



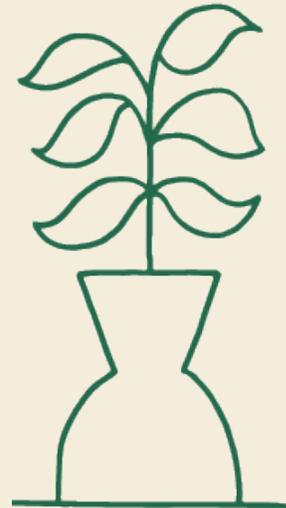
table of contents

Mission	3
Board of Directors & Executive Director	3
Message from the Chair	4
Message from the Executive Director	5
The Saintlo Hostels	7
Revenue Management	23
Groups Service	24
Saintlo Collective	26
Marketing Report	27
Our Teams	33
Sustainability in Action	35
Saintlo Foundation	38
Looking Ahead	39

mission

Our mission is to create positive encounters between people from here and around the world and to promote the discovery of our territory.

For nearly nine decades, we have represented far more than a network of places to stay: we have been a movement driven by a passion for travel, a curiosity about the world, and a deep desire to make every experience unforgettable. Rooted in the social economy, we contribute to the development of our local and regional communities. Today, our impact is felt across Quebec and Ontario, where we continue our mission with pride, innovation and commitment.



board of directors

→ **Nathalie Brière** – Chair
Corporate Director, Montréal

→ **Vincent Bérubé** – Vice-Chair
Director, Auberge internationale de Rivière-du-Loup

→ **Charlène Baron** – Treasurer
Director, CAA-Quebec Travel Centre, Montreal

→ **Julie Allard** – Director
Director, B.A.A., Retired Senior Director, KPMG Private Enterprise, Montreal

→ **Gabrielle Caron** – Director
Assistant Manager, Saintlo Montréal

→ **Jay Cuyllits** – Director
Senior Director, BBA Consultants, Ottawa

→ **Peter Harrison** – Director
Independent Strategic Advisor, Ottawa

→ **Mohamed Reda Khomsi** – Director
Professor, School of Management Sciences, UQAM, Montreal

executive director

→ **Jacques Perreault** – Executive Director
*St. Lawrence Youth Hostels inc, Montreal
Secretary of the Board of Directors*

membership categories

Class “A” Members **A** : People who have an interest in the mission of the association and who are not in actual or potential conflict of interest with respect to the affairs of the association. These persons must reside in the territory of Quebec or Ontario, have completed the membership form, paid their dues and have been duly accepted by the Board of Directors.

Class “B” Members **B** : Individuals employed by the association.

Class “C” Members **C** : This class is made up of a maximum of one delegate per member youth hostel with a marketing and membership agreement in force with the association.

message from the chair



Nathalie Brière

Chair of the Board of Directors

Hello!

In an organization like ours, grounded in social economy values, governance is a powerful lever to transform, safeguard, and strengthen our collective impact.

Every decision and every strategic direction this year has been guided by a deep understanding of our role and our responsibility. Here are the highlights that shaped our year and brought these principles to life, demonstrating our continued commitment to our mission and to sound governance:

- **Laying the groundwork for new executive leadership**

The Executive Director Succession Committee is underway. Our needs and the desired profile have been clearly defined, and a timeline is taking shape to ensure a smooth recruitment process. We want the next leader to embody both our values and our ambitions.

- **Looking ahead: Financial Sustainability Plan**

With this in mind, the Board of Directors has initiated a Financial Sustainability Plan. The goal is clear: to take an honest look at our collective structure, identify areas for improvement, and ensure that our organization is well-positioned for the years ahead. This plan is especially timely as our Executive Director approaches retirement. It aims not only to secure the foundations needed to continue our mission but also to support a strong, stable and well-planned transition.

- **Finding an ally in real estate**

We continue to seek a board member with real-estate expertise—an essential competency for our organization. Despite our efforts, one seat on the board remains vacant. I therefore call upon our community: if you recognize yourself in this profile, or know someone who could contribute to our mission, please reach out!

thank you to those who hold the fort

This year has been anything but restful. The management team has faced several challenges—including a fire at the Toronto hostel—and handled

them with calm, efficiency and solidarity. In every matter, their professionalism is remarkable and allows the organization to pursue its mission without pause.

I would like to express a heartfelt thank you as well to my fellow board members who with rigour and care always place the sustainability of our association at the centre of their decisions.

A handwritten signature in black ink that reads "N. Brière".

Nathalie Brière,

Chair of the Board of Directors

message from the executive director



Jacques Perreault

Executive Director

The 2024–2025 fiscal year marked my second-to-last year of service with St. Lawrence Youth Hostels. I will complete 45 years of service—38 as Executive Director—at the end of 2025–2026.

This important milestone in my professional life naturally leads me to look back and reflect on the path we have travelled, and to look to the future with confidence. Founded in 1938 with youth accommodation provided in private homes, St. Lawrence Youth Hostels gradually developed its own establishments. The year 1967 was a pivotal moment in the evolution of our organization: it marked both the opening of our first hostel on Aylmer Street in Montreal and the official incorporation of the association, granting it full legal status. Since then, the organization has continued to grow and now operates three youth hostels located in the major urban centres of Montreal, Toronto and Ottawa. This journey reflects the vitality and enduring relevance of our mission.

Over the past year, Saintlo continued its commitment to continuous improvement by investing more than \$643,000 in capital projects and \$174,000 in maintenance and repairs across its hostels. Combined with the quality of our services, the warm welcome offered by our staff, the care devoted to upkeep, the richness of our activities, and the leadership of our management teams, Saintlo hostels stand out for delivering exceptional guest satisfaction.

We are proud that once again this year we provided young travellers with high-quality, affordable accommodations that allowed them to explore and appreciate local places and cultures, and in doing so, to gain a deeper understanding of our country.

In terms of social involvement, Saintlo continued its contributions to the Saintlo Foundation, providing \$150,000 for a third consecutive year. This support helps sustain initiatives such as the “The World and Me” program, which offers students from underprivileged communities the opportunity to enjoy an enriching travel experience in our youth hostels. For many participants, it is a first step toward discovering and opening up to the world.

In the same spirit of outreach that has defined our organization from the start, Saintlo began planning a major gathering of youth hostels in Quebec, featuring conferences, participatory workshops, panels and networking opportunities. The goal is to demonstrate that youth hostels are not low-end tourist accommodations, but rather niche accommodation options offering unique, accessible, high-quality experiences for young travellers—and for the young at heart. Thanks to the dedication and sustained work of our team, this event—scheduled for November 11 and 12, 2025, in Quebec City—took shape over the summer and fall of 2025. We hope to bring together nearly 15 of the 56 youth hostels in Quebec. Several sponsors are supporting this initiative, including the Ministry of Tourism, Desjardins, Univesta Insurance and Financial Services, the Association Hôtellerie Québec, Booking.com, ISTO Amériques, Auberge internationale de Québec, CloudBeds, and of course, Saintlo.

As I begin my final year as Executive Director (2025–2026), I hope to conclude it with achievements that will carry us into the future: the reopening of Saintlo Toronto, the confirmation of our property rights in Ottawa, and the continued development of the Saintlo Foundation, whose mission is deeply meaningful to me. These three major projects have mobilized our teams over the past several years and already reflect significant collective progress. I hope they will fully materialize in the coming year, ensuring a sustainable future for Saintlo, faithful to its mission of inspiring and opening young people to the world through travel.

Finally, I invite you to read the 2024–2025 Annual Report, which reflects the vitality and dynamism of Saintlo at the close of this second-to-last year under my leadership. The results presented illustrate not only the progress achieved, but also the collective momentum that will carry the organization confidently into the future.

I would like to thank all our staff members, as well as the volunteers on the Board of Directors, who work tirelessly every day to fulfill the mission of St. Lawrence Youth Hostels.



Jacques Perreault,
Executive Director
St. Lawrence Youth Hostels inc



the saintlo hostels

The tourism sector remains particularly sensitive to economic fluctuations, climate change and geopolitical tensions—factors that directly influence travel flows and traveller behaviour.

performance with the u.s. market

Given the current U.S. political climate, we anticipated a slight decline in visits from American travellers. However, our annual results reveal a notable stability: Saintlo Montréal even recorded a marginal 1% increase in units* rented by the U.S. market, while Saintlo Ottawa Jail posted a modest 3% decrease compared with the previous fiscal year for that same market.

These results are particularly encouraging when compared with national trends. According to Statistics Canada**, the number of car trips to Canada by Americans fell by 7.4% in July 2025 compared with July 2024. Bucking this trend, our two hostels saw a 9% increase in units rented by U.S. travellers during this same peak period. It should be noted that our results combine both land and air arrivals. Nevertheless, our sites appear to have performed very well.

Our ability to maintain the appeal of our offerings to American visitors, even in a context of slower tourist flows between our two countries, demonstrates the strength and quality of our accommodation model.

international guests

The number of units booked by our international guests (including those from the U.S.) represents 67% of the units booked at Saintlo Montréal and 40% of those booked at Saintlo Ottawa Jail. Several factors explain this significant gap. The geographic location and distinct tourist appeal of each destination are two key elements. Montreal, as a flagship international tourism destination, attracts a more diverse clientele. Ottawa,

while the national capital, positions itself more as a heritage and institutional tourism destination, drawing a larger proportion of domestic visitors.

domestic market : strong performance

This year, the performance of the domestic market deserves special recognition. It has proven to be a key driver of our operations, largely offsetting fluctuations in international markets. Canadian guests have preferred local destinations over traveling to the United States.

Saintlo Ottawa Jail recorded a remarkable 27% increase in units booked by Canadian guests, demonstrating strong enthusiasm for our capital city location. Saintlo Montréal, meanwhile, saw a 10% increase in this same segment—a more moderate rise, but still indicative of a positive trend.

These figures confirm the relevance of our market diversification strategy and highlight the vitality of local tourism—a segment we will continue to prioritize with confidence.

The 2024–2025 year proved to be full of achievements, driven by the dedication and professionalism of our teams. The quantitative data and highlights presented below for each location offer a glimpse of these successes—though it is always challenging to summarize an entire year in just a few key moments!



Our two establishments recorded a 9% increase in units rented in the U.S. market in July 2025

*A unit refers to one room rented for one night, regardless of the number of occupants. Example: 2 people in 1 private room × 2 nights = 2 units (not 4).

**Travel between Canada and other countries, July 2025 (Source: Statistics Canada).



interesting fact

Saintlo Montréal and Saintlo Ottawa Jail welcomed almost the same number of guests this year.

montréal

23713 guests

ottawa

23710 guests

141

In 2024–2025, our two locations welcomed guests from 141 countries and territories.



key figures

Total Units Rented
2024-2025 :

↓ -3%

46 130

Units Rented by Canadian vs.
International Markets 2024 - 2025 :



33%

67%

Compared to : 29% vs 71% in 2023-2024



Top 3 : Canadian Markets (Share of Total
Units Rented) 2024 - 2025 :

- Ontario (12%) ↑ (+4%)*
- Quebec (10%) ↑ (+3%)
- British Columbia (5%) ↑ (+1%)

* Compared to 2023-2024

Top 5: International Markets (Share of
Total Units Rented) 2024 - 2025 :

- France : 23% ↓ (-1%)*
- US : 13% (=)
- Germany : 4.5% ↓ (-0.5%)
- UK : 3.2% ↓ (-0.8%)
- Belgium : 2.5% ↓ (+0.5%)

* Compared to 2023-2024

groups

Units Rented by Groups
VS Solo Travellers :

	2023-2024	2024-2025
Groups*	13%	11%
Solo	87%	89%

*Any unit rented by a group of 10 people or more

Group Markets (Share of Total Units
Rented by Groups) :

- Canada : 42%
- US : 34%
- Europe : 14%
- Others : 10%



saintlo montréal

continuous improvement projects

True to our commitment to offering a high-quality experience and an increasingly comfortable environment, the hostel continued modernizing its spaces. Several major projects were carried out to enhance the well-being of our guests and ensure the long-term sustainability of our facilities.

→ Bathroom Renovations :

We fully renovated five rooms, optimizing space layout and enhancing guest comfort.

→ Major Repair of the Courtyard Wall :

Faced with water and air infiltration, we mobilized engineers and contractors to secure the foundation permanently and improve the drainage system.

→ Upgrade of the Shared Kitchen :

Rewiring for our new kitchen equipment required a significant investment but eliminated safety risks and greatly improved operational efficiency.



technological innovation

Continuing our focus on ongoing improvement, we modernized several internal processes through digital tools.

→ New Point-of-Sale System :

A new POS system was implemented at the bar, enabling more flexible operations and more reliable data collection.

→ Whistle Software :

The front desk now uses a platform that facilitates personalized and automated communication with guests, including via SMS.

→ WhatsApp and QR Codes :

WhatsApp now encourages participation and memory-sharing among guests, while QR codes effectively replace traditional signage.

a committed, professional team

In terms of human resources, a key challenge was managing Gabrielle Caron's maternity leave. Thanks to the professionalism and experience of our backup team, the transition was handled efficiently, allowing the hostel to maintain high-quality service seamlessly.



team training and development

The year was rich in training sessions and team-building activities. In winter, a leadership training in Ottawa, organized in partnership with Saintlo Ottawa Jail, helped strengthen the management skills of our supervisory teams. In spring, an outing to Rivière-du-Loup brought together the entire reception team in a setting that was both educational and convivial. During the summer, the maintenance teams participated in specialized training with Axia Services to improve their techniques and safety practices. Finally, in the fall, Éloïse, our Experience Creator, began a training program with the Les Éclaireurs network to better recognize and support individuals in psychosocial distress.

forward-thinking, responsible projects

Throughout the year, Saintlo Montréal carried out several innovative, socially responsible initiatives, combining local collaborations, service improvements, awareness-raising and skill development. These actions



optimized operations, supported the social economy, strengthened community ties, and showcased the hostel's commitment to sustainable and responsible practices. Details are presented in the sustainability section of the report.

programming and guest experience

With the arrival of a new Experience Designer in November, the department gained fresh momentum. Two activities per day, seven days a week, energized hostel life. Over 4,000 participants took part, with an average of 9 guests per activity.

Classic events—community dinners, karaoke and quiz nights—remained the most popular, alongside the ever-popular Bar Crawl, which held the top spot. A total of 42 volunteers contributed to programming, enhancing activities and ensuring smooth operations.

An important innovation this year was integrating the employee experience into our overall experience strategy. Each month, teams from various departments participated in free outings, ranging from cross-country skiing in Saint-Bruno to a beach day at Oka National Park. These moments strengthened team spirit and allowed everyone to discover the region from a new perspective.



looking to the future with confidence

Despite global economic turbulence, Saintlo Montréal demonstrated resilience and dynamism. Through solid partnerships, strategic investments, technological adoption and a constant focus on human development, the 2024–2025 year confirms our commitment to remaining a key player in youth hostel accommodation and the social economy in Montreal.



online reputation

saintlo montréal

During 2024–2025, nearly 1,900 guests* shared their experiences at Saintlo Montréal via online reviews on Google and third-party booking platforms. Of these:

88% were positive 😊

9% were neutral 😐

This performance matches last year, with an overall rating** of 90% on ReviewPro, our online review aggregator.



Hannah 🇬🇧

"Had the loveliest time here! The staff were all so nice and welcoming, I'd had a few bad hostel experiences recently and this one absolutely restored my faith in hostels! Very clean and in a great location, I arrived early but was allowed to leave my bags and even have breakfast! The staff created a welcoming atmosphere at the bar which made it easy to meet new people and the karaoke night was so much fun, would absolutely recommend to anyone looking for a place to stay in Montréal! Special shout out to the strawberry and chocolate bagels."

September 2025 (Booking.com)



Lisa 🇫🇷

"Great hostel! Very clean, friendly staff, and fantastic common areas. It's equally nice for people who want to work (several well-equipped coworking/work spaces) as it is for those looking to meet others. There are regular activities planned, and the kitchen and dining area are really well suited. I stayed in a 10-women dorm, but with the dorm layout including a separate 4-person room, you don't really feel the 10 people, and the bed curtains create a really cozy, private space."

April 2025 (Hostelworld)

*The total number includes all reviews collected across the different platforms.

**Rating calculated by ReviewPro based on the aggregation of online reviews.

key figures

Total Units Rented
2024-2025 :

↑ +9%



Units Rented by Canadian vs.
International Markets 2024 - 2025 :



60%

40%

Compared to : 51% vs 49% in 2023-2024



Top 3 Canadian Markets (Share of Total
Units Rented) 2024 - 2025 :

- Ontario (28%) ↑ (+4%)*
- Quebec (18%) ↑ (+3%)*
- British Columbia (4%) ↑ (+1%)*

* Compared to 2023-2024

Top 5 International Markets (Share
of Total Units Rented) 2024 - 2025 :

- France : 8.5% ↓ (-1.5%)*
- US : 5.6% (-1.4%)
- Germany : 4.4% ↓ (-0.6%)
- UK : 3.2% ↓ (-0.8%)
- Australia : 1.5% ↓ (-0.5%)

* Compared to 2023-2024

groups

Units Rented by Groups
VS Solo Travellers :

	2023-2024	2024-2025
Groups*	13%	11%
Solo	87%	89%

*Any unit rented by a group of 10 people or more.

Group Markets (Share of Units Rented by
Groups) :

- Canada : 91%
- US : 4%
- Europe : 3%
- Others : 2%



saintlo ottawa jail

ongoing improvement works

The past year was marked by numerous significant improvements to both our facilities and the services offered to our guests. Working in a heritage building comes with its share of challenges—balancing respect for the building’s character with meeting the contemporary expectations of our guests is always a stimulating exercise!

→ Replacement of the Steam Boiler :

At the end of May, we said goodbye to our nearly 25-year-old steam boiler system and welcomed the first phase of a modern heating, ventilation and air conditioning (HVAC) system.

→ Installation of a New Electrical System :

This first phase included a major upgrade of our electrical network, both inside and outside the building. Previously, using a hair dryer outside the bathrooms would trip the fuses. The new electrical system will

allow us to move forward with a new heating and cooling system at the start of the next year.

→ Addition of Showers and Bathrooms :

We also addressed a recurring concern regarding the insufficient number of showers and bathrooms in the front section of the building. During the winter, we added four new showers and one bathroom in this section. These additional facilities have helped alleviate some frustrations, and we continue to work to fully meet the remaining needs.

→ Improved Parking Access Control :

Guest and facility safety remains a top priority. This year, we installed a new barrier to control access to the parking lot. This remote-controlled security system allows guests to park without worrying about theft or damage. It also protects our garbage bins from vandalism and misuse by outsiders.

→ Dormitory Lighting Upgrades :

We also revamped the dormitory bed lighting. In the



spring, we replaced all reading lamps, which were often damaged, with more energy-efficient lamps and power outlets. These outlets allow guests to more easily charge laptops, tablets and phones. The cells were left unchanged, as they already had sufficient outlets and good lighting.

Other minor improvements were made throughout the year in both the front and back courtyards, but many projects were postponed due to high occupancy—which is a good problem to have.

changes in the management team

This year also saw the departure of two key members of our management team: Ben Ruetz (Head of Housekeeping) and Emma Simard (Guest Experience Creator). We are grateful for their energy and daily commitment. Their positions have since been filled by new dedicated colleagues who continue to build on their work and take it further.





local partnerships and collaboration

The synergy between the Saintlo marketing team, the hostel staff and our local partners allows us to create collaborations that enhance the experience for our guests and strengthen our presence in the local cultural ecosystem. Some of our partnerships include :

→ Escape Bike Tours :

Guests renting a bike from our partner Escape benefit from a 10% discount.

→ Festival Fringe :

We received four free season passes, allowing us to organize outings and introduce our guests to Canadian independent theatre.

→ Gatineau Hot Air Balloon Festival :

Guests receive a \$15 discount on tickets purchased through the hostel.

→ ByTowne Cinema :

We are proud to introduce this Ottawa institution to our guests during occasional movie nights. Our social media presence also benefited from this partnership. Notably, the Instagram story with the widest reach since August 2025 featured a ByTowne outing, far exceeding our usual audience and reaching hundreds of potential new clients.

programming

public tours of the former jail

Tours of the hostel and its history as a former jail remain highly popular among guests, with over 7,373 participants—nearly one-third of our guests. In August, we launched a French version, which quickly attracted high interest, averaging over 20 participants per tour. Due to this demand, we increased the number of French-language tours.

After a trial phase at the end of the previous fiscal year, we officially launched our historical guided tours open to the general public in November 2024. This initiative allows non-guests to discover this iconic site. Saintlo Ottawa Jail is proud to open its doors to the Ottawa community and visitors to Canada's capital. This unique activity strengthens the connection between the hostel and its community.

The tours, offered once per day, have been very

i've done time at ottawa jail hostel



successful: 1,150 tickets were sold on [getyourguide.com](https://www.getyourguide.com), generating \$19,000 in net revenue (after commissions), in addition to several direct sales at the front desk—a clear sign of public interest and curiosity for this unique site.

Overall, the tours have been very well received, with an average rating of 4.57/5.



Jacklyn 🇨🇦

" Tour was excellent. The building had been respectfully turned into a youth hostel, but the integrity of the original building is intact. Very knowledgeable tour guide who was very accommodating with photos and questions. I would definitely recommend. "

April 1, 2025



Michelle 🇨🇦

" I had no idea this was right here in Ottawa and they made it into a hostel! The history was amazing, Simon our tour guide was awesome, we will def go back and stay for a night. "

July 15, 2025





other activities

This year, we launched new activities such as the “Coffee Crawl” and trips to the farmers’ market. Participants appreciated these opportunities to connect and socialize. On average, eight people attended each activity. Our bar tour remains extremely popular, with an average of ten participants per outing.

community and sustainability

Our summer initiatives highlighted our commitment to sustainability, social economy and community life. Through various activities, we supported local businesses and organizations, promoted responsible lifestyles and encouraged exploration of the region’s cultural and natural heritage. Since August 2025, our regular activities have been planned to be accessible on foot, further reinforcing our eco-responsible, inclusive approach. More details can be found in the Sustainability section of this report.

a strong and forward-looking year

The 2024–2025 year was marked by significant progress in both our infrastructure and the services offered to our guests. We successfully enhanced comfort, safety and the overall guest experience, while achieving remarkable financial results. Despite challenges—particularly in human resources and project planning—our team remained committed, creative and proactive. The year ahead promises to be just as inspiring, with exciting new projects on the horizon.



online reputation

saintlo ottawa jail hostel

This year marked the second full year of operations since its reopening in March 2023—following two years of rental to the City of Ottawa—providing a solid benchmark for evaluating guest-perceived quality. In 2024–2025, Saintlo Ottawa Jail received over 2,241 reviews* across booking platforms and Google, of which:

82% were positive 😊

12% were neutral 😐

As of September 30, 2025, the hostel had an overall rating** of 86.5%, up 0.5 percentage points from the previous year—a notable achievement considering 2023–2024 was already considered excellent.

Guest comments highlight the quality of service, staff professionalism, and the uniqueness of staying in a former prison. In the upcoming year, particular focus will be placed on preserving and enhancing this unique atmosphere, which continues to attract a curious and diverse clientele.



Dayne 🇬🇧

"What a fantastic experience. Greeted by a selection of staff with a mix of languages to ensure we knew what we were doing. free Beer Friday social event, free jail tour with a great guide (she was so cool), free breakfast, free laundry...but so much more, the atmosphere was awesome, so positive, the parking super easy, the bed super comfy, the pillows amazing, it felt like a community. Amazingly placed 5 min walk to the Byward Market, parliament hill, beavertails, everything Ottawa. BOOK HERE NOW"

July 2025 (Hostelworld)



Estefania 🇨🇦

"Me and my friend loved our stay there, we didn't know it was once a real jail so it was a surprise to us! But a good one since we had really good time there, all the staff members were super friendly and helpful, especially Simon, who did the tour of the jail. All the facilities were clean and the breakfast was kind of buffet style. They offer fresh coffee and tea, bagels, eggs, cereal and fruits. I highly recommend this place if you're visiting Ottawa, it's just a walking distance from the train station and near lots of attractions."

May 2025 (Booking.com)

*The total number includes all reviews collected across the different platforms.

**Rating calculated by ReviewPro based on the aggregation of online reviews.

guest satisfaction and recognition

Our guests continue to express high satisfaction with their experiences at Saintlo. On Google, our properties achieve remarkable results in the tourism accommodation sector :



4,5/5 stars
for **Saintlo Montréal.**



4,3/5 stars
for **Saintlo Ottawa.**

We sincerely thank our team, whose professionalism and dedication ensure a memorable experience for every guest, as well as our guests, for their trust, positive feedback and loyalty, which inspire us to continually strive for excellence.



76 church street, toronto

In Toronto, our building at 76 Church Street continues to be leased to the City, and the Saintlo Toronto management team has remained fully engaged despite the rental arrangement. Supervising repairs and maintenance for a building of this size requires constant attention. Thanks to these efforts, we have fully upheld our responsibilities as property owners. Over the year, we carried out numerous maintenance and improvement works. Should we need to reoccupy the space, ongoing maintenance will be essential to preserve its quality and functionality.

Beyond routine and recurring maintenance, four major interventions stand out.

→ **PTAC units cleaned during the holiday period :** All wall-mounted heating/cooling units were removed and pressure-washed. Many were in advanced states of wear, largely due to downtown construction, which compromised air intake into the building.

→ **Replacement of the main basement furnace :** The entire system had reached the end of its service life.

→ **Replacement of two hot water tanks :** The previous tanks were no longer reliable, and past repairs had caused significant water damage.

fire damage

On January 9, early in the morning, a fire broke out at the rear of the building. No injuries were reported, but the damage was significant: the ground floor, second floor and the exterior of the building up to the seventh floor were affected. The new kitchen installed by the City was completely destroyed, as were the windows on the first three floors. These windows have been replaced, and the rear of the building has been pressure-washed and repainted.

According to the investigation, the fire was likely caused by a homeless person seeking warmth, and the presence of plastic waste bins contributed to the rapid spread of the flames.

As the lease approaches its expiration in April 2026, we are entering the final months of the current agreement. Ongoing discussions with the City are underway to review the terms and explore potential renewal options.



revenue management

Saintlo Hostels experienced another year of sustained growth in 2024–2025, continuing the strong performance of previous years.

Despite a quieter autumn and winter season in Montreal, the association recorded a 3.5% increase in accommodation revenue compared to the previous year, demonstrating the hostel's resilience and adaptability. The fiscal year ended on a positive note, with increases in both revenue and rented units during the summer season. Nearly 40% of the annual units were booked during the last four months, highlighting Montreal as one of Canada's most popular summer destinations while showcasing the team's ability to capitalize on peak-season demand.

Saintlo Ottawa Jail was a significant driver this year, posting excellent results across all key accommodation metrics. The property achieved a 10% increase in revenue, confirming strong demand and sustained interest from our clientele.

Collaboration with the Groups Department also played a key role. By imposing a two-night minimum during peak periods and distributing group bookings across different room types, we optimized occupancy while maintaining flexibility for independent travelers. This strategy helped fill calendar gaps, encouraged longer stays and facilitated last-minute extensions.

↑ **10%**

The Saintlo Ottawa Jail hostel recorded a 10% increase in revenue

Looking ahead, prospects for the next year are encouraging, with both hostels anticipating stable and sustainable growth. Ongoing collaboration and adaptability between teams will be essential to consolidating these gains, while staying true to our mission: providing safe, inclusive and welcoming accommodation.

2 million times bravo to saintlo ottawa jail!

We reached a major milestone this year thanks to optimized bed management and a constant focus on providing a high level of comfort and service, despite being located in a former prison: for the first time, accommodation revenue exceeded \$2 million.

breakdown of online bookings

Saintlo Montréal & Saintlo Ottawa Jail :

Direct bookings : **47%**

Online travel agencies (OTAs) : **53%**



groups

The groups segment continued to generate steady activity across our hostels over the past year, despite a slight decrease in both the number of groups and the number of people per group. Each property hosted roughly ten fewer groups.

This slowdown observed in 2024–2025 could be attributed to external factors, such as political or international tensions, which led some schools to postpone trips or change destinations. Some groups explicitly cited this as the reason for their cancellations.

Key 2024–2025 data: :

montréal



5067
Group units

↓ 20%
vs 2023–2024

24 ≈
Average group size

42% Canada 34 % France
Main origin of groups

17 to 25 years old
Mostly student groups

58 %
A conversion rate of approximately

ottawa



2311
Group units

↓ 9%
vs 2023–2024

31 ≈
Average group size

91% Canada
Main origin of groups

Mainly school and scout groups.

43 %
A conversion rate of approximately

toronto



The Toronto hostel, awaiting reopening, has already generated about 30 inquiries, mainly for multi-hostel tours (Montreal–Ottawa–Toronto).

The enthusiasm is evident, and it is clear that this hostel will quickly reclaim its position as a key destination for groups.



business development

In September, our Groups and Marketing teams participated in WYSTC, one of the major international youth travel events. This was an excellent opportunity to showcase the Saintlo brand, expand our professional network, and establish valuable new global connections.

On the partnerships front, we collaborated with several operators specializing in creating tailored tourist experiences, helping to develop bespoke packages that highlight authentic regional experiences. Excitingly, the renewal process for 2026 is already underway for these partners!

Finally, the Groups department dedicated time to optimizing processes and deploying new tools to obtain more accurate statistics. We are now better equipped to track performance and respond even more effectively to the needs of group clients!

↑ **50%**

The months of October and November show nearly a 50% increase in overnight stays.

looking ahead to 2025–2026

It is worth noting that the downward trend in overnight stays reverses starting autumn 2025: October and November show nearly a 50% increase. The high number of requests received this year for the upcoming season indicates a strong recovery and confirms the attractiveness of our offerings.

saintlo collective

The number of hostels in the Saintlo Collective remained stable at four independent hostels as well as two Saintlo-owned properties. Throughout the year, collaboration among the hostels in the Collective continued constructively, guided by a common marketing strategy aimed at strengthening the Collective's brand awareness while preserving the unique identity of each member hostel.

Several initiatives were implemented to increase hostel visibility, including hosting content creators to share their experiences and running social media campaigns to distribute engaging content and foster strategic interactions.

Further details on these marketing initiatives can be found in the corresponding section of this report.

Beyond marketing benefits, it is important to note that hostels joining the Saintlo Collective automatically become members of the Association Hôtellerie du Québec (AHQ), the sectoral tourism association recognized by the Quebec government that advocates for the interests of the province's hospitality industry.



We sincerely thank the independent hostels of the Collective for their commitment and collaboration. This partnership model strengthens the Collective's position in the market and creates value for all its members.

→ **auberge internationale de rivière-du-loup**

→ **auberge festive sea shack, sainte-anne-des-monts**

→ **auberge griffon aventure, l'anse-au-griffon**

→ **auberge la secousse, la malbaie**

marketing report

Between October 1, 2024, and September 30, 2025, Saintlo continued its development by strengthening its community presence and diversifying its distribution channels. All actions undertaken aimed to better reflect the organization's mission.

Here are some key highlights from this year.

partnerships and brand awareness

Saintlo Montréal

Saintlo Montréal established and renewed numerous partnerships, ensuring consistent visibility throughout the year. These collaborations, sometimes more symbolic than immediately profitable, contributed to brand recognition and organic reach.

Key events and festivals partnered with Saintlo Montréal include Igloofest, Montréal Complètement Cirque, Nuits d'Afrique, Fantasia, Mutek, Pop Montréal, Palomosa, Piknic Électronik, and Glissades Gamelin.

Saintlo Ottawa Jail

A spring photoshoot was conducted to showcase the hostel from a more social and lively perspective. The new images highlight common areas, guided prison tours and social activities, reaffirming that, despite being located in a former prison, the Saintlo Ottawa Jail experience is far from gloomy.

Saintlo Ottawa Jail also expanded local collaborations to strengthen its community ties and improve organic search visibility. Key partners included Gatineau Hot Air Balloon Festival, Fringe Festival, Igloofest, Winterlude / Bal de Neige.

MUTEK



Saintlo Collective

Sharing and disseminating information about member hostels played a key role in highlighting the Collective and promoting each establishment. One of the main challenges this year was obtaining new professional photos to refresh the visual inventory and better represent the Collective in publications.

→ Saintlo sent a total of seven influencers to the Collective hostels to create new photo content, among other things. One content creator had the opportunity to visit all the hostels, while the others visited specific locations.

→ The auberge internationale de Rivière-du-Loup stood out with the best Reel of the year, produced by the Saintlo team.

→ Saintlo sponsored five episodes of the Backpackeuses podcast.

→ Collective hostels also welcomed four press stays, generating excellent visual content and media coverage in outlets such as Dehors magazine, Le Devoir and La Presse. Saintlo created journalist information sheets to better prepare hostels for these visits.

In summary, in continuous collaboration with the hostels, the Saintlo marketing team shares content, supports communication initiatives, and facilitates media opportunities that energize the Collective.



public relations and events

Trade Shows and Fairs

The team remained very active throughout the year at trade shows and fairs. At the World Youth & Student Travel Conference (WYSTC) 2024, Saintlo participated in around 50 meetings, providing valuable insights into youth travel trends. During Stay Wyse 2025, approximately 30 meetings were held, some of which signal promising partnerships for the future.

The media fairs in winter and summer generated press coverage in outlets such as La Presse, Le Devoir, Urbania and La Presse Touristique. Additionally, at Rendez-vous Canada, fifty meetings were conducted, leading to agreements with new agency partners.

All contacts made are also shared with the independent hostels of the Collective when partners show interest in them—one of the advantages of being part of the Collective.



Press Relations in Quebec

Saintlo received major visibility in high-reach media :

→ Urbania (300 K visits/month)

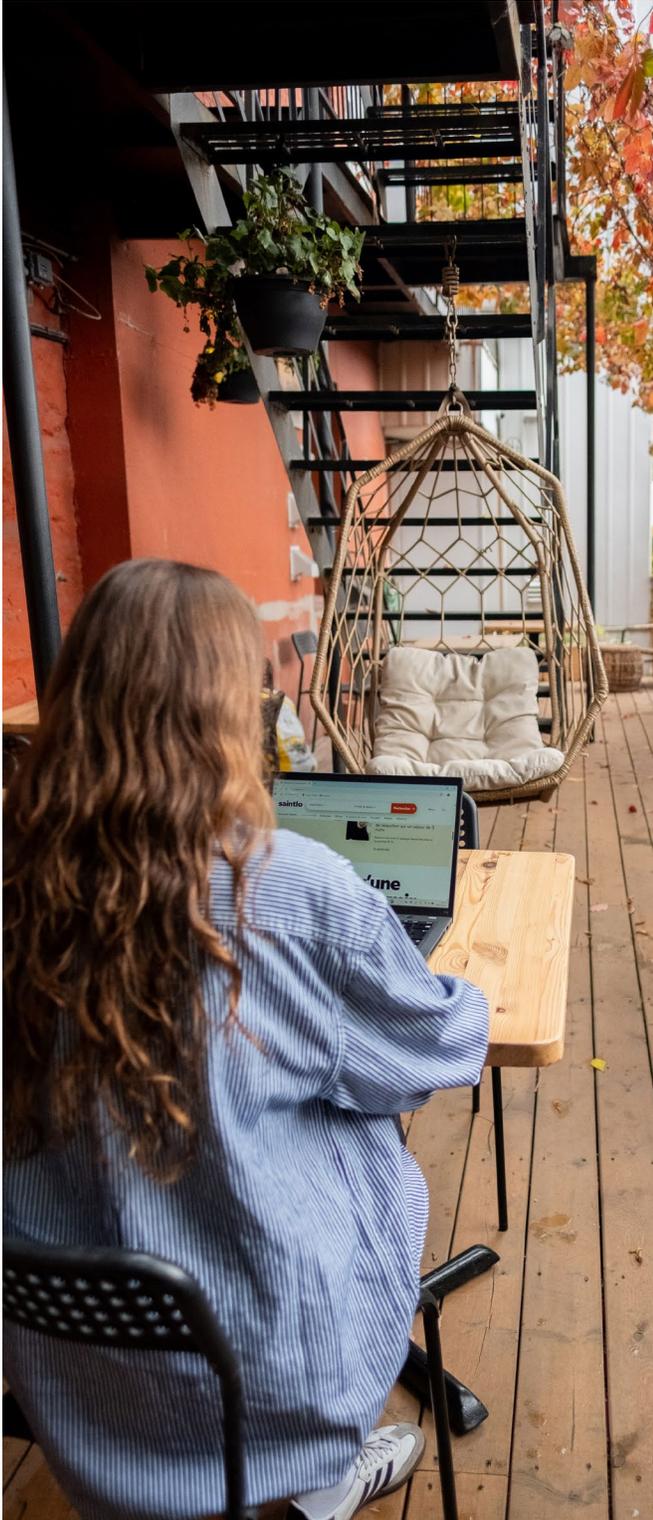
→ Le Devoir (5 M visits/month)

→ La Presse (29 M visits/month)

→ L'Actualité (580 K visits/month)

digital innovations and tools

Several digital initiatives were implemented to enhance the guest experience and communication. The Whistle platform was introduced, offering a centralized messaging system that facilitates communication with guests through automated messages, service information and online check-in options.



agencies and distribution

During the year, Saintlo established strategic agreements with major agencies. These new contracts mark an important milestone in expanding the distribution network and strengthening Saintlo's international positioning.

These collaborations help diversify our distribution channels, reduce reliance on online travel agencies (OTAs), and open the door to new audiences interested in adventure tourism, aligning with Saintlo's mission and values.

digital and print advertising

Throughout the year, Saintlo ran multiple digital advertising campaigns aimed at increasing brand awareness and driving bookings. These campaigns were distributed on strategic platforms such as Toronto Star, Québec Le Mag, Québec Vacances, Narcity and Urbania. Notably, the campaign "Dehors – Saintlo Montréal" stood out, generating over 201,000 impressions and reaching nearly 70,000 people.



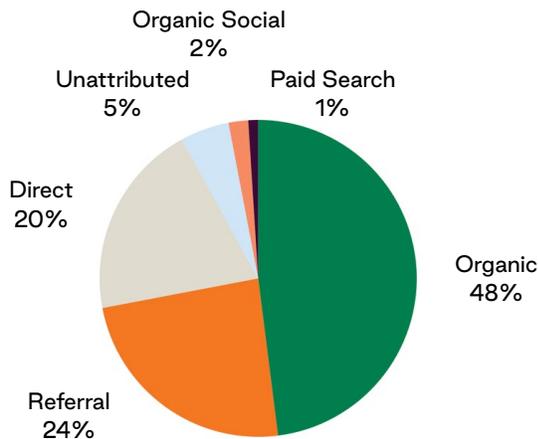
website and digital performance

Saintlo continued to optimize its website to maximize conversions and simplify navigation.

During 2024–2025, the website recorded 221,000 users, slightly down from 237,000 the previous year. The average pages per user also decreased to 2.85 pages, compared with 4 pages last year.

From a demographic perspective, the most active audience is aged 25–35 years. Geographically, 73% of traffic comes from Canada, followed by the United States (9.7%) and France (8.02%), highlighting the growing international appeal of Saintlo’s online resources

For the fiscal year ending September 30, 2024, traffic to our website was primarily driven by organic search. Organic traffic accounted for 48% of all sessions, confirming the relevance of our content and the strength of our search engine positioning. Sessions classified as “Unattributed” reflect the current limitations of tracking systems, largely due to new privacy policies and cookie management on websites.



blog

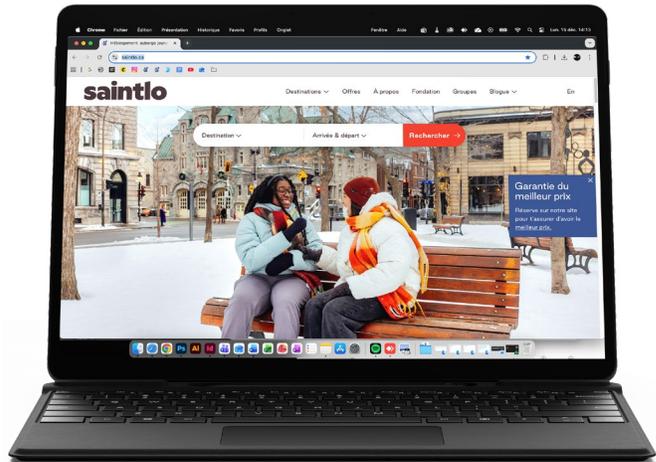
23 New articles
with the most popular titled : **"How to Make Friends While Traveling."**

Complete blog page redesign :
including an integrated search engine and a refreshed colour palette.

newsletter

7 500 subscribers
combined English and French.

25 % (FR) / 24 % (EN).
Opening rate



social media

The 2024–2025 year strengthened the Saintlo network’s visibility through a balanced strategy combining performance, brand image and community engagement.

Consistency of content, diversification of partnerships and modernization of digital tools position Saintlo as a key player in youth tourism in Quebec and Canada.

The focus for 2025–2026 will be on increasing direct conversions, strengthening social content and continuing to diversify international markets while maintaining the friendly, human-centred spirit that defines the brand.



→ Followers : **6 275**

→ Views : **891.5K** *

→ Reach : **373.3K**
(+142.5 % compared to the previous period)

→ Reels published : **73**



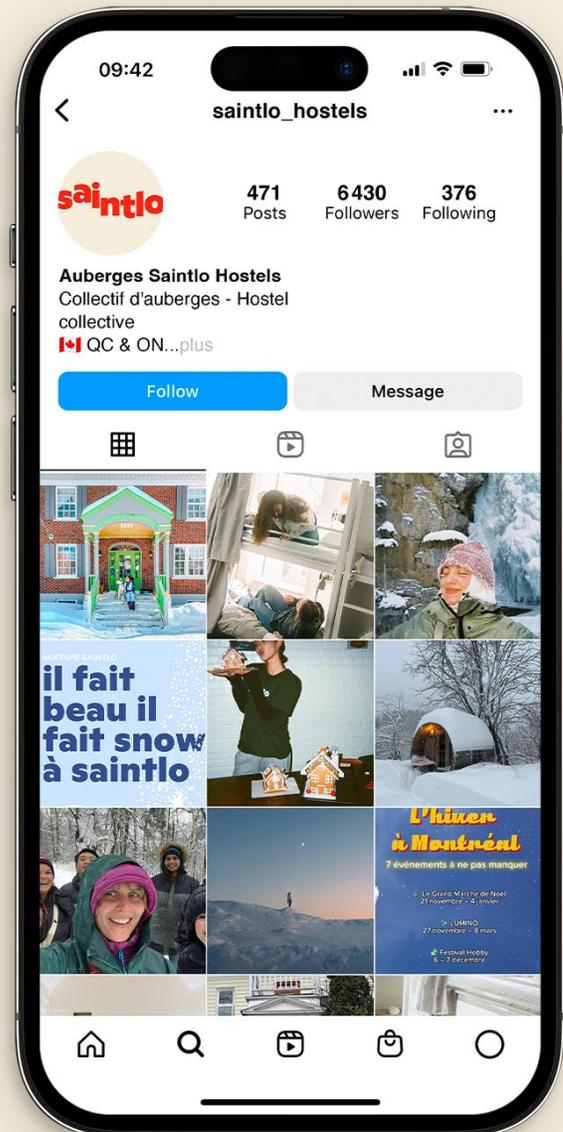
→ Followers : **7 050**

→ Total reach : **327.9K**



→ Followers : **524**

→ Interactions : **100K** views and
2 405 interactions
(likes, comments and shares)



*Official Meta figures since January 1, 2025. View data was not available in Business Suite in 2024.

our teams

our employee community in numbers

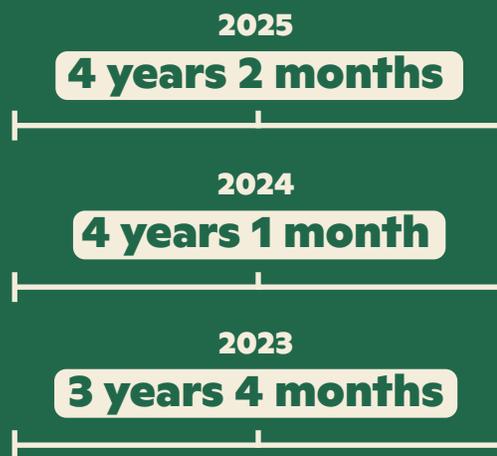
44 *vs 2023-2024
+2*
employees registered in the system during the year

81 +6
employees working for Saintlo as of
September 30, 2024

32 +11
volunteers at Saintlo Montréal during the year

seniority

Average seniority :



number of employees by location

Location	2023	2024	2025
Saintlo Montréal	38	37	37
Saintlo Ottawa Jail	22	22	27
Saintlo Toronto	1	1	1
Regional Office	12	15	16
Total	76	75	81

youth hostel movement

We take this opportunity to recognize the long-standing commitment and valuable contribution of the following individuals to the fulfillment of Saintlo's mission and the youth hostel movement.

Contribution to the youth hostel movement in 2024-2025:

- 45 years** Jacques Perreault
Executive Director, *Head Office*
- 35 years** Vincent Bérubé
Board Member
- 25 years** Isabelle Boyer
Deputy Executive Director, *Head Office*
- 25 years** Nicolas Lemaire
General Manager, *Saintlo Montreal*
- 25 years** Desmond Tibby
General Manager, *Saintlo Toronto*
- 20 years** Flor Romero
Housekeeper, *Saintlo Montreal*
- 10 years** Jeff Delgado
Revenue Manager, *Head Office*
- 10 years** Sara Hini
Content Creator, *Head Office*
- 10 years** Philippe Messier
Bar Manager, *Saintlo Montréal*
- 5 years** Catherine Blais
Senior Graphics and Digital Production
Coordinator, *Head Office*

skills development and training

This year was marked by a strong focus on training and skills development, with the goal of supporting professional growth and strengthening team cohesion. The Human Resources department sought to make training a strategic tool to enhance leadership, promote a healthy and inclusive work environment, and encourage knowledge sharing across our different hostels.



leadership training

In the spring, a leadership training program was offered to the management teams of our two hostels, in collaboration with Annie RH. The goal of this initiative was to strengthen leadership and management skills while creating a space for exchange between the two management teams.

The training covered several key aspects of team management: different leadership styles, the importance of delegation, effective communication, recognition, and handling more challenging employee situations. Rather than a lecture-style format, the training took the form of an interactive discussion where participants could share their experiences, challenges and best practices.

This exchange highlighted the unique strengths and approaches of each hostel, fostering mutual learning and greater alignment in management practices. This collective learning experience also helped reinforce a sense of belonging within the network and contributed to building a shared vision of leadership across the organization.

equity, diversity and inclusion training

In line with our organizational values, we also offered a training session on equity, diversity and inclusion (EDI). This session aimed to raise awareness among teams about unconscious biases that can arise during recruitment processes and to deepen their understanding of accessibility and accommodation in the workplace.

The discussions encouraged collective reflection on how, as an organization, we can continue to create an environment where everyone feels respected, heard and valued. This initiative is part of an ongoing effort to improve and reflect on our practices to make our workplaces ever more inclusive and equitable.

internal training on preventing harassment and workplace violence

Finally, the Human Resources department developed an internal training program on the prevention of harassment and workplace violence. The goal was to ensure a clear and shared understanding of our policy on the matter, while equipping all staff members to recognize and prevent unacceptable situations.

Tailored to our organization, this training serves as a concrete tool to strengthen our culture of respect, listening and psychological safety. By presenting real-life examples and role-playing scenarios, it helped every

employee better understand their role in maintaining a healthy and respectful work climate.



a year focused on collective growth

These initiatives reflect our commitment to evolving our management practices and empowering our teams to excel in their respective roles. The 2024–2025 year not only helped strengthen individual competencies but also nurtured an organizational culture rooted in collaboration, openness and respect.

Through these training programs, the Human Resources department contributed to greater cohesion between hostels, encouraged dialogue, and inspired a more human-centred leadership aligned with our values and organizational mission.

sustainability in action

The 2024–2025 year marks a significant milestone in Saintlo’s sustainability journey. After two years of reflection and structuring, the 2023–2027 action plan, developed with the support of Ellio, began to be gradually integrated into daily operations. To support this rollout and encourage teams to carry out necessary follow-ups, we brought on an additional resource: Fatima Azzarha Khaled, a Master’s student in Tourism Development at the École des sciences de la gestion, Université du Québec à Montréal, who joined the team in May 2025.

Throughout the year, monitoring and governance tools were implemented to better coordinate actions across locations and track progress. Internal policies, training programs and awareness initiatives aim to engage all members of the organization in this effort.

The 2023–2027 action plan tracking table serves as the central coordination tool: it allows each hostel to measure progress, extract lessons to adjust priorities and target actions more effectively. This tool ensure consistency across locations rather than operating in isolation.

overall results and key indicators – 2024–2025

Hostel teams translated the plan’s directions into concrete actions, both in daily operations and in projects aimed at reducing environmental impact, managing resources responsibly and fostering internal engagement.



Saintlo Montréal focused primarily on circularity initiatives and partnerships that promote the social economy.

Key actions included :

- Installing faster, more efficient laundry machines, freeing maintenance staff and optimizing laundry services.
- Partnering with Chic Resto Pop to launch an affordable, local prepared-meals service, selling over 1,000 meals, half of which were consumed by our own teams.
- Collaborating with Bois Public, a social enterprise specializing in carpentry, to design a first bed prototype meeting both guest needs and operational requirements.
- Conducting an expertise exchange with Groupe Information Travail (GIT), allowing a maintenance team member to provide technical support to GIT in exchange for specialized carpentry training.
- Partnering with Axia Services to create a training program for housekeeping staff, structuring existing practices, optimizing processes and introducing new methods.
- Continuing the circular economy program through equipment sorting, donations and sales of reusable materials, use of eco-friendly cleaning products, and collection of used sheets in collaboration with Cercle des Fermières. The hostel also offers a small thrift counter featuring clothes that have been forgotten or left behind.
- Participating in a Québec government initiative led by RECYC-QUÉBEC and the Ministry of Tourism, producing an awareness video on circular economy practices implemented at the hostel.

Saintlo Ottawa Jail focused on building improvements, heritage promotion, visitor education, and maintaining a program of activities rooted in the local community.

Key actions included :

→ Installing energy-efficient washers and dryers, reducing water and electricity consumption while improving operational efficiency.

→ Opening the former prison to the public through guided tours, highlighting the historic building and its unique past.

→ Participating in local events, such as the Portes Ouvertes Ottawa festival, reinforcing the site's educational, heritage and sustainable mission while strengthening its community role.

→ Installing a secure bicycle garage to promote active transportation and encourage sustainable travel among guests and staff.

→ Creating a summer activities program aligned with sustainability and social economy objectives, such as Coffee Crawl and movie nights at ByTowne, supporting local businesses at the By Market and fostering community connections.

→ Promoting sustainable agriculture, responsible consumption and ecological conservation through activities like farmer's market visits, apple picking and Gatineau hikes.

→ Since August 2025, all regular activities are organized within walking distance, reducing the travel-related carbon footprint and encouraging active lifestyles.



policy standardization

Three structuring policies have been developed—and remain to be adopted—to frame and harmonize practices across all institutions. The Responsible Purchasing Policy promotes local, eco-responsible, and socially committed products, while ensuring improved supplier traceability. The Sustainable Renovation Policy sets out principles to limit the environmental impact of construction work and to encourage the reuse of materials, while respecting the built heritage. Finally, the Business Travel Policy encourages the use of the least polluting modes of transport, as well as active and collective mobility. A CO2 emissions tracking tool has been designed to measure the carbon impact of travel, in order to inform the future GHG Inventory.

a year of consolidation

At Saintlo, we believe that measuring our actions is essential to progress. In our sustainability journey, data plays a key role: it helps us understand our situation, track advances and guide efforts where they are most impactful.

Having established the necessary policies, tools and processes, we are now moving to the next step: systematic collection and analysis of indicators. Energy consumption, water management, waste generation, equipment efficiency and travel impacts will all be

carefully monitored to turn intentions into concrete results.

However, numbers do not tell the full story. Qualitative observations—team feedback, employee engagement, partner buy-in, and visitor impact—are equally essential to understanding the real effects of our actions. This combination of quantitative data and qualitative feedback creates a virtuous circle: guiding decisions, continuously adjusting actions and ensuring transparent accountability to teams and partners. Measuring and observing are thus key to progress: every statistic and testimony becomes a tool to build a more responsible Saintlo.

The 2024–2025 year was one of consolidation, continuing the gradual integration of sustainability into daily operations and laying the groundwork for the next stages of the 2023–2027 plan.

participation in boards, committees and working groups

Members of Saintlo's Board of Directors and management team volunteer their time to participate in various governance and consultation bodies. This involvement reflects Saintlo's commitment to playing an active role in the sector's development and in collaborating with partners in the tourism and social economy fields.

- **Social Economy Council of Montreal Island (CÉSÎM)** : Nicolas Lemaire, Vice-Chair of the Executive Committee
- **Peter-McGill Neighbourhood Table Board of Directors** : Nicolas Lemaire, Business Sector Representative
- **Quebec Tourism Industry Corporation (CITQ)** : Vincent Bérubé, Youth Hostel Representative to the CITQ
- **Saintlo Youth Tourism Foundation** : Julie Allard and Nathalie Brière, Board Members
- **ISTO – International** : Vincent Bérubé, Board Member
- **ISTO – Americas** : Vincent Bérubé, Treasurer

saintlo foundation

The Saintlo Foundation, whose mission is to help young people in vulnerable situations grow thanks to the benefits of youth travel, remains a cornerstone of Saintlo Hostels' social commitment. In 2024-2025, Saintlo renewed its financial support for a third consecutive year, contributing \$150,000, reaffirming its dedication to making travel experiences a lever for personal development and ensuring that travel is accessible to all young people, regardless of their background.

In 2023-2024, the Foundation launched the "The World and Me" program to raise students' awareness of the benefits of travel experiences through three in-class workshops. While the workshops generated some interest, students found it difficult to fully envision the travel experience, prompting the Foundation to adjust the program to enhance its impact and relevance.

At the beginning of 2025, a second version of "The World and Me" was rolled out as a pilot project, this time including an actual school trip. Two elementary schools in the Mercier-Hochelaga-Maisonneuve district, with socio-economic disadvantage indices of 9 and 10, each enrolled two classes for this first trial. The schools planned a school trip to Ottawa, including an overnight stay at Saintlo Ottawa Jail. This experience allowed students to step outside their daily routines, discover a new cultural and historical environment, and develop social and interpersonal skills through the pairing of the two groups. The Foundation also created a series of



**saintlo
foundation**



educational tools—video capsules, travel journals, and pre-, during-, and post-trip challenges—designed to encourage reflection, autonomy, and self-confidence throughout the school trip project.

Saintlo Hostels play a key role in this initiative: by hosting these young people, the hostels become more than just accommodations—they serve as spaces for education and self- and world-discovery. As we write this report, Saintlo Hostels are pleased to note that the pilot project was successful. "The World and Me" program is now established as an ongoing initiative and is currently open for registration.

At Saintlo Hostels, we are proud to contribute to the deployment of meaningful initiatives for youth. Our financial support, the sharing of human capital, the dedicated involvement of the Board of Directors, and the work of the Foundation team have all enabled the Foundation to realize its vision and maximize its positive impact on young people.

looking ahead

We are delighted to present the 2024–2025 review—a year of which we can be proud. While numbers reflect part of our success, it is the projects completed, the inspiring encounters and the memorable moments throughout the year that best illustrate the vitality of our organization.

Thanks to the ongoing dedication of our teams and volunteers, we have consolidated our achievements while laying solid foundations for sustainable growth. We are deeply grateful to them. We also thank our guests, whose curiosity and openness to new experiences continue to guide our vision, inform our actions, and inspire us to reach further.

As our CEO prepares for a well-deserved retirement at the end of the next fiscal year, we honour their leadership and crucial contribution to the sustainability of our mission. Building on this legacy and the passion of our teams, we approach the future with confidence, driven by a commitment to innovate, grow and continue our development in alignment with our values and mission.

saintlo

220-5450
Chemin de la Côte-Des-Neiges
Montréal (QC) H3T 1Y6

514.731.1015

saintlo.ca

