

Editorial

The years come and go, and sometimes they are a little too similar. It's been hot, very hot again this year, with record-breaking temperatures. The war in Ukraine continued undiminished, the horror in Gaza intensified in the autumn, and the far right gained further ground in Europe. Against this backdrop, our organisation is trying to maintain its course, to be robust and resilient, to take care, to plug the gaps, to give reasons for hope and to equip citizens, entrepreneurs, students and employees to re-enchant today and build tomorrow. From Mexico City to Bordeaux, initiatives are multiplying to support those who are creating real solutions for the common good. Everywhere, teams are designing programmes to get young and old alike to take action. We're reinventing work, creating communities, inspiring, teaming up and bringing people together.

Based on the principles of life, we have built our compass to guide us in the coming years: complexity, cooperation, respect for planetary limits, sharing of power and value, social utility... «You can't spend a single day without having an impact on the world around you. What you do makes a difference, and you have to decide what kind of difference you want to make,» Jane Goodall reminds us. At makesense, acting for others and for the planet is tattooed deep in our souls.

We won't give up!



01 makesense & the citizens

In a world where governments flounder and institutions often seem powerless, the power of citizens takes on new meaning. By uniting their voices and actions, they can challenge the status quo, influence policy, transform mindsets and forge a future where dignity, equity and sustainability are at the heart of every decision. To encourage and support citizens to think, invent and implement positive change, this year we have once again come up with innovative ways of getting involved. The approaches vary from country to country, but all the programmes have the same objective: to help shape a world where the preservation of the planet, justice and hope can flourish.

Involving young people on a massive scale

The future belongs to them. Helping to make it better is a necessity. That's why, since its creation, makesense has focused on young people to prepare them to become responsible citizens who are aware of their impact on the planet. But also to help them imagine new utopias, to support them in creating solutions that change the world. So, from Manila to Paris, engagement schemes enable them to move from awareness to action, and then from action to collaboration. To achieve this, both in Asia and in France, particular attention has been paid to the deployment of inspiring and mobilising stories. The media Chiche! source of unlimited action was launched in France at the end of 2023. Every day, new content is published, including articles,

podcasts and videos, and the website already has more than 50,000 readers every month. In the Philippines, through a content strategy on social networks and the organisation of dozens of events, 100,000 young people have been made aware of social and environmental issues, while another 50,000 have taken action and 5,000 have pledged to work with other people or structures to create their own organisation, campaign or programme and encourage mass action.

In the same spirit, in Latin America, influencers and NGOs were invited to produce inspiring content thanks to the «Creators of Tomorrow» programme. The idea? To give them the tools to produce high-impact videos and improve their communications. 150 content creators and participating organisations produced more than 600 videos, reaching more than 20 million users on their accounts. In addition, 10 collaborative initiatives were rewarded with seed funding of \$20,000.



Finally, in Asia, The Good Chat programme has provided financial support to 11 influencers in Thailand, Indonesia and the Philippines to get the message about climate change across to a less committed audience: communities of mothers, art enthusiasts, young professionals, housewives, etc. The idea is to help them begin their own energy transition by relying on their codes and concerns.

Empowering the forgotten

A few months ago, the World Bank predicted that «2023 will be a year of inequality». And it was right. The gaps between individuals have widened even further this year. The figures for climate injustice are striking. According to Oxfam's latest report, the world's richest 0.1% (7,700,000 people) emit more CO2 than 38% of the world's population (2.9 billion people). While the poorest 50% of humanity are responsible for just 8% of global emissions, they are on the front line of the effects of climate change.

It was to enable those most affected by global warming to take action and make their voices heard that we devised the Fair Transition programme in working-class neighbourhoods in France. In partnership with around fifty leaders of popular education associations, we have created a training-action programme to put ecology at the service of young people's priorities: their living conditions in their area, and their career choices. In practical terms, we have helped more than 1,000 young people to take collective action close to home: discovering and using existing infrastructures in their neighbourhood, raising awareness among local shopkeepers about zero waste and energy saving, carrying out a survey on local air quality to raise the issue with elected representatives, etc.

In Africa, the emancipation of young girls is the focus of efforts to reduce injustice. In Niger, the UNICEF Mafita programme implemented by makesense in 4 communes of Zinder (3 of which are rural) has supported the economic integration of 120 disadvantaged young girls who have migrated illegally, suffered violence or are unemployed. They were all supported, involved and empowered in tackling local challenges. Over the course of 4 Bootcamps, 80 social and economic projects were created by these young girls and they were supported in their implementation.

In Mexico, to bridge the educational gap in project management learning (STEM skills), women and young women from the city of Nuevo Laredo were trained and supported at the 8th «Changes the World Congress». 24 ideas for solutions to current challenges were developed around three themes: food waste, gender inequality and air pollution.

Strengthening links and encounters between volunteers

«Social ties are an investment in the future,» says entrepreneur Tarik Ghezali, co-founder of the Fabrique du Nous. Investing in social ties is all the more imperative given that the social body has been tested in recent years by repeated crises of social ties, and weakened by particularly anxiety-provoking events that encourage people to withdraw into themselves to protect themselves.

To recreate links that are as real as they are physical, and to fight against isolation and eco-anxiety, the re_action programmes in France, which until now have been online, have been adapted for face-to-face use. For a month in June, thousands of people in some forty towns and cities got together to take practical, collective action: collecting rubbish, planting trees, collecting food, making soup, walking the streets, visiting old people's homes, etc. Given the success of this IRL commitment, the scheme was continued throughout the year.

In Mexico, an «Earth on Fire» sense_camp was organised to rekindle the flame of change and unite and motivate makesense volunteers. Workshops, conferences, immersive experiences, etc. enabled participants to discover entrepreneurs, projects and impact initiatives and to connect with people who shared their interest and appetite for action.



Highlights

Collective intelligence serving the general interest

All year round, makesense Africa's community laboratory helps civil society initiatives to amplify their impact through the transmission of collective intelligence methodologies, the mobilisation of communities and the emergence of multistakeholder collaborations. In Niger, the Kariya project on health issues and access to vaccination enabled 15 civic leaders to mobilise 3,000 people in just 3 months, raising awareness of the importance of vaccinating young children.

On the subject of Civic Tech (or how to facilitate collaboration between citizens and governments in solving problems related to accountability, corruption, gender equality, the environment and health), 500 people in 14 African countries were mobilised to support and connect to 30 civic-tech projects incubated by makesense Africa. Through coaching, workshops and training, these projects have been able to structure themselves, raise funds and make contact with local and national institutions in order to create coalitions for open and responsible governance.

Tools for taking action against discrimination

These are small boxes that can be of great service. Developed by makesense America, «innovation boxes» have been created to support social and environmental change. Six of them have been created, including the «Genuine Pride or Rainbow Washing» to help companies reflect on and strengthen the promotion of LGBTQ+ diversity in their organisations.

> Youth Consortium

This year, makesense Africa co-organised the first African forum for the social and

solidarity economy aimed at young people. Over 3,000 participants and more than 50 social entrepreneurs from our previous projects in the region were invited to present their solutions and forge links.

Climate Voices

In Mexico, makesense America has created an impact platform to strengthen and support climate activists and achieve climate justice through their initiatives. They received personalised support for 3 months and their impact initiatives were promoted in 4 regions of the country. In France, a similar scheme was also tested with 6 young activists involved in Stop Eacop, focusing on new forms of artistic mobilisation.

> For a world without plastic bags

We've always believed that young people can have a social impact, whatever the issues they are defending. In the Philippines, the Barangay Bayani (Heroes of the Cities) campaign highlighted young people who are committed to social change, and in particular to putting an end to the plastic bags that are polluting the entire country. As part of the NOYPI 2025 (No Other Year for Plastic Initiative) #BreakupWithSachets campaign, the Philippine team organised the 2nd year of Breakup Party Pilipinas to raise public awareness of the importance of a future without plastic bags, using artistic practices. 11,000 people took part. Online and offline hackathons were also organised to generate solutions.



Key figures

+5.7K

young people took part in the re_action programmes (worldwide)

+15k

volunteers got our messages across

+50K

offers have been posted on jobs_that_makesense

+400

events were organised by makesense

«makesense gave me the power and strength to build a committed local community. I found out about makesense through re_action, then I set out to run a Dehors programme last June and now I organise one action a month: cleanwalk, food collection, soup disco, action in elderly people's homes. makesense equipped me, gave me the framework and the confidence and now I have the chance to combine a national online community with a local group.»

Rémy, makesense France volunteer

«The Mafita initiative has given us hope, enabled us to believe in ourselves and find solutions to our problems»

Ibrahim, beneficiary of the Mafita programme in Africa.







02 makesense & students

Today's students have immense potential to transform tomorrow's world. That's why our organisation is pushing open the doors of higher education establishments. Our aim? To educate them about environmental and social issues, to offer them pathways that go beyond academic knowledge, and to encourage them to combine awareness with initiative. In other words, to prepare them to be agents of change, ready to build a more sustainable and inclusive future.

Back to school on the right track

This year in France, all of ESSCA's Master's students were able to enjoy an exciting experience on 5 different campuses. Their mission? Identify the best way to contribute to the ecological and social transition. After a first day of inspiration - conferences, games on social entrepreneurship, meetings with committed alumni, lively debates - the 907 students got down to work with concrete actions such as cleaning up the environment, raising awareness of sexist and sexual violence in student festive situations, and writing letters for socially lonely elderly people.

The Commitment Village

Do French students want to get involved? Kedge is showing them the 1001 possibilities by setting up The Commitment Village at the start of the new academic year, a showcase for a wide range of organisations. Using a gamified course, we gave students the opportunity to reflect and express their vision of commitment through dedicated stands and various media: murals, collages, photos, videos, etc.



Lively innovation

In the Basque Country, 150 French students spent 2 days working on the problems facing their region and devising solutions inspired by living things at the Biom'Impact Créathon organised with Ceebios and the Basque Country Community.

«We didn't even know each other 24 hours ago, and yet we're working together as if we've always been a team. And not for nothing, to create a biomimetic solution, a word I didn't know 24 hours ago either. But if there's one thing I'll remember, it's that I felt useful and that it gives me confidence in my ability to have a positive impact around me.» - A student.

10 years of the Social Cup

In 2023, we celebrated the 10th anniversary of the Social Cup, the oldest makesense programme. This year, thanks to around fifty trained volunteers, more than 3,850 students in France discovered their power to act through our «Is this world all screwed up?» workshop. We invited them to test their power to act via our new engagement format: Les Basculades! From Strasbourg to Toulouse and from Nantes to Marseille, over 1,300 people from all over France came to be inspired, to discover and to take action to make the world they dreamed of a reality.

Highlight

> Reaction for Impact

Students in Mexico and Colombia are lucky. 238 were trained in leadership, mobilising citizens and creating socio-environmental alliances (with a dozen organisations), then encouraged to develop projects with a social and environmental impact.





oz makesense & the entrepreneurs

Since its creation, one of makesense's core missions has been to support entrepreneurs with projects that have a positive impact on society. We do everything we can to help their projects come to fruition and encourage their development. How do we do this? From Lebanon to Mexico, we create interactive training platforms, develop customised incubation and acceleration programmes and provide financial support tailored to the needs of social entrepreneurs. By acting as a catalyst for social innovation, we are actively contributing to the emergence and sustainability of initiatives that work towards a fairer, more sustainable world.

Long-term incubation

Once again this year, incubation programmes continued in all the countries where makesense operates. The approach may be general or thematic, open to all or reserved for a certain type of entrepreneur. Depending on the case, the programmes have included individual workshops, operational coaching with business experts, group masterclasses, contacts with mentors, access to finance, etc.

In Mexico, the re-activation programme was used to select the new winners of the entrepreneurship laboratories, which aim to get projects off the ground. Of the 250 committed businesses that applied (1103 entrepreneurs in 32 states), 73% of the start-ups and 52% of the more experienced businesses came from vulnerable groups or states. Once selected, the 10 winners will benefit from four months of tailor-made support to help them strengthen their initiatives and bring them to life.

In France, in addition to the historic incubation of 9 social and environmental project leaders for 9 months, the emphasis was placed on initiatives around ageing well (to enable entrepreneurs to access funding from the Ile-de-France retirement insurance

scheme), social inclusion and education (with the Banque des Territoires). A themed campaign on mental health has also been devised and implemented. The programme includes a guide entitled «Entreprendre sans se cramer» («Doing business without burning out»), webinars, workshops, links with mentors and specific communication on social networks. The aim? To raise awareness among entrepreneurs and managers of the need to take care of their mental health during their entrepreneurial adventure.

In the Americas, around a dozen projects focused on sustainable cities were supported throughout the year. Initiatives on access to water, resource restoration and sanitation in vulnerable communities in Mexico were also supported and coached via an online challenge. The 5 winners received mentoring sessions and several thousand euros in funding to implement their solutions.

In the Philippines, in its sixth year of incubation, the makesense academy has had an impact on the lives of more than 42,000 citizens thanks to the six incubated social entrepreneurs who have focused their energy on solving problems linked to plastic waste, textile waste and have reflected on the sustainability practices of traditional industries.

Beyond borders

Impact entrepreneurship knows no borders, and some programmes even encourage people to go beyond them. Such is the case with the second edition of Meet Africa (European Mobilisation for Entrepreneurship in Africa). This project to develop diaspora entrepreneurship between Europe and Africa, implemented by Expertise France and co-financed by the European Union and the Agence Française de Développement, aims to support and accompany inspiring projects led by members of the African diaspora in Morocco, Tunisia, Cameroon, Mali, Ivorv Coast and Senegal. This year, we helped 25 entrepreneurs set up their businesses in Ivory Coast and Senegal, all of which are continuing their activities.

In the same spirit of enabling entrepreneurs to innovate in their region of origin, the «Meun Nga Tekki Fi» inclusive entrepreneurship programme in Senegal, developed by Singa Deutschland, makesense Afrique and the Consortium Jeunesse Sénégal, has provided support for migrant entrepreneurs returning to their country. Three partner incubators in several towns in Senegal have seen 180 initiatives grow, led by CSOs (sustainable development managers) who were previously trained and equipped to help these projects get off the ground.

Investing to make things happen

makesense currently has three investment funds: makesense Seed1 and Racine2 in France and Sensefund in Africa. All three have the same objective: to support projects that make the world go round more smoothly.

In Africa, Sensefund supports impact entrepreneurs as they scale up by mobilising human and financial capital around their team. This year, the programme has enabled 11 businesses in 6 regions of Senegal to benefit from a total of €200K in funding in the form of interest-free, unsecured loans or repayable advances.

In France, makesense Seed1 is nearing completion. The last 3 investments were made in 2023. Resortecs enables fashion companies to produce recyclable garments using thermodissoluble yarns and thermal disassembly systems. Atypique, a wholesaler of downgraded French fruit and vegetables, is helping to combat food waste by supporting French producers. Bio&Lo equips dairy farmers with micro-dairies to enable them to process their products on the farm and sell their produce through short distribution channels. Finally, the year was also an opportunity to support some of our holdings in their development by reinvesting in Urbyn, Ideel Garden, Epoca and Vesto.

On the Racine2 side, we continued to deploy our fund co-managed with Serena and registered 3 new investments. Educ-up promotes education for all by providing access to inclusive childcare and tutoring services inspired by Montessori teaching methods. Santé Académie promotes continuing education for healthcare professionals through high-quality educational content. Carbon farm decarbonises rice growing in a transparent way by using satellites and AI to monitor and certify large-scale decarbonisation projects.



Highlights

Supporting entrepreneurship in rural areas

In France, the Inclusion & Rurality programme launched by the MSA (the agricultural social security body) and operated by makesense in 2020 to encourage the establishment of inclusive structures in isolated rural areas has run its third and final year. 30 online training courses, 4 seminars, 4 immersive days with the prize-winners, monthly and individual follow-up for 15 of the 35 winning structures have given a real boost to these inventive structures in rural areas. A handbook has been produced and distributed to highlight the 10 key lessons learned over the three years of experimentation.

When entrepreneurs and NGOs shape the future

Because there's no better way to move forward than by helping each other, this year the Tabadol programme in Lebanon once again brought together budding social entrepreneurs with civil society organisations developing creative solutions to support their communities in Palestine, Lebanon, Jordan and Syria. As a result, 10 impactful collaborations were born.

> Stand up, women!

In Lebanon, the Omdi programme supports women entrepreneurs who are bringing about change in underserved regions of the country. 4 initiatives led by women in the areas of menstrual insecurity, the circular economy and composting, youth and education, and employment have been awarded grants of €300K and tailored coaching for 2023 and 2024.



Circular collaboration

In the Philippines, makesense is helping local government units to roll out circular economy practices. Continuing education projects have enabled 1,500 citizens to be trained, 238 organisations have been brought on board and 8 social enterprises have been supported to create new business practices around circularity.

From awakening to impact, a Mooc to help you plan your entrepreneurial adventure

For anyone who wants to set up a project but has no ideas. Or who have a great idea but don't know how to put it into practice. Or who are just wondering whether they are cut out for entrepreneurship... makesense France has launched a Mooc in a new format: an interactive web series in 6 episodes to help you take your first steps in social entrepreneurship. It includes videos, resources and exercises to help you work out the feasibility, viability and usefulness of a project. Theory, practice and humour are all part of the experience.

Key figures

2,2k

entrepreneurs supported

21

(re)investments 11 in Africa and 10 in France over the year

«The Meet Africa programme enabled us to meet other players in the African diaspora and to establish our project. The support we received gave us the tools we needed to develop our project in terms of communication, accounting and financing.»

Moussa Camara, founder of Lepfay

«Our creative journey with «Tabadol» ends with a sustainable model that allows our organisation to be active and proactive in achieving its national and humanitarian objectives far from conditioned financial funds.»

Suha Khuffash (Executive Director) of Art to Heart, Palestine - Tabadol participant

«I didn't know if entrepreneurship was for me, I had an idea but I didn't know how to put it into practice. The Mooc From Awakening to Impact was a real spark for me. I was able to ask myself lots of questions and find even more answers. I've decided to go for it.»

Louna, Mooc user

04 makesense & employees

Because they concentrate resources and skills, because they have the capacity to innovate, because they have an influence on society and public policy, companies, local authorities and associations play a crucial role in transforming the world. All over the world, people are taking action to ensure that their organisations take the path of ecological and social transition. At makesense, we love to advise them and help them move forward, whether within a department, in management or by creating communities of interest and innovation. «Never doubt that a small group of committed, thoughtful citizens can change the world. In fact, that's always been the case,» wrote Margaret Mead. It's up to us to spot them and support them.

Putting businesses on the (transition) path

From Lyon to Mexico City, the support provided to employees follows on from one another and is not always the same, as makesense is unique in its ability to respond as effectively as possible to the specific needs of each organisation. A few examples to illustrate the diversity? In Africa, 500 technical employees from the local water distribution company (Seneau) were trained in their company's mission. The aim is to participate in their organisation's strategy and make their voices heard. In Mexico, cooperation is the name of the game. 63 organisations and 84 stakeholders from the public, private, academic and civil society sectors worked together on the challenges of decarbonisation and ecological transformation. In the same spirit, local government representatives were able to work together on mobility. Through ideation processes, 16 representatives priori-

tised 3 challenges and

co-created 8 proposals for action to address them.

In the French overseas territories, having trained and supported nearly a hundred of the leaders of ecological and social transition projects in the overseas territories, we are now leading wider local communities of transition players in these territories. This year, for example, we co-organised with them «Mouv'outremer en action», a series of 6 themed meetings to bring together the network's players and move them into collective action on local issues.



SMEs, the sinews of war

Because SMEs account for 50% of salaried employment in France, makesense France is continuing to strengthen and roll out its services aimed at the managers and decision-makers of these agile companies, who are capable of making impactful decisions and taking action quickly. To achieve this, these decision-makers need clear tools, inspiration and collective emulation to really activate the ecological transition in their company. This is what we have focused on in 2023, by centring our support on the promising model of the mission-driven company, but also by placing collective intelligence at the heart of our programmes.

Intrapreneurship, innovating from within

Intrapreneurship is an effective formula, and the issues at stake lie at the crossroads of CSR, innovation and HR departments... Intrapreneurship is a way of innovating in a participative way, involving employees, training them and transforming them so that they, in turn, shake up their organisation. In France, a number of intrapreneurship programmes have been developed with a variety of organisations. This year, for example, we were lucky enough to work with the medical-social sector with the Fondation Cognacq-Jay, the voluntary sector with the Petits Frères des Pauvres, and the public sector with the Ministry of Justice and the Ministry of the Interior.

«The programme has given a certain meaning to my role, which I felt I'd lost. I lacked legitimacy and it gave me the tools and support I needed to regain my confidence and take my place again,» says Corinne from the Ministry of the Interior. We got off the beaten track, and it enabled us to learn skills that will help us on a daily basis.»

Welcome to the (Communities) Club

More and more social start-ups, NGOs, public institutions and businesses are developing communities to increase their impact. This is good news, because it's a frugal way of growing, developing innovation, helping people to take action and creating links between them. But developing communities can be more complicated than you might think. That's why makesense has set up the Club des communautés in France. In this Club of professionals in the field of engagement, community builders have their own community in which to develop, acquire skills and share challenges! In 2023, it brought together 102 community leaders. In all, 25 meetings and training courses were organised to give these commitment professionals a competitive edge. The most memorable of these was undoubtedly the second Vitamine C festival, attended by 70 organisations and bringing together more than 120 people.



Highlights

> Long live the cooperation!

Let's face it, cooperation and «working together» are now essential levers for resolving urgent climate and social issues. To bring about real and lasting cooperation at local level, it is essential to involve all individuals and create meeting places. This is what we have done with local authorities, for example, on the theme of employment with the Melun Val de Seine urban community, or on the theme of mobilising young people with Vincennes. Thanks to our field diagnoses and workshops co-hosted with decision-makers, we have succeeded in translating public policies into concrete action on the ground.

Danone Ambassadors

For years, Danone Communities has been supporting social innovation within the company by financing social enterprises via its employees. To achieve this, they have developed a network of ambassadors and asked makesense to support them in this process. After training the Danone team in our community-building tools, we helped them to launch a collaborative campaign and then a seminar with their ambassadors, which helped to create a feeling of trust and belonging to the community.

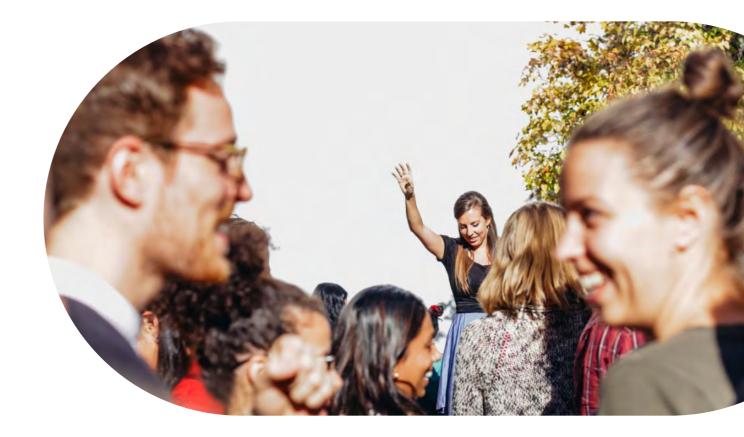
«makesense has been able to get companies on board through its non-judgemental approach to the ecological transition and has developed tools that are genuinely tailored to the diversity of needs in the branches.»

Emilie

«I was satisfied and pleasantly surprised by the strategic objectives proposed by the CSR ambassadors. It was really the collective dynamic and group spirit that marked this work.»

Anna, Danone employee







05 makesense & employment

The ambition of the jobs_that_makesense platform is to enable everyone to find a job that makes sense and that takes care of people and the planet. Every year in France, the platform continues its incredible rise.

Jobs that make sense, to infinity and beyond!

In 2023, we continued to expand the jobs_that_makesense audience to reach as many people as possible who are looking for meaning in their working lives. In 3 figures, what does this mean? 1.5 million applicants in 2023, 50% more than in 2022, and much less than in 2024. It's also equivalent to the population of Lyon, Bordeaux, Nantes and Toulouse combined.

2,550 organisations have joined the venture, bringing the total number of recruiting organisations on the platform to over 7,500. jobs that makesense is not just a recruitment platform, it's also the largest directory of positive-impact organisations in France. And because the ecological transition requires the development of skills, we have enabled 10,356 learners to find out about the programmes offered by more than 100 listed training organisations.



Recruitment campaigns with an impact

This year, even more than in previous years, there was a shortage of candidates for certain key profiles. And because we can't resign ourselves to fatality, we launched two major themed recruitment campaigns: 1000 Internships and Ingés d'Avenir.

This year we created the Impact Graduate Program, a career acceleration programme designed to attract, train and support a new generation of committed leaders. The pilot edition was a real success, with over 500 applications for 10 graduates who were able to start their assignments in September with some of the world's leading impact organisations.

As part of our drive to support recruiters in their impact recruitment challenges, we also launched the Impact HR Community. 5 breakfasts and 1,543 slack messages later, more than 80 recruiters are exchanging CVs, best practices and questions about their recruitment challenges on a daily basis.

Key figures

16k

employees in contact with makesense

Highlights

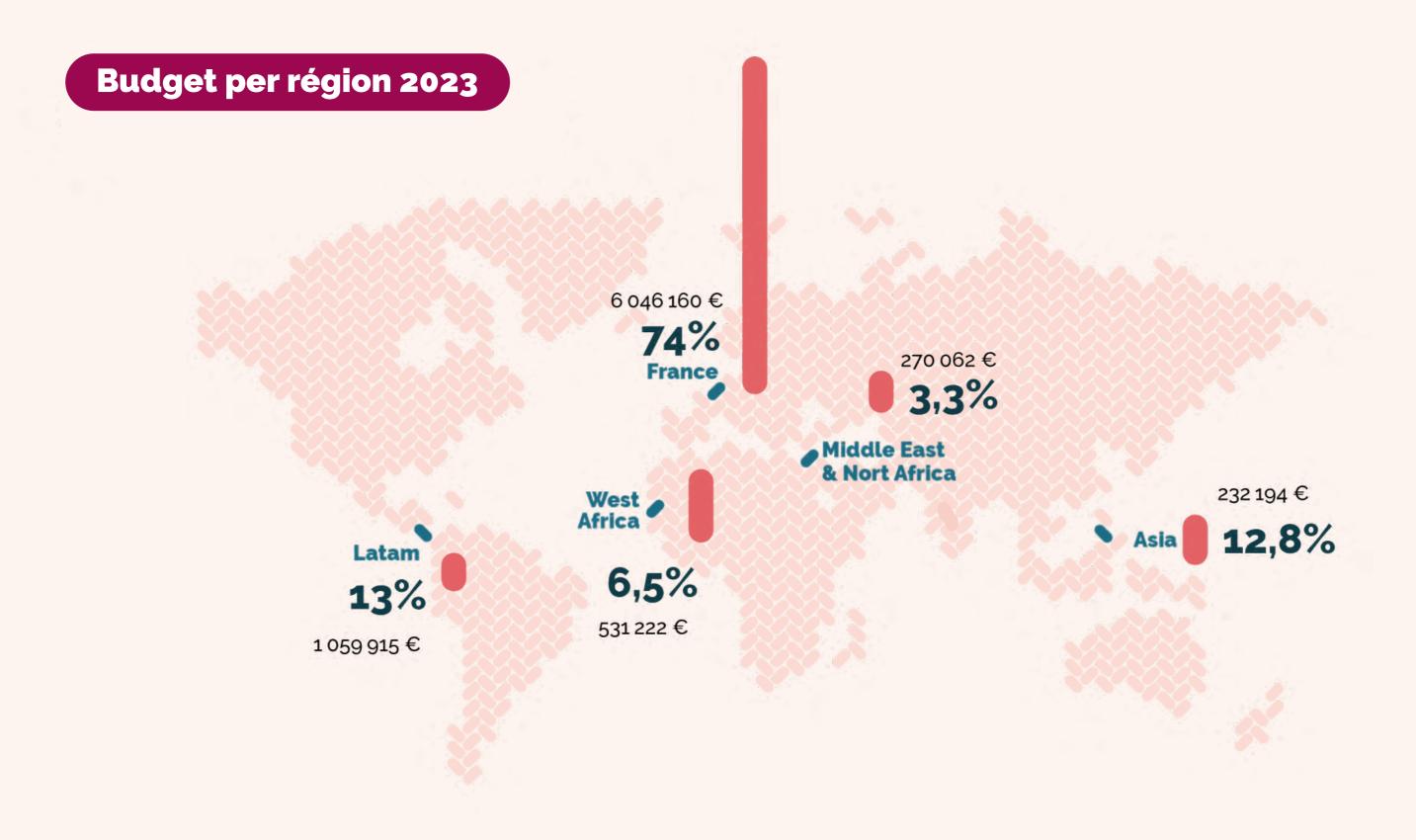
The SSE, a source of employment

In Lebanon, the Emdad programme aims to stimulate the employment market through the development of the social economy. 18 social enterprises benefit from tailormade technical support and subsidies to develop their activities and create local and sustainable employment opportunities.

> Apply as a young person

In the Philippines, Facebook is the place to support each other and find meaningful work. The R4Y Career Support Facebook group publishes job offers every day and organises free workshops for young jobseekers. Also, thanks to the RISE for Youth (R4Y) job fairs, 1,800 young jobseekers have been able to find a decent job.





Number of makesense employees

Africa: 10

MENA:4

Americas : 26

Phillippines: 12

France: 85



make sense