (OI) evaluations, ensuring effective tracking of individual development. In addition, Business Optimisation modules provide technical and entrepreneurial skills across eight specialised streams, tailored to diverse business needs.

Experienced facilitators, mentors, and coaches who have completed Train the Trainer workshops and are skilled in applying A2B principles share their expertise in both soft and hard skills to sustain an environment for change.

## RECRUITMENT & ONBOARDING

Joining The Go Group programme is a rigorous process where emotionally and mentally ready individuals are identified and accepted after demonstrating commitment to personal growth and business development. Participants engage in activities that build self-awareness, ownership, and adaptability to lay the foundation for responsiveness and resilience throughout the programme. Human Optimisation kickstarts this process.

## MODULES

The Human Optimisation methodology delivers a comprehensive curriculum to build personal resilience, professional capability, and business acumen. Key focus areas include:

### Personal & Professional Development

- One-on-One Mentorship: Personalised guidance online and in person to support growth, accountability, and adaptive behaviours. Each participant is paired with an experienced mentor trained in the Occupational Intelligence A2B methodology.
- Occupational Intelligence Activities: Out-of-comfort-zone challenges that strengthen resilience and problem-solving skills.
- Greenlight Survey Quality of Life Diagnostics: Tools to align personal well-being with sustainable success.

### Business & Financial Skills

- Practical modules in money management, marketing, and record-keeping to equip Go-Getters for entrepreneurial success across eight specialised streams.

### Social Responsibility & Leadership

- Training in Responsive Leadership, Occupational Intelligence, and the 8 spheres of life, fostering motivation, inclusivity, and long-term well-being.

## IMPACT & FUTURE VISION

The Human Optimisation methodology transforms lives by equipping individuals with confidence, resilience, and business skills. Looking ahead, we aim to expand its reach, integrate Diversity, Equity & Inclusion (DEI) content, and strengthen power partnerships to provide broader access to skills and knowledge in all our programmes. Our commitment remains steadfast: empowering individuals to lead fulfilling, sustainable, and impactful lives.

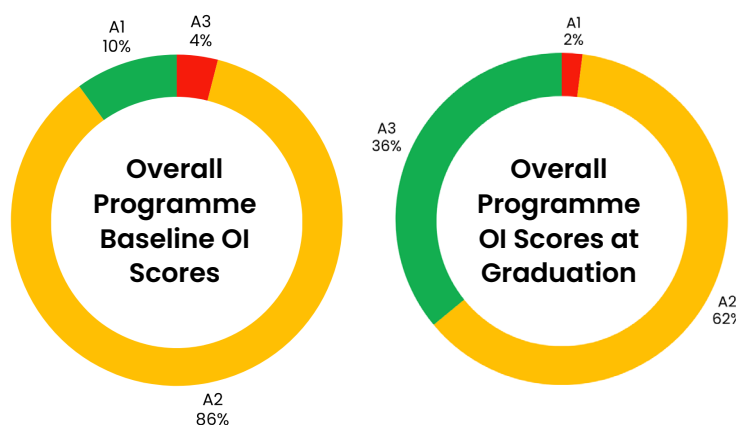
### OUR OVERALL PROGRAMME IMPACT



Attendance

**87%**

The minimum expectation is 80%



OI Appraisals

The comparison between baseline and 12-month OI scores shows a positive shift. At baseline, most participants were clustered in A2, reflecting awareness and openness to learning, with smaller proportions in A1 indicating dependence, and A3 representing independence and task orientation. After 12 months, A3 increases significantly to 36%, demonstrating strengthened internal locus of control, responsiveness, and the ability to achieve outcomes, while A2 decreases to 62% as individuals transition from awareness into action. A1 declines sharply to 2%, indicating a substantial reduction in dependency mindset. This shift is strongly aligned with the impact of human optimisation methodology that builds self-awareness, accountability, and behavioural application.



### Greenlight Survey Trend Results

At the start of 2025, we analysed baseline survey results to identify areas where learners faced challenges. We focused on two key groups: those who were completely stuck (marked in red) and those who were struggling but trying (marked in amber). We implemented targeted strategies such as workshops, courses, and knowledge-sharing sessions to support them. These initiatives aimed to strengthen skills in key areas, including budgeting and finance.

#### The first set of Greenlight results included:

- 120 participants completed the baseline (first) surveys in Feb/March 2025,
- The average score for the baseline surveys was 33.31% green, 13% amber, 4.3% red.

#### The second set of Greenlight results included:

- 58 participants completed the 12 months (second) surveys in Nov/Dec 2025

To ensure a true reflection of our impact, we use only those learners who completed both a first and second survey in our analysis of impact.

The average score for the 12-month surveys was 42% green, 7.3% amber, 1.17% red.

## OVERVIEW OF THE GO GROUP GREENLIGHT SURVEYS CONDUCTED IN 2025

When the overall income and employment levels rise within a society, it typically indicates positive trends in economic growth, standards of living, and wellbeing. As more individuals secure jobs or establish businesses, the overall economic landscape becomes more vibrant, with increased consumer spending and investments in better education and healthcare. This stimulates local markets and catalyses a reduction in poverty levels by promoting social mobility and a sense of economic security within communities. From a macroeconomic perspective, a rise in income and employment of a large active workforce contributes to the stability and resilience of the economy, making it less susceptible to external shocks and downturns.

### The Go Group's commitment to creating employment opportunities starts with financial literacy.

We equip participants with skills and knowledge to navigate the complexities of personal finance and build sustainable livelihoods. The indicator measures the impact of this training, showing that families engaged in economic activities generate steady incomes independently. This indicator shows that Go-Getters absorb theoretical knowledge and translate it into real-world financial well-being.

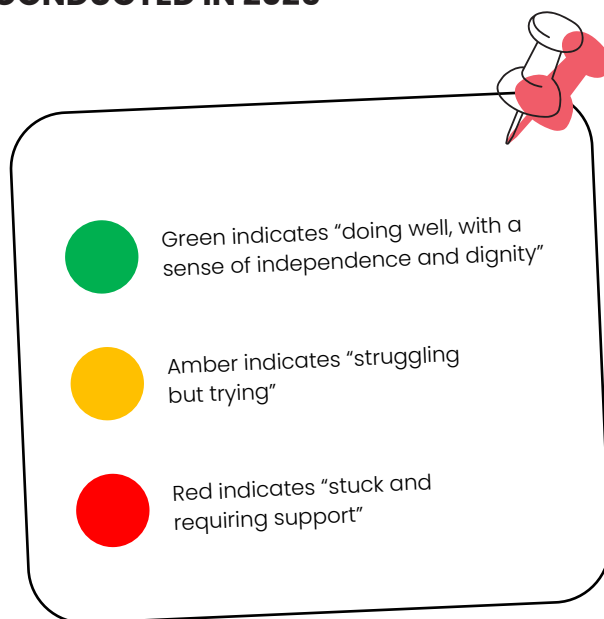
This link between learning and action highlights the impact of our educational modules. It signifies that Go-Getters are active participants in their financial resilience using strategies learned as a tool for socio-economic advancement.

For us, this indicator is evidence of impact, empowering Go-Getters to make informed financial decisions and break free from dependency.

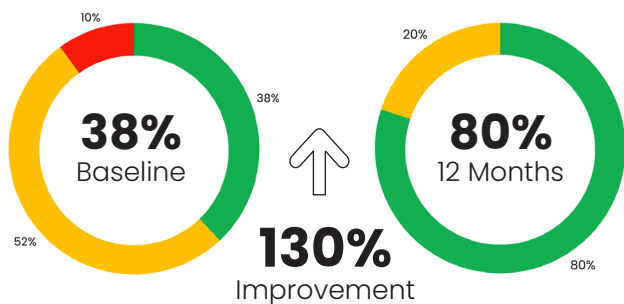
Ultimately, this training is a testament to the transformative power of ongoing supportive education in fostering economic resilience and empowering self-sufficiency within communities which has far-reaching implications for societal progress, including enhanced access to essential services, reduced poverty, and a more stable economic environment for all members of society.

## FROM RED TO GREEN: A JOURNEY OF TRANSFORMATION

When we launched our baseline Greenlight survey, five critical indicators were firmly in the red signalling that the communities we serve were struggling or stuck. Today, the story is different. Through the power of our programmes and the resilience of our participants, every one of those five indicators has shifted into the green. Here is what that change looks like in practice.

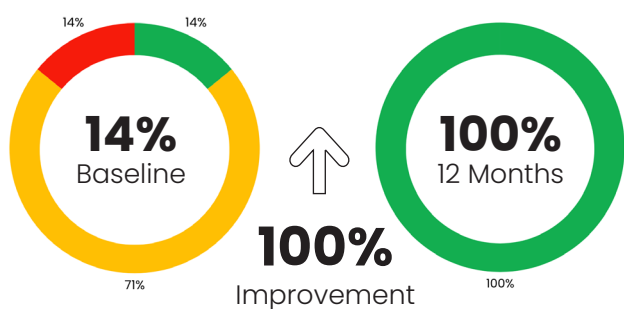


### Knowledge & Skills to Generate Income



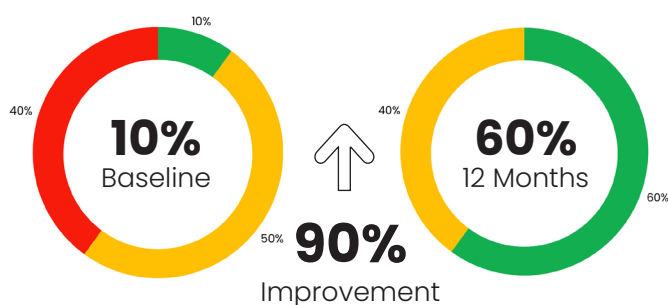
At baseline, more than half of the participants (52%) were struggling and 10% were stuck when it came to their ability to earn an income. Only 38% reported doing well. After engaging with our programmes, 80% are now doing well which is a 130% leap. This is the single biggest shift across all five indicators, reflecting the profound impact of our skills-building and livelihood support interventions. Participants have moved from uncertainty about how to earn, to actively generating income for their

### Capacity to Budget and Plan



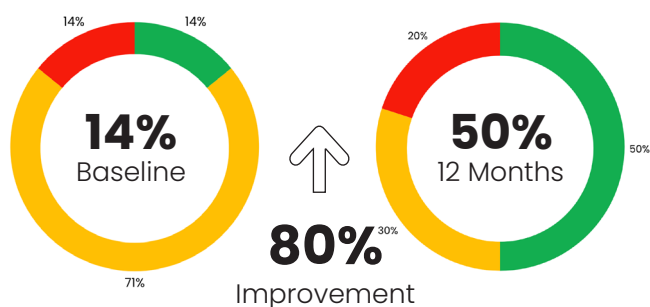
This is perhaps the most amazing turnaround of all. At baseline, a staggering 71% of participants were struggling with budgeting and planning, and 14% were stuck. Doing well stood at just 14%. In the second survey, 100% of participants reported doing well with zero still struggling or stuck. Our financial literacy and planning workshops have clearly taken root, giving every single participant the tools to manage their money with confidence and intention.

### Access to Credit Facility



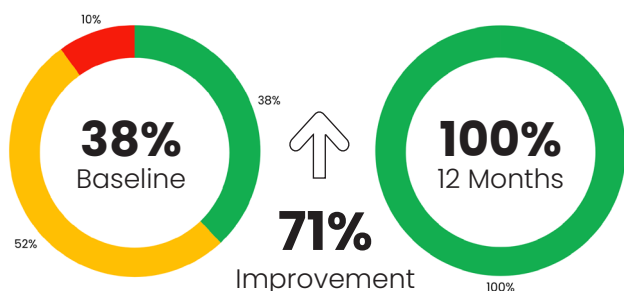
Access to credit is often the gateway to economic independence. At baseline, only 10% of participants were doing well in this area, while 50% were struggling and 40% were completely stuck. The second survey tells a changed story: 60% now report doing well, and none are stuck. A 90% improvement shows that our work connecting communities to financial institutions, cooperative structures, and savings groups is opening doors that were previously closed.

### Family Savings



Building a culture of saving within families is a cornerstone of lasting change. At baseline, 14% were doing well, 71% were struggling, and 14% were stuck. The second survey shows 50% now doing well an 80% improvement. While there is still room to grow, this shift represents families moving from a place of financial precarity to one where saving is becoming a habit. The foundation is being laid for long-term household stability.

### Nutrition



Good nutrition is both a driver and an outcome of wellbeing. At baseline, 38% were doing well, 52% were struggling, and 10% were stuck. By the second survey, 100% of participants reported doing well on nutrition with nobody left behind. This extraordinary outcome reflects the ripple effect of our programmes: as incomes grow and households gain financial stability, nutritional outcomes follow. Families are eating better and thriving.

# Our Programmes

Our methodology underpins the success of the programmes we implemented in 2025. The following programmes were delivered through our community and corporate partners:

## **The People Journey Programme**

Belgotex

Likewise

Mpilo Game Reserve

## **The Floorcovering Programme**

## **The Rug Vendor Programme**

## **Agribusiness Programme**

## **Early Childhood Development Programme**



# The People Journey Programme

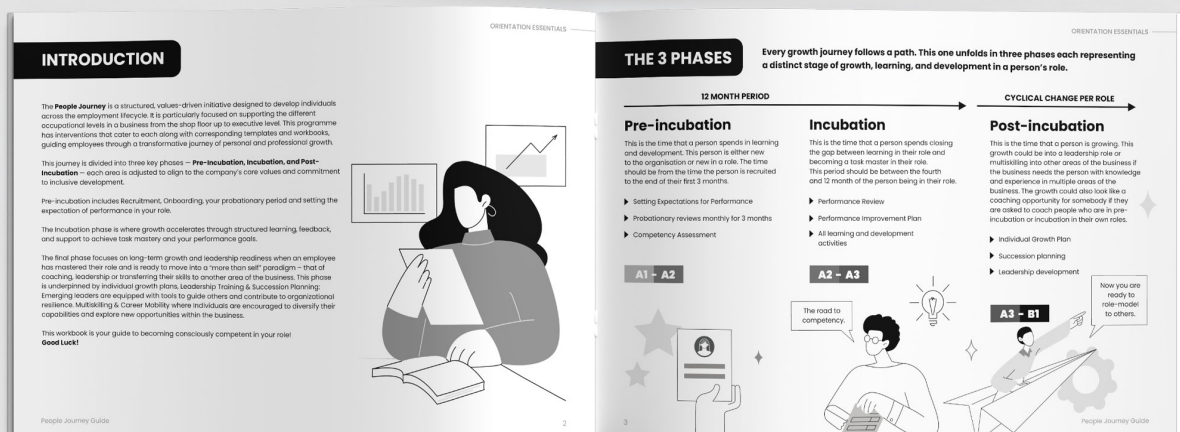
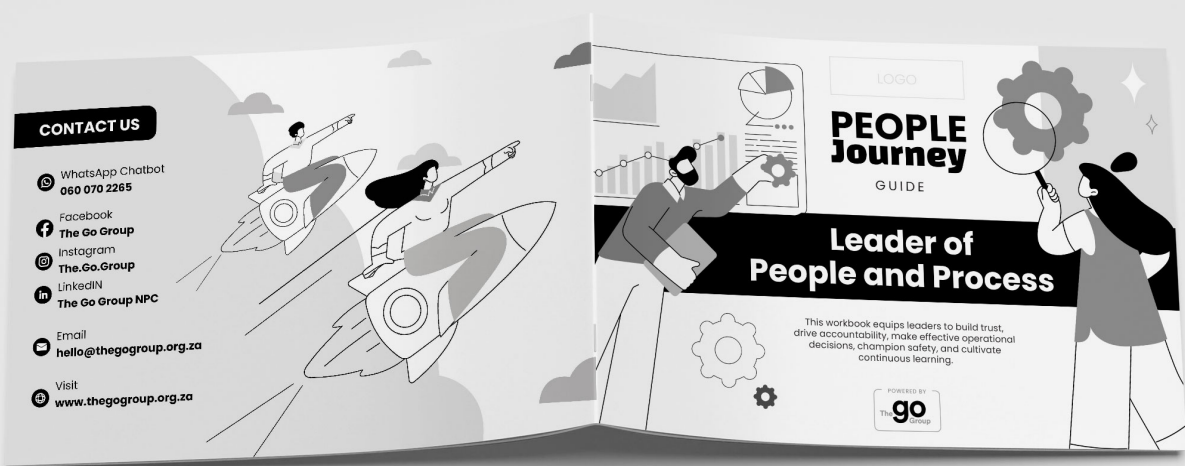
## OVERVIEW

The People Journey is a structured, three-year organisational development programme designed for three distinct employee groups: senior leaders, people/process leaders, and individual contributors. Each group follows a tailored curriculum aligned with their roles—for example, executives focus more on coaching and psychometric assessments, while operators emphasise quality-of-life improvements and practical training.

The programme is delivered in phases, with most activities completed within 18–24 months, followed by ongoing support. A central element is the Job Catalogue, which captures company values, competencies, and individual responsibilities, creating a consistent framework that aligns employees with organisational goals. Learner guide templates and performance evaluation tools support progress and can be customised to business objectives. Additionally, the programme can integrate with Diversity, Equity, and Inclusion strategies, and includes support for HR processes such as employee relations and recruitment. It is designed to be flexible, allowing organisations to implement it across the full workforce or prioritise specific levels based on budget and strategic needs.

This journey is divided into three key phases – Pre-Incubation, Incubation, and Post-Incubation.

- **Pre-incubation** includes recruitment, onboarding, the probationary period and setting the expectation of performance in the employee's role.
- **The Incubation phase** is where growth accelerates through experiential learning, feedback, and support to achieve task mastery and their performance goals.
- **The final Post-Incubation phase** focuses on leadership readiness when an employee has mastered their role and is ready to move into a "more than self" paradigm – that of coaching, leadership or transferring their skills to another area of the business. This phase is underpinned by individual growth plans and succession planning.



## The Belgotex People Journey Programme



**464**

Employees

During 2025, we expanded the People Journey training initiatives at Belgotex that were launched in 2023. The People Journey programmes were implemented for senior leaders, leaders of People and Process and Individual Contributors.

### DEVELOPMENT IN PRACTICE

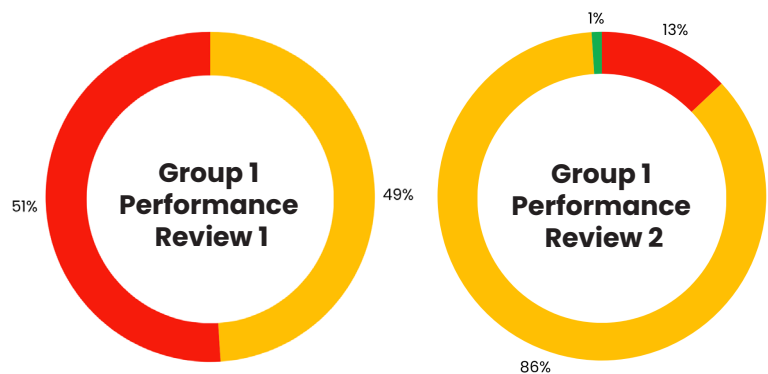
Participants were supported through the following interventions:

- Occupational Intelligence activities to enhance resilience, adaptability, and problem-solving.
- Participants explored the seven Occupational Intelligence levels and their impact on the workplace.
- Quality of life diagnostics aligned personal and professional goals with sustainable success.
- We provided one-on-one coaching demonstrating intentional action and prioritising people-first thinking.
- Tools like Neuronostic and Evalex Psychometrics provided behavioural and cognitive insights as valuable data for individuals to take ownership of their own journeys.
- The People Journey further introduced structured performance management, clear expectations, and strategic planning through tactile employee focus groups workshops and alignment to company systems and policies.

### PROGRAMME GOALS & KEY MODULES

**Group 1** of Senior Leaders and Leaders of People and Process had two performance reviews in 2025 (April and October respectively).

The change in the 241 company-wide KPI metrics are as follows.

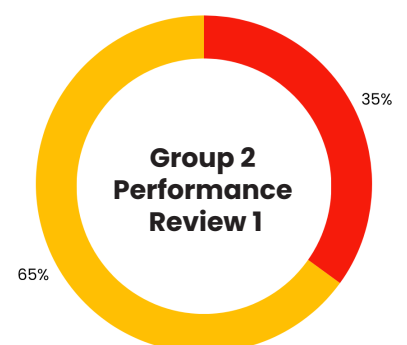


These results show a 38% positive change from Red to Amber and a 1.32% positive change to Green over the 6 month period.

13.79% were recorded as top performers in their KPI's and received recognition from their leaders and the CEO for their contributions to the company.

Only 9.2% of the team members presented with consistent "stuck" results needing support and development to move into amber and green on their KPI's.

**Group 2** consisting of Leaders of People and Process and some Individual Contributors only completed one performance review in the 2025 cycle with the following results. We are looking forward to seeing the 2026 results post intervention.



The HR metrics that saw improvement in the year of 2025 were:

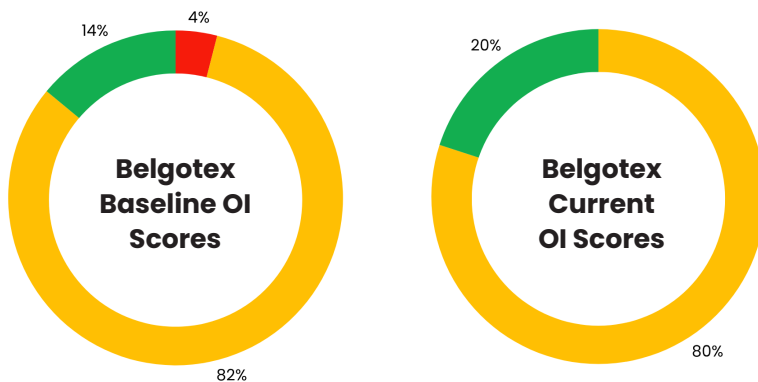


## TRAINING FEEDBACK

2025 marked continued integration of the People Journey Programme at Belgotex by combining performance management with culture transformation. Targeted workshops and facilitated one-on-ones were delivered to develop a new language and toolset for employees to use to drive changes within the organization that meet the business' goals. October 2025 saw the completion of the first full cycle of the People Journey at Belgotex, with the following key milestones achieved:

- Implementation of the Occupational Intelligence methodology
- Rollout of a comprehensive Performance Management Framework
- Delivery of Financial Wellness training for operators and wage earners
- Exploration of behavioral blockers to meeting wellness and performance indicators
- Implementation of a Senior Leadership programme centred around psychoneuroimmunology (PNI) and behavioural and cognitive psychometrics.

## OI RESULTS



The OI scores show a gradual shift in responsiveness with the most notable change being 0% reds (or 0% AI appraisals in the workshop environment). This shows that by the end of 2025, participation and engagement in the group workshops was higher than when the intervention started. This could point towards more trust created in the ecosystem and more people feeling confident to use their voice in the workshop context.



"Once the team received feedback from the union, there was positive change towards the training provided. A few individuals stated that the time of the training was an issue. I need to meet with the Supervisors on a month-to-month basis to ensure they stay focused on the department and individual goals that were set."



**Hagen Zondagh**  
Extrusions Manager

"My honest feedback is that I needed to understand the process and requirements better so that employees can have guidance going forward. Now that we have been through the process, I can give more support and guidance to how we will achieve our end result."



**Ricky Naicker**  
Backing & Tiles Manager



**Rishi Lalbeharry**  
Procurement Officer

"Staff understand what the business is trying to achieve – positive change brought about by training. Training was relevant to support and training of employees."



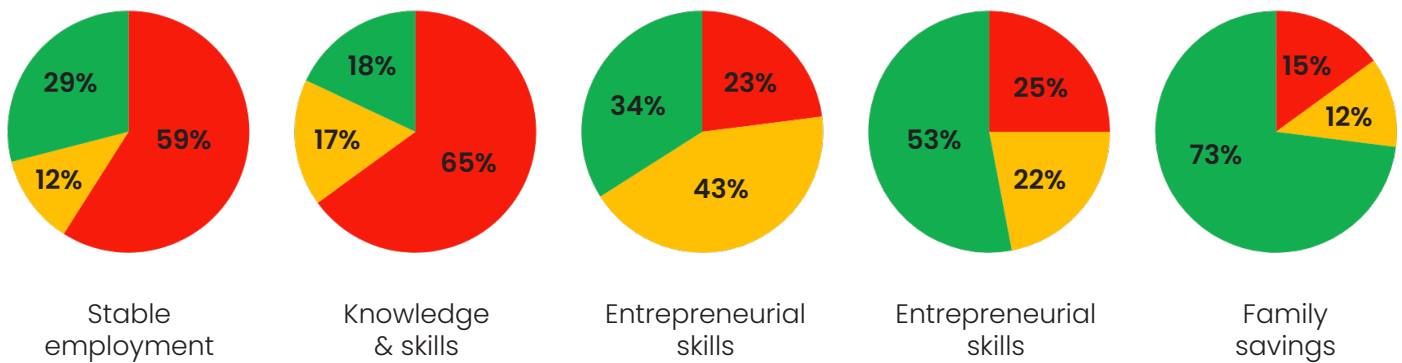


## The Belgotex Greenlight Surveys

### IMPACT ASSESSMENT: GREENLIGHT SURVEY

To support impact measurement, the **Greenlight Survey\*\*** was conducted with a sample of **236 employees**, primarily from **Group 3 (Operators)**, representing a cross-section of the business departments.

### GREENLIGHT SURVEY GRAPHS



### TOP FIVE RED INDICATORS (AREAS OF CONCERN)

- 1 Stable Employment (Household Level)**

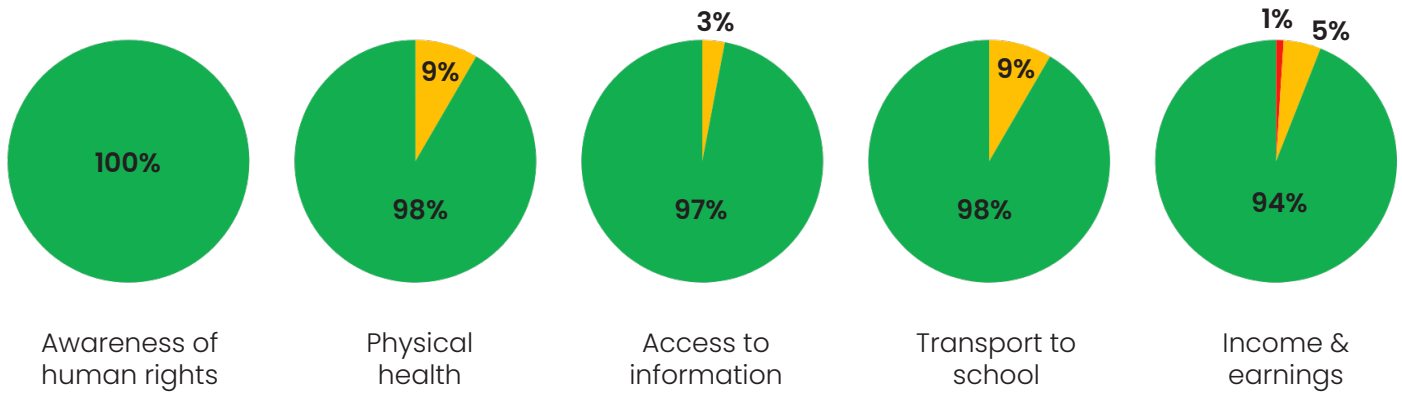
While employees are permanently employed, many are sole providers for extended households. This creates financial and emotional strain, especially when other household members are unemployed or transient in their employment.
- 2 Knowledge & Skills to generate income**

Employees often lack exposure or confidence to pursue entrepreneurial ventures. Household dynamics and risk aversion further limit exploration of alternative income streams.
- 3 Entrepreneurial Spirit**

Most participants have never pursued entrepreneurial ventures, citing risk aversion and a preference for stable employment. Their primary motivation is to provide consistent financial support for both nuclear and extended families. While some are curious about entrepreneurship, fear of failure—often reinforced by past setbacks—remains a significant barrier.
- 4 Family Savings**

While some employees are saving, lack of support from household members and poor financial habits within the extended family hinder progress.
- 5 Access to credit facilities**

Debt and poor credit records reduce access to financial tools needed for long-term improvement. Purchasing fixed assets impacted by poor credit health and high-risk profiles are driven by over-exposure.



## TOP FIVE GREEN INDICATORS (AREAS OF STRENGTH)

- 1 Awareness of Human Rights**  
 Strong awareness and respect of basic rights of humans
- 2 Physical Health Ownership**  
 Employees show increasing openness to managing their health, discussing mental wellness, and accessing medical support
- 3 Access to Information and means to communicate**  
 There is a clear ability to access and apply information to make informed decisions, indicating a readiness for further empowerment.
- 4 Transport to School – access to education outside of area**  
 Despite limited access to quality schools, employees prioritise education and make proactive arrangements to ensure their children attend school outside their immediate areas.
- 5 Income & Earnings above Poverty line**  
 Employees recognize their income stability and the potential for savings when managed effectively.





## The Likewise People Journey Programme



In 2025, initial training for Likewise sales staff and management was conducted to align with the People Journey framework implemented at Likewise, providing essential context for a more structured performance management approach and introducing the phases of the journey. A separate training intervention for warehouse employees was prompted by their transition from weekly wages to monthly salaries.

### TRAINING FEEDBACK

The initial sessions facilitated constructive dialogue to clarify key responsibilities and align staff with performance goals and expectations. The Warehouse employees embarked on training in June, as they transitioned from weekly wage payments to a monthly salary cycle, with a focus on strengthening financial planning and resilience. Training focus included:

#### Budgeting & Savings Goals

- Reinforcing basic budgeting concepts.
- Encouraged dialogue around financial well-being and workplace dynamics.
- Explored personal debt challenges and brainstormed practical solutions.

#### Patterns of Behaviour (Hardwires)

- Addressed behavioural dynamics and interpersonal respect.
- Used storytelling to foster self-awareness and group reflection.

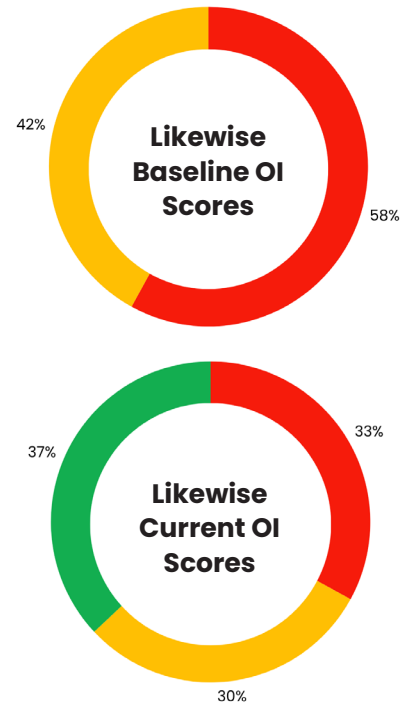




## OI RESULTS

The OI scores show a significant shift in responsiveness with the most notable change being a drop of 25% reds (or AI appraisals in the workshop environment) and increase from 0% to 37% of A3 responsiveness exhibited.

This shows that by the end of 2025, participation and engagement in the group workshops was much higher than when the intervention started. This could point towards more trust created in the ecosystem and everyone using their voice in the workshop context. The increase in greens also shows that learning content has been applied by the employees outside of the classroom environment.



“The training has played a big role to some of the employees as changes such as behaviour and knowledge of finance change. Most of the employees are changing and there is good attitude since the training. Only 15% are still not improving. They do need both support and training in terms of financial and communication toward work and personal life. Your support to us is so important because it creating good relationship to the group.”



**Sello Ndou**

Warehouse Manager



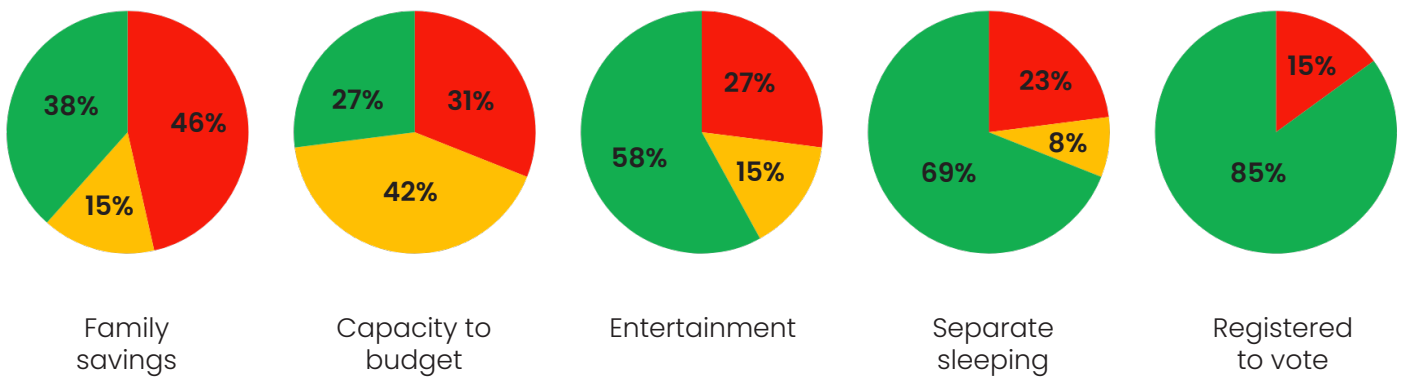


## The Likewise Greenlight Surveys

### IMPACT ASSESSMENT: GREENLIGHT SURVEY

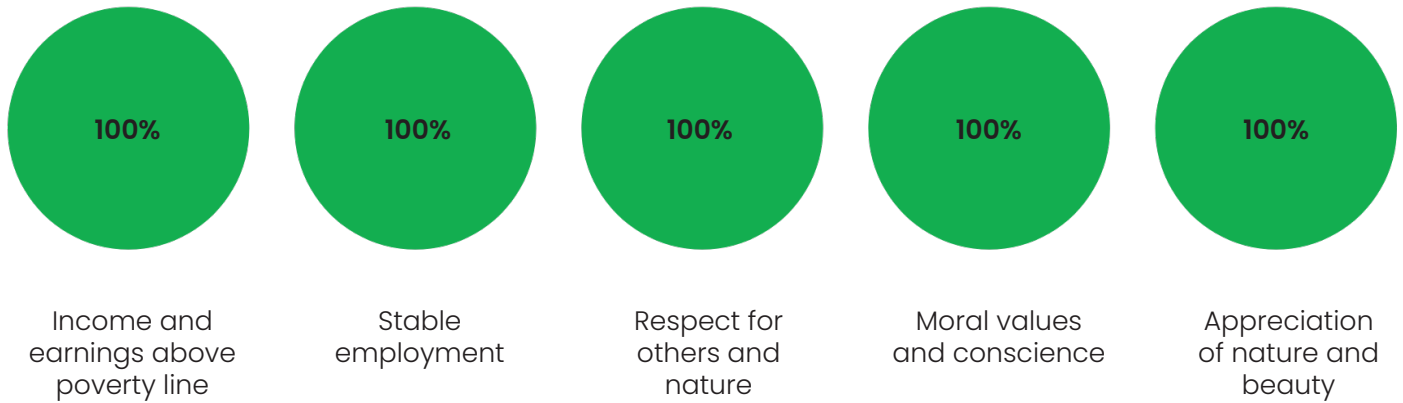
To support impact measurement, the Greenlight Survey\*\* was conducted with a sample of 26 employees, primarily from the warehouse.

### GREENLIGHT SURVEY GRAPHS



### TOP FIVE RED INDICATORS (AREAS OF CONCERN)

- 1 Family savings**  
 Many households lack sufficient savings, reflecting financial vulnerability and limited resilience to economic shocks.
- 2 Capacity to budget and plan**  
 Households struggle with effective financial planning and budgeting practices.
- 3 Entertainment and recreation**  
 Limited access to leisure and recreational activities indicates constrained quality of life.
- 4 Separate sleeping spaces**  
 Overcrowding remains an issue, with insufficient separate sleeping arrangements in households.
- 5 Registered to vote**  
 A portion of individuals are not registered to vote, suggesting gaps in civic participation.



## TOP FIVE GREEN INDICATORS (AREAS OF STRENGTH)

- 1** **Income and earnings above poverty line**  
 A majority of households are earning above the poverty threshold, indicating improved economic stability.
- 2** **Stable employment**  
 Employment conditions are relatively secure, with many individuals maintaining consistent work.
- 3** **Respect for others and nature**  
 Strong social and environmental values are reflected in positive attitudes toward people and the natural environment.
- 4** **Moral values and conscience**  
 Communities demonstrate a solid foundation of ethical behaviour and personal integrity.
- 5** **Appreciation of nature and beauty**  
 There is a high level of awareness and appreciation for the environment and aesthetic surroundings.



## The Mpilo Game Reserve People Journey Programme



**23**

Employees

2025 saw the introduction of the People Journey at Mpilo Game Reserve. A baseline greenlight survey was completed at each homestead followed by a curriculum and mentorship rollout that was appropriate for the employees.

### TRAINING FEEDBACK

The evaluation of impact findings highlight a complex interplay between socio-economic constraints and emerging potential in the area as a result of developing the Club Med Beach Resort (now called Vikela Safari Lodge). While participation was initially uneven due to varying foundational skills and confidence, engagement improved significantly through experiential learning and the human optimization methodology implemented.

Training interventions focused on budgeting, debt management, goal-setting, leading with growth and care, and understanding how behaviours are shaped by experience and exposure helped individuals reflect on entrenched patterns and adopt more constructive financial and personal practices.

These approaches reduced anxiety around numeracy, strengthened self-awareness, and fostered greater accountability, contributing to observable shifts in attitudes and behaviours. Despite ongoing financial pressures—characterised by low incomes, high dependency ratios, debt cycles, and reliance on informal lending—participants demonstrated increased willingness to engage proactively with their circumstances.

While broader challenges such as limited access to resources and interpersonal tensions persist, there are clear positive indicators, including strong interest in financial education and entrepreneurship, recognition of land as an asset, and defined individual aspirations, all of which highlight opportunities for targeted support and sustained development impact.

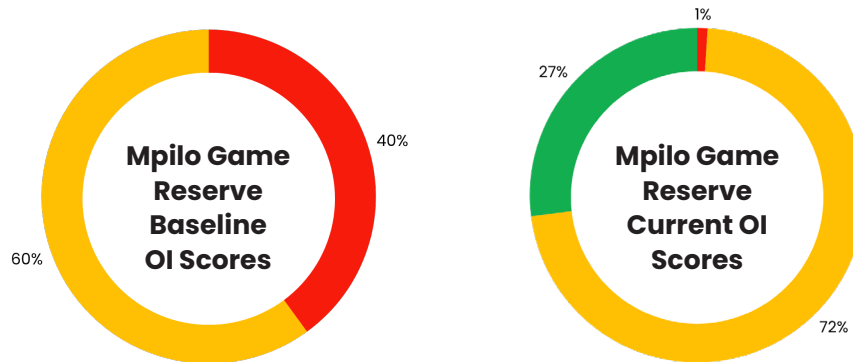




## OI RESULTS

There has been a marked improvement in OI scores since May 2025. The proportion of individuals in the lowest maturity category (A1) reduced significantly from 40% to 1%, indicating a strong shift away from non-responsiveness and dependency. At the same time, the proportion in A3 (high ownership and internal accountability) increased from 0% to 27%, reflecting the emergence of a more self-driven and proactive workforce.

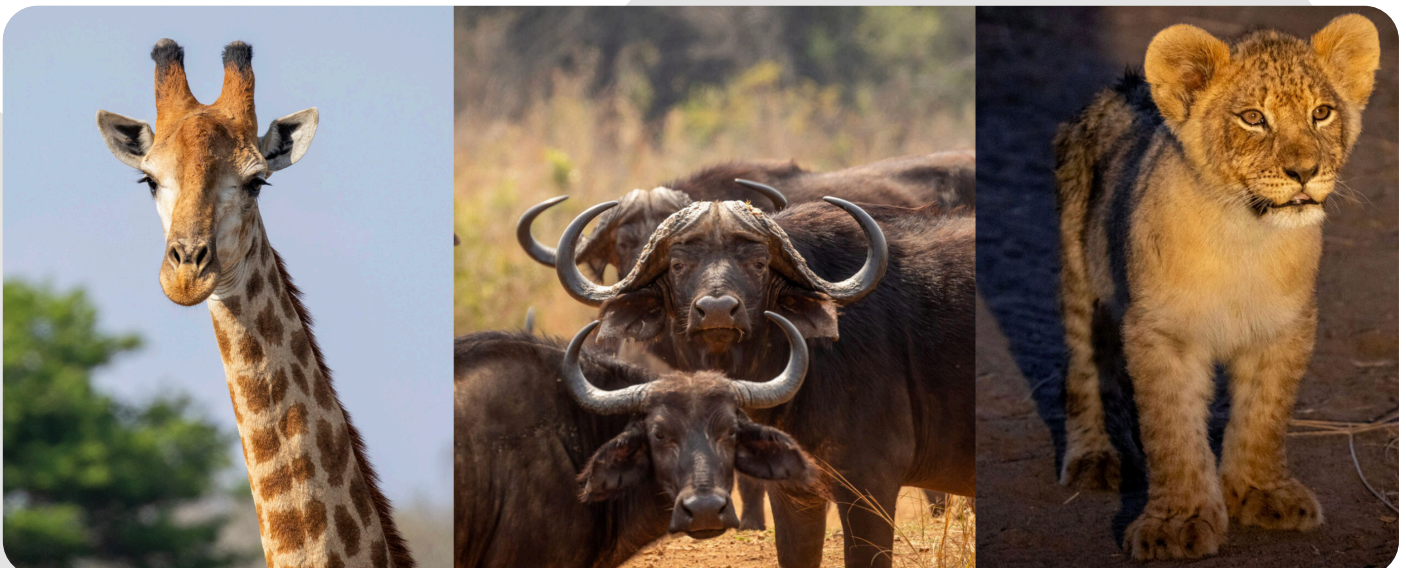
The majority (72%) now sit in A2, demonstrating sustained engagement, awareness of development needs, and readiness to progress. Overall, these results reflect a positive transition towards greater accountability, capability, and performance across the organisation.



“We have noticed a shift in mindset in our staff and a change in terms of behaviour. We are seeing less complacency, more engagement at work and the absenteeism rate has decreased.”



**Mervyn Gillespie**  
Mpilo Farm Manager



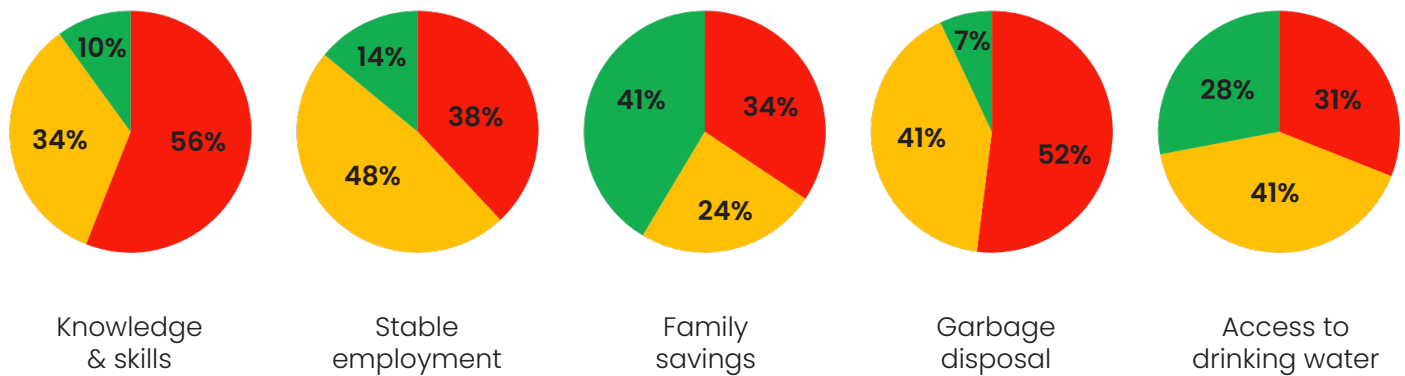


## The Mpilo Game Reserve Greenlight Surveys

### IMPACT ASSESSMENT: GREENLIGHT SURVEY

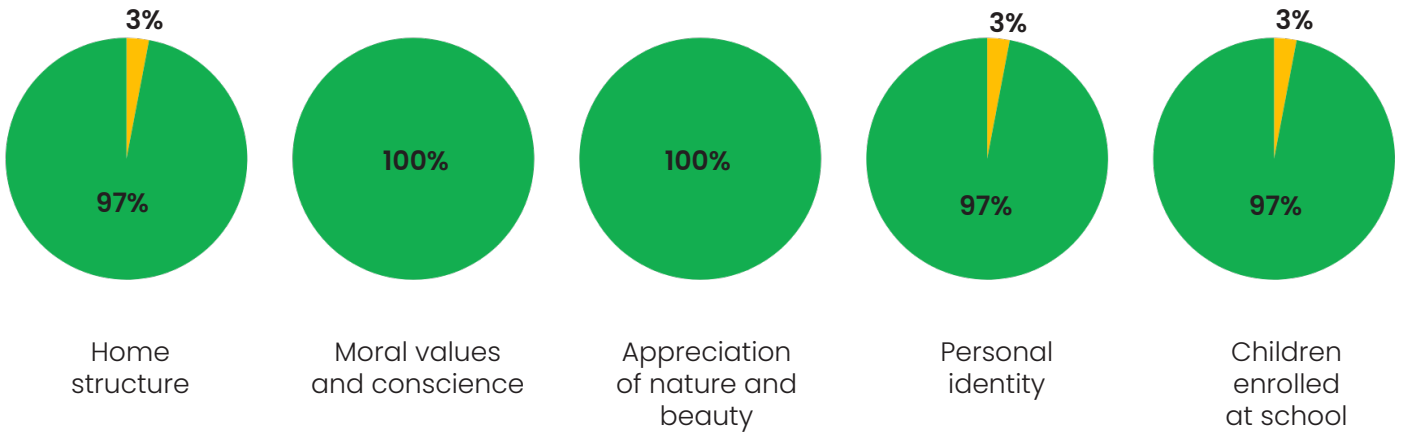
To support impact measurement, the Greenlight Survey\*\* was conducted with a sample of 23 employees from Mpilo Game Reserve

### GREENLIGHT SURVEY GRAPHS



### TOP FIVE RED INDICATORS (AREAS OF CONCERN)

- 1 Knowledge and skills to generate income**  
 Many participants lack the practical skills and knowledge needed to create sustainable income opportunities.
- 2 Stable employment**  
 A large proportion of participants do not have consistent or secure jobs, leading to financial instability.
- 3 Savings**  
 Most households are unable to save money due to low income levels and high living expenses or debt.
- 4 Garbage disposal**  
 Inadequate waste management systems affect health, hygiene, and overall living conditions.
- 5 Access to drinking water**  
 Limited or unreliable access to safe drinking water poses a risk to health and daily wellbeing.



## TOP FIVE GREEN INDICATORS (AREAS OF STRENGTH)

- 1 Home structure**  
 Most participants have a defined household structure that provides basic living stability.
- 2 Moral values and conscience**  
 Participants generally demonstrate a shared sense of values, ethics, and awareness of right and wrong.
- 3 Appreciation of nature and beauty**  
 There is a strong recognition and appreciation of the natural environment and surroundings.
- 4 Personal identification**  
 The majority have formal identification, enabling access to services and opportunities.
- 5 Children enrolled at school**  
 Most households ensure that children are enrolled in and attending school, supporting education and development.



# The Floorcovering Programme

## OVERVIEW

The Floorcovering Programme is a specialised skills development initiative to equip participants with the technical competencies and business acumen required within the floorcovering industry. The programme supports emerging installers and enterprise owners in establishing and managing sustainable flooring businesses while maintaining high industry standards.

The curriculum is structured into two dedicated streams:

- **Installer Development**, focusing on technical installation proficiency.
- **Enterprise Owner**, aimed at strengthening operational, managerial, and entrepreneurial capabilities.

Participants who successfully complete the programme demonstrate competency in the following core areas:

- Floor Preparation and Self-Levelling
- Needle Punch and Tufted Carpet Tile Installation
- Tufted and Woven Wall-to-Wall Stretch Carpet Installation
- Luxury Vinyl Tile (LVT) and Vinyl Composition Tile (VCT) Installation

The programme continues to contribute meaningfully to sector transformation and skills advancement by developing qualified installers and supporting the growth of emerging flooring enterprises.

## The Goals for this programme are:



### Goal 1

Develop the technical capabilities of self-sufficient and self-driven installers and contractors in the floorcovering industry.



### Goal 2

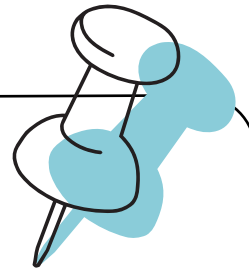
Allocate development funds towards economically viable businesses that ultimately generate a clear ROI.



### Goal 3

Enable recommendation of successful contractors.





### Cost Of Programme

#### ALLOCATION OF FUNDS WITHIN THE GO GROUP

Technical Training Business Mentorship Accounting and Tax Compliance Marketing Training Projects Programme Management

Phase 1 (Carpet)

Phase 2 (Vinyl)

Phase 3 (Grass)

**Total R 649 340.00**



### Return On Investment

#### Direct Return on Investment

SMME purchases of Belgotex floorcovering products and ITE products for commercial and residential projects

**R 1249 895.00**

Value of floorcovering product used for community-based projects

**R 61 277.00**

**Total R 1 311 172.00**

### Programme Impacts

#### 2024 Totals

#### 2025 Totals



New Go-Getters joining the programme

**73**

**44**



Number of Go-Getters who participated in the programme for the year

**84**

**53**



Retention Ratio for the Year

**60%**

**86.36%**



Number of Ambassadors appointed

**2**

**0**



Vehicle Loans Outstanding

**R 26 918.00**

**R 887.00**







Attendance

**86.4%**

The minimum expectation is **80%**



Performance

				
<b>2024</b>	1500.60 m <sup>2</sup>	R 0	219	R 3 118 174.53
<b>2025</b>	4119.9 m <sup>2</sup>	R 0	15	R 1 249 894.56

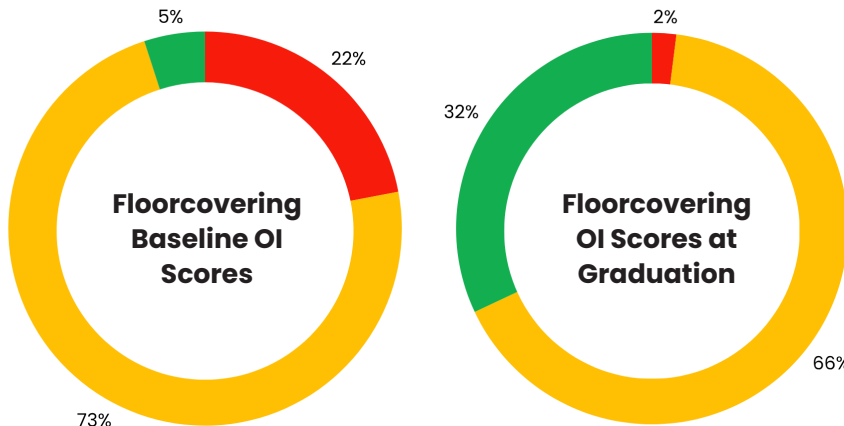
### Responsiveness in the Programme



OI Appraisals

The OI levels for installers and business owners assess both technical skills and business competence in the floorcovering industry. To enter the programme requires an A2 level, to ensure participants can master flooring installation, products, and supply chain dynamics. The goal is for installers to become Belgotex Approved and for owners to lead ethical, sustainable, and people-centred businesses.

At programme completion, OI assessments showed a 2% increase in AI responsiveness. This is linked to participants who had experienced traumatic life changes in the last quarter resulting in heightened anxiety which negatively impacted their volition. With mentoring support, these individuals were able to rebound and successfully complete the programme.



### THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

This programme impacted the following SDG's in 2025:



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



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



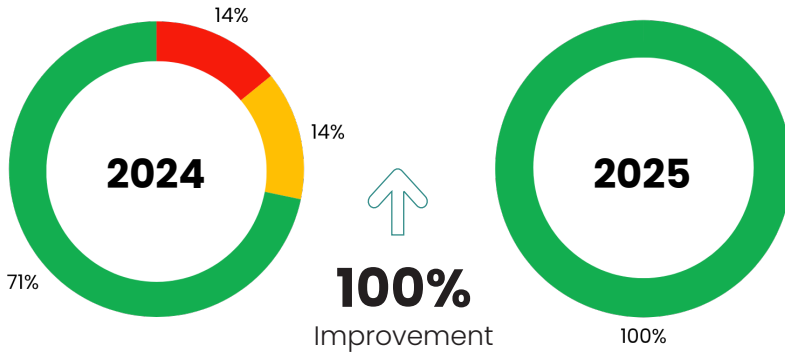
Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.



## GREENLIGHT RESULTS

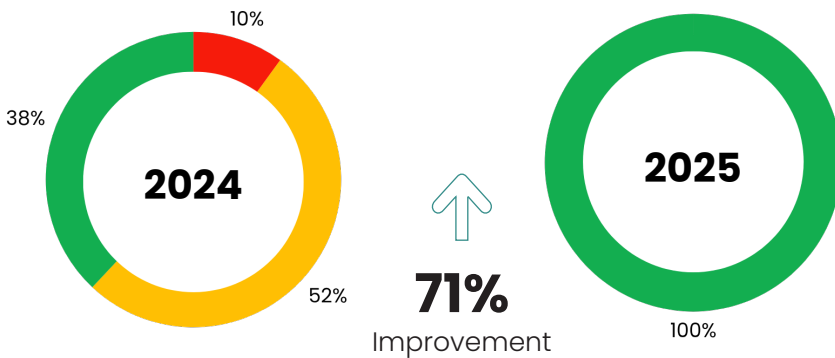
The Greenlight Results shown below are the top 5 direct impacts on Go-Getters in this Programme.

### Capacity to budget and plan



- **Before:** Families lived day-to-day with no financial planning or control over money
- **Now:** They can manage household finances, make informed spending decisions, and plan ahead
- **Impact:** This creates stability, reduces stress, and enables families to work toward goals rather than just surviving

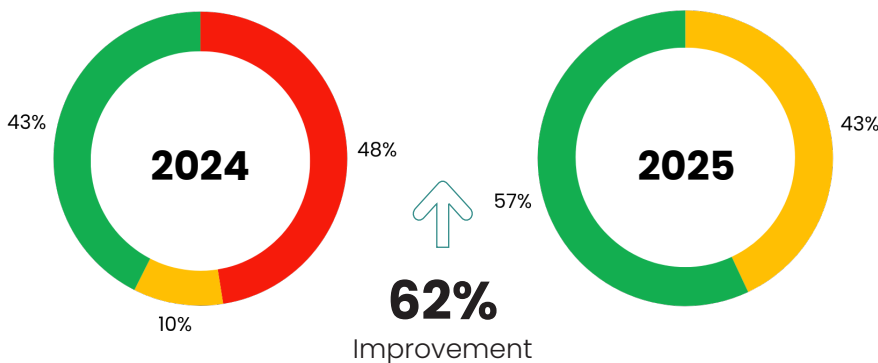
### Nutrition



- **Impact:** A 100% positive nutrition outcome on this indicator shows a complete turnaround from baseline where nearly two-thirds of people were not consistently eating well. The data suggests that financial stability unlocked through the programme directly addressed the affordability barrier to nutritious eating.

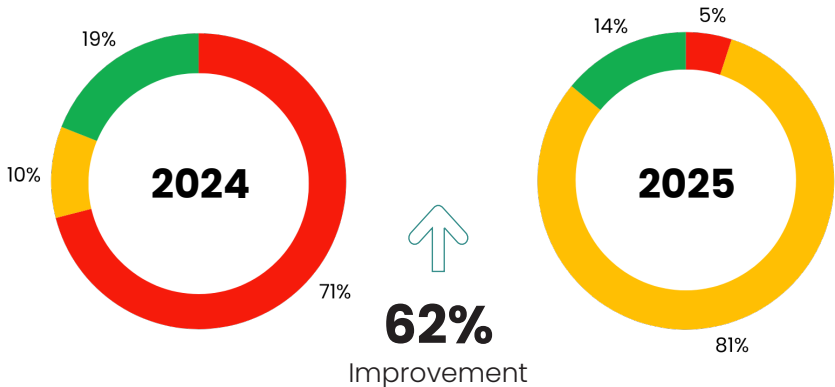
- **Before:** Only 38% (green) answered positively, meaning they were eating a balanced diet at home. A large portion of 52% (amber/yellow) gave a partial or uncertain response, suggesting they were sometimes managing but not consistently. A further 10% (red) indicated they were not eating a balanced diet at all.
- **Now:** After participating in the programme and reaching financial stability, the picture changed completely. The chart shows 100% green, every single respondent now reports eating a balanced diet at home.

### Distance and Time to Work



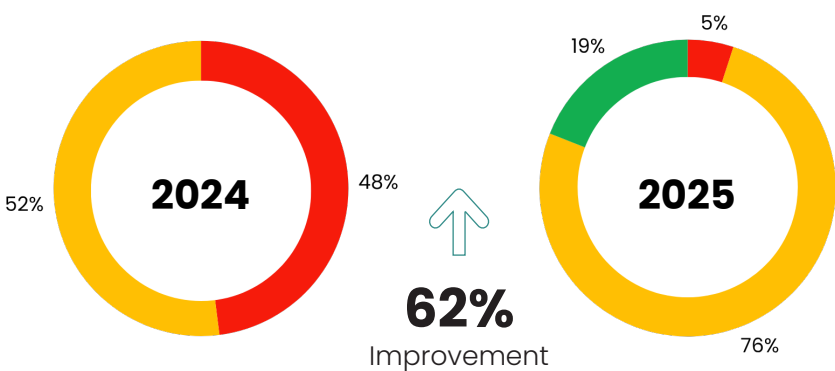
- **Before:** Getting to work was difficult, expensive, or time-consuming, limiting job options
- **Now:** Work is accessible, affordable to reach, or they've found closer opportunities
- **Impact:** More time with family, lower transport costs, and better work-life balance improve overall quality of life

### Influence on the public sector



- **Before:** Participants felt powerless, voiceless, and unable to access government services or support
- **Now:** They understand how to engage with authorities, claim benefits, and advocate for their needs
- **Impact:** They're active citizens who can navigate systems and demand accountability, not passive victims

### Stable employment and Income sources



- **Before:** Income was unreliable and work was unpredictable, irregular, or non-existent
- **Now:** They have consistent work and dependable income they can count on
- **Impact:** Families can meet basic needs regularly, children stay in school, and the household isn't in constant crisis mode

### COMBINED IMPACT

This shift from red/amber to green across all four areas shows participants have achieved economic stability and empowerment. They're no longer just getting by, they're managing their lives effectively, earning reliably, and actively participating in society as confident, capable individuals.

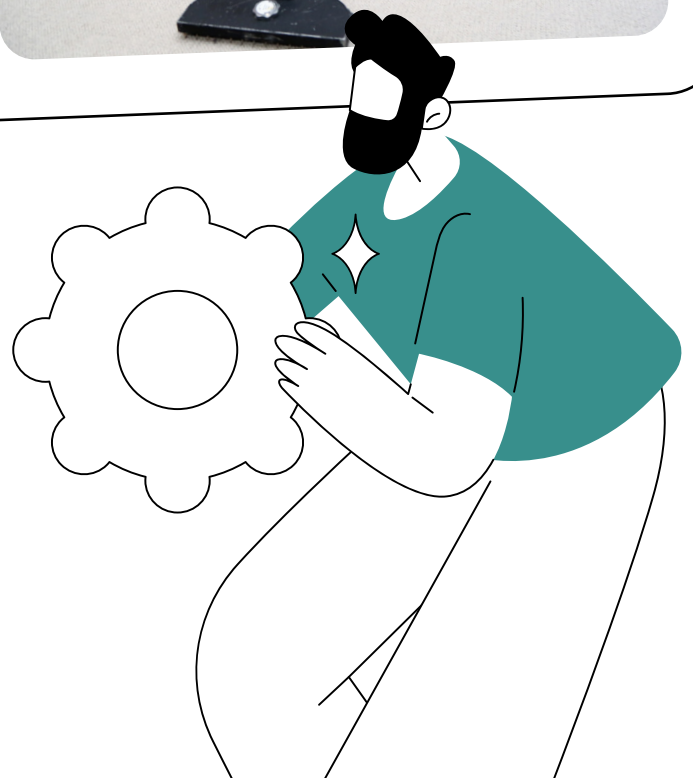


## FLOORCOVERING SHOWCASE PROJECT FOR 2025

### KZN – Training Project Maidstone ECD

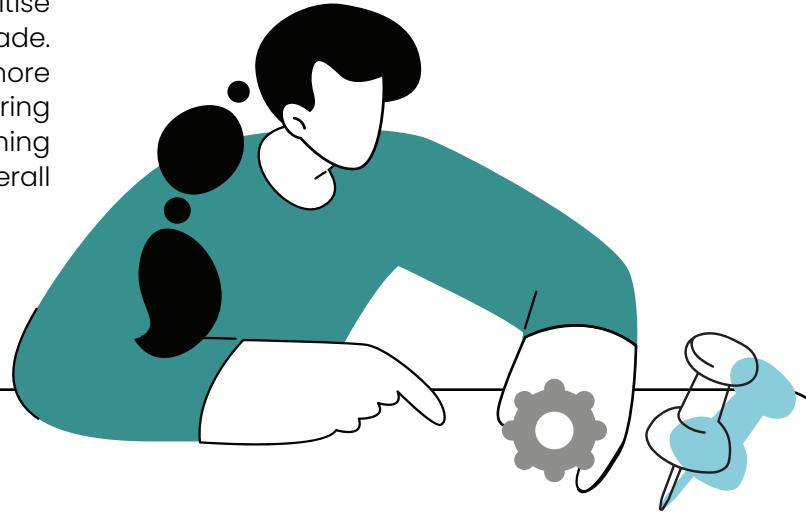


Our KZN-based group of installers successfully delivered the flooring component of this ECD infrastructure upgrade to improve the safety, functionality, and quality of the early learning environment for young children. The installation of artificial turf in the play area created a durable, low-maintenance, and child-friendly space that supports physical development, play-based learning, and wellbeing. Beyond infrastructure improvement, the project generated meaningful socio-economic impact by enabling participation of our installers and small enterprises, while strengthening skills development, employment opportunities, and sustainable livelihoods within the community.



## LEARNINGS AND CHALLENGES DURING THE PERIOD

- Learner intakes were delayed due to extended administrative processes and challenges in aligning learner availability with the programme targets and implementation plan, resulting in only two regional intakes being completed instead of the planned three.
- The transition from CETA to QCTO accreditation has taken longer than anticipated with contributing factors including changes in accreditation requirements, revised quality assurance processes, additional documentation submissions, and longer QCTO framework approval turnaround times.
- During this period we learned to prioritise recruitment from within the flooring trade. Recruiting experienced installers is more effective as they are able to return to the flooring industry upon completion, strengthening industry retention, employability, and overall programme impact.



### CASE STUDY

**Xolile Mzimela** grew up in challenging circumstances, teaching her the need to stand up for herself and keep pushing forward. This shaped her resilience, but also contributed to personal struggles that followed into adulthood like low self-esteem and self-doubt that limited her confidence, decision-making, and willingness to take on new opportunities.

Hoping to change her mindset and develop practical skills, Xolile enrolled in the Floorcovering programme to learn and grow in an entirely new field. The Hardwires training session profoundly impacted Xolile who recognised that her thinking had been holding her back. She was then able to learn tools to shift those patterns. This was a turning point in building her confidence.

Learning about “Train the Brain” reinforced the idea that personal development and learning never stops and that change begins with one’s belief in oneself.

Her top skills and insights gained from the programme include:

- **Increased self-confidence** – Believing in her abilities and trusting herself more.
- **Lifelong learning** – Recognising that growth is continuous and requires intentional effort.
- **Personal transformation mindset** – Realising that meaningful change starts with seeing the possibility within yourself.

Xolile’s journey is a powerful example of courage and the transformation that comes from pushing beyond our comfort zones; Xolile did so by learning technical skills and mindset changes from The Floorcovering Programme.

# The Rug Vendor Programme

## OVERVIEW

The Rug Vendor programme empowers unemployed individuals in surrounding communities with opportunities to buy discounted Belgotex products to sell for profit. It fosters entrepreneurship and supports local economies by enabling participants to create their own income streams.

The programme integrates our Human Optimisation tools for personal development and equips participants with the skills needed to handle life challenges. This includes financial literacy, conflict resolution, and effective communication, contributing to overall well-being, resilience and selling ability.

## The Goals for this programme are:



### Goal 1

Income for vendors who can hustle!



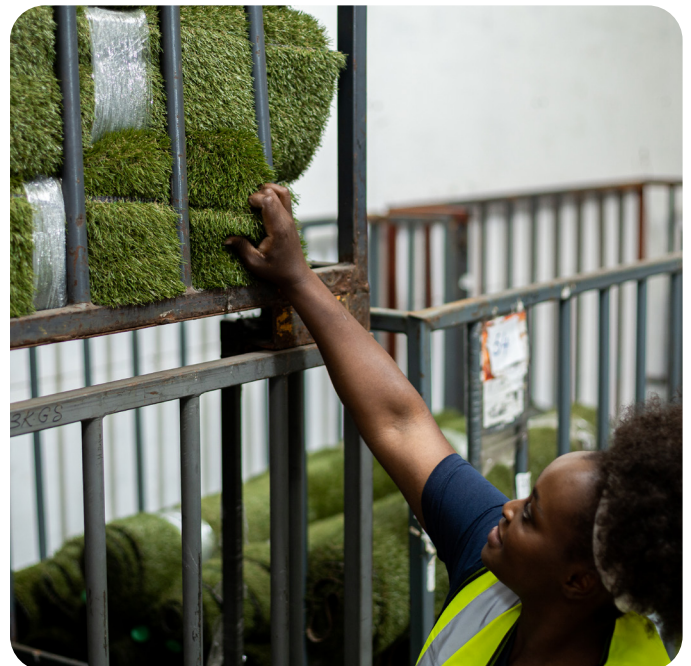
### Goal 2

To use discounted product from the Belgotex factory for maximum income earning impact.



### Goal 3

For vendors who need flexible time to take care of families, they can buy and sell when they want to.





### Cost Of Programme

#### ALLOCATION OF FUNDS WITHIN THE GO GROUP

Conversion Costs  
 Programme Modules  
 Programme Management

**Total R 191 244.00**



### Return On Investment

Material Sales - Direct Impact

**R 84 767.00**

Indirect Impact

**R 169 534.00**

**Total R 254 301.00**

### Programme Impacts

#### 2024 Totals

#### 2025 Totals



New Go-Getters joining the programme

**37**

**48**



Number of Go-Getters who participated in the programme for the year

**17**

**15**



Retention Ratio for the Year

**49%**

**20.83%**



Number of Ambassadors appointed

**2**

**0**








Attendance

**90%**

The minimum expectation is **80%**



Performance

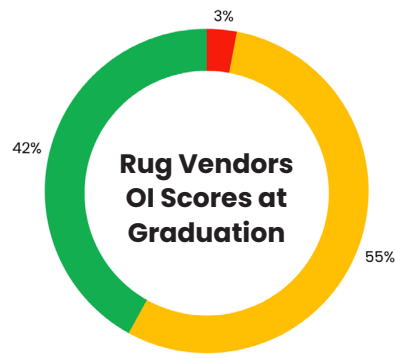
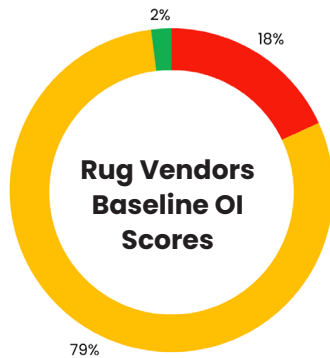
	 Rug Purchases	 Loan amount issued out at the beginning	 # of Vendors active in the programme	 Value Exchange Days Used	 Indirect Impact: Sales made by vendors
<b>2024</b>	8204 smq	R 24 890.00	17	73	R 340 216.00
<b>2025</b>	424.92 smq	R 12 468.00	19	5	R 169 534.00



OI Appraisals

### Responsiveness in the Programme

The rug vendor's conscious competence at running a rug trading business is reflected in their OI level. When recruited, they are most likely to start off at A1/A2 level tending to get their orders wrong and blame suppliers/clients/others for the poor business performance. When they reach A2 level they are worried about making mistakes and take a long time to order, and most likely sit with stock they cannot move. A vendor achieves an A3 response when they order what the clients want, charge the correct mark ups, place orders, invoice correctly, and pay back their start-up loan.



### THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

This programme impacted the following SDG's in 2025:



End Poverty in all its forms everywhere.



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



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



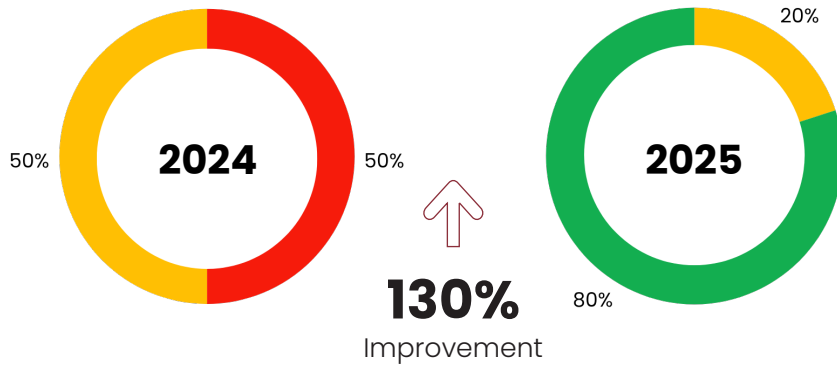
Ensure sustainable consumption and production patterns.



## GREENLIGHT RESULTS

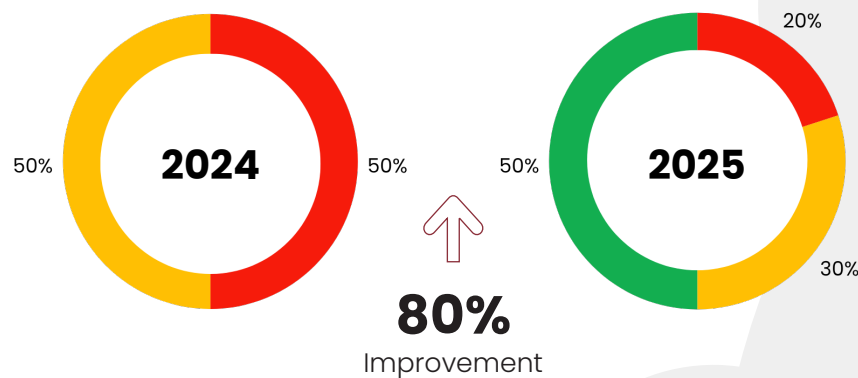
The Greenlight Results shown below are the top 5 direct impacts on Go-Getters in this Programme.

### Knowledge and skills to generate Income



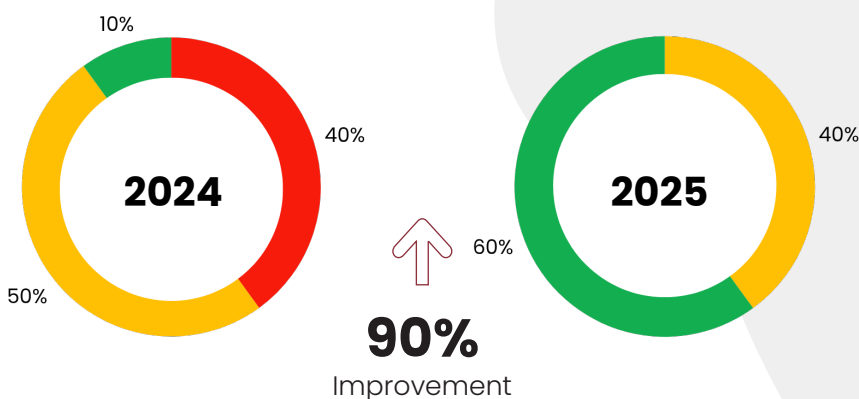
- **Before:** No practical skills or confidence to earn money
- **After 12 months:** Learned marketable skills and know how to use them to earn income
- **What this means:** Participants have gained economic capability and are now employable or can create their own income opportunities

### Family savings



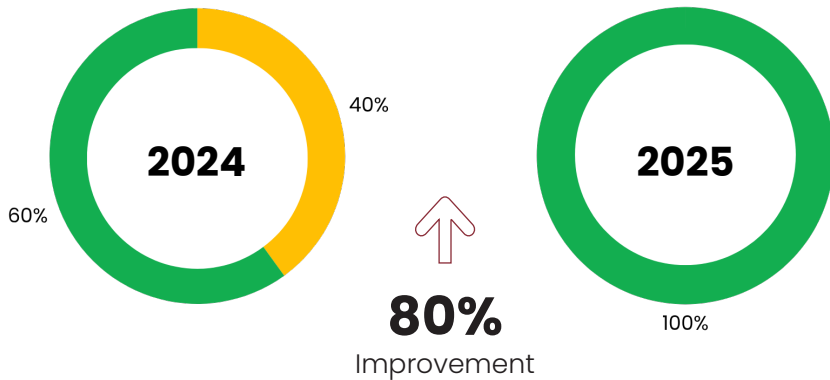
- **Before:** Zero savings, living hand-to-mouth, constantly on the edge
- **After 12 months:** Starting to save small amounts or building a modest financial cushion
- **What this means:** Families are moving from crisis mode to stability and can plan to have something to fall back on

### Access to credit facilities



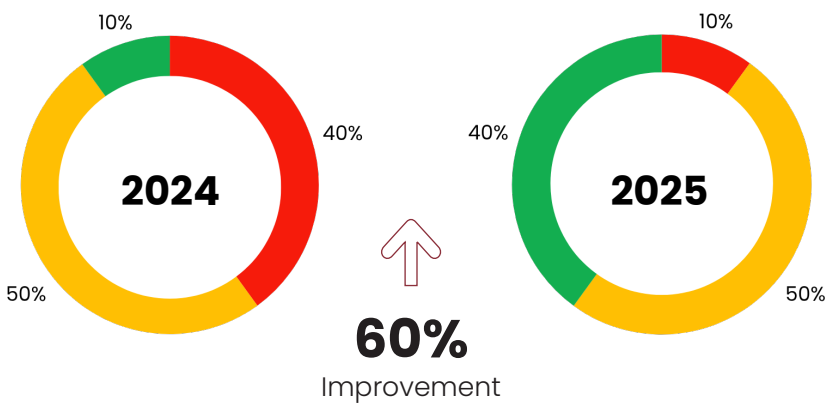
- **Before:** No access to loans or credit; excluded from financial services
- **After 12 months:** Can access stokvels, microloans, or formal credit options
- **What this means:** Financial doors are opening because they can invest in opportunities, handle emergencies without disaster, and build assets.

### Regular means of transport



- **Before:** Transport was unaffordable, unreliable, or non-existent and this limited work and opportunities
- **After 12 months:** Can afford regular transport or have found accessible solutions
- **What this means:** Mobility creates opportunity leading to more work opportunities, children getting to school consistently, and better access to services

### Income earnings above poverty line



- **Before:** Earning below poverty line and unable to meet basic needs
- **After 12 months:** Income has increased to meet or exceed poverty line thresholds
- **What this means:** Families can now cover essentials like food, shelter, and education with dignity and aren't in constant survival mode

### OVERALL SIGNIFICANCE:

This shift from red to amber or green across these five economic indicators after just 12 months demonstrates **the programme's real, measurable economic transformation.** Participants aren't just learning, they're earning, saving, and building pathways out of poverty. Even those at amber (not yet thriving, but no longer in crisis) have made substantial and scalable progress, proving that the programme's investment is working and creating lasting change in people's economic lives.



## LEARNINGS AND CHALLENGES DURING THIS PERIOD

We faced some challenges in the last year, which taught us to be adaptive and proactive.

Many vendors reported that a neutral colour range limited their sales potential and in response, we encouraged them to explore different venues and demographics and to test the market with a wider variety of colours. Despite inconsistent attendance, we identified a small group of individuals who demonstrated a strong commitment to attending classes, actively participating in discussions, and also purchasing stock.

Training progressed according to schedule, but we faced some mentoring challenges even though facilitators made efforts to see all learners before sessions: some Go-Getters missed sessions and mentoring could not occur. Stock shortage was a challenge at the start of the year causing some participants to lose interest in the programme; however, from June, this improved except for bigger sizes. We also introduced a class to help Go-Getters understand the products and be informed about the cleaning process of the product they were selling.



### CASE STUDY

**Thandazile Maphumulo** grew up with her grandparents in a disadvantaged environment, and recalls only seeing her mother once or twice a year. Although difficult to achieve, her grandparents ensured that she never went to bed hungry.

Thandazile struggled with low self-esteem and lacked self-confidence, which made her extremely shy to speak in public and unable to pursue opportunities or voice ideas.

She enrolled in the programme to learn how to run a successful business and improve her ability to generate sustainable income for a better future. Her Hardwires experience was transformative, helping her understand the internal barriers that had held her back and the tools to shift her thinking. Thandazile began to recognise her potential and developed the courage to engage with customers and communicate more freely.

Her top skills and insights gained from the programme include:

- **Parenting skills:** Enhancing communication, structure, and emotional connection at home.
- **Marketing and selling skills:** Essential tools for promoting products and increasing sales.
- **Budgeting:** Learning how to manage money, track spending, and plan for business growth.
- **Business Skills:** Gaining foundational knowledge on how to run and grow a reselling business.

Thandazile's journey reflects a life-changing personal and professional transformation. From a shy insecure individual to someone equipped with practical business and interpersonal skills, The Rug Vendor Programme helped unlock her potential, strengthen her voice, and empower her to take concrete steps toward financial independence and entrepreneurial success.

# The Agribusiness Programme

## OVERVIEW

The Agribusiness Programme is an important part of our Early Childhood Development strategy. We enable small-scale permaculture farming within communities by creating market gardens in Edu Centres doubling them up as practical training sites too. Access to local, fresh produce for meal preparation at the Edu Centre is critical to children learning to become responsible adults. To function sustainably, be maintained, and serve its food security purpose, the market garden must earn an income. The families of children attending the Edu Centres are the primary beneficiaries, but the programme is open to everyone.

The programme also includes AgriSETA-accredited training in crop production and agribusiness.

## The Goals for this programme are:



**Goal 1** Food security at all Early Childhood Development Centres within The Go Group programmes.



**Goal 2** Farm enough produce for home consumption.



**Goal 3** Generate income by selling farmed produce.









### Cost Of Programme

#### ALLOCATION OF FUNDS WITHIN THE GO GROUP

AgriSETA & AgriBusiness  
 Start-up Loans  
 Programme Management

**Total R 661 403.00**

Programme Impacts	2024 Totals	2025 Totals
 New Go-Getters joining the programme	<b>50</b>	<b>54</b>
 Number of Go-Getters who participated in the programme for the year	<b>50</b>	<b>64</b>
 Retention Ratio for the Year	<b>54%</b>	<b>51%</b>
 Number of Ambassadors appointed	<b>2</b>	<b>3</b>





Attendance

**83%**

The minimum expectation is **80%**



Performance

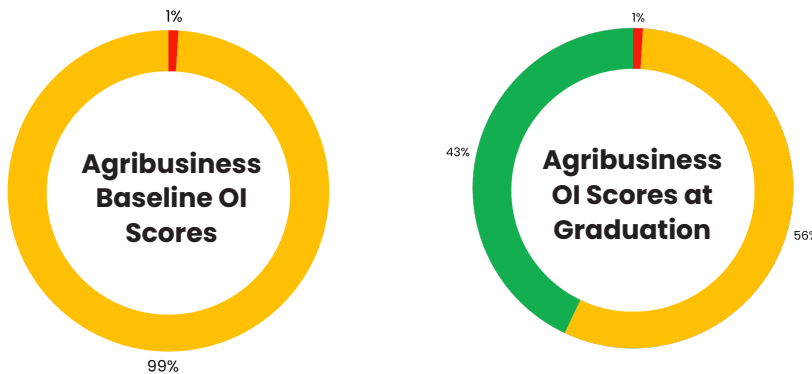
	Seedlings Purchased	Business Loans in Repayment	Value Exchange Days Used	Direct Impact: Sales made
<b>2024</b>	0	R 9 062.56	48	R 13 070.00
<b>2025</b>	0	R 11 095.00	0	R 73 223.00



OI Appraisals

### Responsiveness in the Programme

The Occupational Intelligence (OI) level assesses a farmer’s conscious competence at planting and meeting the norms and standards of a 100sqm market garden before expanding. A farmer achieves an A3 OI level when achieving the correct income from a 100sqm market garden, using the correct permaculture crop production principles and having repaid their start-up loans.



### THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

This programme impacted the following SDG’s in 2025:



End Poverty in all its forms everywhere.



End Hunger, achieve food security and improved nutrition, and promote sustainable agriculture.



Ensure healthy lives and promote well-being for all at all ages.



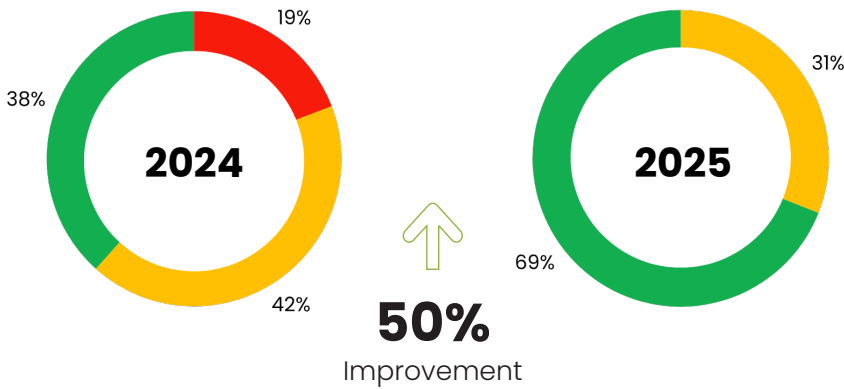
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



## GREENLIGHT RESULTS

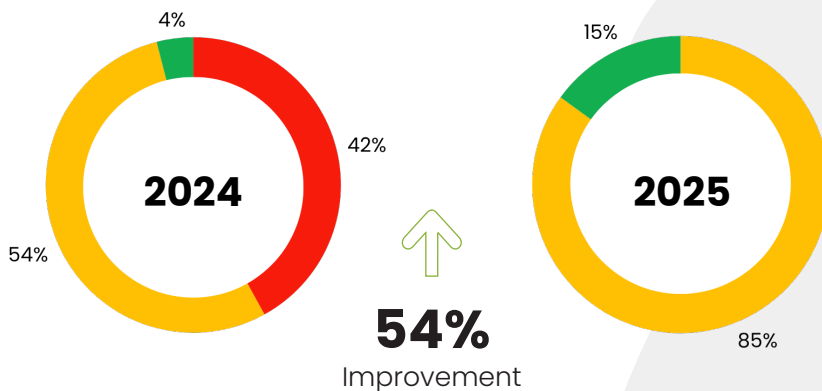
The Greenlight Results shown below are the top 5 direct impacts on Go-Getters in this Programme.

### Knowledge and skills to generate income



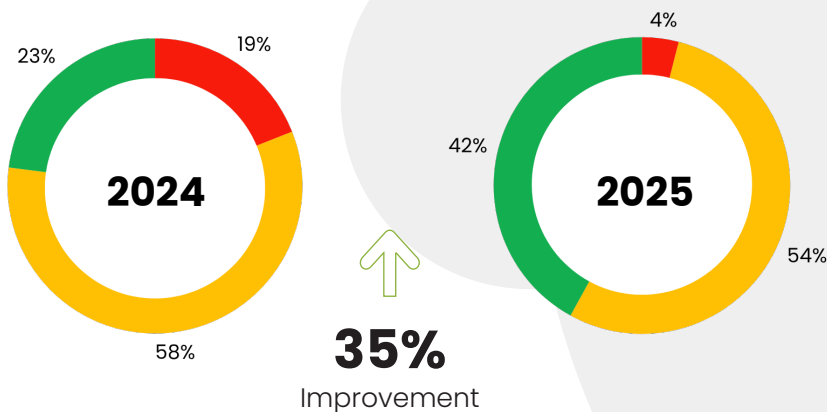
- **What changed:** Participants gained practical farming techniques, business skills, and market access strategies
- **What it means:** They know how to plant effectively, manage resources, negotiate prices, and find buyers
- **Broader impact:** These entrepreneurial skills transfer to other income opportunities beyond farming

### Stable employment and income sources



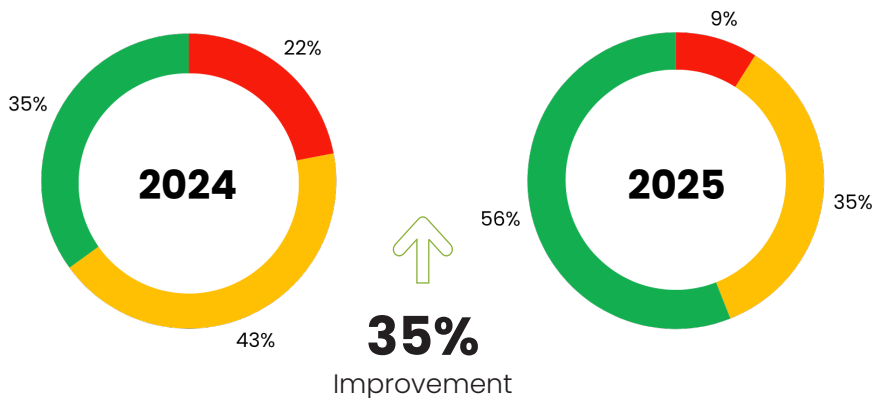
- **What changed:** Agricultural income is now predictable and reliable through multiple seasons
- **What it means:** They've learned to diversify crops, access markets consistently, and plan production cycles
- **Broader impact:** Families can depend on farming income month after month, creating household stability

### Income earnings above poverty line



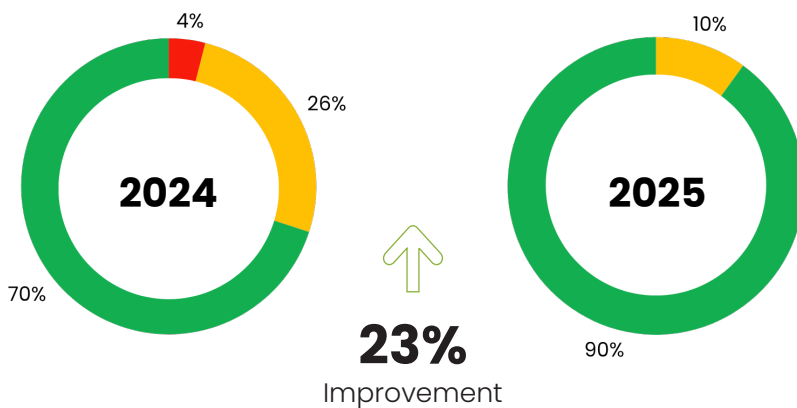
- **What changed:** What they earn from farming and selling now exceeds poverty thresholds
- **What it means:** Their agricultural work generates enough income to meet basic family needs with dignity
- **Broader impact:** Farming has become a viable livelihood pathway, not just a supplementary activity

## Income and employment



- **What changed:** Farming has become a reliable source of work and income rather than subsistence
- **What it means:** Agriculture is now an actual job or business, not just survival gardening
- **Broader impact:** They have economic purpose and productive activity that generates consistent income

## Education and culture



- **What changed:** Participants gained agricultural knowledge, business literacy, and market understanding
- **What it means:** They're not just farmers, they're educated business people who understand crop management, pricing, customer relations, and quality standards
- **Broader impact:** This knowledge often extends to valuing formal education for their children and engaging more confidently in their communities

## OVERALL PROGRAMME SUCCESS

These combined improvements tell us that participants transformed from subsistence farmers into agricultural entrepreneurs. In just 12 months, they've gained:

- Technical farming knowledge
- Business and financial skills
- Market access and selling capability
- Reliable income that lifts them above poverty
- Economic stability their families can depend on

The programme has taught people to farm better while creating a sustainable livelihood that brings dignity, stability, and economic empowerment. The fact that improvements span both economic indicators (income, employment) and capacity indicators (knowledge, skills) proves the training has been comprehensive and effective.

## LEARNINGS AND CHALLENGES DURING THIS PERIOD

Last year we aligned planting schedules with regional climate conditions, and adopted contingency planning that considers both environmental and socio-economic realities of the area. But while the programme achieved considerable success, learner retention was a challenge. Some dropouts expected stipends and several learners discontinued participation after receiving the R500 travel allowance. Opportunities presented through the School Assistant Programme led to additional dropouts as participants opted for paid positions.

We lost more learners in August, who took up new construction jobs in Iswepe. However, in 2025 the Iswepe Agribusiness Programme performed well overall and equipped learners with sustainable agricultural and business skills to achieve its objectives of enhancing food security and promoting income generation. These positive outcomes demonstrate strong learner engagement and effective programme delivery.

As part of a community contribution, an Agri Demo Garden at the Vukani Daycare, Iswepe was successfully cleared and established as a productive learning and nutrition space. The garden served a dual purpose: firstly, as a hands on demonstration site to introduce new Agribusiness programme participants to the foundational principles of sustainable agricultural practice; and secondly, as a functional garden contributing directly to the wellbeing of the local Early Childhood Development (ECD) centre.

The garden provides a reliable supply of fresh vegetables and produce to the ECD centre, supporting food security while introducing children to healthy, nutritious vegetables as part of their daily diet. Beyond the immediate benefit to the children, the initiative creates a ripple effect by influencing household food practices and encouraging healthier eating habits among families and the wider community connected to the ECD.

## GARDEN PROJECT





## Case Study

Born and raised in the rural village of Iswepe, **Sindisiwe Nkosi** grew up with limited financial resources in a large household who relied heavily on subsistence farming. Mealies and pumpkins formed the bulk of their harvest and daily survival.

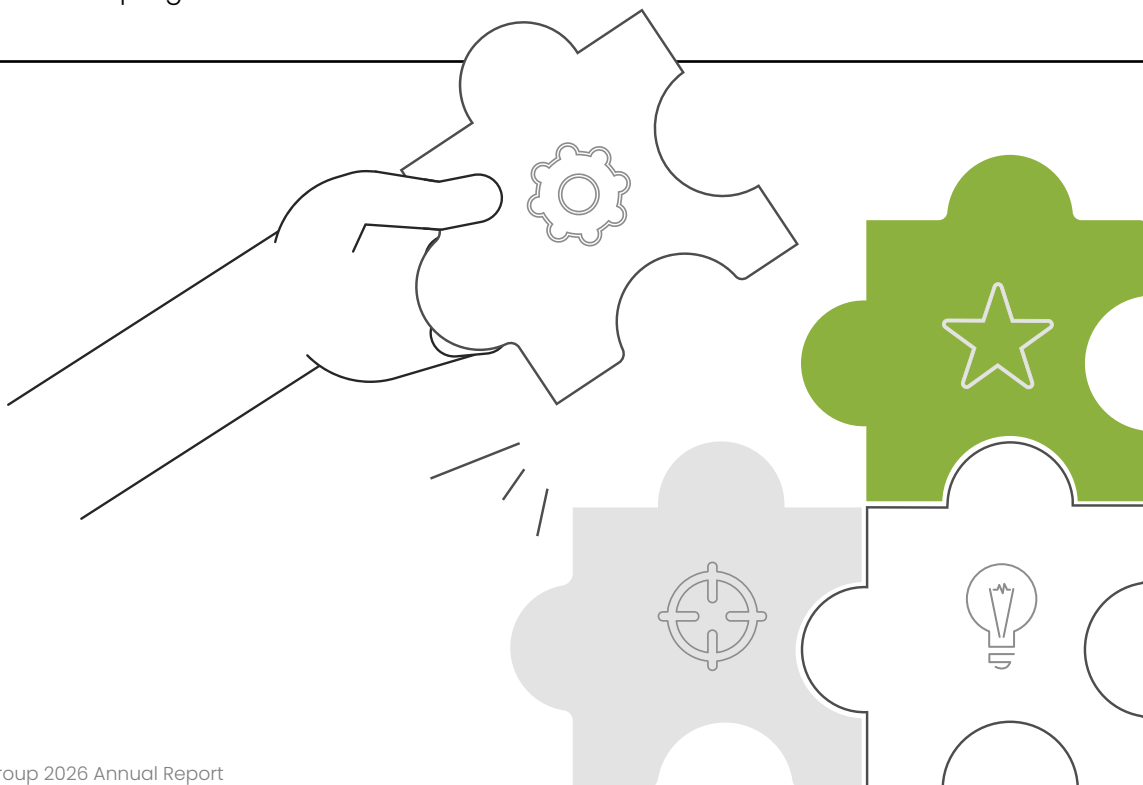
Poverty and limited economic opportunities shaped much of Sindisiwe's early life and ongoing rural unemployment left her feeling isolated from opportunities that could improve her livelihood. She longed to create her own business to support her family and future.

Sindisiwe joined the Agribusiness programme with a clear intention: to gain the knowledge and confidence to become a businesswoman and eventually establish her own agricultural enterprise. She found great value in the practical nature of the training, especially the modules that helped her understand how to manage crops effectively. These sessions helped her see farming as a viable business opportunity.

Her top skills and insights gained from the programme include:

- **Developing a business plan:** Understanding how to structure and plan for a sustainable agricultural business.
- **Improved life experience and confidence:** The programme strengthened her personal development and empowered her to make informed choices.
- **Pest management:** Learning how to protect her crops and improve yields.
- **Financial management:** Gaining essential skills for budgeting, record-keeping, and managing income.

Sindisiwe's journey reflects resilience and determination. From depending on small-scale farming for survival as a child, she has now developed a new vision for her future where she can build and manage her own agribusiness with the practical agricultural skills, business tools, and personal confidence she learned in this programme.



# The Early Childhood Development Programme

## OVERVIEW

The Early Childhood Development (ECD) programme marks a significant step forward in expanding our impact, with a commitment to upgrading 10 centres between 2025 and 2030—doubling the achievements of our 2019–2024 programme. Through partnerships with these centres, we are building and transforming learning environments to ensure they are healthy, safe, and inspiring spaces where young children can thrive.

All our ECD centre partners are aligned with Department of Basic Education standards, and each teacher is highly qualified, ensuring the delivery of quality early learning. The integration of the Grow App further enhances this approach by providing children with access to rich, developmentally appropriate learning material. Together, these efforts create a nurturing ecosystem that lays a strong educational foundation, empowering children with the skills and confidence they need for future success.



### Cost Of Programme

#### ALLOCATION OF FUNDS WITHIN THE GO GROUP

Business and Education Implementation	30.24%
Infrastructure	69.76%
Inclusive Caregiver Training	0%

**Total R 600 145.00**

## ECD PROGRAMME ELEMENTS KEY

The “perfect” score for a school would look like the below



Since

Max 5 years since inception



Star Rating

5 Stars



Infrastructure

5 Phases 100% complete



Nutrition

100% complete



Inclusion (Ndinagona Programme)

100% complete



## DESCRIPTIONS OF THE ECD PROGRAMME ELEMENTS

### Star Rating:

Grow Educare Centres use a star rating system to measure educational and business milestones, ensuring accountability and promoting high-quality early learning and good governance for children's success.



Outcome	What We Measure
Quality Teaching	Correct teacher child ratio 1:15 (per age group)
	Teachers and principals are qualified
	Teachers are GROW trained
	Teachers are competent - GROW assessment
Child Development	Programme is correctly implemented
	Children are being assessed regularly
	Children are developing according to milestones - GROW assessment
Business Sustainability	School is at capacity (not over 121%)
	Loan is paid on time
	Teachers are paid target salary
	Principal is earning target salary
Compliance to GROW Standards	Centre is registered with Department of Social Development
	Centre is professionally managed
	Training and Meetings are attended

## INFRASTRUCTURE

We phase and align our infrastructure investment with star rating assessment milestones. Our initial focus is compliance with the Department of Social Development while also creating high-quality learning environments. We prioritise bright, cheerful spaces with easy-to-clean flooring products. Our architectural briefs for ECD Centre designs emphasise:

- Meeting Department of Social Development requirements
- Utilising harvested water
- Minimising electricity consumption
- Ensuring safety and security for children  
Enabling easy maintenance

With designs in place, we collaborate and develop a shared vision and support system to achieve goals with our stakeholders. The development of ECD Centres creates valuable opportunities to include small and medium enterprises from the trades sector in our builds, installing turf and flooring alongside technical teams. This collaboration enhances their practical skills through hands-on training courses.

## NUTRITION

Nutrition is a cornerstone of our programme. Through small-scale permaculture farming, we integrate income generation with the supply of fresh produce to centres, ensuring children receive nutritious meals. The programme begins with the ECD centre's own garden, which serves as a training venue for Agribusiness programme participants. Our implementation partners further collaborate and provide fortified porridge to the children.

## INCLUSION



We partner with organisations that provide training, experience, and resources to caregivers and parents of children with different abilities and needs. Every child is capable, and we are committed to investing in quality early childhood development with community support systems, so that every child can have equal opportunities and be economically included in adulthood. Our partners also manufacture, supply, and provide clinical services to children requiring assistive devices suited to local conditions.

## ECD PROGRAMME PROGRESS IN 2025

The ECD Programme showed strategic growth, momentum, and expansion throughout 2025, further deepening community engagement. The Programme’s efforts have extended into new regions, establishing partnerships there and doing the groundwork for transformative impact in selected centres over the coming years.

We have a clear roadmap for 2026 based on a strong foundation for the Programme’s continued growth and impact with new centres onboarded in Hermannsburg, and with promising partnerships forming in Mpumalanga and KwaZulu-Natal.

## HERMANSBURG ONBOARDING AND DEVELOPMENT

The ECD Programme successfully onboarded three new ECD centres in Hermannsburg at the end of 2025. This milestone represents a thorough process that began with comprehensive site visits, followed by detailed needs assessments to determine infrastructure requirements for optimal operation and quality service delivery at each new centre.

Their three principals demonstrated dedication to the Programme by completing the mandatory six-week Accelerator Programme, which provides intensive business management essentials training and educational leadership skills to boost effectiveness. The principals voluntarily paid the deposit for their classroom kits, indicating their genuine investment in improving their centres and the quality of education they provide. This modest financial commitment, signals their readiness to be active partners in the transformation process.

The Programme at Hermannsburg will now advance to infrastructure development answering the most critical safety and security needs of the children, and sourcing the provision of educational equipment. This strategic phasing also protects the resources being invested in each centre so that each builds a solid foundation for sustainable growth and quality early childhood education delivery.



Gladys Thabethe

Nokubonga Madondo

Silindile Sithole

## REGIONAL EXPANSION: MPUMALANGA AND KWAZULU-NATAL

The Programme's reach expanded with information days held in Mpumalanga and KwaZulu-Natal, generating remarkable interest in the early childhood development community there. In Piet Retief, Iswepe, we had an impressive turnout of thirty-eight centres. The principals and centre operators who attended received comprehensive information about the Programme's approach, requirements, and the support systems available.

Similarly, in Pongola, Magudu, KwaZulu-Natal, the information day drew twenty principals who demonstrated keen interest in joining the Programme. We detailed the Programme's three-year partnership model, the infrastructure investments, training opportunities, and the expectations placed on participating centres. Attendees completed application forms and engaged enthusiastically with Programme staff, asking questions and expressing their aspirations for improving their centres.

The response and high attendance from both regions has been overwhelmingly positive, reflecting the genuine need and appetite for quality early childhood development support in these communities, along with infrastructure improvement, and access to resources that can elevate the standard of care and education they provide.

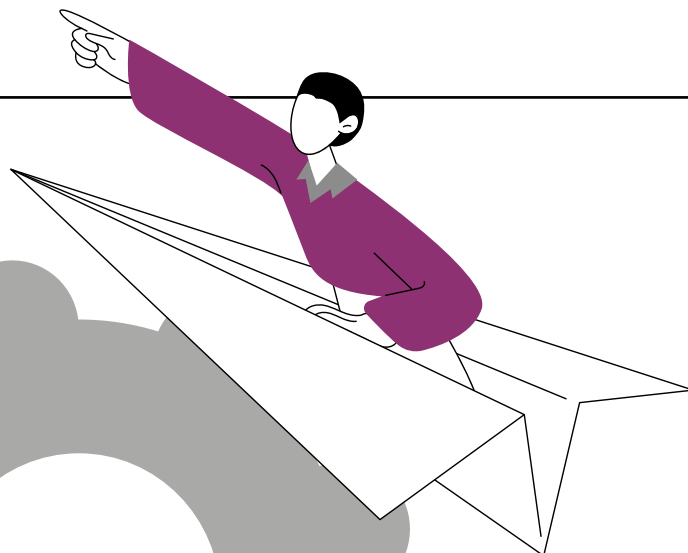


### LOOKING AHEAD TO 2026

The ECD Programme team is scheduled to return to both Mpumalanga and Pongola in February 2026 to conduct application support and onboarding sessions for those interested. This critically important follow-up selection visit allows the Programme team to closely assess candidate readiness and commitment and provide guidance on completing the application process.

Three centres in each location will be selected to participate in the Programme over the next three years. This selection process will be thorough and deliberate, taking into account factors such as community need, centre leadership capacity, infrastructure baseline conditions, and the potential for sustainable impact. The chosen centres will embark on a comprehensive partnership with the Programme, receiving phased infrastructure improvements, ongoing training and mentorship, nutritional support systems, and access to quality educational resources.

This expansion is not just geographical but a deepening of the Programme's commitment to answer early childhood development needs in underserved communities across South Africa. By working intensively with a manageable number of centres in each region, the Programme can ensure quality implementation, build strong relationships with local stakeholders, and create models of excellence that can inspire and inform others.



## ENZOKUHLE CRECHE:

### A Story of Community Vision and Dedication

Enzokuhle Creche, under the supervision of Principal Nokubonga Madondo, is based at Bomvini Village in the Muden area of Greytown. The centre opened in 2017 with twelve children after Nokubonga observed a pressing need for early childhood development services in her community. Driven to serve the children of Bomvini Village, she took the courageous step of establishing the centre with limited resources. Her vision and perseverance have yielded remarkable results, now serving sixty-one children, with families paying a modest monthly fee to access quality early childhood education. Nokubonga has demonstrated exceptional dedication to improving her centre, consistently attending all necessary training sessions provided by Grow ECD to equip herself with the skills and knowledge required to run a successful ECD business.



0% Complete



0% Complete



0% Complete

2025

2026

2027

2028

2029

2030

## WATCH THIS SPACE



## THEMBALETHU CRECHE:

### Three Decades of Protecting Children’s Rights

Thembaletu Creche, under the supervision of Principal Sebenzile Thabethe, is located in Eshane next to the community hall in Greytown. It opened in 1994 with fifteen children, and is one of the longer-standing facilities in the area with a clear purpose and conviction: to protect children’s rights and help them develop fully. This child-centred philosophy has guided the centre’s operations within a nurturing environment where young learners can thrive. Now serving 25 children with three qualified ECD practitioners, high-quality care and education is essential. With experienced staff, a strong focus on child development and rights, and decades of community service, Thembaletu Crèche is a valuable partner in the ECD Programme. Sebenzile’s long-standing commitment to early childhood education and a principled approach provide a strong foundation for the centre’s planned growth and development over the next three years.



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## WATCH THIS SPACE



## OTHANDWENI CRECHE

Serving Children with Dedication and Pride

Othandweni Creche, led by Principal Slindile Sithole, is located at Eshane in Greytown. The centre opened in January 2009 with seventeen children, and grew out of community recognition and support when her church generously provided a place near the church to open an ECD centre. Since then she has dedicated herself fully to building and growing Othandweni Creche. Slindile reflects pride in her hard work, acknowledging the resilience she has shown. Her story exemplifies how community institutions, personal determination, and a calling to serve children can come together to create meaningful impact. As Othandweni Creche enters into the three-year partnership with the ECD Programme, Slindile is ready to build upon the past sixteen years to reach new heights of quality and service to the children and families of Eshane.



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## WATCH THIS SPACE





**AND THAT'S A WRAP ON OUR PROGRAMMES!**

# Our Business Units

## CRISS CROSS

Criss Cross, is a handcrafted, eco-friendly brand born out of The Go Group's Textile Conversion Programme. Our skilled artisans use traditional crochet techniques to transform repurposed carpet yarn from Belgotex Floors and veg-tanned leather into unique, handmade rugs, baskets, bags, and accessories.



## WHAT HAPPENED FOR CRISS CROSS IN 2025?

2025 was a year of growth, creativity, and strategic expansion for Criss Cross, as a leading artisan-driven décor and gifting brand. The business continued to scale both production capacity and market reach, while deepening its commitment to meaningful enterprise development.

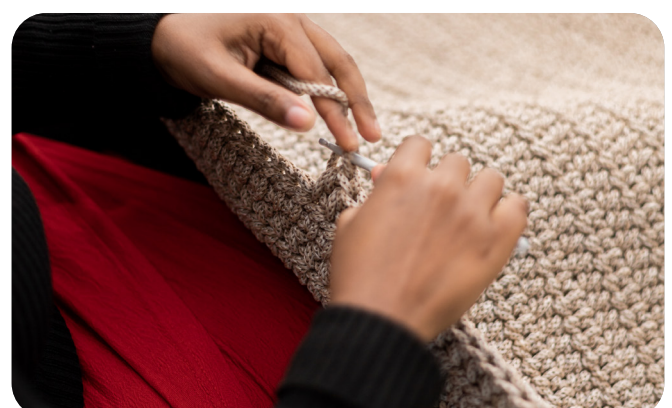
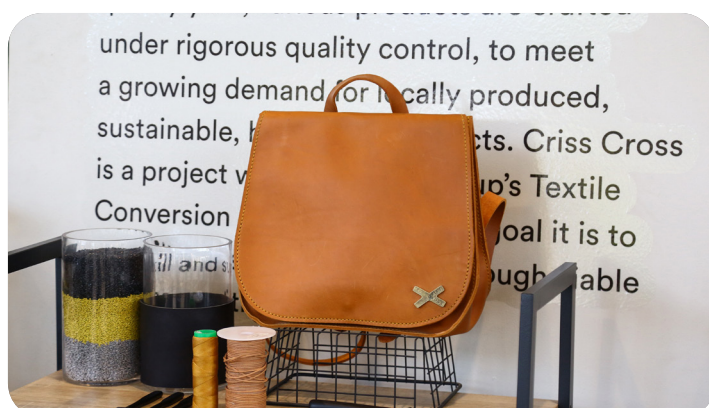
## ARTISAN PRODUCTION, SKILLS & INNOVATION

Criss Cross entered 2025 with 21 artisans who have transitioned from The Go Group's Textile Conversion Programme into production of premium handcrafted rugs, décor, leather goods, and fashion accessories. Orders from the online store, designers, showrooms, and retail partners are fulfilled by these artisans ensuring income goes directly to the makers.

Key achievements from the reporting period include:

- Completion of new pattern design sessions, where artisans experimented with new techniques and contributed ideas to upcoming collections.
- Artisans were formally recognised and awarded for their creativity and contribution to new designs, reinforcing confidence and celebrating excellence.
- Criss Cross artisans completed multiple large-scale production orders, including a milestone order of 140 handmade rugs, the first of three high-volume orders. This demonstrated increased efficiency, capability, and readiness for higher-demand markets.

These activities continued to enhance artisans' skills, confidence, and income stability. Greenlight data confirms that artisans have improved their family quality-of-life indicators, particularly in savings behaviour, financial responsibility, and stability.



## PRODUCT RANGE, LEATHER COLLECTION & NEW DEVELOPMENTS

The year marked continued refinement and expansion of the Criss Cross product offering:

- The Leather Range, created in partnership with Natal Tanning Extracts, continued to gain traction featuring handbags, décor accessories, and gifting items.
- Product development expanded further into the interior décor and gifting categories, with new leather items currently in development.
- New crocheted and braided rug designs created during the pattern workshops were launched at the end of 2025.
- Custom commissions continued to grow, giving artisans room to innovate and produce bespoke pieces.

## MARKET GROWTH, SALES EXPANSION & RETAIL PRESENCE

Sales increased steadily in 2025, supported by improved production readiness and brand visibility.

Key achievements include:

- Sales remained strong in KwaZulu-Natal, but strategic growth efforts focused on expanding into the Western Cape and Gauteng
- Retail uptake grew with four new retailers stocking Criss Cross products.
- The Belgotex Cape Town Showroom began trialling a retail storefront, allowing customers to purchase smaller items directly.
- Designer and online platform integration expanded, including:
  - KBAC's Spindle & Loom décor platform
  - Local is Lekker online marketplace (listing in progress)



Criss Cross' e-commerce platform ([www.crisscross.co.za](http://www.crisscross.co.za)) remained a strong sales channel, with improved SEO and marketing strategies underway to support sustained online growth.

## INTERACTIVE SALES INITIATIVES

Across 2025, Criss Cross introduced initiatives to boost artisan production volumes and raise brand visibility:

- Artisans actively fulfilled recurring orders throughout the year.
- Large orders strengthened confidence in scaling capacity.
- Marketing campaigns including Black Friday promotions, newsletter campaigns, and targeted social media drove engagement and new customers.

## SUPPLIER & ENTERPRISE DEVELOPMENT IMPACT

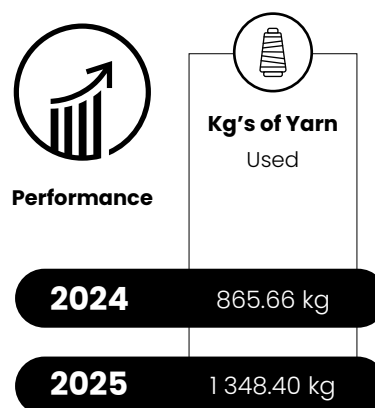
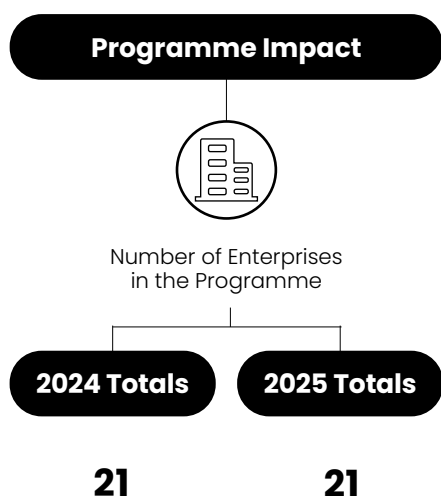
Criss Cross remains a flagship enterprise and supplier development programme under Belgotex and Natal Tanning Extracts. Both companies:

- Funded programme infrastructure and materials
- Provided production inputs like leather and yarn
- Offered strategic business support
- Enabled access to markets through showroom placement and networks

These partnerships continue to demonstrate how corporate-led supplier development can directly uplift artisans, create sustained income streams, and establish micro-enterprises capable of operating long after.

## ECONOMIC IMPACT

Programme Impact for Artisans Still in the Business Unit



## CUSTOMER IMPACT & SOCIAL VALUE

Every Criss Cross purchase directly supports:

- Local job creation
- Sustainable, ethical production
- Women-led artisan micro-enterprises
- Skills development and financial stability
- Circular economy principles through yarn conversion

Each handmade piece carries the identity, creativity, and craftsmanship of the artisans behind it, allowing customers to take home items that are meaningful, ethical, and locally made.

## CRISS CROSS RESILIENCE SURVEY

A resilience survey measures how well people cope with challenges, bounce back from difficulties, and maintain their well-being during tough times.

We surveyed the Criss Cross members who joined the Textile Conversion programme in 2022 and 2023. By comparing their responses at the start of the programme and later, we can see how well they are managing now that they've graduated and are working with us as crafters making Criss Cross products.

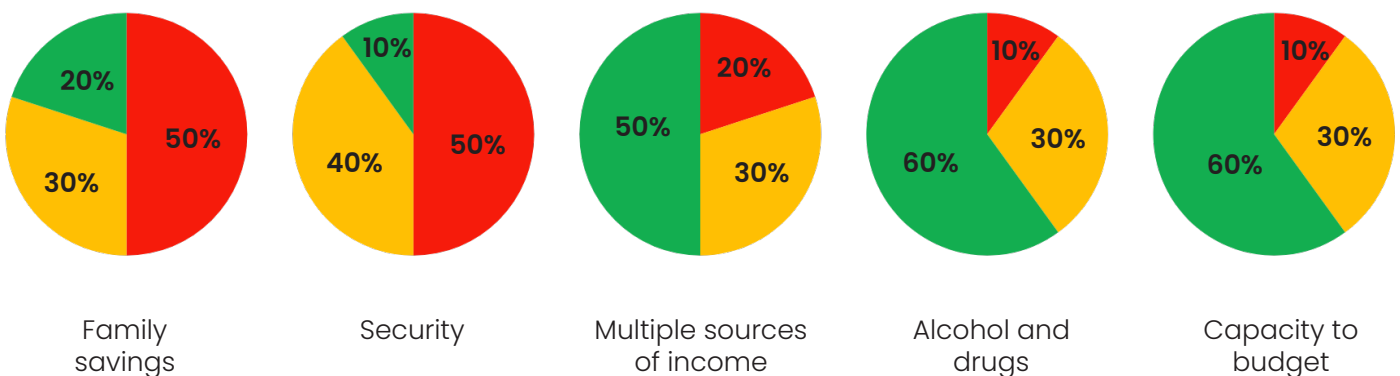
The survey helped us understand two things:

- Their current resilience levels
- How well they're using the skills and tools we taught them to handle everyday challenges

Since all Criss Cross artisans are programme graduates who remain active in our supply chain, we can continue tracking their well-being over time. The results below come from the Greenlight Metric Resilience Survey.

### TOP FIVE RED INDICATORS (AREAS OF CONCERN)

#### Baseline Survey



## 1 Family savings

Reflects the ability of households to manage and build financial security through saving.

## 2 Security

Indicates the level of safety, stability, and protection experienced by individuals and communities.

## 3 Multiple sources of income

Represents the extent to which individuals diversify income streams to enhance financial resilience.

## 4 Alcohol and drugs

Reflects behaviours related to substance use and their impact on well-being and functioning.

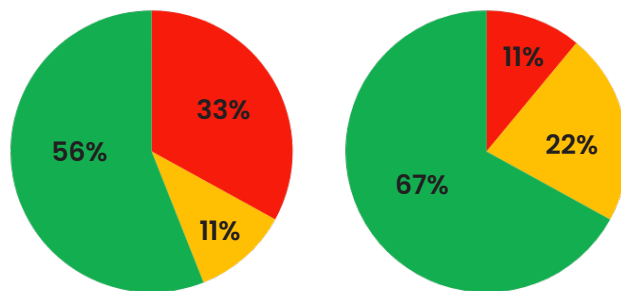
## 5 Capacity to budget

Indicates the ability to plan, manage, and control finances effectively.

## ONE YEAR LATER

There were only 2 out of 36 indicators that were red in this round of surveys which is worth celebrating!

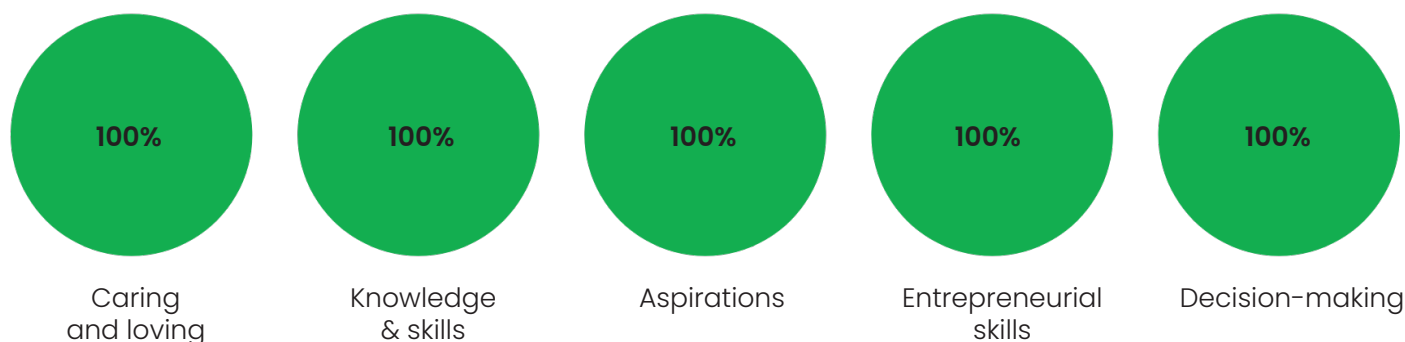
- 1 **Multiple sources of income**  
Reflects the ability to diversify income streams to improve financial stability and resilience.
- 2 **Family savings**  
Indicates the capacity to manage finances and build financial security through saving.



## COMPARATIVE SUMMARY

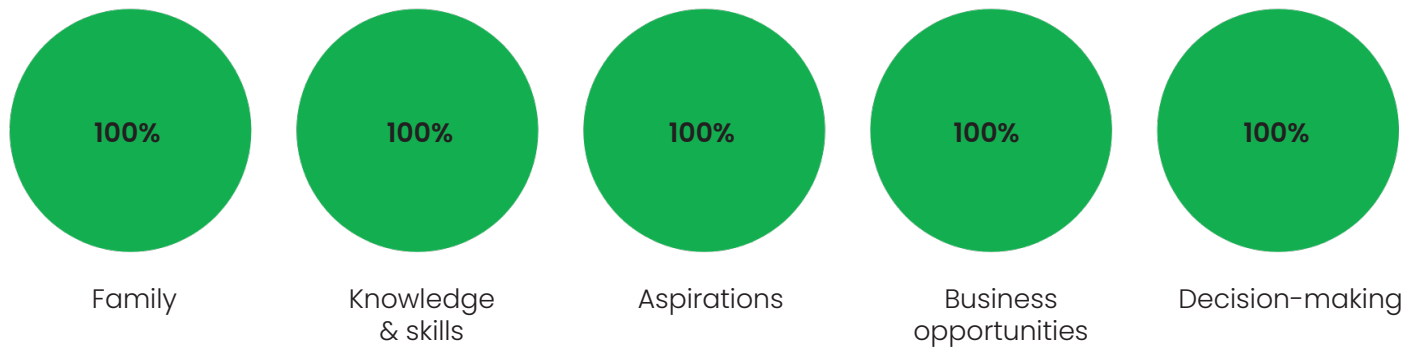
Across the two areas measured at both baseline and 12 months, there is clear overall improvement. **Family savings** shows a substantial positive shift, moving from predominantly negative (50%) at baseline to strongly positive (67%), indicating meaningful gains in financial management and stability. **Multiple sources of income** reflects more mixed progress, with a slight increase in positive outcomes (50% to 56%) but also a rise in negative responses, suggesting ongoing challenges in sustaining diversified income streams. Despite this variability, a key positive finding is that **across three of the original baseline areas (family savings, security, and capacity to budget), overall negative (“red”) outcomes were reduced over the 12-month period**, indicating broader progress in resilience, financial capability, and the application of learned skills.

## BASELINE SURVEY



- 1 **Caring and Loving**  
Demonstrates empathy, kindness, and supportive relationships with others.
- 2 **Knowledge and Skills**  
Reflects the ability to learn, apply knowledge, and develop practical competencies.
- 3 **Aspirations**  
Shows motivation, goals, and a forward-looking mindset for personal growth and success.
- 4 **Entrepreneurial Skills**  
Involves initiative, creativity, and the ability to identify and pursue opportunities.
- 5 **Decision-Making**  
Represents the capacity to make informed, responsible, and effective choices.

## 12 MONTH SURVEY



- 1 Family**  
 Reflects the strength, support, and well-being within family relationships and home life.
- 2 Knowledge and Skills**  
 Represents the ability to acquire, apply, and continuously develop learning and practical competencies.
- 3 Aspirations**  
 Captures personal goals, ambitions, and motivation to achieve a better future.
- 4 Business Opportunities**  
 Indicates access to and ability to pursue income-generating or entrepreneurial opportunities.
- 5 Decision-Making**  
 Reflects the ability to make informed, responsible, and effective choices in daily life.

## COMPARATIVE SUMMARY

At baseline, the top green indicators highlight a strong foundation in relational, cognitive, and personal development capacities. High performance in caring and loving reflects well-established empathy and supportive interpersonal relationships, while knowledge and skills and aspirations point to a solid base of learning capability and forward-looking motivation. Additionally, strengths in entrepreneurial skills and decision-making suggest that individuals already demonstrated initiative, creativity, and the ability to make responsible choices—key components of resilience and adaptive functioning.

By the 12-month survey, the profile of top green indicators shows both continuity and evolution. Core capabilities such as knowledge and skills, aspirations, and decision-making remained strong. The inclusion of family highlights strengthened support systems and improved relational stability, while business opportunities reflects a progression from foundational entrepreneurial thinking to more tangible engagement in income-generating or opportunity-driven activities.

Overall, the comparison suggests that initial strengths in personal and cognitive domains have translated into more practical, lived outcomes over time. The transition from entrepreneurial skills at baseline to business opportunities at 12 months demonstrates movement from potential to application, while the prominence of family indicates deepened social resilience. Collectively, these results reflect meaningful progress in individuals' ability to be responsive, adaptive, and contributive, as they apply learned skills and experiences to improve both personal well-being and broader socio-economic participation.

## THE GO EXCHANGE

As part of our integrated management systems, we have developed the **Go Exchange App**, a platform designed for development practitioners and Go-Getters using the Occupational Intelligence methodology to strengthen human responsiveness. The app enables Go-Getters within our ecosystem to engage through smart agreements aligned to their programmes.

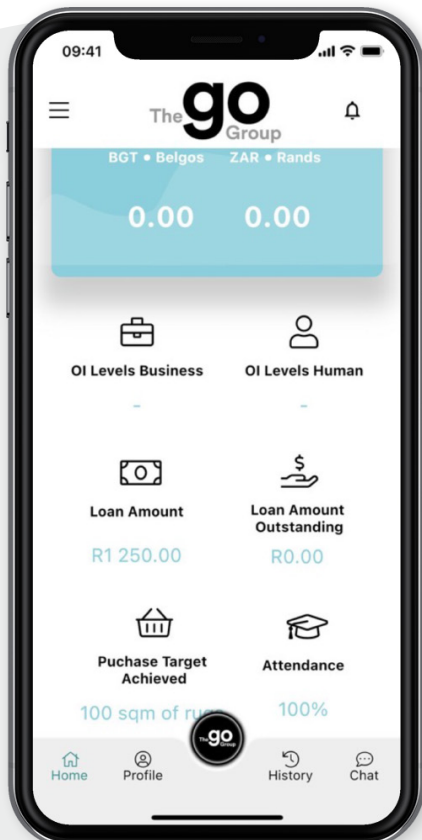
These interactions include:

- Purchasing business inputs
- Repaying start-up loans
- Earning tokens for attendance and responsiveness
- Receiving payments for goods and services needed by The Go Group and its partners

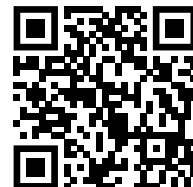
Built on a secure blockchain environment, the Go Exchange App ensures transparency, efficiency, and reliability in every exchange.

The **learner management feature is now live and in use** to support live data tracking, data-driven decision-making, and structured reporting. While the core functionality has been outlined and implemented, we are continuing to **fine-tune the look and feel of the platform**. This has been progressing well, although not as quickly as originally planned.

**Fresh learner information and new data** received in 2026 will be being aligned with **QCTO requirements** to ensure compliance, quality assurance, and long-term scalability. As this system matures, we are confident that it will yield a **strong return on investment in the near future**, and we're excited about gearing up to take the platform to a new level.



Get in touch.





# Work With The Go Group

The collaborative nature of our work fits well with our name – The Go Group. We have found that with partners, we GO far. Would you like to join us in shaping the future?

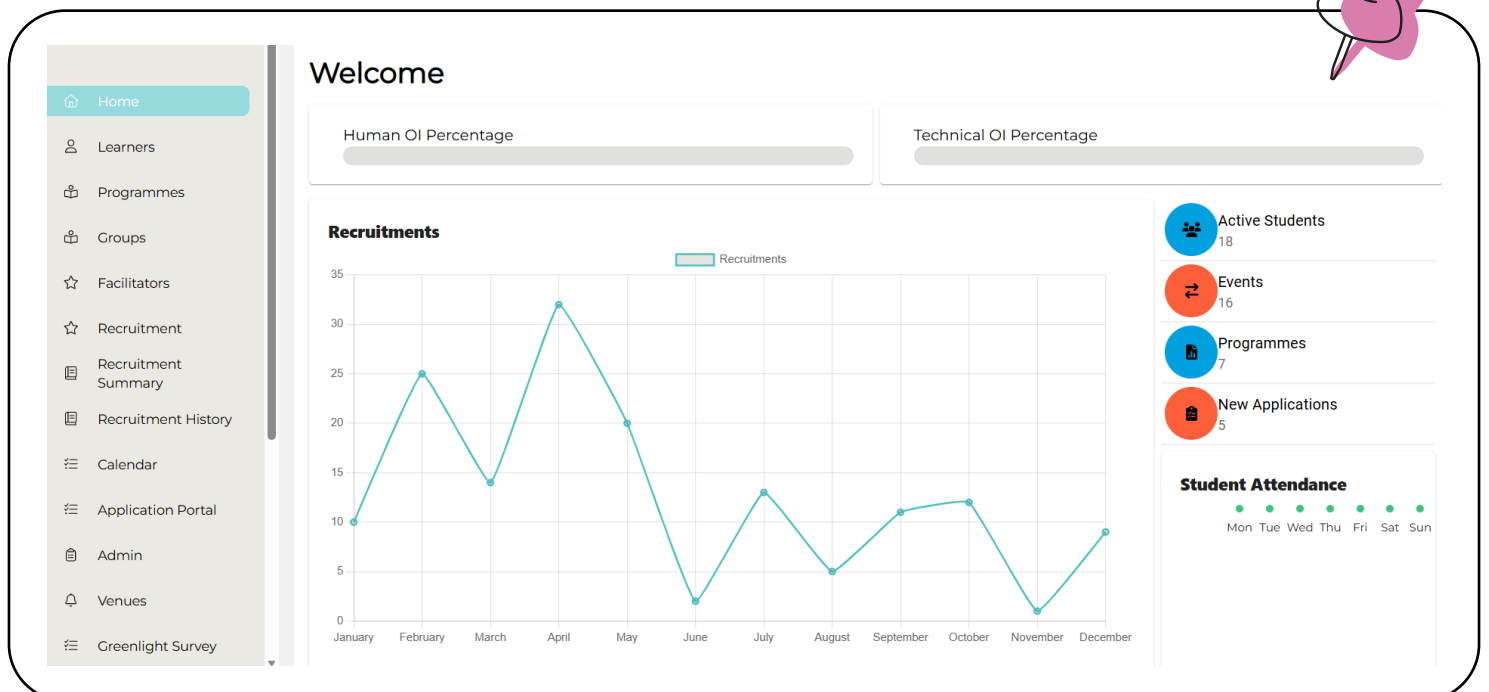
We are continuously looking for like-minded partners to help us take the transformative work we are busy with to the next level. If you are:

- A corporate entity seeking to make an impact through your business, improve your B-BBEE scorecard or CSI goals
- An organisation that deeply values your employees and are looking for a partner who will meaningfully work with you on your people journey
- An individual on a mission to enact positive change and would like to be involved in our programmes through volunteering or by financially contributing

## PROGRAMME DESIGN

Contact us if you need assistance designing your programme. We have many templates and are able to put you in touch with many experts in the field.

Chat to us for more information via our WhatsApp Chatbot: 060 070 2265.



## IMPROVE YOUR B-BBEE SCORECARD

### BBEE Scorecard Elements

Our management team work closely with our partners on their B-BBEE scorecard goals while co-creating their transformation strategy. We do our best to match a programme to the partner's value chain, and where appropriate, we design programmes fit for purpose. This ensures that the investment is strategic and provides a clear return on investment in their sector. This takes time, but we believe that programmes designed to meet a commercial need are far more sustainable and result in the partner being hands-on and invested in the programme outcomes. We leverage the technical expertise that our partners bring to the table, as the majority of our programmes directly impact their commercial strategies.

The Go Group is made up of two entities, with separate development agendas.

- The Trust addresses socioeconomic and educational needs.
- The Non-Profit company addresses local economic development needs.

The programmes that we offer our partners are housed in the entity whose founding document best matches the intended impact of the programme. Both entities have the same management team to ensure the quality of practice is carried throughout programmes.



- Ownership
- Skills Development
- Enterprise & Supplier Development
- Socio-Economic Development



**SOCIO-ECONOMIC DEVELOPMENT**



**SKILLS DEVELOPMENT**



**ENTERPRISE & SUPPLIER DEVELOPMENT**



**OWNERSHIP**



**BONUS POINTS IN RELEVANT AREA**

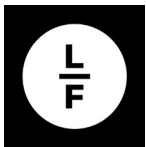
Each of our partners is at a different stage of their B-BBEE compliance journey in terms of sector codes and programme maturity. We value the partners we work with, because each one is committed to meaningful, long-term sustainable transformation. This approach takes time and engagement; the spirit in which this is done is where The Go Group finds fulfilment.

**PLEASE EXPLORE THE WEBSITES BELOW IF YOU WOULD LIKE TO KNOW MORE ABOUT THE PARTNERS WHOSE B-BBEE PLANS WE ARE PRIVILEGED TO PLAY A ROLE IN.**



# Our Partners

We extend our heartfelt gratitude to our esteemed partners, whose unwavering support and collaboration have been instrumental in the success of this year's annual report. Your dedication, expertise and commitment to our shared goals have truly made a difference. Together, we have achieved remarkable milestones, and we look forward to continuing this journey of growth and prosperity hand in hand. **Thank you.**

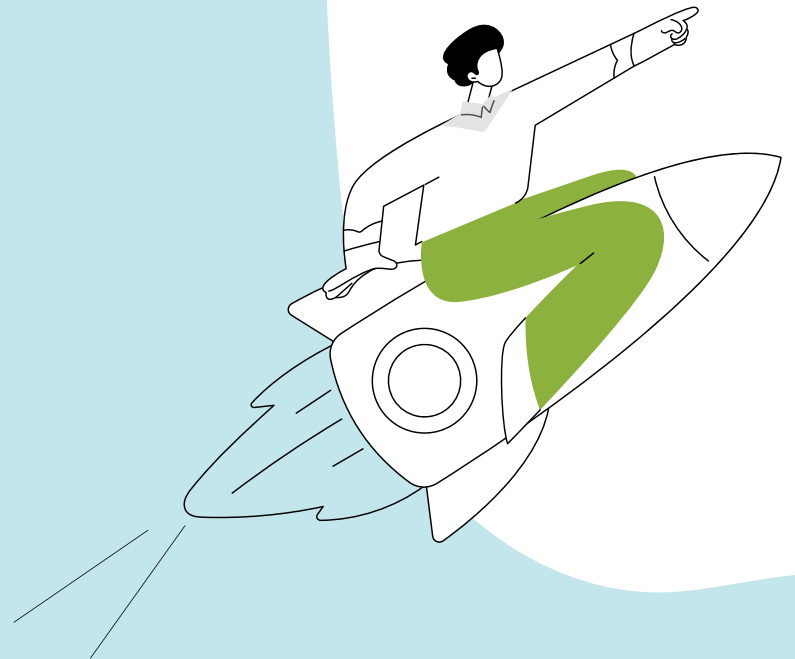
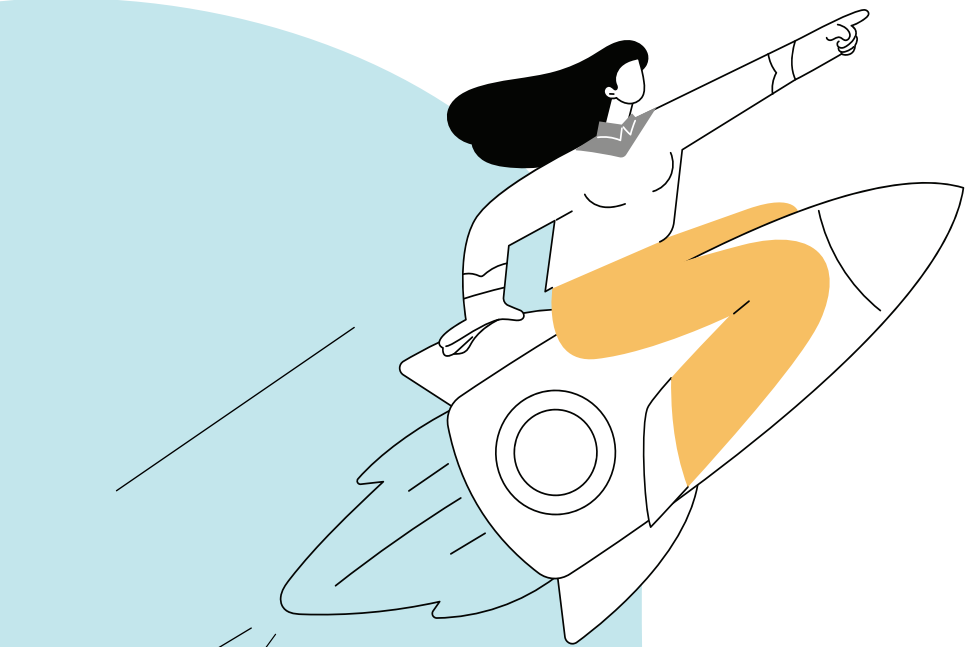


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## Contact Us



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