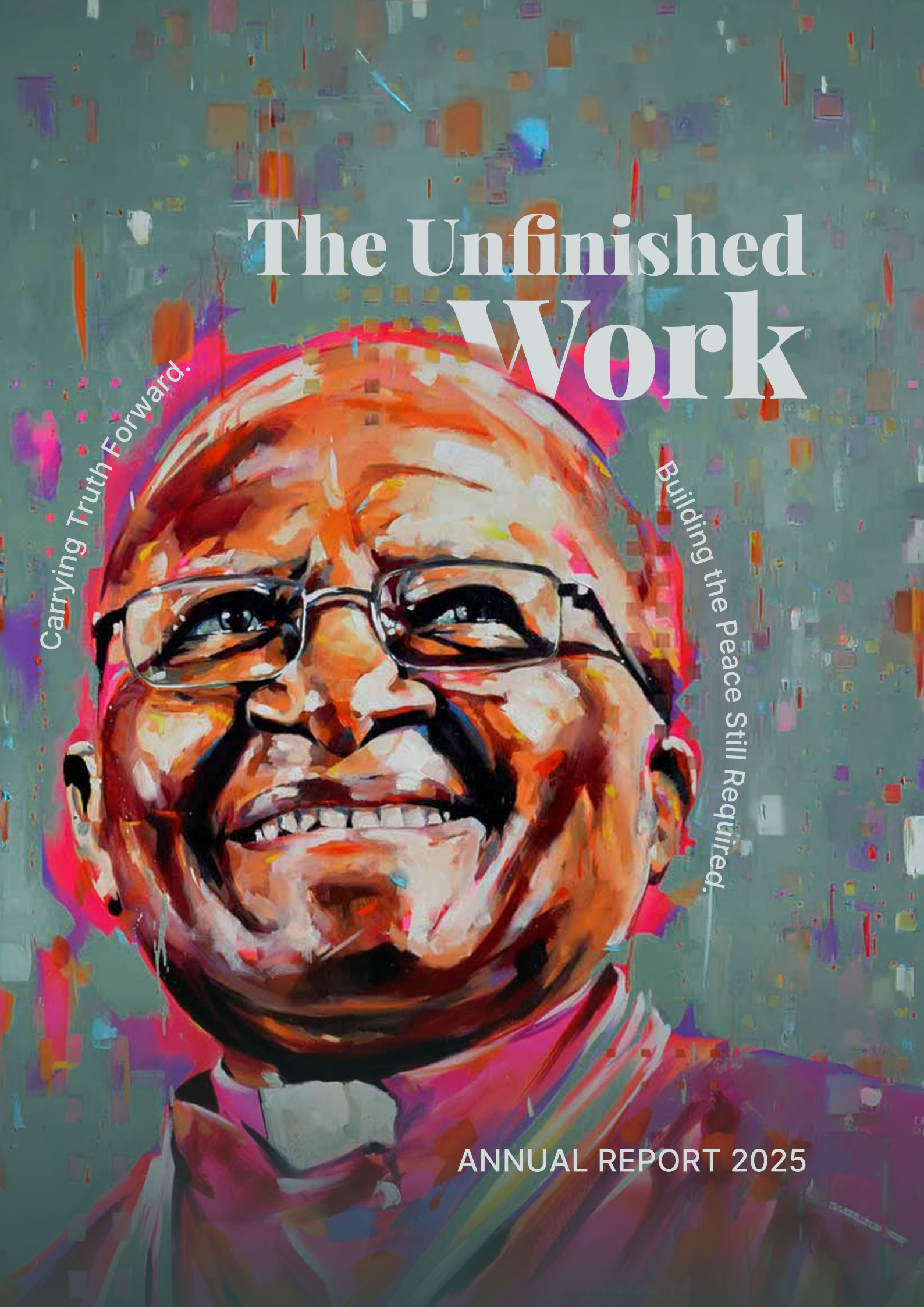
The Unfinished Work

Carrying Truth Forward.

Building the Peace Still Required.



ANNUAL REPORT 2025

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ABOUT

THE DESMOND & LEAH TUTU LEGACY FOUNDATION

Cape Town, South Africa, holds many histories. In District Six, a neighbourhood erased by forced removals, wounded and still healing, stands Desmond and Leah Tutu House: a building that has been a granary, a women's jail, a colonial courthouse, and a place of imposed silence. Today, it is something else entirely. It is a place where memory is held honestly, where difficult truths are spoken without flinching, and where the work of building a more just and humane world is done every single day.

It is from this base that the Desmond & Leah Tutu Legacy Foundation does its work. The world needs what Archbishop Desmond Tutu and Mama Leah gave it more urgently now than ever: *Ubuntu*, human dignity, moral courage, compassion, justice and forgiveness. A hope that does not flinch from difficulty. This is the daily practice in which we hold everyone who walks through our doors, and the thread that runs through every page of this report.

In a world fracturing faster than it is healing, a Foundation built in their name functions as civic infrastructure for peace. Founded in 2011 and entrusted formally with carrying forward the Archbishop Desmond Tutu and Mama Leah's moral leadership, public witness, and social vision, we operate on a single urgent premise: how do we grow the courage to heal?

Our mandate is to activate the Tutu legacy across the world – and through our programmes we do future-facing work across education, leadership formation, public dialogue, and civic life — cultivating the moral and civic infrastructure societies need to face difficult histories and imagine more humane futures.



> **"Do your little bit of good where you are; it's those little bits of good put together that overwhelm the world."**
>
> Desmond Tutu

MESSAGE FROM

THE CHAIRPERSON

Niclas Kjellström-Matseke, Chairperson, Board of Directors

When the world grows louder and crueller and harder to navigate, we return to what the Arch represents — for orientation, and for the steadiness he always carried. That is what 2025 required of us, and that is the spirit in which we offer this account of the year.

The world in which we do this work has grown harder: rising authoritarianism, the weaponisation of disinformation, the erosion of democratic norms, and deepening inequality across the world form the concrete, daily context in which every programme in this report was delivered. In such a world, an institution built on the moral legacy of Archbishop Desmond Tutu is a form of civic resistance, and a form of civic hope.

In 2025, we did something that learning institutions do with honesty and intentionality: we looked inward. Through this process we redesigned our structure, focusing on building a powerful leadership team that was primed to champion "Tutu-ism" in the world.

A rapidly shifting funding landscape, evolving programme needs, new international partnerships, and the growing global significance of the Tutu legacy all made clear that how we are organised must be as fit for purpose as how we operate. We are building an institution with the long view in mind, able to steward a legacy and inspire a generation.

Our Board and management deserve great credit for leading the Foundation with wisdom, care, and a steady commitment to the cause that never waivers. I want to express my profound gratitude to my fellow Board members for the quality of their counsel, and their profound contributions. Their diversity of expertise; spanning finance, law, civil society, communications, and governance; and their shared dedication to building a powerful institution, makes all the difference. Good governance is what makes mission sustainable — the foundation on which everything else rests.

What gives me confidence as I read this report is the evidence of what has emerged: greater strategic coherence, sharper programme delivery, a more intentional youth leadership pipeline, a *Peace Lecture* that reached more than 209 million people, and a team — led by our CEO with formidable passion, intelligence, and moral conviction — that serve with commitment and passion throughout the year.

We entered 2026, the year of the 30th anniversary of the TRC, the year of Tutu's 95th birthday, as an institution that is clearer in strategy, and more determined than ever in purpose. The Arch would want us to mark his legacy with joy, urgency, accountability, and love. That is precisely what we intend to do.



MESSAGE FROM

THE CEO

Janet Jobson, Chief Executive Officer

Archbishop Tutu was an extraordinary public figure who could bring his simple human way of being and doing into very complex situations. That is what I try to hold as a daily aspiration: not to respond the complexity of our time from above it, but to meet it with clarity, honesty, and a willingness to stay present in the difficulty.

Building this muscle – the very hard work of keeping on trying to find each other across divides – has been a theme we've returned to across a range of our work. It looks like the inner work done on our *Leading for Humanity* programme, for young people to step into a leadership that is committed to hope, and not despair. It looks like moments of racial conflict being sat with, engaged with, and worked at in our *Reimagine Freedom* corporate programme. It is the invitation to thousands of children learning – sometimes for the first time – about the realities of apartheid, and the legacies it has left us, and transforming their knowledge into agency and empowerment. It is the sacred spaces held with courage and care for deep dialogue across a range of issues.

Our programmes have also been moving from Cape Town for more global impact. The *Leading for Humanity* cohort now has members from the US, UK, and the continent. They're doing the courageous inner work that outer repair requires. The *Drawing Hope* exhibition carried children's voices from Cape Town classrooms to the United Nations Headquarters in New York. Our online *Courageous Leadership* programme is present in a network of schools across 20 countries. And the 15th *Peace Lecture* reached over 209 million people, reminding the world that peace is courageous, demanding, and profoundly rooted in our shared human heritage. This is the start of a deliberate global focus that will emerge more firmly over the coming years of our work.

What I am most proud of is the cumulative evidence of an institution maturing: richer documentation; stronger systems; a leadership team that is inspired and inspiring. And at the heart of our ability to deliver: a team that stepped up to the challenges, and every demand this year placed on us. The team consistently delivered work of the highest quality and deepest moral seriousness – I am in awe of them, each and every day.

In 2026, the year of the Arch's 95th birthday and 30 years since the TRC he chaired, I feel the energy of possibility. This last year has been one of reflection, accountability, imagination, and action. In 2026, the Foundation is leaner in its structure, clearer in strategy, and more determined than ever in purpose.

To our partners and donors: your support is the engine of this work. It is the bridge between intention and impact. In order to sustain the Tutu legacy, we are focusing more deliberately on building the funding pipeline that can ensure Desmond Tutu's example is taken to the world.

This is both urgent and fundamental work. Our goal is to build a circle of supporters – foundations, corporates, individuals, and organisations – united by a common vision and mission: to bring to the world, through the example of Desmond Tutu, the capacities to transform conflict into compassion; to build moral courage in people around the world; and to ensure the fabric of our shared humanity is felt, everywhere. The legacy of Desmond and Leah Tutu must be a movement, alive in the actions of people across the world. We cannot wait to walk into the future with you. The unfinished work is before us. So is the privilege of carrying it.



THE UNFINISHED WORK

Carrying Truth Forward. Building the Peace Still Required

The Arch's convictions were a fire he carried into every room. For justice, for dignity, for the humanity of every person he met. We carry that fire forward — carefully enough to tend it, courageously enough to let it illuminate. We are here to continue what he started, and to take it further.

In 2025, the legacy of the Truth and Reconciliation Commission became the centre of a Commission of Enquiry in South Africa. The question it is investigating: why, out of roughly 300 cases handed over from the TRC to the national prosecuting authority, were only a handful of cases pursued? We can ask more questions: why was the holistic programme of reparations not implemented? Why did we not establish the mechanisms to continue the work of the TRC through truth-telling and bearing witness across the country?

Many young people who visit the *Truth to Power* exhibition say that the TRC failed South Africa. But in reality, South Africa failed the TRC.

> **"The unfinished work is before us. So is the privilege of carrying it."**



While civil society movements rightly pursue a reckoning by the State for its failures to implement TRC recommendations; ours is a different question of unfinished work: how do we heal as the people of this nation? All of us. What can we do now to create a national process of engagement with the pain that still is viscerally present in our society; the inequality so stark; the after-effects of a dehumanising system built into the structures of our society?

Over the past few years we have been building the skills, frameworks, and approaches to societal healing that can activate these questions. While we develop a specific post-TRC programme, we are already using this work in our existing programmes. That is why our schools' programmes aim to build the agency of children to reimagine the society into which they have been born. It is why our *Leading for Humanity* programme grapples deeply with the questions of repair. It is why our dialogues are held as sacred spaces for healing – whatever the specific topic might be. It is why we see our exhibition as a spark for engagement, not a history lesson.

The work of healing is as urgent beyond South Africa's borders as within them. Rising authoritarianism, disinformation, exclusion, violence, and the corrosion of democratic institutions are symptoms of broader wounds shared across the global community.

Into this moment, the Foundation does not walk naively. We walk deliberately, grounded in the belief that legacy institutions like ours are essential, not ornamental: institutions hold memory so it cannot be weaponised, cultivate courage so it cannot be extinguished, form leaders who can reshape society, and create public spaces where difficult truths can still be heard, held, and responded to.

> **"Legacy, if it is to matter, cannot remain static. It must be activated."**

2025
AT A GLANCE

In 2025, the Foundation deepened its role as a living platform for democratic education, civic dialogue, ethical leadership, and societal healing.

These numbers point toward something larger: a legacy institution moving with growing clarity, evidence, and moral conviction into a defining national and global moment.

7,909
visitors welcomed to the *Truth to Power* exhibition and Desmond & Leah Tutu House

2,700+
children reached through *Desmond's World*, our values-based puppet programme

3,486+
learners from 68 schools engaged through curriculum-aligned school and youth programmes

2,137
learners directly engaged through the NLC-supported *Learning from Legacy* delivery cycle

56%
of learners reached in that cycle were girls — demonstrating progress toward gender equity

82
learners engaged through the *MEED Public Speaking & Leadership Competition*

24
teachers who participated as mentors and facilitators in learner leadership development

132
young people immersed in the 3-day *Bottom-Up Leadership* Youth Summit

1
major *Drawing Hope children's exhibition* and panel presentation at the United Nations Headquarters

1,000+
in-person attendees at the 15th *Desmond Tutu International Peace Lecture*

209,739,704+
total campaign reach across editorial and social media channels





THE HOME OF LEGACY

Where Memory Lives, and Legacy is Encountered In Person

You walk through the front entrance of the building and the Arch meets you – flying from a chandelier!

At the heart of Desmond and Leah Tutu House is the *Truth to Power* exhibition. It is a deeply moving and challenging permanent exhibition. You are greeted first by the Arch and Mama Leah, side by side, as they always were, a formidable partnership at the centre of the impact the Arch had around the world.

Visitors move through six thematic rooms that trace Archbishop Tutu's remarkable life: from his early years and his formation as a teacher and priest, through his emergence as a global moral voice, his leadership of the anti-apartheid struggle at the intersection of faith and resistance, his role as chair of the Truth and Reconciliation Commission, and the international advocacy work that made him one of the most recognisable figures for justice in the world. Along the way, they encounter his Nobel Peace Prize medal, his archbishop's robes, writings, photographs, documents, and video footage that make history intimate rather than distant.

At the centre of the exhibition is one of its most profoundly affecting spaces: the Victims Wall. On a stark black wall, the names of more than 22,000 people declared by the TRC as victims of gross human rights violations are inscribed in full – drawn from the seventh volume of the TRC report. It is one of the only prominent locations in the world where these names are gathered in permanent, public form. Opposite the wall, footage from the TRC hearings plays: witnesses, victims, and perpetrators speaking, the Arch adjourning proceedings as the audience listens. No visitor walks away from this room unmoved. For those who lived through it, it is a reckoning. For the young, who did not, it is a confrontation with a history they inherit but may not yet fully know.

Alongside the exhibition, the Desmond and Leah Tutu House holds and cares for Archbishop Tutu's personal and institutional archive, a living collection of documents, correspondence, photographs, and materials that continue to serve scholars, educators, journalists, and policymakers from across the world. The archive ensures that the Arch's voice and record remain accessible, in active dialogue with the questions of our time rather than locked away from them.

In 2025, the exhibition welcomed almost 8,000 visitors – international visitors from across five continents, school learners from across the Cape, community groups, theologians, educators, and leaders from business and civil society, all drawn to the building's singular power as a site where a nation's conscience is carefully kept, taught, and summoned to act. The team's ability to customise tours and facilitate rich post-visit debriefs made each experience meaningfully distinct, a guided encounter with the moral demands of South African history and the living challenge of its unfinished work, rather than a standard heritage visit.

See highlights video of the Desmond Tutu Truth to Power Museum at ***https://youtu.be/5Qo7qcxBYDQ***

> **"No visitor walks away from this room unmoved. For those who lived through it, it is a reckoning. For the young, who did not, it is a confrontation with a history they inherit but may not yet fully know."**











Temporary Exhibitions — A Space That Stays Responsive

Alongside the permanent exhibition, the space hosts a rotating programme of temporary exhibitions throughout the year, making room, month by month, for community stories, global solidarity, and urgent contemporary questions.

From documentary photography illuminating lives too often overlooked, to youth-created work, to exhibitions co-developed with international human rights partners including the United Nations and foreign diplomatic missions, these temporary shows ensure that Desmond and Leah Tutu House remains a living civic space rather than a static heritage site. This is a deliberate expression of the Foundation's values, and of its global reach. The Arch never confined his moral vision to one country or one struggle. He bore witness to injustice in Palestine, Sudan, Myanmar, and across the Americas as readily as he did in Soweto or Bishopscourt. He spoke out on any and every issue that undermined the sacredness of our one human family – from tackling homophobia, to the protection of our environment; from gender equality to HIV/AIDS.

We honour that expansiveness. A space committed to truth must be willing to keep encountering new truths, in new forms, from new voices, about the present as well as the past. The Arch never believed that justice was a completed project. Neither does this house.









LEARNING FROM LEGACY



Growing Active Citizens with the Will and Tools to Shape What They Inherit

Learning from Legacy is where we work closest to the future. Rooted in the life, testimony, and values of Archbishop Desmond Tutu and Leah Tutu, this pillar equips children and young people to engage with South Africa's history as a living invitation to ethical participation. We approach education as civic formation, helping young people build the language, agency, historical awareness, and moral imagination to see themselves as participants shaping our democracy rather than as spectators to it.

In 2025, this work deepened significantly both in scale and strategic intentionality. More than 6,000 learners engaged with the *Learning from Legacy* programme across its full range of offerings, with girls representing 56% of participants, reflecting meaningful progress toward gender equity in youth civic engagement. The growth in numbers reflected a deeper shift from isolated interventions toward a more cohesive, evidence-based educational model, supported by stronger monitoring, richer documentation, robust storytelling systems, and a more intentional account of what is actually changing for the young people we serve.

The *Truth to Power* exhibition is the foundational basis of this work. Learners experience the Tutus' life, the role of faith communities in the liberation struggle, and the TRC's unfinished history as the living classroom from which everything else in this programme grows, making historical memory a direct encounter that shapes how young people understand themselves as citizens.

A sneak peak of *Learning from Legacy* at **https://youtu.be/1PufyhXyz1c**

> **"I think it was particularly valuable experience for the learners to get to know more about Desmond Tutu as a key anti-apartheid activist. His role in calling for anti-apartheid sanctions and the TRC made for particularly valuable areas of discussion."**
>
> Dylan Scott, Blouberg International School





> **I'm so grateful that I had the opportunity to attend the *Everything Must Change Summit '25* at Desmond Tutu House. It was life changing for me. From storytelling workshops to learning more about history, every session left a meaningful impact on me. I genuinely wish this summit happened twice a year because of how impactful and inspiring it was for me.**

Hope Blessing Poto, student at Fairmount Secondary School

Bottom-Up Leadership Youth Summit

In partnership with NGO Bottom-Up, the Foundation co-hosted a 3-day *Youth Summit* immersing 132 young people in the principles of ethical, community-led leadership. Engaging 70 young women and 62 young men, the Summit explored moral leadership, dialogue, and community-based action, in the spirit of *Ubuntu* that the Arch embodied: the recognition that we are most fully ourselves when we are most fully in relationship with others.

Young people left both inspired and equipped with pledges for community action, a framework for collaborative problem-solving, and a deeper sense of personal responsibility for the world around them.

Desmond's World Puppet Show

Our early childhood work continued to show that moral formation begins in our earliest years.

Through *Desmond's World*, our puppet programme inspired by the children's book "Desmond and the Very Mean Word", we reached more than 2,700 young children with values-based storytelling rooted in kindness, dignity, empathy, *Ubuntu*, and the courage stand up to injustice. Performed in English, isiXhosa, and Afrikaans, the show reached communities in Manenberg, Langa, Khayelitsha, Grassy Park, and central Cape Town, which has made access and transport possible for children who would otherwise never have been part of this work.

In a society where bullying, exclusion, and early-life violence can take root before formal schooling even begins, this programme is foundational. It shapes the emotional habits from which active citizenship later grows.







> **We heard about the programme through social media. We brought 130 learners and our experiences covered the frontier wars, Dutch settlers, Bantu Education, and the legacy of Tat' Desmond Tutu in the liberation of black people in South Africa. We were also thrilled to learn more about the importance of the Truth & Reconciliation process.**

Aphiwe Sigadi from Cape Town High School

Drawing Hope: From the Classroom to the United Nations

If one moment in 2025 captures the ambition of our education work, it is this: children's drawings travelling from Cape Town classrooms to the United Nations Headquarters in New York.

Through *Drawing Hope*, children were invited to process their world, their fears and hopes, their experiences of exclusion and belonging – and give form to their imagining of a different future through art. In November 2025, that work culminated in a major exhibition and panel presentation hosted at the UN. Our learners' portraits of hope joined those of children from South and North Korea; Cambodia, Columbia, Cyprus, Northern Ireland and other divided societies. This gives children a legitimate platform through which their perspectives could be seen, heard, and taken seriously in one of the world's most consequential forums.

This is a statement of who we are as an institution, one that believes children's voices belong in the global conversation.









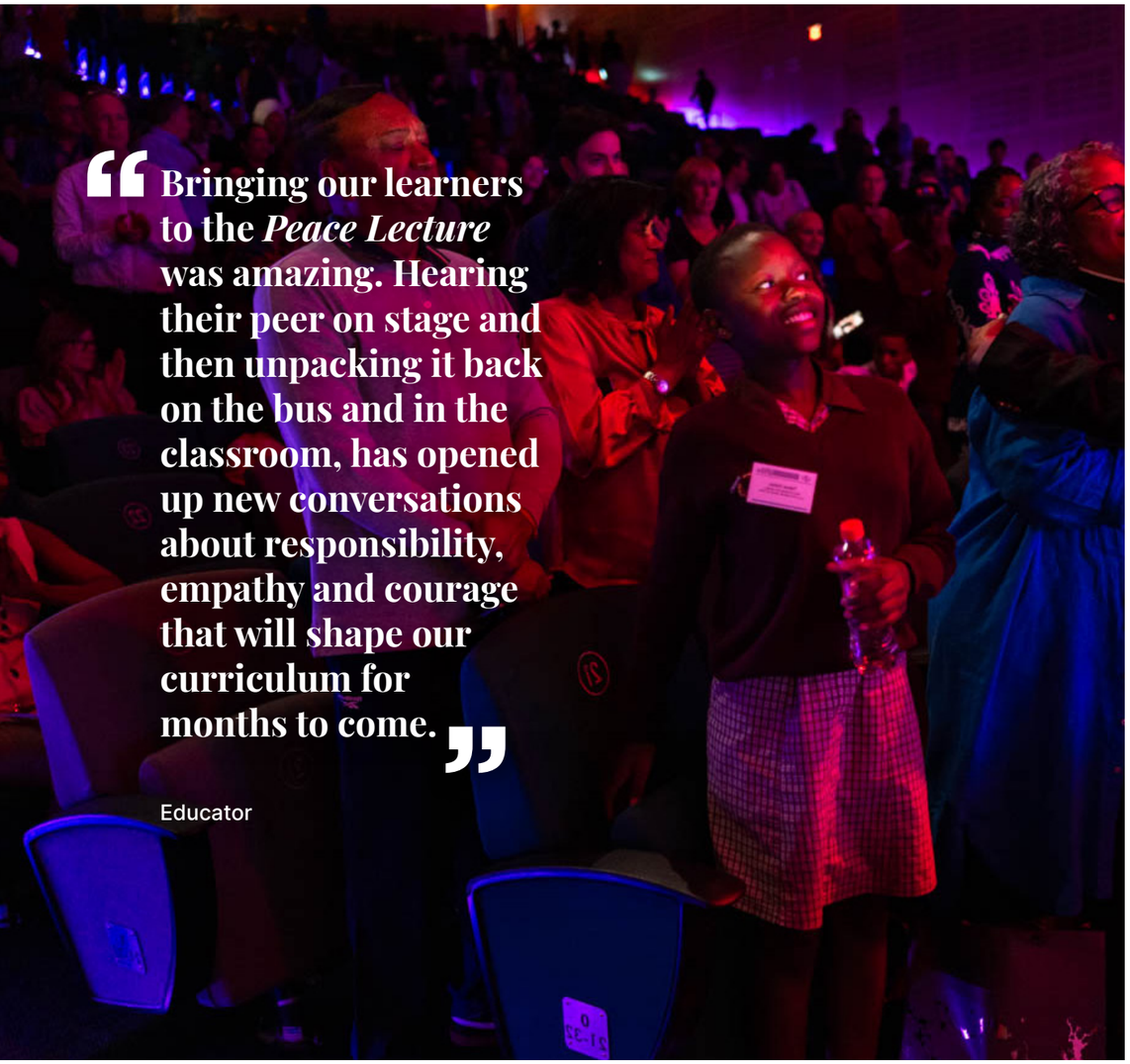


Leadership Formation

Agency must be recognised, nurtured, and given room to grow

The Metro East Education District (MEED) Public Speaking and Leadership Competition is built on exactly that belief. In 2025, our *Learning from Legacy* programme partnered with MEED to bring it to life. A total of 82 learners, 45 girls and 37 boys, stepped onto a platform that said, clearly and publicly: their voices mattered, their thinking was worth hearing, and the world was better when they spoke. Supported by 24 teachers who served as mentors and facilitators, the competition was both a celebration of individual courage and a demonstration of something systemic: that when young people are given structure, genuine platforms, and the trust of the adults around them, they rise — every time.

The competition winners were invited as honoured guests to the annual *Desmond Tutu International Peace Lecture*, placed deliberately in the presence of global thought leaders as the next generation of voices who will shape what peace, justice, and ethical leadership look like in their lifetimes.



> “Bringing our learners to the *Peace Lecture* was amazing. Hearing their peer on stage and then unpacking it back on the bus and in the classroom, has opened up new conversations about responsibility, empathy and courage that will shape our curriculum for months to come.”

Educator

Taking Legacy Global

A digital platform for courageous learning – across pillars, across borders

The world has shown us, repeatedly and without ambiguity, that it is hungry for content that fosters courage.

The *Tutu Courageous Leadership Course*, free, openly accessible, and built on the same moral foundations as everything else the Foundation does, is the proof. Presenting hope as an anchor for justice, righteous indignation for social action, dialogue across difference, everyday acts of leadership, and *Ubuntu* as a guiding principle, it has reached learners in more than 20 countries. Not through a marketing campaign, but by showing the simple power of content that takes people seriously and treats them as moral agents rather than passive consumers.

Through the Edmund Rice Education Beyond Borders network – 280 schools across more than 20 nations – the programme is reaching young people in classrooms from Ireland to Australia, from the Philippines to South Africa, with a framework for values-based civic learning rooted in one of the world’s most respected moral legacies. Through the YearBeyond programme of the Western Cape Government, 862 young people between the ages of 18 and 25, participate in a work readiness and community service pathway, engaged with the full course, with an 83% completion rate. These are young South Africans navigating their first encounters with civic responsibility, democratic participation, and the question of what kind of person they want to be in the world. That they completed a rigorous online leadership and values course at that rate is a meaningful signal of what becomes possible when the right invitation is made.

The signal is this: the appetite for ethical, values-grounded learning exists at every age, in every context, on every continent. And the Foundation has something to offer it.

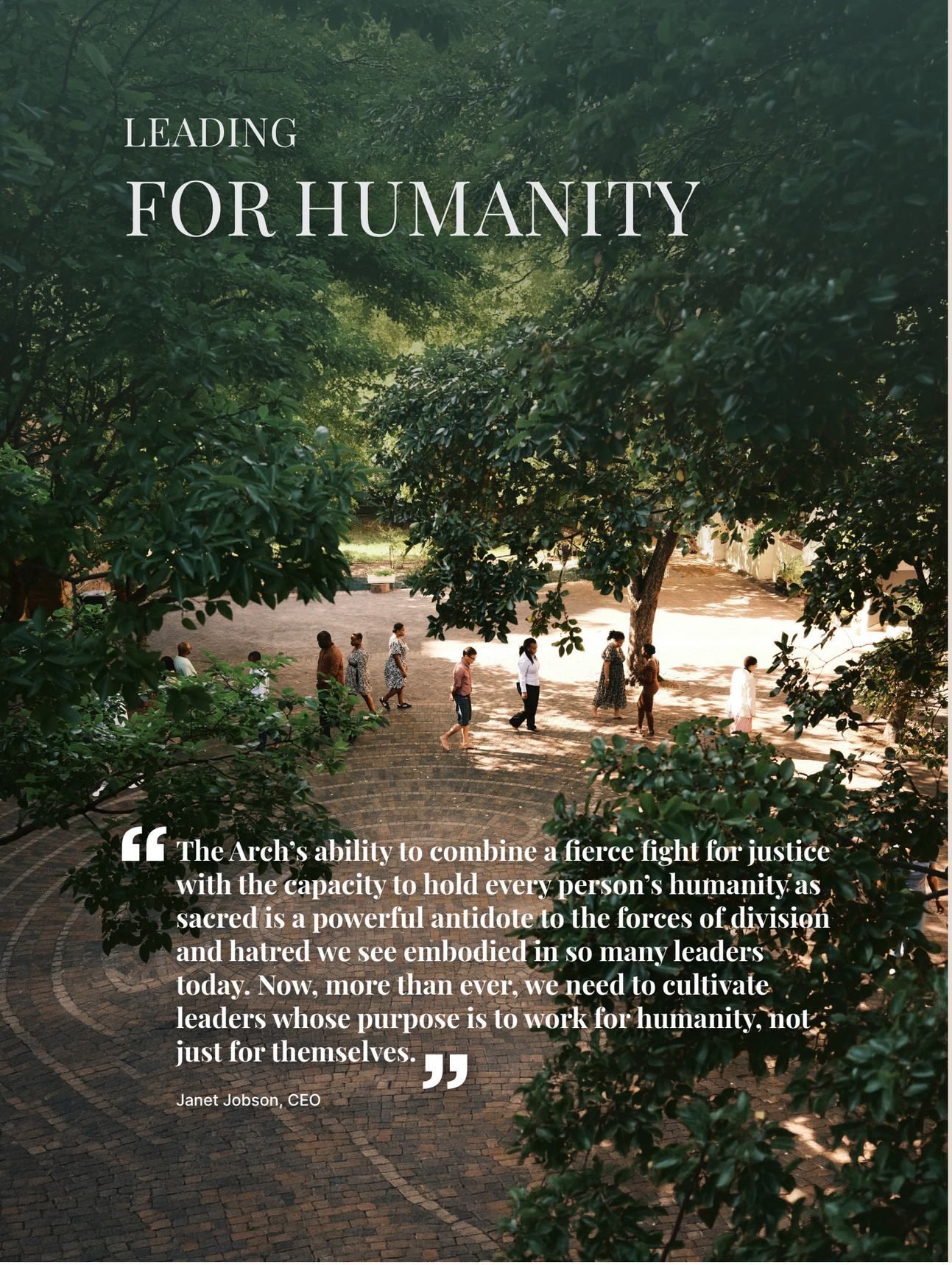
In the years ahead, we intend to answer that signal with intention. Our vision is to expand the full suite of Foundation learning, drawing on the depth of the *Leading for Humanity* programme, the civic formation work of *Learning from Legacy*, and the moral richness of the Arch’s life and testimony, into a globally accessible digital learning platform. One that can reach business leaders and community organisers, educators and entrepreneurs, faith leaders and public servants, young people stepping into their first act of civic courage and seasoned leaders doing the harder work of unlearning. One that takes the Tutu legacy off the walls of a single building in Cape Town and places it as a living, interactive, morally serious resource in the hands of anyone, anywhere, who believes the world can be led differently.

The work of building that platform is underway. The demand already exists. What remains is the investment to meet it at the scale it deserves.



> “The facilitators were patient with the children and they chose topics that are relevant to their age. It was extremely well presented in terms of learning about the people who fought for our (South Africa’s) freedom and the history of Desmond Tutu.”

Abedare Primary School



Leading from the Inside Out

Inam Qoma, LFH Cohort 2025



Before joining the Tutu Leading for Humanity cohort, I understood my leadership journey mainly through taking responsibility, creating opportunities and getting things done. I had built my career by showing up, anticipating what was needed and being willing to take risks. This included investing in Rothko Brand Partners and becoming a co-owner at 26. I was ambitious, proactive and committed to doing excellent work. At times, though, I measured my value by how much I could achieve, solve or carry for other people.

The cohort made me examine how I was leading and what was driving me. The principle of self-repair for societal repair stayed with me. I realised that I could not contribute to healthier organisations and communities without paying attention to my own healing, habits and relationships. *Ubuntu* also became practical for me. It reminded me that leadership is shaped by our relationships and that no one succeeds alone.

Archbishop Tutu’s life showed me that courage and compassion can work together. Leadership requires honesty and accountability, but it must also protect people’s dignity. His belief that a tidal wave of change is made up of a million ripples helped me value the small choices we make every day. Change is not always created through a major intervention. It is also created through consistency, service and how we treat people.

Since the cohort, I have tried to apply these lessons in the way I work. As my responsibilities at Rothko have grown, I have had to consider the needs of our people, clients and operations alongside the long-term future of the business. I am learning to bring greater clarity and accountability into the company while still recognising the people behind the work. I advocate for the belief that the work we do should help shape Africa for the better through storytelling. The stories we choose to tell, and how we tell them, influence whose experiences are valued and what futures people can imagine.

I also practise these values in my church community by serving, encouraging others and supporting people in their growth. Prayer and journaling help me begin each day from a grounded place. My leadership is also reflected in how present I am with my family, how I look after my health and home, and whether I keep the promises I make to myself. I try to see the world with clarity, holding both the horror and the hope of the time we are living through. AI, war, poverty and everything else in between present real questions about our shared humanity. I do not want to look away from what is painful, but I also refuse to believe that positive change is beyond us. That tension shapes how I live, work and lead.

I am a CEO, storyteller, wife, mother and woman of faith who is still healing and becoming. Leadership no longer means proving that I can carry everything. It means knowing what I have been entrusted with, inviting others to contribute their gifts, and creating conditions in which people can flourish. My ripple is found in how I lead, how I love and how consistently I choose humanity.

See highlights of our *Leading for Humanity* cohort 2025 at ***https://youtu.be/ovujQQKtGfs***

The world has no shortage of leadership programmes. It has a profound shortage of rooms asked to set aside demands for growing straight forward executive skills and examine their shared humanity instead.

Leading for Humanity is that room - and the work that fills it. Each year, a carefully selected cohort of young leaders, aged 25 to 40, drawn from across sectors, geographies, and lived experiences, is brought into a shared space that is rare in most professional lives: one where the boundaries between disciplines dissolve, the hierarchy of where a lawyer, a farmer, an activist, an artist, and a civil servant sit together for nine days and credentials fall away, and the harder questions about justice, self, and society can finally be asked - in practice, in the company of people who have agreed to take those questions seriously.





The premise of the programme is both simple and demanding: the world has no shortage of clever, ambitious leaders. What is missing are leaders who have done their inner work - who can hold complexity without flinching, carry moral weight without collapsing, and build trust across the deepest divides, having done the difficult, unglamorous work of knowing themselves rather than simply acquiring techniques. *Leading for Humanity* is where that work happens. The programme is concerned with leadership formation rather than leadership training. Growing in the experiences, relationships, and vision a deep sense of courage.

At the heart of growing leadership for humanity are three kinds of courage. The courage to hope is fundamental to how we lead. Courageous leadership requires building a vision of the future, pathways to get there, and pulling together the agency to make it real. The courage to heal asks us to encounter each other across divides, and to find in that encounter a commitment to our shared humanity. The courage to act lives in how we take the learning from our heads and hearts into our hands. The Arch's legacy is one of choosing in every situation the next right action. That is the epitome of the courage to act.

This is the programme's deepest conviction: that self-repair and societal repair are the same work approached from different ends, inseparable in practice even when they look distinct. The cohort is the crucible in which that connection becomes real.

The residential experience extends into bi-monthly TutuTuesday online sessions, spaces for integration, accountability, and the sustaining of bonds. The 2025 cohort, our third, now joins a growing global circle of courageous leaders: Leaders for Humanity from across the world who carry the Tutu legacy forward as originators in their own right - people who have been changed enough to change something.



Adyn Parrot



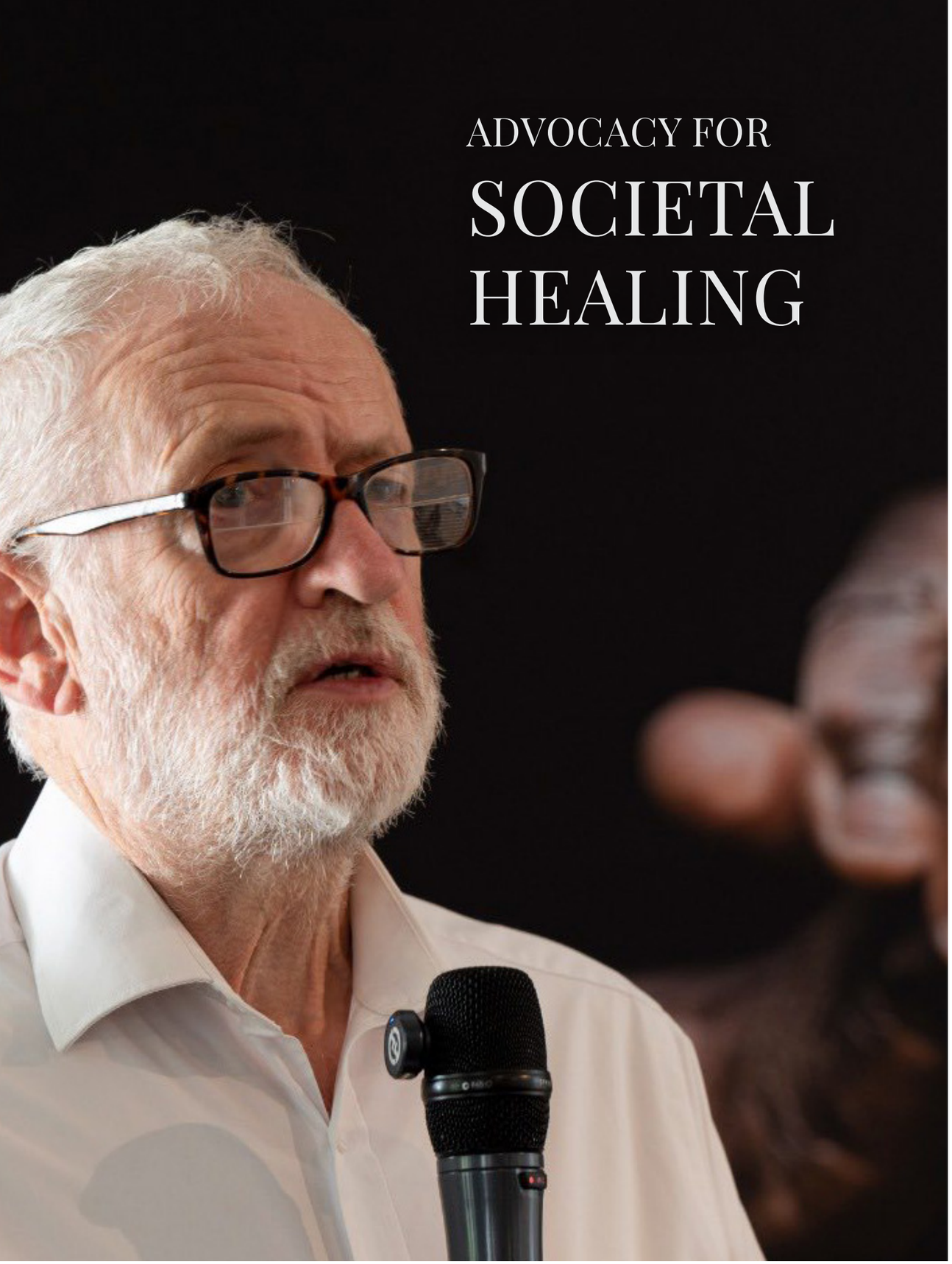
Prior to participating in the programme, leadership to me meant garnering enough influence among your peers and those you lead to move them towards a common objective. Leadership meant building networks that could initiate partnerships to achieve key objectives.

The *Leading for Humanity Fellowship* encouraged me to pause and ask what trauma drove me to achieve the success I have, and asked if letting that trauma continue to drive my future was necessary, healthy or even applicable to my next chapter.

The Fellowship encouraged me to stop, reflect and bring more compassion, empathy and authenticity to how I approach others, my work and myself. Since then, I have actively sought ways to build relationships and take leadership decisions informed by an aspiration to be more authentic and vulnerable.

Leadership now is about understanding what core needs drive the individuals and the community that shape a team, and how to ensure that those core needs are not neglected while tackling the goals of professional and political life.

I highly recommend this Fellowship. I also appeal to those in a position to support the work of the Foundation or to nominate Fellows to do so.



ADVOCACY FOR SOCIETAL HEALING

When Silence is Complicity, Conversation Becomes Courage

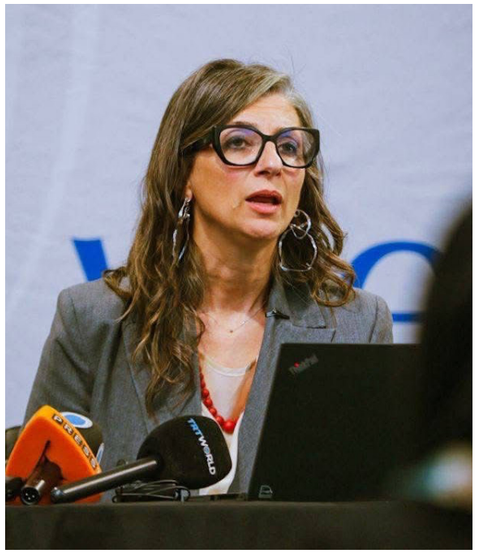
Archbishop Tutu understood that institutions which remain silent when difficult truths need naming, become by that silence, part of the problem. Our *Advocacy for Societal Healing* pillar exists to resist that silence. Through public dialogue, strategic convening, cultural engagement, and acts of solidarity, we create trusted spaces where urgent questions can be asked honestly, difficult realities can be faced together, and public courage can be cultivated.

In 2025, that work took many forms: from global witness on Palestine and nuclear disarmament, to ethical dialogue on artificial intelligence, to corporate leadership formation, to public conversations on democracy, peacebuilding, climate, and human rights. Across each of these, we sought to do what this pillar asks of us: to hold truth and humanity together.

Public Witness in Moments of Global Moral Urgency

Francesca Albanese and the Question of Palestine





In October 2025, something historically significant happened at Desmond & Leah Tutu House. Francesca Albanese, United Nations Special Rapporteur on the Occupied Palestinian Territories, presented her report, Gaza Genocide: A Collective Crime, to the UN General Assembly from our building in Cape Town after US sanctions prevented her from presenting in New York. That a UN Special Rapporteur chose to address the General Assembly from this space was not incidental.

It was a statement about what this house stands for: that truth must be spoken, that moral witness cannot be outsourced, and that when formal institutions are pressured into silence, public platforms of conscience still matter. For us, it was also deeply consistent with the Arch's lifelong solidarity with the Palestinian people and his refusal to treat occupation, dispossession, and the denial of human dignity as someone else's problem.





Palestine, journalism, and the demand for witness

We also hosted a press debrief convened by Journalists Against Apartheid, bringing together voices at the intersection of Palestine, journalism, public accountability, and international law. Among them were Jeremy Corbyn, journalist Youmna El Sayed, and Dr Mustafa Barghouti — each bringing a distinct perspective on truth-telling, political responsibility, and the cost of moral witness in a time of escalating violence and institutional failure.

For this gathering, we also opened elements of the Foundation's archive connected to Archbishop Tutu's own position on Palestine, including items linked to his longstanding solidarity with the Palestinian people. These archival objects did more than illustrate a position. They underscored a theme in the Arch's public life: that justice loses meaning when applied selectively, and that silence in the face of oppression is never neutral.

Global solidarity

The Arch was a vocal critic of every form of injustice, including those that were politically inconvenient to name. In his name, we continued our public advocacy for justice in global conflict zones throughout 2025: issuing statements, creating dialogue spaces, and maintaining our commitment to bearing witness across Gaza, Sudan, Ukraine, and the displacement crises unfolding across the African continent. Justice, he insisted, cannot be applied selectively. Solidarity is subject to the same demand.

Peace Boat | Solidarity across borders for a just and peaceful world

In May 2025, we partnered with Peace Boat during its Cape Town visit as part of the *Time for Peace* project, joining a powerful exchange that connected South Africa's history of resistance and reconciliation with global struggles for peace and justice. The visit brought together Peace Boat participants and staff, Hibakusha survivors from Hiroshima and Nagasaki, local civil society partners, and government representatives in a shared reflection on the human cost of violence and the urgent work of building a more just world.

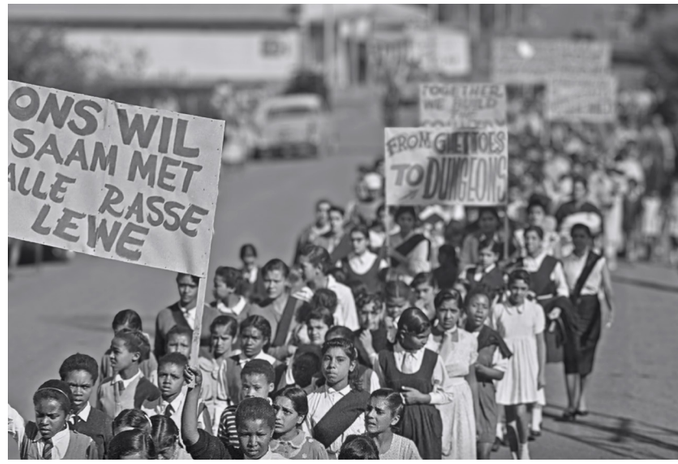
The programme included an onboard exchange with Hibakusha survivors, whose testimonies offered a moving reminder of the catastrophic humanitarian consequences of nuclear weapons, followed by a visit to Desmond & Leah Tutu House and engagement with the *Truth to Power* exhibition. The day culminated in the public event, *Journey Towards a Nuclear-Free World*, which placed South Africa's anti-apartheid history, Archbishop Tutu's moral testimony, and the global campaign for nuclear disarmament in dialogue with one another.

This engagement reflected the wider purpose of our Advocacy for Societal Healing work: to create spaces where local and global struggles for justice can meet, where memory can inform action, and where solidarity across borders can strengthen the pursuit of peace, dignity, and shared humanity.













The Ethics of AI | A Courageous Conversation with Gopi Kallayil

As artificial intelligence reshapes every sector of human life, we asked a question that is too often treated as secondary, when in fact it is central: what are the ethical and human implications of this transformation, and what moral frameworks do we need to navigate it responsibly?

In conversation with Gopi Kallayil, Google's Chief Business Strategist for AI, and hosted by Jon Ratcliffe, we explored what it means to preserve what is most essentially human in an age of machine intelligence. We examined the consciousness, dignity, responsibility, and values that should govern technological power. It was a timely reminder that technology is never neutral. It reflects the values of those who design, deploy, and regulate it. The question of who AI serves, and whose humanity it honours or erodes, is ultimately a question of justice.



Post-SONA High Tea | From national promises to public accountability

Each year, as the President's State of the Nation Address sets out a national vision, we create space for the harder follow-up conversation: what will it take to make those commitments real, and who must be accountable for turning them into lived change?

Our third annual *Post-SONA High Tea*, jointly hosted with the United Nations in South Africa on 7 February 2025 at Desmond & Leah Tutu House, brought together senior voices from government, Parliament, the diplomatic corps, the private sector, civil society, and the UN system for precisely that purpose. Distinguished speakers included Hon. Thoko Didiza, Speaker of the National Assembly, Nelson Muffuh, United Nations Resident Coordinator, and representatives from across public and civic life.



The gathering was grounded in a conviction the Arch himself would have insisted on: that leadership must move beyond rhetoric into moral and practical accountability. Across the conversation, several themes stood out. Speaker Didiza reflected on the responsibility of Parliament not only to enable governance, but to ensure participatory lawmaking, meaningful oversight, and deeper partnership with civil society and development actors in building a more inclusive society. She also emphasised that South Africa's democratic journey, including the work of the Government of National Unity, must be understood not as finished achievement, but as ongoing nation-building that requires unity, courage, and active collaboration across sectors.

Other interventions widened that lens further. The dialogue highlighted the urgency of stronger social cohesion, youth inclusion, and more effective partnerships between state, private sector, civil society, and international actors.

Reflections from participants also underscored the importance of localising national development goals, advancing economic inclusion, and holding on to human dignity as a guiding principle in a fractured world. Taken together, the convening reaffirmed why this annual dialogue matters: it creates a trusted space where policy, partnership, and public responsibility can meet in honest conversation.

Reimagine Freedom

When courageous conversation enters corporate life

When one of South Africa's most prominent retailers partnered with us, the goal was not optics. It was moral formation. *Reimagine Freedom* is our facilitated corporate journey on race, identity, belonging, freedom, and what it truly means to build an inclusive society.

In 2025, we expanded our programme working closely with the Diversity, Equity and Inclusion team. Through working with the most senior executives, we facilitated a series of engagements designed to build a deeply shared sense of our shared humanity. This pushes our experience beyond compliance, and into the realm of deep conscientisation; deep personal transformation; and deeply transformed culture. At the heart of the process was a simple but demanding premise: *Ubuntu* is not a slogan or brand value. It is a practice of institutional transformation.

The workplace is where most people will have the most intimate relationships with people across racial divides in South Africa. This means that the workplace is a vital space to drive transformation that can ultimately have a societal impact.

This is what becomes possible when values-based formation is taken seriously inside institutional life. It is also one of the clearest examples of the Tutu legacy at work in contemporary South Africa: not as memory alone, but as a living framework for difficult, necessary change.



> **"This is what happens when values-based formation enters corporate life seriously rather than symbolically."**



And Yet We Imagine | Climate, art, and the crisis of vision

In early 2025, Desmond & Leah Tutu House hosted And *Yet We Imagine*, a climate-focused art exhibition co-curated by artists Sarah Robyn Farrell and Claire Rousell in collaboration with the Climate Lounge and DearTomorrow. The exhibition explored not only environmental breakdown, but the crisis of imagination that often accompanies it: the recognition that daily injustice and precarity can narrow our sense of what change is possible.

Our CEO contributed as a thought leader to the exhibition's public programme, bringing the Foundation's conviction that ecological justice and human dignity are deeply connected. The moral imagination required to face climate change is not separate from the imagination required to face inequality, exclusion, and violence. It is part of the same struggle to choose life, dignity, and responsibility in the face of systemic harm.



The Power of Peace Talk | PeaceJam South Africa with Leymah Gbowee

Every year, in the tradition of a Foundation that bears a Nobel Peace Prize laureate's name, we create space to honour the living practice of peacebuilding by bringing another Nobel voice into the room. The *Power of Peace Talk* is both a continuation of that tradition and a declaration that the kind of courage Archbishop Tutu embodied is still present, still active, and still shaping the world.

In 2025, that voice belonged to Leymah Gbowee, Nobel Peace Prize Laureate, activist, and one of the clearest living examples of how organised, principled, non-violent action can bend history. Hosted in partnership with Mentoring PeaceBuilders South Africa NPC and PeaceJam South Africa, the 4th annual *Power of Peace Talk* brought her into conversation with Adv. Tarisai Mchuchu-MacMillan, Executive Director of MOSAIC Training Service and Healing Centre for Women, and Christina Nomdo, the first Western Cape Commissioner for Children.

Together, these three women led a heartfelt and unsparing dialogue on justice, inclusion, and the power of women's leadership — reminding all present that peace is not passive, and that justice demands courage.



The Power of Communities | Giving a human face to LGBTIQ+ forced displacement in South Africa

Archbishop Tutu was unambiguous in his public witness for LGBTIQ+ dignity. He declared that he would not worship a homophobic God, and then spent decades walking that conviction into the world through activism, advocacy, and the insistence that justice is either universal or it is not justice at all.

In 2025, we honoured that by co-hosting *The Power of Communities*, a photographic exhibition developed by the African Fruit Basket in partnership with the Office of the United Nations High Commissioner for Human Rights, the Office of the United Nations High Commissioner for Refugees, and the embassies of the Netherlands and Ireland.

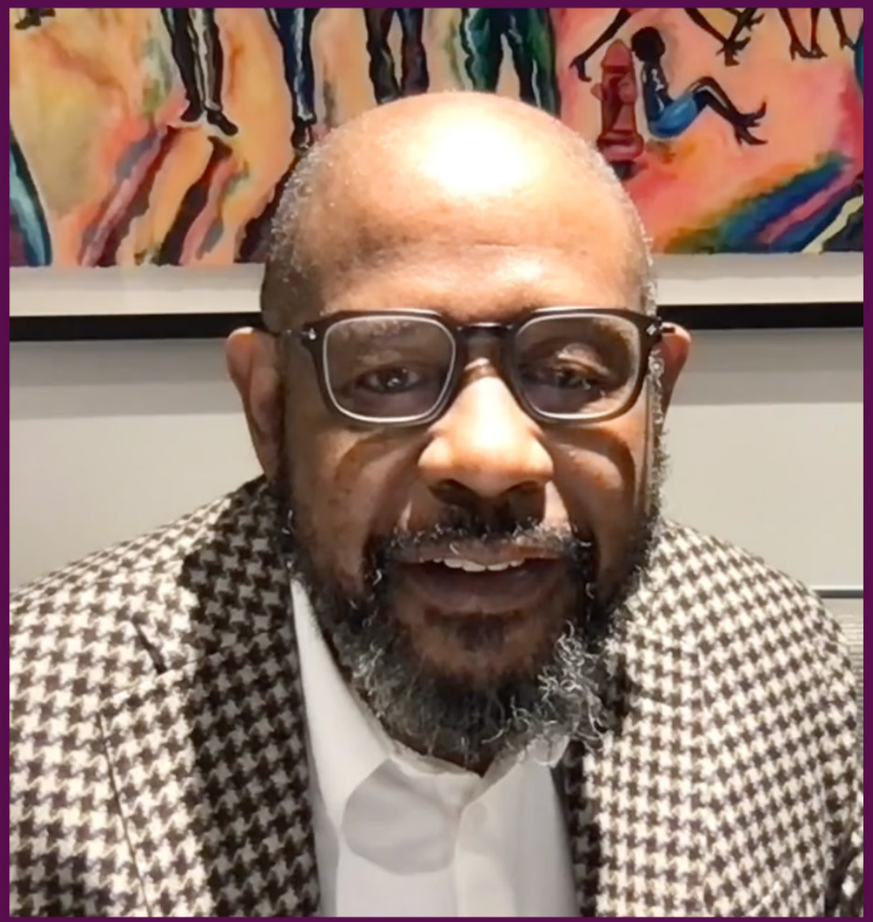
Subtitled *Putting a Human Rights Face to LGBTIQ+ Forcibly Displaced Persons in South Africa*, the exhibition depicted the lived realities of people who had fled violence and discrimination because of their sexual orientation or gender identity. Each photograph insisted on something simple and often denied: that the struggle for dignity is always personal, embodied, and urgent. The exhibition affirmed both South Africa's constitutional commitment and the unfinished moral work of making that promise real for the most vulnerable.



A Practice of Public Courage

Across these convenings, partnerships, exhibitions, and dialogues, we continued to hold space for the difficult, urgent, and often uncomfortable work of societal healing. In 2025, *Advocacy for Societal Healing* was not an abstract commitment. It was a lived practice of witness, dialogue, solidarity, and public courage – rooted in the Arch's conviction that truth must be spoken, humanity must be defended, and justice must never be selective.

“PEACE IS A CHOICE WE MAKE EVERYDAY. TO CARE, TO CONNECT, TO ACT. SO LET’S SHOW UP FOR EACH OTHER.”



Forest Whitaker

Award-winning Actor, Filmmaker, Activist

#LETTERSOFPEACE

Desmond & Leah Tutu
LEGACY FOUNDATION





Faith, Conflict, and Our Shared Humanity in a Fractured World

In October 2011, Archbishop Desmond Tutu turned 80. He had invited his dear friend the Dalai Lama to celebrate with him in South Africa. The South African government refused the visa, for the second time in two years, bowing to what was widely understood as pressure from China. The Arch was furious. He accused the government of behaving just like the apartheid regime.

On 8 October 2011, the Inaugural Desmond Tutu International Peace Lecture took place in Cape Town. The Dalai Lama was there, live on screen via a Google+ Hangout rather than in a chair beside his friend — in what became one of the most watched early demonstrations of what the internet could do when governments tried to silence inconvenient voices. Two Nobel Peace Prize laureates, one government's cowardice, and a connection that reached the world anyway. It was a defiant act of civic faith: that truth cannot be indefinitely refused entry, and that the platforms governments deny, civil society must build. For fifteen years since then, the Lecture has been the Foundation's most powerful annual act of global public witness: a recurring demonstration that moral leadership is not extinct, that the questions the Arch refused to stop asking still have a platform, and that South Africa remains capable of convening the world around the values of truth, justice, dignity, and peace. It has consistently taken on the defining struggles of the moment, from inequality and climate to authoritarianism, displacement, and the rights of the marginalised, drawing heads of state, Nobel laureates, human rights defenders, artists, and activists into a shared commitment to speaking without flinching.

On 20 November 2025, at the Cape Town International Convention Centre, the 15th Lecture convened under the theme "Faith, Conflict, and Our Shared Humanity in a Fractured World". It arrived in a year when fracture was not a metaphor but a daily global reality, and when the question of whether shared humanity can still hold was more urgent, and more genuinely in doubt, than it had been in decades.

The Keynote: Dr Shashi Tharoor

This year's keynote address was delivered by Dr Shashi Tharoor, acclaimed author, former United Nations Under-Secretary-General, and Member of Parliament in India. Dr Tharoor brought to the lectern a rare combination of intellectual breadth and personal eloquence, exploring how faith, moral leadership, and global governance can function as forces for bridge-building in an era of fracture.

His address traced the intersections of India's post-colonial experience with the global struggle for dignity and multilateralism, drew explicitly on Archbishop Tutu's own conviction that peace requires the presence of justice rather than the mere absence of conflict, and called on leaders across the Global South to reassert a common moral framework in the face of power politics and disinformation.

In doing so, Dr Tharoor both honoured the Arch's legacy and advanced it, giving the Lecture's theme a contemporary urgency that extended well beyond commemoration.



Watch highlights of Peace Lecture 2025 at ***https://youtu.be/vgdaFrpm_-s***

The Respondent: Reverend René August

Reverend René August, Cape Town-based theologian, activist, and speaker at the intersection of faith, justice, and social healing, served as respondent, grounding the Lecture in the local moral landscape and the ongoing work of *Ubuntu* - shaped reconciliation within South African communities. Her voice added both the personal and the prophetic to the evening's conversation, reminding the audience that peace is a daily practice as much as a geopolitical one.

The Music: Mandisi Dyantyis

Headline artist Mandisi Dyantyis, award-winning composer, vocalist, and trumpeter, performed live, setting the emotional register of the evening with a depth and cultural authority that words alone cannot achieve. His collaboration with the Lecture was both strategic and musically extraordinary. The music moved the audience, as the Arch himself understood music does: it dissolves the defences behind which logic cannot travel and opens space for truth to be received as well as understood.





> "The event was well organised, and it ignited a spark for everyone to realise that we have a role to play in ensuring that we live in a peaceful world despite the colour of our skin."

Trinity, attendee

The Moment That Changed the Room

One of the defining moment of the 2025 Lecture did not come from the keynote speaker. It came from a learner. Trisha, a learner from Wallacedene Primary, one of 24 Metro East Schools debate winners brought to the front row by funding from British Council South Africa, stepped to the lectern and read her Letter of Peace to a packed auditorium. The audience went quiet.

Her words, unscripted in their courage if not in their form, catalysed discussion among the attending young people and moved the adults deeply, and crystallised the Lecture's civic aim more powerfully than any panel could have done. It was a first for a convening of this scale: a learner's voice given literal space at the heart of the programme. It pointed to a replicable model for future youth engagement and demonstrated something the Foundation believes deeply - that young people, when given access and platform, rise to the moral weight of the moment.



> "This is not a social media campaign. It is a civic act of conscience. Archbishop Tutu taught us that peace requires participation."

Janet Jobson, CEO

Letters of Peace: A Participatory Public Movement

In the weeks preceding the Lecture, the Foundation launched the *Letters of Peace* campaign, an invitation for people across South Africa and beyond to add their voices to a living public record of what peace means, requires, and costs.

Hundreds of submissions arrived, in written, video, poetry, and visual art formats, from public figures including award-winning actor Forest Whitaker, Sir Richard Branson, Archbishop Thabo Makgoba, Cape Town Mayor Geordin Hill-Lewis, Grammy-winning musicians Zakes Bantwini and Mandisi Dyantyis, social influencers and scores of private citizens who found in the invitation a rare chance to speak publicly about what they believe. These contributions were woven into the Lecture's visuals, press coverage, and online record — creating a participatory texture that made the event a platform for many voices joined in common moral purpose, alongside the few eminent speakers at the lectern.

The model has strong potential as a year-round engagement asset and a replicable mechanism for expanding civic participation.

Dr Tharoor called on the world to become "builders of bridges, architects of inclusiveness, healers of wounds, promoters of hope." He described the UN as "an indispensable symbol of not perfection but of possibility," quoting Dag Hammarskjöld's conviction that it "was not meant to take mankind to heaven but to save humanity from hell." And he said, plainly and without sentiment: "The world needs more Tutus and more Tutu-like souls."

Thank you to our key partners including the British Council South Africa, United Nations South Africa, UNOHCHR, Hazendal Wine Estate, the City of Cape Town and Eastern Acoustics.













SPECIAL

EVENTS

> We were made to enjoy music, to enjoy beautiful sunsets, to enjoy looking at the billows of the sea and to be thrilled with a rose that is bedecked with dew... Human beings are actually created for the transcendent, for the sublime, for the beautiful, for the truthful... and all of us are given the task of trying to make this world a little more hospitable to these beautiful things.
>
> Archbishop Desmond Tutu



Special Events & Convenings

A building with a purpose, and a calendar to match

Desmond and Leah Tutu House is not only a museum and a programme space. It is a living heritage building in the heart of Cape Town — one of the most historically significant addresses in the city — and it is available to host events, convenings, and gatherings that align with its values and carry its spirit forward.

Diplomatic receptions, corporate launches, community celebrations, academic gatherings, and civic commemorations have all found a home here. Every event hosted within these walls contributes both to the Foundation's financial sustainability and to the building's ongoing life as a space where meaningful things happen.

In 2025, the calendar was full. What follows is a selection of highlights from a year of extraordinary convening.



The WOMAD United 4 Humanity Concert

September 2025 — Desmond and Leah Tutu House & St George's Cathedral, Cape Town

The 2nd Annual WOMAD United 4 Humanity Concert was an evening in two parts, each as significant as the other. The launch event and award ceremony were hosted at Desmond and Leah Tutu House, where the building's history and moral weight gave the occasion the gravity it deserved.

The concert itself moved to the magnificent St George's Cathedral — the People's Church, the building that bore witness to some of the fiercest moments of South Africa's liberation struggle — where the Stellenbosch University Choir and acclaimed international artists performed alongside a groundbreaking 360° VR and binaural 3D sound experience. In a city still learning to share its beauty across its many divisions, the evening offered proof that *Ubuntu* is not only a philosophy. In the right room, with the right music, it is a lived experience.



The Ubuntu Pendant — A Heritage Collection in Partnership with Diamond Works

Heritage Month, September 2025 — The Heritage Experience, Cape Town

In South Africa, few symbols carry as complex a history as the diamond — mined under systems of exploitation and injustice, entangled for generations with inequality and conflict. In 2025, the Foundation partnered with Diamond Works SA to engage with that history deliberately. The Ubuntu Pendant, unveiled during Heritage Month at The Heritage Experience in Cape Town, is a handcrafted, limited-edition piece designed with intentionality at every level: a petite natural diamond of approximately 0.01 carats set in sterling silver on a 45cm anchor chain, made to rest at the collarbone, close to the heart. Handcrafted locally by skilled artisans, because heritage lives in the hands of people, not in factories far away. Purpose-built, with proceeds supporting the Foundation's mission of peace, education, and leadership.

More than jewellery, it is testimony: that symbols which once carried conflict and pain can be reshaped into ones that carry connection and possibility. A bridge built from the very materials that once divided. That is the vision behind the Ubuntu Pendant.



The Long Market Street Mosaic Unveiling

7 October 2025 — Desmond and Leah Tutu House

There could not have been a more fitting day. On 7 October 2025 — the Arch's birthday — the Foundation gathered to unveil something that now greets every visitor who walks through the doors of the exhibition: a luminous new mosaic in his honour, created by artist Marcelino Manhula with the generous support of 1895 Art Gallery.

The work is vivid, colourful, and unmistakably alive — exactly as the Arch himself was. Each fragment of mosaic, when joined with the others, becomes a greater whole. That is no accident. It is the Arch's deepest conviction given form: that humanity is most beautiful when it is united in its diversity, that wholeness is not achieved in spite of difference but through it. The mosaic does not merely decorate a wall. It makes an argument. And it makes it every day, to everyone who passes.



Gun Free South Africa - 30th Anniversary

For stability and peace in our land

The Foundation was honoured to welcome Gun Free South Africa to Desmond and Leah Tutu House as they marked the 30th anniversary and bid farewell to founding director Adèle Kirsten — a pioneer of South Africa's non-violent movement and one of the formative figures in the long, unglamorous, and essential work of building a safer society. GFSA's mission - reducing gun violence through policy advocacy, education, awareness, and community mobilisation - resonates with the Arch's own convictions at the most fundamental level. He said it plainly: "Stability and peace in our land will not come from the barrel of a gun, because peace without justice is an impossibility."

That three decades of sustained civil society campaigning on this issue have been rooted in exactly that conviction made Tutu House the right address for this milestone. We were proud to host it, and we look forward to a continued partnership in building peaceful, just spaces for all South Africans.

A Morning of Cultural Exchange - Palestine Meets South Africa

In partnership with PSC Cape Town and SSS Foundation

On a beautiful morning in January of 2025, something quietly extraordinary happened at the Desmond and Leah Tutu House. The Palestinian football team Burj Al-Luqluq met young people from Langa, Khayelitsha, Hout Bay, and surrounding communities for a morning of cultural exchange, dialogue, singing, dancing, football, and Cape Town cuisine. Two communities, separated by geography and context but united by the experience of what it means to fight for dignity and belonging, shared a space that was built precisely for that kind of encounter.

The visiting team also toured the *Truth to Power* exhibition, learning about the Arch's life and legacy - his unflinching solidarity with the Palestinian people, and his role in ending apartheid in South Africa. The connection between those two struggles was not lost on anyone in the room. It rarely is, in this building. It is one of the things this building is for.





> **"Stability and peace in our land will not come from the barrel of a gun, because peace without justice is an impossibility."**
>
> Archbishop Desmond Tutu



YeBo Academy Graduation - Full Circle

Investing in the future of our youth

The YeBo Academy Class of 2025 gathered at the Desmond and Leah Tutu House to celebrate their graduation - a night of reflection, laughter, and well-deserved recognition. But what made the evening particularly resonant was what comes next: each graduate will return to YeBo not as a student, but as a mentor, guiding young people just as they were once guided.

This is what legacy looks like in practice. Not preserved behind glass, not commemorated from a distance - but passed forward, person to person, generation to generation. Knowledge shared. Compassion renewed. Hope multiplied. The Arch would have approved enormously.





The World Peace Forum - Luxembourg Peace Prize

Championing our commitment to peace

In December 2025, the Foundation was honoured to host the World Peace Forum at the Desmond and Leah Tutu House - a gathering that brought people from near and far into a shared space of reflection, moral courage, and *Ubuntu*. During the event, CEO Janet Jobson received the Luxembourg Peace Prize for Outstanding Peace Process on behalf of the Desmond and Leah Tutu Legacy Foundation.

It is a recognition that belongs to everyone who has walked through this building, sat in its programmes, stood at the Victims Wall, or believed that the work of peace is not passive - that it is active, structural, sustained, and carried forward daily by people who refuse to give up on the possibility of a more just world. We are honoured to be part of that movement. And we are grateful to the World Peace Forum for the reminder that the world is watching, and that what happens here matters far beyond these walls.



Institutional Strengthening

Building the institution the moment requires

The Foundation entered 2025 knowing that carrying the Arch's legacy responsibly requires more than good intentions and committed people. It requires an institution built to match the weight of the work. In 2025 was the year we did that building in earnest.

The context demands it. The world is not only more fractured, it is more complex. Artificial intelligence is reshaping how knowledge is created, distributed, and trusted. The information environment in which young people form their civic identities is noisier, faster, and more contested than at any point in the Foundation's existence. The spaces in which moral leadership once commanded attention are crowded with other voices. In that environment, an institution that exists to carry one of the world's most trusted moral legacies cannot afford to be structurally complacent. The Arch's relevance is not in question. Our capacity to activate it at the scale and with the rigour the moment demands – that is what required attention. And so, we gave it attention.

In 2025, the Foundation underwent a significant organisational restructure and brought new senior leadership into its Executive Committee – quiet but consequential investments in the institution's depth and readiness. The Board navigated this period with the steadiness and wisdom it consistently brings, and the team absorbed the demands of transition without losing a step in delivery. On the programme side, 2025 marked a shift from a portfolio of high-quality but sometimes ad hoc activities to a more cohesive, evidence-based, and strategically coherent system of delivery. Monitoring and evaluation frameworks were professionalised. Gender-disaggregated participation data, POPIA-compliant consent systems, and detailed activity documentation became standard practice. The conceptual development of *Peace Labs* reflected the kind of institutional imagination that distinguishes a programme organisation from a thought leader. The Foundation intends to be both.

And alongside that programme work, a deliberate reckoning with something the Arch himself understood instinctively: that work done in silence reaches no one. Impact that is not known cannot be built upon, funded, or replicated. So, we also invested in our capacity to tell this story – to name what we do with the precision and passion it deserves, to carry it further into the rooms and relationships where it can grow. Not as a marketing exercise. As an act of accountability to the people the work serves, to the partners who fund it, and to a legacy that was always meant to reach further than the walls of a single building in Cape Town, South Africa. We want to thank the team who delivered all of this deserves as they deserve particular acknowledgement.

> **"The spaces in which moral leadership once commanded attention are crowded with other voices. In that environment, an institution that exists to carry one of the world's most trusted moral legacies cannot afford to be structurally complacent."**

2025 FINANCIAL AND FUNDRAISING NARRATIVE

2025 was a year of disciplined stewardship and strategic positioning for the Foundation. As exceptional 2024 project funding came to a natural close, the Foundation drew on the healthy reserves built for exactly this purpose to protect core programmes, while laying the groundwork, through the resolution to merge with the Archbishop Tutu Intellectual Property Trust, for a stronger and more unified organisation ahead.



Current Financial Performance

We are grateful for the continued support of our funding partners in 2025, with special recognition to Trinity Wall Street, the British Council, the City of Cape Town, Woolworths, Bank of America, the National Lottery, the UN Southern Africa Regional Office, UNHCR, and Hazendal.

Total revenue for the year was R4 324 139, reflecting the natural conclusion of the exceptional, once-off project funding secured in 2024. Other income which includes exhibition ticket sales, merchandise and venue hire grew to R1 031 409, more than doubling year-on-year and reflecting growing public engagement with the Foundation's spaces and offering. The Foundation responded decisively, reducing total operating expenses by 22% to R12 350 194, while protecting core programme delivery. The resulting deficit of R5 647 971 was met from reserves, which closed the year at a still-strong R13 367 107. The 2024 comparatives have been restated for two prior period corrections identified during the audit (Note 19); full detail is available in the financial statements. The financial statements received an unqualified audit opinion from BDO South Africa Incorporated.

Looking ahead: shortly after year-end, on 19 February 2026, the boards of the Foundation and the Archbishop Tutu Intellectual Property Trust resolved to merge the two entities, consolidating governance, strengthening legacy preservation, and setting a clear, unified course for 2026 and beyond.

Future Financial Strategy

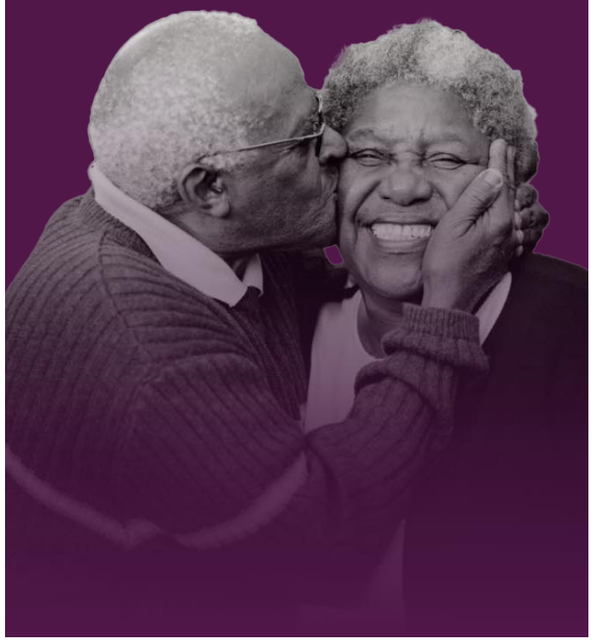
The Foundation enters 2026 with clear strategic priorities: deepening cooperation with the Archbishop Tutu Intellectual Property Trust to unlock the full value of the Founder's intellectual property; expanding programme reach and impact through strategic partnerships; and strengthening the Foundation's voice and visibility to attract new, aligned funding partners.

22%

Reduction in total operating expenses

R4 324 139

Total revenue for 2025



Statement of Financial Position

	2025	2024
Assets		
Non-current assets		
Property, plant and equipment	R 3 122 010	R 3 317 601
Current assets		
Inventories	R 1 711 915	R 1 730 917
Trade and other receivables	R 196 568	R 254 925
Investments	R 6 995 864	R 6 099 349
Cash and cash equivalents	R 1 835 995	R 8 043 902
Total current assets	**R 10 740 342**	**R 16 129 093**
Total assets	**R 13 862 352**	**R 19 446 694**
Equity		
(Accumulated deficit) / accumulated surplus	(R 183 376)	R 3 992 193
Non-distributable reserves	R 13 550 483	R 15 022 887
Total equity	**R 13 367 107**	**R 19 015 080**
Current liabilities		
Trade and other payables	R 495 245	R 431 614
Total equity and liabilities	**R 13 862 352**	**R 19 446 694**

Statement of Comprehensive Income

	2025	2024
Grants and donations	R 4 324 139	R 12 893 447
Other income	R 1 031 409	R 492 662
Operating expenses	(R 12 350 194)	(R 15 743 504)
Deficit from operations	**(R 6 994 646)**	**(R 2 357 395)**
Finance income	R 1 346 675	R 1 740 918
Finance costs	-	(R 12 898)
Deficit for the year	**(R 5 647 971)**	**(R 629 375)**

LOOKING

AHEAD

2026: The Year of the Unfinished Work

We started 2026, with a heightened sense of both responsibility and possibility. It is a year thick with remembrance for South Africans. The 50th anniversary of the Soweto Uprising — the moment when the youth of this country refused to be silenced and changed the trajectory of history. The 30th anniversary of the Constitution, with it's promise of dignity, equality, and freedom for every person the Arch spent the rest of his life demanding this nation honour. And within that national arc of reckoning, two commemorations that speak directly to everything the Foundation exists to do: what would have been the Arch's 95th birthday, and the 30th anniversary of the Truth and Reconciliation Commission, the process he chaired with such moral ferocity and such human compassion, and which he declared, a decade after its conclusion, to be scandalously unfinished.

These are not dates for ceremony. They are a summons. A summons to ask, honestly and without defensiveness, whether the promise of 1994 is being kept. Whether the children of Soweto's generation are living in the country their courage was meant to build.

Whether the Constitution's extraordinary vision of a society rooted in human dignity is a daily reality or a deferred aspiration. And whether institutions like ours, entrusted with the moral legacy of the people who shaped that vision, are doing enough, boldly enough, and with sufficient reach, to keep that vision alive in the hearts and minds of the generation that must now carry it. We believe we are. And we believe 2026 is the year to demonstrate it at a scale we have not yet attempted. In 2026, the Foundation will scale the *Learning from Legacy* programme through a more comprehensive curriculum spanning Grades 4 to 12, supported by multilingual educator guides, learner workbooks, and a new generation of teachers equipped for values-based facilitation that sustains itself beyond our presence in the room.

We will convene the *16th Desmond Tutu International Peace Lecture*, deepening the *Letters of Peace* model into a year-round participatory movement and extending the Lecture's reach as a genuinely global civic convening that speaks to a world still hungry for the kind of moral leadership the Arch embodied.

We will grow the *Leading for Humanity* cohort and its global circle, strengthen our international relevance while staying rooted in the Southern African moral tradition from which this work draws its deepest power.

We will diversify our income base and launch an endowment fund, laying the foundation to build the financial resilience that allows us to act with independence and ambition, rather than react to scarcity. We will establish a Global Fundraising Advisory Council, bringing together international leaders, philanthropists, and advocates who believe in the Foundation's mission, to strengthen our global relevance, deepen our funding relationships, and ensure that the Arch's legacy is resourced at the level the world's need for it demands.

And we will tell this story better, louder, and to more of the people who need to hear it. Because a legacy this important cannot afford to remain unknown to those who might carry it forward. These are not aspirations.

They are commitments, grounded in the evidence of a year in which this Foundation showed, repeatedly and without exception, that it is capable of the work it has promised to do. The unfinished work is before us. So is the privilege of carrying it.



OUR

PEOPLE

Our Board of Directors

The Foundation is guided by a diverse and distinguished Board whose collective expertise spans finance, law, civil society, communications, philanthropy, and governance. We are grateful for their wisdom, their integrity, and their unwavering commitment to this work.



Niclas Kjellström-Matseke
Chairperson, Board of Directors

Swedish-South African investor and former Novamedia CEO, known for leading the Postcode Lottery to global success. UN SDG advocate, RFK Human Rights Award recipient, and Founding Partner of 17Asset Management.



Sandiso Gcwabe
Board of Directors | Chair, Finance, Audit and Risk Committee

CFO of Wesgro and Deputy Chair of SAICA's Southern Region Public Sector Committee, with deep expertise in public sector finance and governance.



Saki Macozoma
Board of Directors

Leading South African businessman and civil society leader. Executive Chairman of Safika Holdings and Deputy Chairman of Vodacom. Former ANC MP and Transnet MD.



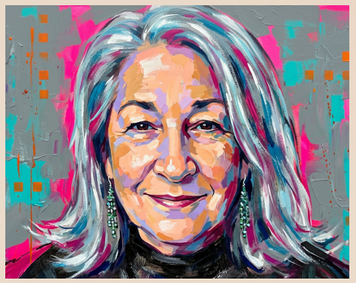
Neeran Naidoo
Board of Directors

Seasoned communications leader and CEO of Hewers. Senior roles at the Nelson Mandela Foundation, Woolworths, and Parliament. A key voice in shaping South Africa's democratic symbols.



Zandile Gobe
Board of Directors

Actuary at Gen Re, a Berkshire Hathaway company. Advocate for gender equity in the actuarial profession. Holds degrees from the University of Cape Town.



Shelagh Gastrow
Board of Directors | Chair, Human Resources Committee (until July 2025)

Philanthropy advisor and founder of Inyathelo, with decades of experience strengthening civil society through strategic support, governance, and financial sustainability.

OUR

TEAM

The Foundation's work is carried by a small, deeply committed team. We are grateful for every one of them.



Janet Jobson
Chief Executive Officer



Andrea Fortuin
Head of Finance & Operations



Nazli Abrahams
Head of Programmes



Solange Nolan
Head of Advancement



Shanél Quimpo
Advocacy & Comms Officer



Vuyiswa Tyhaliti
Office Manager



Cayley Samuels
Events & Marketing Officer



Mzuxolile Majeke
Accountant



Paulinah Zulu
PA to the CEO



Neliswa Shoba
Exhibition Receptionist



Lungiswa Jodwana
Office Assistant



Shirley Nangeni
Exhibtion & Archive Cleaner



Koliwe Mgameni
General Assistant

> "Do your little bit of good where you are; it's those little bits of good put together that overwhelm the world."
>
> Archbishop Desmond Tutu

HOW TO

SUPPORT THIS WORK







Together, as Team Tutu

The Desmond & Leah Tutu Legacy Foundation is only able to do its work through the generous support of its friends, partners, and donors. Every contribution, financial, intellectual, relational, is an act of alignment with the values the Arch and Mama Leah spent their lives advancing. There are several ways to stand with us:

Make a Gift

Your contribution, whatever its size, creates significant impact. Monthly giving provides the Foundation with the stability to plan, grow, and deepen our programmes — it is the most powerful way to sustain the work of peace. Once-off gifts help us reach more young people, expand our dialogues, and carry the Arch's message wider. Donate at: ***every.org/tutulegacyfoundation***

Support School Access

The *Learning from Legacy School Transport Fund* enables learners from under-resourced communities to participate in exhibition visits, workshops, and leadership events. Help us get more children to the table.

Visit the Exhibition

Engage with the *Truth to Power* exhibition at Desmond and Leah Tutu House, 11 Buitenkant Street, District Six, Cape Town. Open Tuesday–Saturday, 09:30–15:30. Group and school bookings: ***exhibition@tutu.org.za***

Partner with Us

If you are an organisation, foundation, or individual interested in programme-specific funding, co-convening, or strategic partnership, we welcome the conversation.
Contact: ***advancement@tutu.org.za***

Spread the Word

Share this report. Invite others into the work. Follow and amplify ***@TheTutuLegacy*** across social media platforms. Every voice that joins this circle of courage is a contribution to the tidal wave of change the Arch described.

For tax-deductible contributions (South Africa), contact ***accounts@tutu.org.za*** to request a Section 18A certificate.

> **"I am because you are. The *Ubuntu* principle that is the Arch's greatest gift to the world. Join Team Tutu."**

“MY HUMANITY IS BOUND UP IN YOURS, FOR WE CAN ONLY BE HUMAN TOGETHER.”

– DESMOND TUTU



Desmond & Leah Tutu
LEGACY FOUNDATION

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