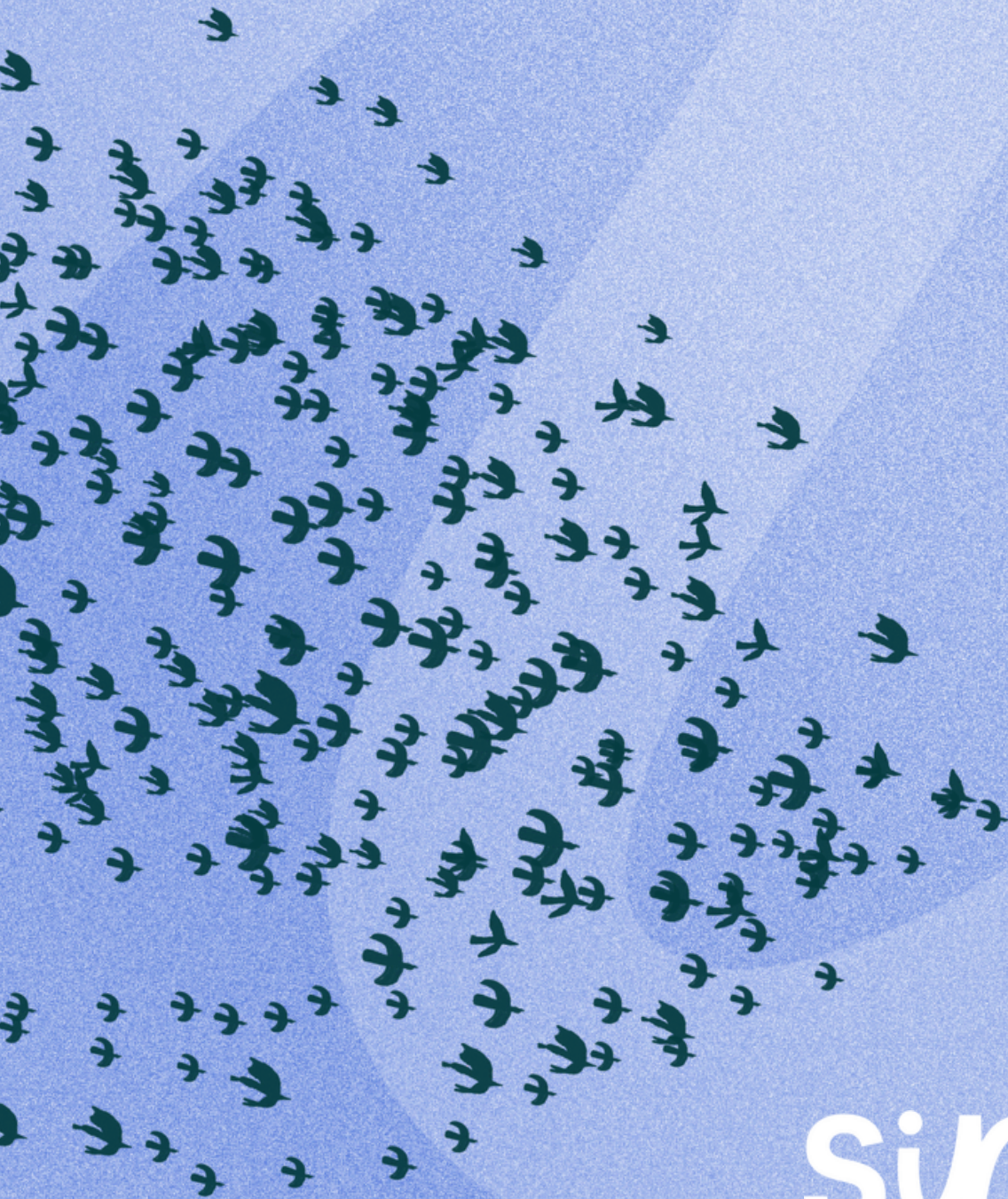


Bringing ideas to life, connecting paths



SINGA

2025 ANNUAL REPORT

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SINGA GLOBAL 2025 ANNUAL REPORT

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Editorial



Time moves differently for those who have left their home country.

It is as if the first few years after leaving remain etched in memory with a particular intensity. **It is a time when everything is new, when we are still searching for the words to express ourselves and getting to know the people around us.**

In exile, a chance encounter can sometimes change the course of a life. When, in June 2025, I had the honor of being elected President of SINGA Global by the network's chapters, my memory spontaneously retraced the steps of moments connected to this organization. Perhaps it was nostalgia - typical of me.

I saw myself back in 2018, the day I was accepted into the SINGA Paris incubator with my project, UniR. The workshops, the events, the teams, the people I met all came flooding back. While outside I was still struggling with the pronunciation of certain words, at SINGA, people believed in my idea beyond its formulation. They believed in my desire to act, in the possibility of transforming the world, even when it sometimes makes us feel powerless.



Camila Ríos Armas
President of SINGA
Global

Many years have passed since that moment, but the bonds remain. And at SINGA, the vision remains the same: inclusion, solidarity, and building connections between people are not abstract concepts, but concrete realities - sources of creativity, innovation, and solutions.

It is in this spirit of continuity that I accepted, with great emotion and a profound sense of responsibility, my election as President. In a world that is closing in on itself, burning with discontent, where rhetoric of rejection is proliferating and democracy is weakening, spaces for encounter are more necessary than ever. At a time of the most rapid technological developments in history, we must continue to place humanity at the center.

For over ten years, SINGA has been building a network rooted in human connections. Places, teams, volunteers, and funders are all working together to make dialogue, discovery, and learning possible. Daring to embark on an entrepreneurial project, or simply daring to talk to one another.

In this network, we move forward together. Like birds in murmurations, our movement is born from attentiveness to others, from our ability to adapt to circumstances, each of us adjusting our path to that of the group. This is how solidarity, projects, and shared futures are built.

In 2025, SINGA continued to grow, structure itself, and amplify its impact. Throughout these pages, you will discover programs, initiatives, figures, but above all, stories: those of people convinced that a positive narrative on migration is both possible and necessary.



01

**CHALLENGES ARE
CHANGING, AND SO IS
SINGA**

1.1 – New leadership, new momentum for SINGA

In 2025, as rhetoric of rejection continues to gain ground in many parts of the world, SINGA strongly reaffirmed its commitment to a more inclusive society, building on what has made it unique since its inception: international and intercultural governance deeply rooted in on-the-ground realities.

On June 13 and 14, 2025, the network's chapters gathered at the Maison des Réfugiés in Paris for the SINGA Global General Assembly to elect a new **Board of Directors**.

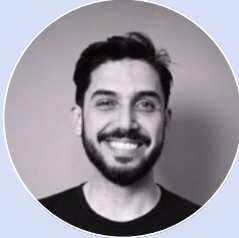
This milestone was marked by the election of Camila Ríos Armas as the first female President of SINGA Global. Born in Venezuela, Camila Ríos Armas has been working for over 15 years on issues of political communication, inclusion, and access to higher education for people in exile. She is notably the founder of UniR, a nonprofit organization which was incubated by SINGA in its early days. The General Assembly paid tribute to its former President, Rooh Savar, who had led SINGA Global since its creation.



Camila Ríos Armas,
President of SINGA Global

« I am convinced that we stop being afraid when we meet others. Today, we are going through difficult times, where xenophobia and racism threaten democracy and freedom, but we believe in civic engagement. »

Joining her on the new Board of Directors are members from various countries and professional backgrounds:



Eric Asmar, a social entrepreneur active across Europe, Africa, and the Middle East on issues of innovation and impact finance



Adrien Bouchet, a former SINGA Nantes employee, now dedicated to employment and inclusion issues



Sima Gatea, co-founder of SINGA Berlin



Iyad Kallas, entrepreneur, co-founder of SINGA Bordeaux



Rania Lteif, a social entrepreneur incubated by SINGA Lyon, of Lebanese origin, committed to supporting families and local communities



Jean-François Ollivier, a community activist focused on solidarity and social integration, and treasurer of SINGA Marseille

The new Board brings together **individuals who have themselves experienced migration, former entrepreneurs supported by SINGA, field leaders, and social impact specialists.**

Since its creation, SINGA has gradually expanded internationally. Founded in Paris as a citizen-led initiative to foster connections between local residents and newcomers, the network now works across multiple areas of inclusion: entrepreneurship, access to employment, civic engagement, hospitality, culture, and reshaping narratives around migration.

The renewal of the Board of Directors is part of this ongoing process of structuring and developing the network. In the years ahead, the objective is clear: to strengthen cooperation between chapters, promote the exchange of practices, and amplify the impact of our programs.

1.2 – New talent to strengthen the network's leadership

In 2025, the **SINGA Global team expanded** to support the network's growth and address the international challenges facing the organization.

After several months at SINGA Global, where she notably led national coordination and supported the development of cooperation among the various French chapters, **Faustine Caron assumed the role of Chief Operating Officer** at SINGA Global. With several years of experience in the social and solidarity economy and as the founder of the nonprofit NOUR, she brings an approach that is equally attentive to human impact and the structuring of the international network.

Maëlle Mezaber was appointed Director of Communications at SINGA Global after several years leading communications at SINGA France and subsequently overseeing visibility and engagement strategies for the international network. **Océane Canovas Bujaldon**, after an initial experience within SINGA, joined the team

permanently as **360° Communications Manager**, strengthening the development of the network's editorial, event, and media projects.

The team also welcomed **Maya Sauvaget as Office Manager**. A graduate of Sciences Po Bordeaux with a specialization in social and solidarity economy projects, she oversees the day-to-day management of SINGA Global's workspaces and supports the Executive Management team in organizing and monitoring its activities, contributing to the smooth running of the organization.

This consolidation phase has notably resulted in the gradual rollout of shared management and monitoring tools. The **network-wide launch of the Salesforce CRM** has laid the groundwork for a shared data management and activity-tracking system. This initiative helps better support the chapters and strengthens the flow of information between the network's various entities.



Faustine Caron, Chief Operating Officer of SINGA Global



Maëlle Mezaber, Director of Communications at SINGA Global



Océane Canovas Bujaldon, 360° Communications Manager



Maya Sauvaget, Office Manager



« SINGA has experienced strong growth in recent years. We are now entering a new phase of structuring: one that involves consolidating our foundations while maintaining our pace of innovation, in order to address current economic and political challenges. To achieve this, we are building on what makes our network strong: the autonomy of SINGA chapters, solidarity among territories, the remarkable commitment of our field teams, and everyone's ability to bring inspiring human stories to light. »

— **Faustine Caron**, Chief Operating Officer at SINGA Global

1.3 – New identity: articulating a vision in a turbulent world

In 2025, SINGA **unveiled a new visual identity** that embodies the network's evolution and the affirmation of an international vision in a global context marked by identity-driven isolationism. It is built around 3 elements:

A reimagined logo

At its heart, the “in” - symbolizing the bridges we build between people and cultures. It reflects interconnectedness, fluidity, and humanity.



A vibrant color palette

These colors celebrate the diversity and energy of a world in motion. They reflect our vision of a joyful and collective future.



A bold tagline

“Sharing Cultures, Shaping Futures” - because every encounter opens the door to the unknown, creates new opportunities, and helps shape a shared future rich in solutions and possibilities.

SINGA
Sharing cultures. Shaping futures.

In 2025, this new identity enabled us to reaffirm our purpose:

- Building bridges where others erect walls
- Turning migration into opportunities
- Celebrating the richness that diversity brings to our societies

02

**ENTREPRENEURSHIP
WITH SINGA:
PUSHING THE
BOUNDARIES**

Today, despite their skills, experience and qualifications, countless newcomers face obstacles that are sometimes insurmountable when seeking employment commensurate with their previous professional experience.

Non-recognition of diplomas, language barriers, lack of professional networks, discrimination: downward mobility remains a systemic reality in the lives of people of foreign origin in Europe.

Yet the profiles of people arriving in Europe have never been so highly qualified. In France in 2023, more than half of all immigrants entering the country held a higher education degree¹. Nevertheless, the absence of inclusive public policies means it still takes, on average, 10 years for these qualified individuals to regain a level of employment and income equivalent to that which they held before leaving their country².

This is an **immense waste of human potential**. A loss for the people involved, whose talents remain underutilized. A loss for our economies, our regions, and our societies, which are deprived of new ideas, skills, and valuable experience.

Because the history of migration is also a history of innovation. Starting a business often allows people to bypass barriers to employment, while also regaining control over their own path.



For many newcomers, entrepreneurship is much more than a career choice: it is a way to rebuild a life project, find a place in society, and transform an experience of exile into a source of empowerment.

When, in the 18th century, Diderot and d'Alembert were putting the finishing touches to the definition of the word "refugee" in their famous encyclopedia, referring to the exile of Protestants from France, they observed that while emigration is a loss, immigration is a source of wealth: "*Since that time, France has been deprived of a great number of citizens who have brought to her enemies arts, talents and resources which they have often used against her. There is no good Frenchman who has not long lamented the deep wound caused to the kingdom by the loss of so many useful subjects.*"

1- Insee. (2025, October 7th). L'essentiel sur... les immigrés et les étrangers.

2- OECD. (2025). Perspectives des migrations internationales 2025. Éditions OECD.

At SINGA, we have championed a similar tradition and a simple conviction for over ten years: migration is a source of innovation for our societies. **People who cross borders develop exceptional adaptability, resilience, and creativity.** When they have access to the right resources, support, and trusted networks, they create businesses, organizations, jobs, and solutions that benefit everyone.

In 2025, the 12 incubators and accelerators of the SINGA network, operating in 4 European countries (Paris, Lille, Lyon, Strasbourg, Bordeaux, Marseille, Nantes, Barcelona, Zurich, Geneva, Berlin, and Stuttgart), **continued this mission: to reveal the entrepreneurial potential of newcomers and to make diversity a driver of economic and social transformation.**

From raising awareness of entrepreneurship to ideation, from incubation to scaling through acceleration and post-launch support, **our programs introduced nearly 3,000 people to entrepreneurship and supported more than 1,900 project leaders in developing their businesses, resulting in the creation of over 200 new ventures in 2025.**

Behind these figures are lives being rebuilt and countless projects creating jobs, strengthening local communities, and demonstrating that inclusion is not only a matter of solidarity: it is also a credible collective path forward.

DID YOU KNOW?

52%

More than half of immigrants entering France in 2023 held a higher education degree, compared to 41% in 2006. (INSEE, 2025)

+25 points

The proportion of higher education graduates among immigrants from the Maghreb increased sharply between 2006 and 2023. (INSEE, 2025)

10 years

The average time it takes for a newcomer to regain their original socio-professional status. (OECD, 2025)

800,000

More than 800,000 people with an immigrant background own their own businesses in Germany. (deutschland.de)

50%

More than half of the United Kingdom's fastest-growing startups are founded by immigrants. (*The Economist*, 2026)

46.2%

By 2025, 46.2% of US Fortune 500 companies (231 out of 500) are founded by immigrants or their children. (American European Council)

2.1 – An entrepreneurial journey designed as a continuum

SINGA's entrepreneurial journey is designed as a continuum, from discovering entrepreneurship to accelerating organizations (nonprofits and businesses) that have already proven their concept. Each program addresses a specific need and allows participants to progress at their own pace.

Awareness-raising

Group workshops, often organized in partnership with volunteer entrepreneurs and organizations involved in support and inclusion, designed to introduce people to entrepreneurship and explore the initial stages of starting a business. **This program is offered in Paris, Lyon, Nantes, Lille, and Marseille. In 2025, 2,944 people had attended an awareness-raising session and been introduced to entrepreneurship.**

Assessment and Pre-incubation

This phase helps participants clarify an idea, assess its feasibility, and build the initial foundations of their entrepreneurial project through group workshops and individual support. **It is offered in Paris, Lyon, Nantes, Lille, Bordeaux, Marseille, Geneva, and Zurich. In 2025, 872 people benefited from an entrepreneurial assessment and 410 joined a pre-incubation program.**

Incubation

An intensive program lasting from 3 to 9 months depending on the country, allowing participants to structure their business model, test their offering, and secure their first customers. **The program is offered in Barcelona, Paris, Lyon, Nantes, Lille, Strasbourg, Bordeaux, Marseille, Stuttgart, Geneva, and Zurich. In 2025, 332 people received support.**

Post-launch support

To ensure the successful development of newly created ventures, several chapters now offer dedicated support for growth, visibility, and access to new business opportunities. **This program is currently structured in Lyon, Nantes, Lille, Paris, Marseille, Geneva, and Zurich. In 2025, 265 entrepreneurs benefited from it.**

Acceleration

Designed for organizations looking to scale up, this program supports revenue growth and access to financing and investors. **It is currently operating in Paris, Geneva, and Zurich. In 2025, 20 entrepreneurs received support.**



2.1.1 – Women in entrepreneurship: overcoming obstacles, revealing talents

Women represent more than half of the migrant population in Europe, yet their entrepreneurial journeys often remain less visible and more hindered by obstacles. The experience of migration is frequently compounded by specific challenges: career interruptions, isolation, increased family responsibilities, limited access to professional networks, and the undervaluation of skills acquired before arriving in the host country.

At SINGA, we are convinced that these obstacles do not reflect women's potential or ambition. This is why we develop more inclusive programs adapted to their realities, offering mentorship, visibility opportunities, networking, and personalized support to help them grow their businesses.

This commitment is also reflected in dedicated initiatives across several chapters: the *Osez Vendre* program in Nantes, *Cafés Entrepreneuses* in Bordeaux, a partnership with *Genuine* in Geneva, and the launch of the *START(HER)* Fair in Berlin, dedicated to women entrepreneurs.

The results speak for themselves.

In 2025, women represented **55% of the entrepreneurs supported across the network**, totaling more than 1,000 individuals. They accounted for **75% of participants** in the **Conexus IV cohort in Barcelona** and **100% of the finalists of the Berlin Newcomer Startup Award**.

Beyond these figures, their representation increases at every stage of the entrepreneurial journey, reaching 66% of entrepreneurs receiving post-launch support. This result confirms the effectiveness of the SINGA approach: when barriers are removed, talent can fully flourish.



« When I discovered SINGA, the first thing that came to mind was the possibility of seeing my idea transformed into a successful project through belonging to a community: not feeling alone, breaking free from isolation, and having a network that is there to support and guide us. »

— **Nadia Al Soleman**, entrepreneur supported by SINGA Nantes



«SINGA was the first place where I truly felt seen. I was welcomed as if they already knew me, that really left a lasting impression on me. »

— **Bonney Magambo**, entrepreneur supported by SINGA Lyon



2.1.2 – A network that is constantly innovating

The year 2025 was marked by several significant developments in the network's entrepreneurial programs, reflecting both **improvements in the quality of support and a stronger adaptation to local realities**. The objective remains the same: to help these organizations grow further, faster, and stronger.

Pre-incubation is evolving across the network. In 2025, for example, **SINGA Marseille developed a series of 5 group workshops specifically for micro-businesses** that do not require premises or significant start-up capital, enabling entrepreneurs to get started more easily. Elsewhere, SINGA Lyon and SINGA Paris organized **regular bootcamps**, while SINGA Lille has strengthened and renewed its **outreach methodologies** to connect more effectively with the newcomers' needs.

Several cities have also adapted their incubation models. At SINGA Lille, SINGA Lyon, and SINGA Strasbourg, **program duration has been extended** to 9 months to better support project development. At SINGA Bordeaux, **a track dedicated to Corporate Social Responsibility (CSR)** has been integrated into the incubation program. In Switzerland, Program Managers have strengthened support through **online learning content** available on the Podia platform.

To secure entrepreneurial journeys beyond the launch phase, most chapters have developed

or reinforced programs dedicated to growth, customer acquisition, and business opportunity creation. In 2025, SINGA supported over **260 post-launch entrepreneurs** across the network, **over two-thirds of whom were women**.

In France, we provided **more than 400 business and visibility opportunities**. At SINGA Nantes, the *Osez Vendre* program enabled 9 women artisans to launch their businesses through 6 workshops and a two-day craft market. At SINGA Lyon, more than 141 business opportunities generated over €87,000 in revenue for the entrepreneurs supported. **According to participant surveys, satisfaction reached 100%.**

These successes reinforce our conviction that supporting entrepreneurs beyond the business creation phase is essential. Barriers to inclusion do not magically disappear once a business has been launched.

Finally, several international initiatives also helped increase the visibility of supported entrepreneurs. In Germany, SINGA Berlin launched **the first edition of the Rheinpreneur Newcomer Award in Düsseldorf**, extending its reach into the North Rhine-Westphalia region. In Switzerland, businesses supported through the acceleration programs of SINGA Geneva and SINGA Zurich generated a **combined turnover of CHF 623,000.**

The SINGA Startup Awards in Berlin and Düsseldorf

In 2025, the SINGA Startup Awards marked two highlights for SINGA Deutschland: the **7th edition of the Berlin Newcomer Startup Award** and the **launch of the very first Rheinpreneur Newcomer Award in Düsseldorf**, North Rhine-Westphalia.

These events represent the **visible culmination of several months of entrepreneurial support** provided by SINGA teams: individualized mentoring, group workshops, access to experts, project structuring, and integration into local professional networks. Beyond the **itches and awards**, these evenings tell a different story: how newcomers transform their experiences, skills, and mobility journeys into concrete entrepreneurial projects rooted in the needs of the people in their host communities.

The startups presented this year covered a wide range of fields (**technology, ecology, responsible design, financial inclusion, mobility, sustainable crafts, and social innovation**). From SpeechyLift, a public speaking training tool designed for people learning a new language, to Rohrpappe, a recyclable alternative to industrial polystyrene, the projects shared a common logic: starting from lived experiences to offer directly useful and actionable solutions. In Berlin, Senator Franziska Giffey, responsible for economic affairs, energy, and public enterprises, and patron of the 2025 edition, praised the contribution of the entrepreneurs supported by SINGA to the economic dynamism of the German capital.

This institutional recognition illustrates a reality often overlooked in public debates: migration journeys are already actively transforming European economic, cultural, and entrepreneurial ecosystems.

In Düsseldorf, this first edition, supported by TARGOBANK, marks a new stage in the development of SINGA's entrepreneurial model in other European territories. The ambition is clear: to make entrepreneurial networks more accessible to those who still too often remain excluded from traditional funding, support, and visibility channels.



« The SINGA Startup Awards demonstrate that migration journeys are not only trajectories of adaptation, but also trajectories of creation, innovation, and economic transformation. »

— **Franziska Giffey**, Senator & Patron of the SINGA Berlin Newcomer Startup Award

SINGA Switzerland, a laboratory for new levers of entrepreneurial financing

In 2025, **SINGA Switzerland** reached a significant milestone by **piloting a microcredit program** for entrepreneurs excluded from traditional financing channels. Thanks to **CHF 33,000** secured from partner foundations, 4 businesses received **initial financial support** in the gastronomy, wellness, legal consulting, and fashion sectors:

- Bab Sim Sim (CHF 10,000 - Gastronomy)
- Get Set Glow (CHF 10,000 - Wellness)
- Boundless Consulting
- (CHF 7,000 - Legal consultancy on migration)
- Khamals (CHF 3,000 - Fashion)



This initiative illustrates the ability of the network chapters to test new responses to needs identified in the field and to progressively enrich the support tools offered to entrepreneurs who have experienced migration.

2.2 – Expanding access to employment

SINGA LYON

Since 2015, SINGA Lyon has been running job search support workshops thanks to a network of dedicated volunteers. Held twice a month, these workshops help participants better understand the rules of the French job market, develop their career plans, and prepare for job interviews.

Participation in the program increased by 45% in 2025, confirming its integration within the local ecosystem, particularly since its relocation to the Maison de l'Hospitalité.

KEY FIGURES

21 career planning workshops

10 volunteers mobilized

86 people supported

SINGA LUXEMBOURG

Employability is one of SINGA Luxembourg's main areas of focus. The workshops offered individual support for CV and interview preparation, guidance on apprenticeships, support for the AOT (Autorisation d'Occupation Temporaire, allowing work), and group discussions with participants on their successful professional integration.

KEY FIGURES

77 professional inclusion workshops

426 people supported

81 CVs created

79 participants supported towards employment

SINGA NANTES

In Nantes, the TANN program (meaning "choose" in Wolof) supports newly arrived graduates who wish to define or redefine their professional project in France. Through group workshops, individual support, and professional immersions, participants develop their network, enhance their skills, and build an action plan tailored to their objectives.

KEY FIGURES

4 group sessions (8 workshops)

2 individual appointments

1 professional immersion

3 career surveys

9 participants

100% positive outcomes at 6 months (employment, training, or entrepreneurship)

SINGA QUÉBEC

In 2025, SINGA Québec launched a program for racialized women who have experienced migration. This program combines employability, training, cultural activities, and well-being, with individualized support and the mechanisms to facilitate participation, including childcare, transportation, and an attendance allowance.

Beyond the skills developed, the program enabled participants to access new professional, training, and internship opportunities, while strengthening their support network.

KEY FIGURES

40 organized activities

25 participants

3 cohorts

100% women



03

**VIBRANT
COMMUNITIES
ACROSS THE
NETWORK**

SINGA's philosophy is inspired by the peer-to-peer exchange network model. A model of exchange between equals, where each person gives and receives at the same time.



We believe that by creating a network of equals, we can unleash energy and potential. We therefore provide the framework for everyone to flourish and, at the same time, dismantle their own biases.

Every day, SINGA brings together thousands of local residents and newcomers across Europe and Canada to meet, share, and enrich one another. And it works:

62%*

New arrivals who joined SINGA found employment or training through the community.

60%*

New arrivals feel they have regained confidence thanks to SINGA programs; and 73% of them feel more useful to society.

66%*

Local people believe that SINGA has changed the way they view newcomers.

*The figures presented are taken from the SINGA Brussels impact report, produced as part of our regular evaluation. SINGA conducts an external impact study every 3 to 5 years to rigorously and independently measure its systemic impact on society.

3.1 – A global tour of the communities

By 2025, **more than 1,750 intercultural meetings and community events** had been organized across **10 chapters of the network**, bringing together **more than 5,300 participants**.

SINGA BRUSSELS



A pioneering chapter of the network on social connection issues, SINGA Brussels reached two symbolic milestones in 2025: the creation of its 1,000th Buddy pair and the support of its 200th solidarity cohabitation. Throughout the year, the team organized 491 intercultural meetings bringing together 3,174 participants and 6,311 attendances, thanks to the commitment of the entire team and 72 volunteers. Among the participants, 62% were newcomers.

SINGA BORDEAUX



Founded in 2022, SINGA Bordeaux continued its growth and strengthened its ties within the local ecosystem. The chapter has notably become a co-manager of ManuCo, the shared workspace that hosts its activities. **In 2025, 107 community events were organized, generating 1,320 participants.**

SINGA LILLE

SINGA Lille continued to develop its community activities through a varied program combining cooking workshops, women's circles, cultural outings, and weekend trips to the seaside. This dynamic approach fostered lasting engagement among community members: **156 activities were organized, generating 1,967 attendances during the year.**



SINGA LYON



ER

In Marseille, sports and language activities continue to play a central role in building social connections. Thanks to the commitment of **more than 30 volunteers, the chapter organized 296 activities, bringing together 507 participants with 3,558 attendances.** Football, yoga, dance, cycling, literacy workshops, S.Cool, and poetry writing workshops provided numerous opportunities for meeting and sharing throughout the year.

ICIP SINGA MARSEILLE



SINGA QUÉBEC



In Quebec City, intercultural activities play a central role in community life. In addition to twinning programs, **67 events** were organized around diverse themes such as parenting, film, dance, and employability. These activities brought together **549 members**.

SINGA NANTES

SINGA Nantes continued to develop its community through 67 intercultural activities. The SINGA Nantes team and 76 active volunteers to grow the Nantes community. Food tours for entrepreneurs, a day dedicated to Syria, and a cruise on the Loire River brought together **1,160 participants, 56% of whom were newcomers and nearly 50% women**.



SINGA PARIS



SINGA Paris, always at the forefront of innovative partnerships, co-manages the Maison des Réfugiés in the 19th arrondissement with Emmaüs Solidarité and has implemented numerous activities there. In 2025, the team organized **142 intercultural events, bringing together nearly 3,500 participants**.

SINGA TOULOUSE

The only chapter in the network entirely run by volunteers, SINGA Toulouse organized **127 activities** throughout the year, demonstrating the dynamism and commitment of its community. Several members also participated in the making of the documentary *Accueillis, accueillants : les liens de la migration*, which focuses on experiences of encounter and solidarity within the chapter.



SINGA LUXEMBOURG



In Luxembourg, community activities complement the important work carried out to promote social and professional inclusion. In 2025, the chapter became the leading provider of support for asylum seekers seeking Temporary Occupation Authorizations (AOTs). In parallel, **41 shared activities were organized, bringing together 308 participants.**

In 2025, several chapters took a new step in structuring their community activities thanks to the support of Crédit Mutuel and the French Development Agency (AFD).

This funding has notably enabled the stabilization of paid position in several cities, ensured greater continuity in community engagement, and allowed for the development of more numerous and diverse activities.

This momentum has also resulted in the creation of **shared tools across the network**: a volunteer handbook and pathway, a commitment agreement, a community charter, support tools, and resources on inclusive practices, including a gender relations management toolkit.

The teams from the different chapters also met in Paris on October 8 and 9, 2025, for two days of training, sharing best practices, and collaborative development, facilitated by the head of the makesense Community Club. This seminar laid the groundwork for a shared intercultural training program for the network's volunteers, aiming to strengthen welcoming practices, challenge biases and automatic responses, and foster more inclusive spaces for encounter.

SINGA Brussels: 1,000 Buddy pairs and 200 supportive cohabitations

In 2025, **SINGA Brussels** reached two symbolic milestones: more than **1,000 Buddy pairs** created since 2017 and **over 200 supported cohabitations** facilitated since 2019.

Behind these figures lie thousands of encounters, friendships, and shared journeys that tell a different story of inclusion: not as an abstract concept or a buzzword, but as a relational, reciprocal, and profoundly human experience.

The Buddy program is based on a simple idea: connecting someone who has recently arrived in Brussels with a local resident through everyday activities. For several months, the pairs meet, explore the city together, share experiences, and build bonds that often extend beyond the initial program framework.

In a city characterized by great cultural diversity, Buddy acts as a safe space where prejudices fade away through direct interaction. Many participants continue to see each other long after the official end of the program, proof that these ties go far beyond participation in a project.

« Through Buddy, we're not talking about top-down assistance, but about connection. These relationships transform both the newcomers and the Brussels residents who participate in the program. »

— **Chloé Overlau**,
co-founder of SINGA Brussels



In parallel, the cohabitation program continues to address the housing crisis while rebuilding social connections. By offering local residents and newcomers the opportunity to share accommodation, SINGA Brussels combats isolation, housing insecurity, and social inequality.

The observed results demonstrate the lasting impact of these programs:

- **95% of participants reported being satisfied with the experience**
- **93% felt it strengthened their sense of inclusion**

These initiatives embody a strong conviction held by SINGA since its creation: inclusion is also built in everyday relationships, spaces of trust and shared experiences.

INSPIRE by SINGA Lyon : ten years of stories to change perspectives



On June 3, 2025, **SINGA Lyon celebrated its tenth anniversary with a new edition of INSPIRE, held at the Salle Molière and attended by more than 500 people.**

This powerful, moving, and engaging evening **brought together 10 participants** (people in exile or locally engaged residents) who shared their life stories around themes of exile, rebuilding, commitment, and hope.

For several months, the participants were supported through writing, theater, and public-

peaking workshops to transform their experiences into personal and collective narratives. This approach empowers them to **reclaim their own stories** in a context where the experiences of those directly affected are often narrated by others.

Through INSPIRE, SINGA Lyon champions a simple conviction: **changing perceptions of migration begins first and foremost with empowering those most directly affected to tell their own stories.**

Among the most striking testimonies of this edition:

« Fleeing is always too fast.
Goodbyes should never be taken
lightly. »

— **Shegofa**, Afghan actress exiled
from Kabul in 2021

« I have always been a resistant. It
wasn't a choice, but an obligation. »

— **Farah**

Throughout the stories, a shared vision emerged: that of a society more attentive to the complexity of human journeys, far removed from caricatures and simplistic narratives.

The event also benefited from significant media coverage, notably through **a report broadcast on the regional news program of France 3 Auvergne-Rhône-Alpes**, confirming that it is possible to discuss migration differently: through the voices, experiences, and contributions of those directly affected.

Ten years after its creation, SINGA Lyon continues to make storytelling, culture, and encounters essential tools for building a more open, sensitive, and inclusive society!

At the world's table: the cookbook by SINGA Marseille

On November 6, 2025, **SINGA Marseille** published **À la table du monde**, its first collaborative cookbook.

Conceived as a collaborative project, the book brings together **26 recipes shared by community members from 23 countries**, reflecting the diversity of backgrounds, cultures, and know-how that make up the SINGA Marseille ecosystem today.

But this project goes far beyond the culinary realm. Each recipe is paired with **an audio track accessible via QR code**, allowing participants to share the story behind the dish, their memories, its cultural context, or even their preparation tips.

By incorporating this sonic and narrative dimension, *À la table du monde* also celebrates oral tradition, which are central to many cultures, and places people at the heart of the story.

The book showcases accessible, family-friendly, and diverse recipes, from **Ethiopia, Morocco, Cape Verde, the Philippines, Tajikistan, and Syria**. This diversity also reflects Marseille: a city long shaped by migration, exchange, and cultural blending.

In a context where migration journeys are often reduced to statistics or political debates, *À la table du monde* offers a different perspective: one of culture, transmission, and sensory experience.



3.2 – A large-scale citizen mobilization around the Ulule campaign

On November 4, 2025, **SINGA Global launched its first-ever crowdfunding campaign with Ulule to ensure the sustainability of its activities in Europe.** Faced with a sharp decline in public funding and the withdrawal of several American foundations, the objective was clear: to directly mobilize our community to preserve the inclusion, entrepreneurship, and networking programs supported by the organization.

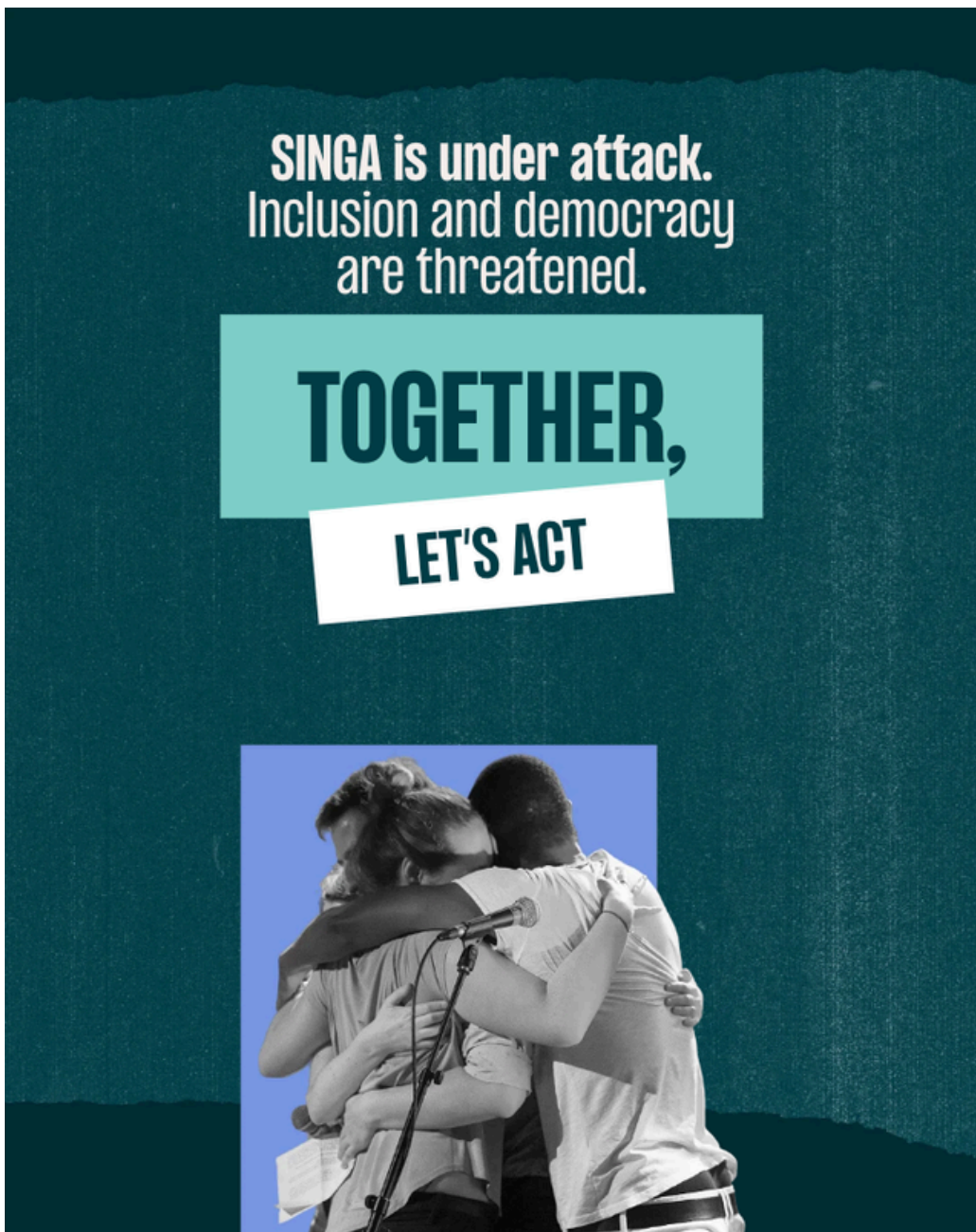


The campaign, entitled “**Let’s stand up for SINGA: building connections, not walls**” was launched against a backdrop of **rising xenophobic rhetoric and the increasing vulnerability of organizations** working on issues of solidarity and inclusion. It reaffirmed a conviction held by SINGA for over a decade: a society is stronger when it allows everyone, regardless of their background, to find their place.

The mobilization far exceeded our expectations. By the close of the fundraising campaign on January 5, 2026, **over €110,000 had been raised thanks to the support of over 1,140 contributors.**

Beyond the financial result, this campaign demonstrated the network's ability to unite a broad range of people around its causes. Several key events punctuated the mobilization, including a **live event organized with the streamer Clemovitch** focusing on migration issues and the role of no in a context of democratic backsliding.

The campaign also relied on the entrepreneurs supported by SINGA, through various rewards developed with the community: handcrafted products created by women entrepreneurs from the SINGA Nantes community, Plural coffee launched by two entrepreneurs from the SINGA Paris community, and works by Iranian photographer Davood Maeili. A fundraising dinner bringing together artists and comedians, including **Guillaume Meurice and Aymeric Lompert**, also helped to extend this collective momentum.



3.3 – The Festival of Lights: when SINGA carries the Candles of the Heart

From December 5 to 8, 2025, the **City of Lyon entrusted SINGA Lyon with organizing the Lumignons du Cœur (Candles of the Heart)** as part of the Festival of Lights. Each year, this charitable initiative allows a nonprofit organization to sell candles, with the proceeds directly funding its activities.

Nearly **20,000 SINGA candles** were distributed thanks to an exceptional mobilization involving more than **50 points of sale**, partner companies, schools, and several hundred volunteers.



At Place des Jacobins, thousands of people participated in a collective light installation, transforming the public space into a symbol of solidarity and community.

In total, more than **€58,000 was raised** to support SINGA Lyon's social and professional inclusion programs.

Being honored during the Festival of Lights represents more than local recognition: it is proof that a **popular tradition can become a powerful force for solidarity.**

04

**GENERATING
EVIDENCE AND
ANALYSIS**

4.1 – SINGA unveils its European overview of inclusion

In 2025, SINGA contributed to the public debate by leveraging one of its key strengths: **its on-the-ground presence in several European contexts.**

Present in Germany, Belgium, Spain, France, Luxembourg, and Switzerland, the SINGA network collects **concrete evidence of the impact of migration policies on the trajectories of newcomers.**



Manifestation contre la loi Immigration - Photo : © Julien Mattia - Le Pictorium Maxppp - 25/01/2024



Access to housing, employment, entrepreneurship, learning the language of the host country, access to rights, and civic participation: behind the political debates, individual and family lives and trajectories are at stake.

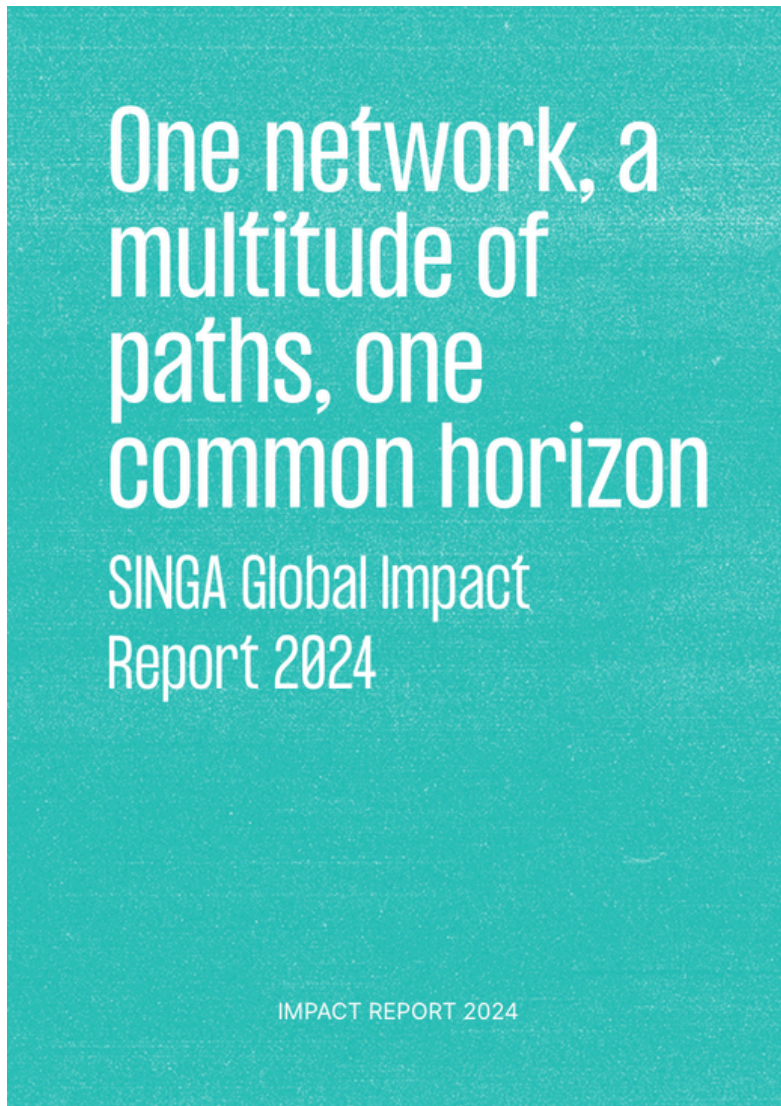
It is with this in mind that **SINGA published its first international report in May 2025: *Migration & Inclusion: A European Overview.***

Designed as a tool for understanding and action, this document offers a **cross-cutting analysis of migration dynamics and inclusion policies in several European countries and Canada.**

More than just an overview, this publication marks a new stage for SINGA: valuing field experiences, documenting policies that work, and contributing to the emergence of more humane, more effective, and more connected responses to the needs of newcomers and host societies.

4.2 – SINGA publishes its first global impact report

In 2025, SINGA reached a major milestone in structuring its network by publishing its first impact report. This publication marks a significant step forward in our network's ability to **measure, document, and highlight the social transformations** generated by its actions in the various countries where it operates.



The report highlights **the effects of the programs developed by our various chapters**, whether in terms of building social connections, strengthening the autonomy of newcomers, promoting their professional integration, encouraging their participation in civic life, or influencing perceptions of migration within host societies.

This work is based on a **shared theory of change**, which provides our network with a common language and analytical framework for evaluating the impact of its programs. This approach has also allowed us to **harmonize the monitoring indicators used by the different chapters and to better compare the results observed in diverse national contexts**.

Program harmonization has improved, particularly thanks to our shared resource center, which brings together our frameworks, glossary, shared definitions, and best practice guides. Monthly onboarding for all new members of the network, along with bi-monthly Good Morning Community and Good Morning Entrepreneurs meetings, which bring together working groups focused on building social connections and supporting entrepreneurship, allow for the continuous improvement of our practices.

05

**AMPLIFYING VOICES,
CHANGING
PERSPECTIVES**

5.1 – Experts Without Borders: amplifying the voices of newcomers

On June 20, 2025, for World Refugee Day, SINGA launched Experts Without Borders: a **European platform designed to showcase the expertise, experiences, and voices of people who have lived in exile.**

The platform brings together **more than 70 experts** currently living in France, Germany, Belgium, Spain, or Switzerland, from over twenty countries. They address a range of topics, including **inclusion, entrepreneurship, innovation, climate, media, culture, and civic engagement.**

Designed as a resource for media outlets, businesses, institutions, foundations, and event organizers, the platform aims to promote **fairer and more diverse representation in public spaces.**

With Experts Without Borders, SINGA is contributing to changing perceptions of exile by giving greater prominence to the expertise, voices, and experiences of those directly affected within the public debate.




JUNE 20TH · WORLD REFUGEE DAY

Today, SINGA launches

EXPERTS WITHOUT BORDERS

Here is why →





What if...

We brought fresh perspectives and provided new insights ?

We expanded **eurocentric perspectives ?**

We changed the narratives and who tells them ?




It's time to **change the narratives.** And, moreover, to **change who's telling them.**

Get started on

wearesinga.org/experts-without-borders

(Lien en bio)



"Storytelling isn't enough": SINGA shares its vision in *The Communicator*

In October 2025, Maëlle Mezaber, Communications Director of SINGA Global, was invited to contribute to **the 10th edition of *The Communicator*, a leading reference work published by Dunod and edited by Céline Mas.**

Her article, entitled ***Storytelling Isn't Enough***, revisits SINGA's approach to communication: **communication built with the people directly affected, based on dialogue and lived experience.**

In a context marked by the rise of populist rhetoric and the polarization of debates surrounding migration, she argues that communication strategies can no longer rely solely on top-down messaging. Audiences expect more exchange, participation, and personal narratives.

The article also addresses the specific challenges faced by a network operating in 7 countries and 16 cities: adapting communication strategies to local realities while maintaining a shared vision, mobilizing an ecosystem of partners and pro bono contributors, and demonstrating creativity to design high-impact campaigns despite limited resources.

It cites, in particular, the 2023 campaign on the professional decline experienced by refugees, supported by several partners such as JCDecaux, Meta, and the agency STRIKE, which reached more than 10 million people across Europe.

SINGA's presence in this publication marks recognition of the work carried out by the network on the challenges of impactful communication and the transformation of narratives on migration.



« On sensitive issues like migration, our role is not simply to disseminate messages, but to create the conditions for dialogue and to foster alternative collective narratives. »

— **Maëlle Mezaber**, Director of Communications, SINGA Global



5.2 – Training future journalists and amplifying the Voix en Exil (VEX) program

5.2.1 – Training for fairer migration coverage

In 2025, SINGA strengthened its work on media narratives through a training program for journalism students. **Developed with the support of the French Development Agency (AFD) and in partnership with Désinfox Migrations, this program aims to train future journalists in rigorous, ethical, and contextualized coverage of migration by bringing together students, researchers, and migration specialists.**

This first year of piloting the program saw **284 student participants from the Centre de Formation des Journalistes (CFJ) and École W.**



Throughout the year, participants had the opportunity to exchange ideas with several specialists in migration and media issues, including **Catherine Wihtol de Wenden, François Héran, Julia Dumont, and Jérôme Valette.**

The program concluded with a **visit to the National Court of Asylum**, allowing students to gain a better understanding of the legal and human realities of exile.

The evaluations conducted at the end of the sessions demonstrate the program's impact:

- **More than 9 out of 10 students** recommend the training
- **88% of students** report feeling better equipped to address migration issues

5.2.2 – Voix en Exil: defending a free and pluralistic press

In parallel, SINGA continued the development of the **Voix en Exil (VEX) program**, launched with **Canal France International (CFI)**, **Reporters Without Borders**, and the **Maison des journalistes**.

The program supports journalists who have fled conflict, authoritarian regimes, or persecution related to their profession, enabling them to create new media outlets, join existing newsrooms, and continue their work in safe conditions.

Through training, mentorship, socio-professional support, and access to workspaces, VEX supports journalists from countries including Afghanistan, Iran, Syria, Egypt, Haiti, Yemen, and Turkey.

One year after its launch, the program had already supported two cohorts comprising 31 journalists from 13 countries. In October 2025, an event held at Reporters Without Borders' offices in Paris celebrated this first year of collaborative work with partners, supporters, and the journalists supported through the program.

During this meeting, several participants shared the impact of the program on their lives. Rodly Saintiné, a Haitian journalist, is currently



developing a podcast about exile in France. Halima Karimi, an Afghan journalist, continues her investigative work despite the threats against her colleagues who remained in Afghanistan. Simon, a filmmaker and Kurdish political refugee, is developing audiovisual projects that highlight the voices of Kurdish women.

Everyone involved shares the same observation: **Voix en Exil helps break isolation, rediscover professional opportunities, and connect with a supportive network of peers facing similar realities.**

Beyond individual support, *Voix en Exil* has a broader ambition: **to enable people directly affected by migration to fully participate in news production and public debate.**

In a context where press freedom is threatened in many parts of the world and questioned in our own country, supporting these journalists also means defending free, diverse, and independent information.



5.3 – Newcomer Comedy Club: changing perceptions through laughter



Created by SINGA, the Newcomer Comedy Club is **the first stand-up comedy showcase in France dedicated to comedians who have experienced exile.**

Through humor, the artists share their experiences, their cultural differences, bureaucratic absurdities, and their arrival in France. Laughter becomes a way to foster dialogue, bring audiences together, and challenge preconceived notions about migration.

In 2025, the Newcomer Comedy Club by SINGA gradually established itself as a key cultural event within the network, with **two sold-out shows and a significant invitation from ARTE France to close the *Et Maintenant* festival at la Gaîté Lyrique.**

Organized by ARTE, this festival explores major contemporary social issues (democracy, civic engagement, ecology, media, and social cohesion) through meetings, screenings, performances, and debates open to the public. The presence of the Newcomer Comedy Club at the festival's closing event **is a strong endorsement of this new awareness-raising format created by SINGA.**



CONCLUSION

Conclusion

Innovate or consolidate; that's the strategic dilemma facing businesses, as I recently read in a major business daily. How wonderful the world would be if we had this luxury: the ability to prioritize, to stagger, to choose between innovation and consolidation.

At SINGA, we do everything at once. Because we have no choice. Or perhaps because that's just how we're made.

We must innovate to meet the new social needs that our ecosystem is bringing to our attention. That's why, together with CFI, Reporters Without Borders, and the Maison des Journalistes, we launched *Voix en Exil*, a professional project incubator for journalists in exile.

We need to innovate to diversify our revenue streams. That's why we launched our first fundraising campaign with unique rewards offered by our allies and entrepreneurs.

We need to innovate to adapt our advocacy to a world rife with fake news and governed by algorithms that render migration issues invisible. That's why we developed a groundbreaking training program for journalism students on the realities and perceptions of migration, in partnership with the French Development Agency (AFD) and the French Journalism Training Center.



Benoît Hamon
CEO of SINGA Global

We need to innovate to capture people's emotions and hold their attention. That's why we launched the Newcomer Comedy Club with our partner, La Gaîté Lyrique.

Innovation is all well and good, but can we do without consolidation? Obviously not. As a social and solidarity economy organization, SINGA's revenue is entirely decoupled from the objectives it achieves. Even if our results improve, our methodologies become more rigorous, our transparency increases, and our impact is more sustainable, this does not automatically increase our income. Our progress is constant, but we do not generate revenue as a business would. Our income depends on calls for projects or partnerships that rely more on the judgment of our funders than on the quality of our work. And even if our partners are reliable and committed, renewing a partnership or seeking new ones is a sword of Damocles hanging over the heads of our chapters and programs.

Therefore, our main "assets" remain the evidence we collect that inclusion works:

- We are consolidating our methodologies by aligning them with the network's best practices.
- We are strengthening our presence by launching a new SINGA Mayotte chapter in 2026.
- We are strengthening our support by creating post-launch support programs to better monitor companies emerging from the SINGA incubation program.
- We are strengthening our reporting by tracking our impact through our CRM, the development of our theory of change, and the publication of our first impact report.

For the inclusion of newcomers, SINGA innovates and consolidates. SINGA is ambidextrous. And if adversity increases, our skills and determination grow even faster.

Long live SINGA!

APPENDICES

Financial report & partners 2025

Faced with growing challenges, in 2025 we were able to count on the renewed confidence of long-standing partners, while also welcoming new allies to our side. Their support is essential to fulfilling our mission and strengthening our collective impact across the network.

Financial partners



Operational partners



Financial report & partners 2025

The documents below present SINGA Global's financial performance through its income statement and balance sheet.

Following the reorganization of the network to better support all cities, significant changes within the SINGA Global team were implemented in 2025. These changes account for the 8% increase in personnel expenses compared to 2024.

The renewed confidence of our funders allowed us to support the development of our network with €1.8 million (57% of the funding obtained by SINGA Global), representing an increase of €0.4 million (25%) in funding for the development of SINGA's activities in the various cities where we operate (Paris, Lyon, Nantes, Lille, Strasbourg, Marseille, Bordeaux, Barcelona, Berlin, Stuttgart, Zurich, Geneva, Quebec City).

FTE EVOLUTION					
	2021	2022	2023	2024	2025
Headcount as of December 31st	5	7	12	10	10
of which SINGA Strasbourg Headcount			3		
of which Kiwanda Headcount			1	1	
Total FTE	3.6	5.71	14.49	12.03	10.83
FTE Permanent & Fixed-Term Employees	3.6	4.98	11.95	9.7	9.58
FTE Interns / Civic Service Volunteers	0.0	0.73	2.54	2.33	1.25
of which FTE Strasbourg			3	1.25	

SUMMARY INCOME STATEMENT					
in euros (incl. VAT)					
	2021	2022	2023	2024	2025
OPERATING REVENUE					
Sales	1,750	0	218,174	217,310	283,906
Grants / Subsidies	1,781,564	1,721,377	3,214,464	2,883,786	3,053,828
Donations	7,073	45,000	74,600	34,489	161,798
Expense transfers and other	177	-311	3	2,266	1,323
TOTAL I	1,790,564	1,766,066	3,507,240	3,137,851	3,500,855
OPERATING EXPENSES					
Purchases	376	441	184,250	149,965	35,281
External services	23,998	48,000	203,278	236,024	225,073
Other external services	95,028	214,630	146,459	204,014	203,610
Taxes and duties	4,186	10,070	70,027	75,977	56,023
Personnel / Staff expenses	332,616	509,596	956,189	877,050	965,580
Chapler and Partner Payments	156,646	904,124	1,785,439	1,452,502	1,822,783
Carryovers dedicated Funds	1,161,377	52,504	184,849	0	0
Other Expenses	9,947	17,349	7,451	18,540	9,732
Depreciation and Provisions	741	1,817	13,958	10,652	16,047
TOTAL II	1,784,914	1,758,532	3,551,899	3,024,723	3,334,129
OPERATING PROFIT	5,649	7,534	-44,659	113,128	166,726
Financial Result			-137	0	0
Exceptional Result		-469	47,437	23,606	-25,000
PROFIT FOR THE YEAR	5,649	7,065	2,640	136,734	141,726
TOTAL EXPENSES	1,784,914	1,759,001	3,504,463	3,001,117	3,359,129
TOTAL REVENUE	1,790,564	1,766,066	3,507,240	3,137,851	3,500,855

The remaining budget (€1.4 million) covers the operational costs of SINGA Global (10 employees), the structuring and impact actions of our network.

SUMMARY BALANCE SHEET											
in euros											
	2021	2022	2023	2024	2025		2021	2022	2023	2024	2025
ASSETS						LIABILITIES					
Fixed Assets	0	0	0	0	0	Associative funds	0	5,649	12,714	15,355	166,489
Intangible Assets			4,006	2,372	0	Dedicated funds	1,161,377	52,504	95,000	0	0
Tangible fixed assets	3,114	7,383	20,963	15,647	1,972	Exercise results	5,649	7,065	2,640	136,734	141,725
Financial Assets		30,000	79,632	79,632	82,629	Equipment grant	0	0	63,367	56,832	43,895
	0	0	0	0	0	Provision for risks	0	0	0	0	0
TOTAL I	3,114	37,383	104,601	97,651	84,601	TOTAL I	1,167,026	65,218	173,721	208,921	352,109
CURRENT ASSETS						DEBTS					
Stocks	0	0	0	0	0	Loans and financial debts	0	0	0	1,08	39,677
Receivables	391,862		919,491	2,276,738	2,081,531	Suppliers	28,945	30,819	107,238	76,568	75,553
Availability	840,409	712,637	394,692	653,55	363,279	Tax and social security debts	43,443	90,668	118,093	116,913	166,213
Prepaid expenses	4,428	2,518	55,936	53,900	0	Other debts	400	833	995,667	326,641	531,582
	0	0	0	0	0	Products identified in advance	0	565,000	80,000	2,351,727	1,364,276
TOTAL II	1,236,700	715,155	1,370,119	2,984,198	2,444,809	TOTAL II	72,788	687,32	1,300,998	2,872,929	2,177,302
TOTAL BALANCE SHEET ASSETS	1,239,814	752,538	1,474,719	3,081,849	2,529,410	TOTAL BALANCE SHEET LIABILITIES	1,239,814	752,538	1,474,719	3,081,850	2,529,410

SINGA

Sharing cultures. Shaping futures.

SINGA Global

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WEARESINGA.ORG