



GESTION PROVIDENTIA

2025 Annual Report

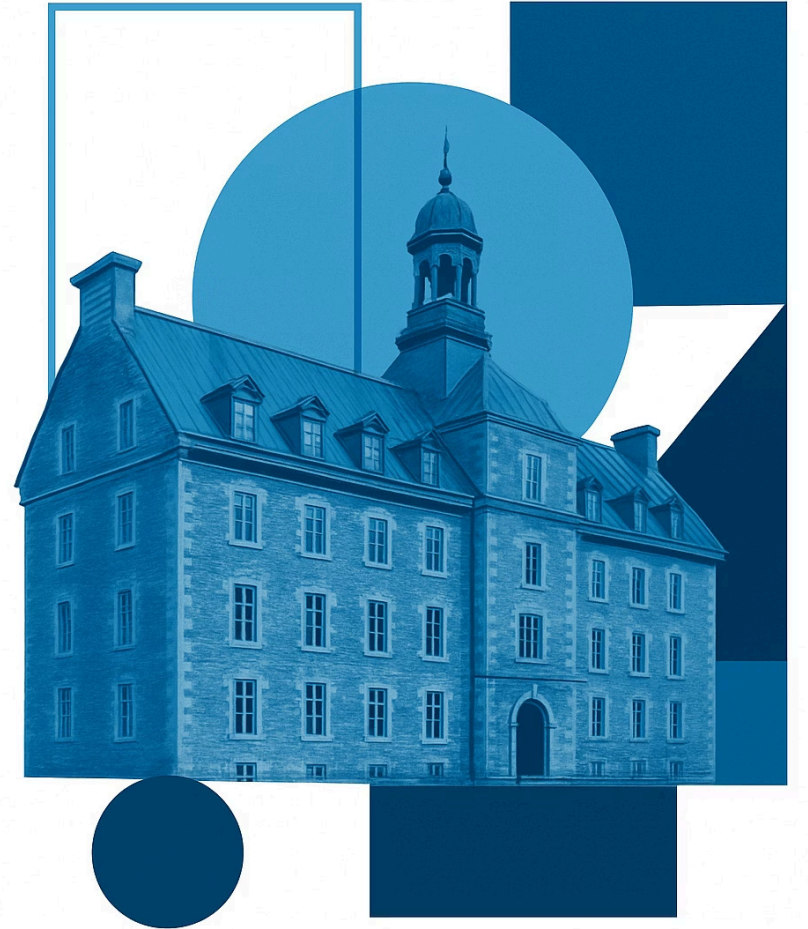
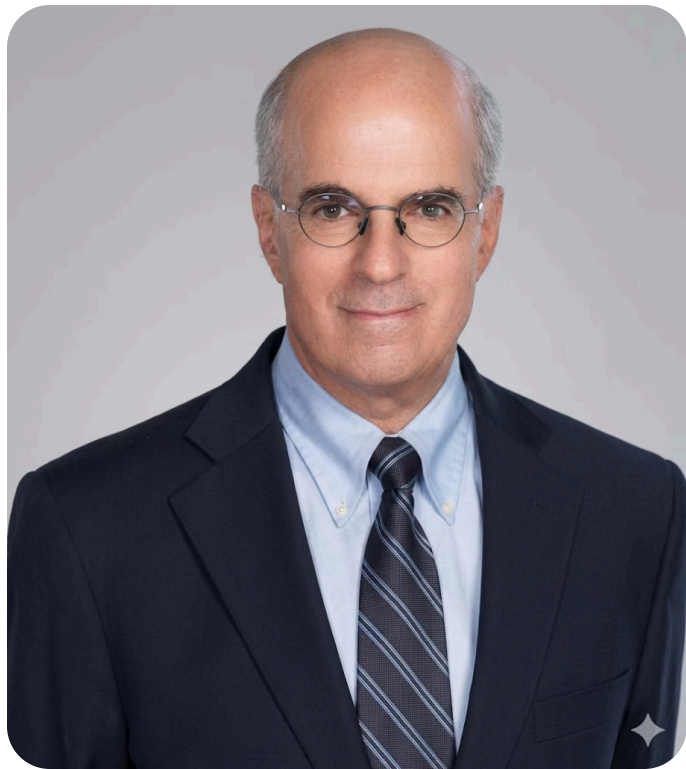


Table of Contents

1	Messages from the Chair of the Board of Directors and the CEO - 03
2	Who are we? - 04 Organization chart Updated mission and vision Updated values Board of Directors members Management team Our services
3	Strategic Planning 2026-2031 - 10 The main steps in the process Key points from the internal and external analysis Strategic directions and focus areas
4	Highlights of 2025 - 14 Operations and services Human resources Governance Archives and collections
5	Financial Report - 20
6	2026 Outlook - 23

Messages from the Chair of the Board of Directors and the Chief Executive Officer



The year 2025 was marked by a transformative effort that will guide Gestion Providentia's actions for years to come: the completion of our strategic planning exercise. This process allowed us to take the necessary step back, analyze our environment, and define clear directions for the years ahead.

This process brought together both the board of directors and the internal team in a spirit of reflection and coherence. It was also informed by consultations with our stakeholders, making it possible to ground our choices in the real needs of the congregations we support. The resulting strategic plan now constitutes an essential reference framework to guide our decisions, prioritize our actions, and measure our results.

Alongside this exercise, we continued to strengthen our practices, both in governance and in operations and human resources. The progress made during the year reflects the organization's ability to evolve in a structured way while remaining faithful to its mission.

On behalf of the board of directors, I thank the congregations that place their trust in us. Trust is not something acquired once and for all; it must be earned every day. I also salute the commitment of my fellow board members, whose quality of deliberations made the year's progress possible, as well as the leadership and all the teams at Gestion Providentia, who patiently turn the board's directions into concrete realities.

The path ahead remains demanding, but it is mapped out. It is now up to all of us to follow it together with the rigor and humanity that define Gestion Providentia.

Aldo Sylvestre, Chair of the Board of Directors



2025 was a year of reflection and action for Gestion Providentia. The strategic planning carried out with the board of directors allowed us to step back and chart the course for the years ahead so that we can respond to the growing needs of religious congregations. It is a demanding exercise, requiring both clarity about the present and imagination for the future, and I am proud of the way the organization embraced it. The updating of our vision and values made it possible to name what matters most to us and what we want to see flourish within Gestion Providentia.

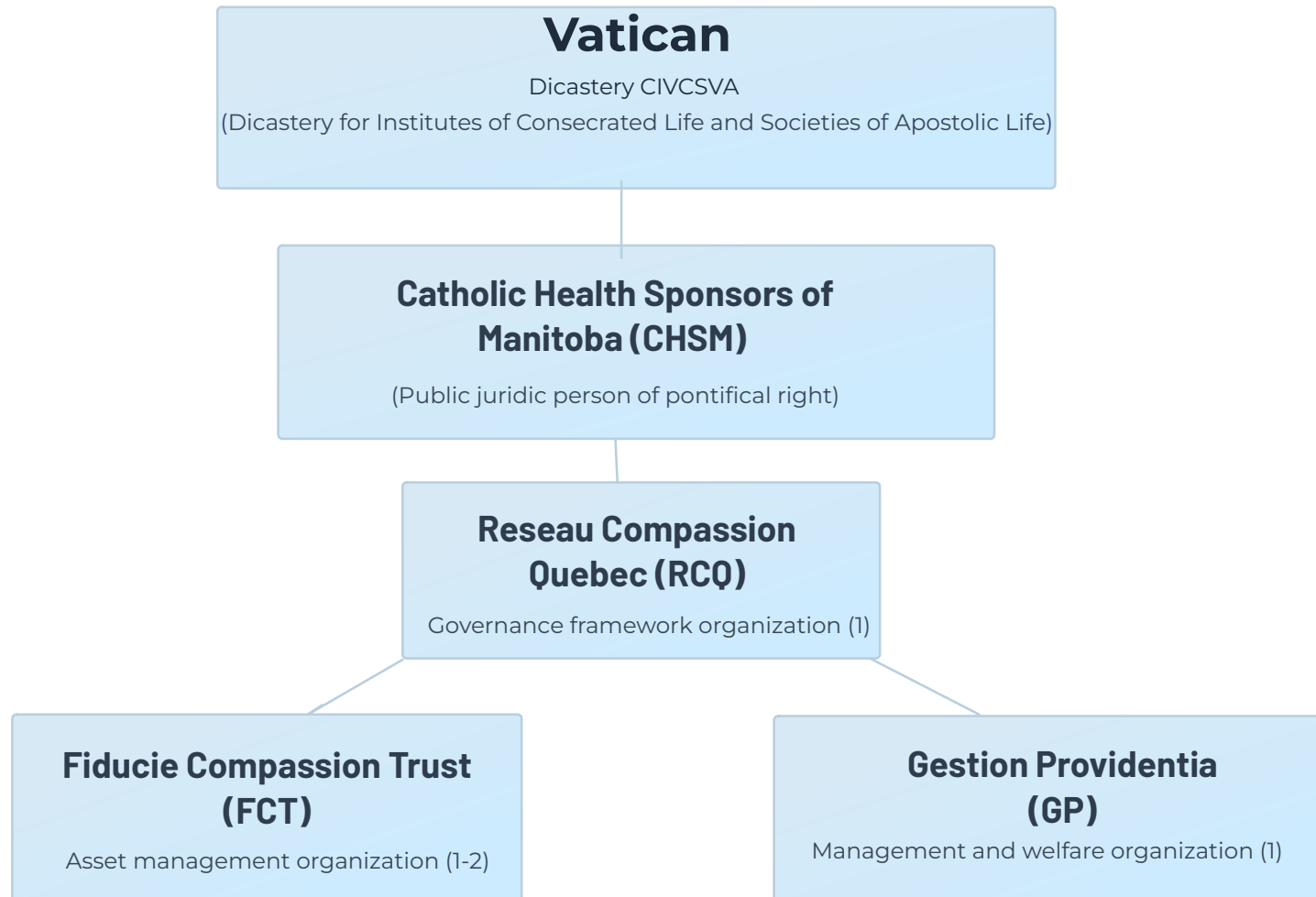
Beyond the reflection, the year also saw several projects take shape that already reflect the first directions of the plan. Each one required time, care, and ongoing dialogue with the congregations, the board, and employees — that is how the organization grows, and it is important to acknowledge it.

My thanks go to everyone who makes up the Gestion Providentia team, for their dedication and humanity every day. They also go to the client congregations, whose mission gives meaning to ours, and to the members of the board of directors, for their steadfast support. The year ahead will be one of broader deployment of the adopted directions; we will approach it with the same conviction that carried us this year.

Jean-Emmanuel Arsenault, Chief Executive Officer

Organization Chart

Gestion Providentia falls under the Dicastery for Institutes of Consecrated Life and Societies of Apostolic Life



(1) Canada Not-for-profit Corporations Act

(2) Exemption from the Autorité des Marchés Financiers



Mission

Gestion Providentia's mission is to support the authorities of religious congregations and partner organizations in carrying out their mission and objectives, in caring for the well-being of their members, and in ensuring the continuity of their heritage and charism, by offering them advice and services for the management of temporal affairs.

Updated vision

Gestion Providentia supports religious congregations and their works with humanity, agility, and rigor during this period of profound change in order to meet their present and future needs and thus contribute to the continuity of their mission.

Updated Values



Kindness

Kindness is expressed through a way of being marked by empathy, active listening, and mutual support, which guides the quality of our relationships with the congregations and within our team. It calls for sincere attention to others and a commitment to support each person with respect and humanity.



Respect

Respect consists in recognizing the dignity, distinctiveness, and specific needs of each congregation and each team member, by paying attention to what makes them unique and by valuing their contribution in a spirit of listening, openness, and mutual consideration.



Commitment

Commitment reflects a sincere dedication to our mission of support, as well as a shared sense of responsibility in achieving common goals.



Rigor

Rigor is reflected in consistent professional quality, strong technical expertise, and uncompromising integrity in all our services and interactions. It ensures the reliability of our support and strengthens the trust of our clients and partners.



Board of Directors



Aldo Sylvestre

President



Yves Benoit, M.Sc.

Vice President



Véronique Dubé, RN, Ph.D.

Director



Sr Aurore Larkin

Director



Me Stéphane Dorge, LL.B, MBA

Director



Me Josée Cavallancia, LL.B, MBA

Director



François Beauvais, MBA

Director



Marie-Ève Mainville, CRHA, M.SC

Director



Pierre Brazé

Secretary-Treasurer

Leadership Team



Jean-Emmanuel Arsenault

Chief Executive Officer



Isabelle Devin, CPA

Director of Finance, Montreal Region



Caroline Pujol, Adm. A., M. Adm

Deputy General Director



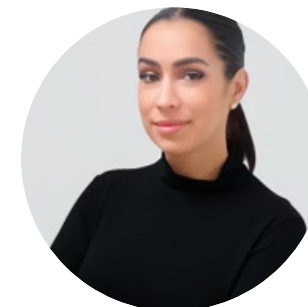
Christine Sinclair

Director of Human Resources



Jean-François Houle, MBA

Director of Congregations and Special
Projects



Mélanie Jobidon

Director of Support Services and Lay
Leader



Mylène Laurendeau

Director of the Archives and Collections
Department



Danielle Gratton, CPA, CGA

Director of Services, Ottawa and
Gatineau Region



**Me Stéphanie Chartrand, LL.B,
LL.M**

Corporate Secretary and Legal Affairs
Manager

Our Services

Providentia Management offers tailored support for congregations and their works:

Financial Management

Management of the entire budgeting and accounting cycle

Financial planning

Oversight of investment management

Risk management and internal controls

Actuarial study (demographic and financial projection)

Leadership and Management

General leadership of a congregation

Management of a living environment

Full management service

Strategic planning

Project management

Event organization (notably congregation chapters)

Support and Accompaniment

Lay community leaders

Holistic approach to members' well-being

Support worker services providing daily accompaniment to women and men religious

Animation and management of community and pastoral life

Ensuring follow-up and the quality of services received in residence

Property Management

Support in the repurposing of buildings

Property management and lease administration

Support in the relocation of communities

Facilitator in the negotiation of residence leases

Human Resources

Human resources management

Training and change management support

Human resources consulting

Human resources audit

Compliance with the legislative framework

Revision of policies and procedures

Heritage and Archives

Showcasing heritage

Management of archives and collections

Processing of historical archives

Transfer of audiovisual collections

Drafting of policies and procedures

Museum consulting

Organization of collections and museum reserves

Legal Services and Corporate Secretariat

Handling of board meetings

Organization, restructuring, mergers, or dissolution of corporations

Legislative compliance and risk analysis

Review, negotiation, drafting, and contract analysis

Protection of personal information

Drafting of normative documents



Strategic Planning 2026-2031

Key Steps in the Process

1

January – External Analysis

Analysis of external trends, the needs of congregations, threats, and opportunities

16 structured interviews with congregations and stakeholders

Surveys and interviews with clients and selected stakeholders

2

March – Internal Analysis

Analysis of strengths, weaknesses, learnings from the previous planning cycle, interviews with the board of directors and the management committee

Employee survey

3

May – Employee Day

Sharing the results of the internal and external analyses

Reflection workshop with employees

4

July – Board of Directors

Presentation to the board of directors of the results of the internal and external analyses

Discussion of major strategic issues and the main development levers

5

September – Management Committee

Development of the preliminary vision, values, directions, and strategic objectives with the management committee

6

October – Adoption by the Board of Directors

Adoption of the final vision, values, and strategic directions by the board of directors

7

November – Action Plan Development

Development of the 2026 action plan by the management committee

8

December – Presentation of the Action Plan

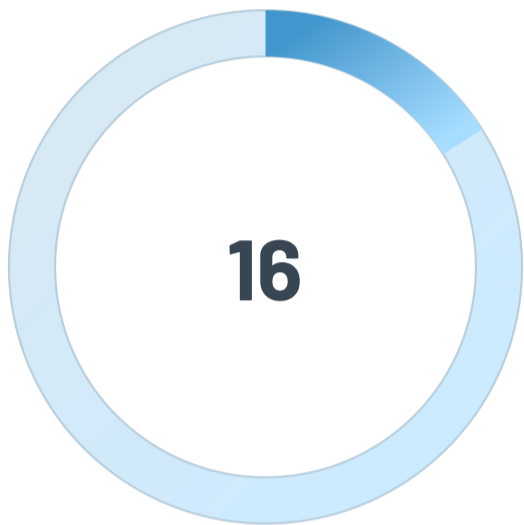
Presentation of the 2026 action plan to the board of directors

Key points from the internal and external analysis

→ 16 structured interviews

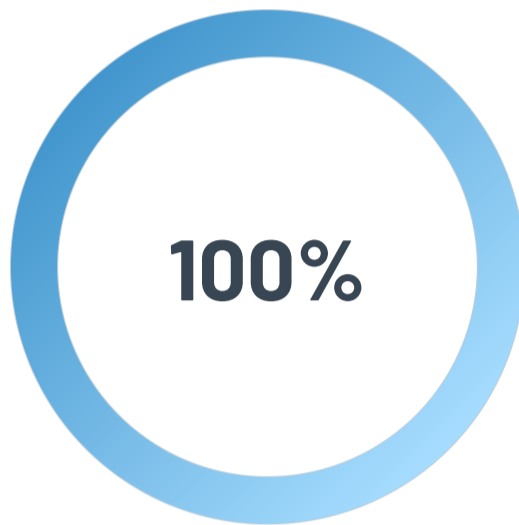
Interviews conducted with congregations and stakeholders

Client survey



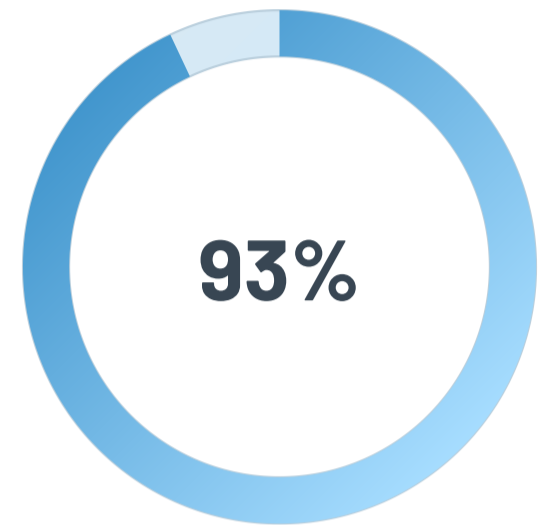
Respondents

Congregations that participated in the survey



Propensity to refer

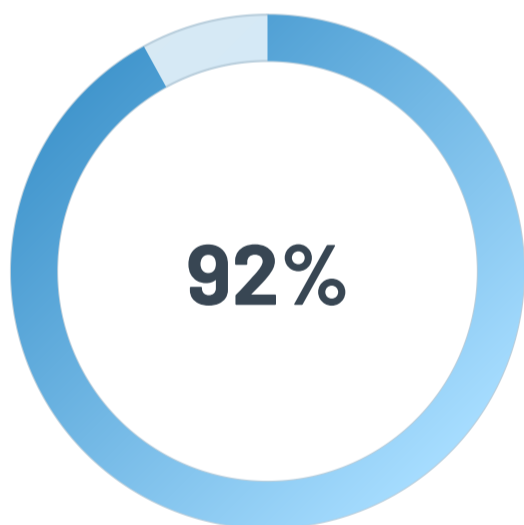
All congregations would recommend Gestion Providentia's services



Satisfaction

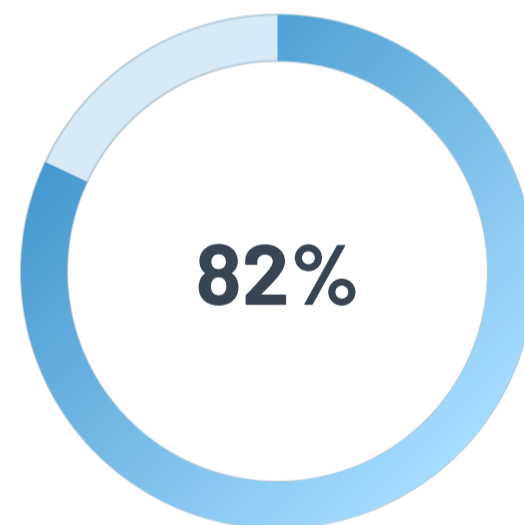
Proportion of congregations that rated their satisfaction with Gestion Providentia's services a 9 or 10

Employee survey



Participation rate

Exceptional participation



Average

Average score given by respondents (8.2)

Highest-rated statements



Values - 8.8

I share the organization's values and mission.



Recognition - 8.7

My work contributes directly to the organization's overall success.



Respect - 8.7

My managers foster an inclusive and respectful environment.



Happiness - 8.6

I am happy in my work and at Gestion Providentia.



Strategic directions and priorities

To guide its actions and development, Gestion Providentia relies on four strategic directions. These reflect the organization's commitment to responding effectively to the needs of congregations, strengthening its partnerships, optimizing internal practices, and valuing its team.

Ensure ongoing alignment between services and the evolving needs of congregations

Experiment with and adjust our services to meet new needs

Increase the visibility and relevance of our services among congregations

Share and implement best practices among our clients and partners

Evolve our strategic alliances and service partnerships

Clarify the roles and responsibilities of Gestion Providentia, Réseau Compassion Québec, and Fiducie Compassion Trust, both current and future

Strengthen and diversify alliances with institutional and private partners

Develop collaborations that promote complementarity rather than competition

Encourage the deployment of practices that improve efficiency, effectiveness, and team synergy

Standardize processes to ensure consistency and quality

Improve work tools and communication mechanisms

Ensure that Gestion Providentia's practices comply with current legislation

Make Gestion Providentia a mobilizing and recognized employer

Deploy initiatives that foster engagement, commitment, and pride from recruitment onward

Support professional development and recognize the team's skills

Manage change proactively, supporting the team through evolving practices and needs



2025 Highlights

The Year 2025 in Numbers

26

New employees

15

Signing of new agreements
or renewal of agreements

39

Clients in 2025

4

New
strategic directions

A growing impact, in response to the rising needs of religious congregations

The year 2025 was marked by a commitment to consolidating and expanding the range of services, while improving the efficiency and rigor of internal processes.



A caring presence alongside congregations

The support workers and lay leaders service continued to expand in 2025, demonstrating the relevance and usefulness of this support for the congregations served.



Ottawa–Gatineau expansion

New support services offering for sisters in the region, adapted to local realities.



Pastoral animation service

In response to the evolving needs of the congregations it serves, Gestion Providentia continually enhances its service offering. It is in this spirit that a new pastoral animation service is offered to its clients.



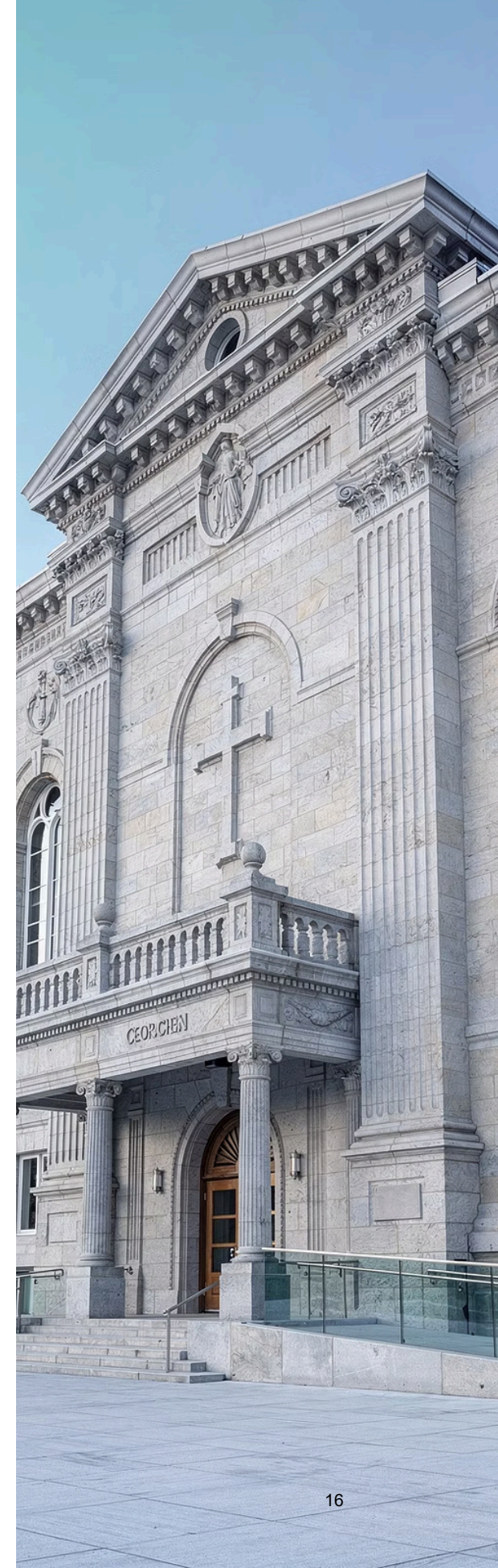
Financial optimization

Reduced rebilling and audit of internal and external accounting procedures to strengthen the financial control framework.



Support for congregations

Grants obtained through support in the management of religious communities (AGCR) to assist congregations with limited financial resources.



Structured and consistent employee experience

People are at the heart of Gestion Providentia's mission. In 2026, important milestones were reached to structure the Human Resources department and offer a clear, fair, and stimulating work environment.



Continuous training

Gestion Providentia consolidated its continuous training offering, with a view to professional development and talent retention. This approach reflects the recognition that the quality of services provided to congregations depends directly on employees' skills and commitment.



Revised employee handbook

The Employee Handbook was completely revised to reflect the evolution of best practices in human resources and the organizational culture specific to Gestion Providentia. This handbook now serves as a clear reference for employees and managers.



Optimized recruitment

Recruitment processes were redesigned to gain efficiency and consistency. The goal is to reduce delays, improve the candidate experience, and attract profiles aligned with the values and specific requirements of our unique environment.



Official organizational chart

An official organizational chart was developed, clarifying hierarchical relationships, roles, and responsibilities within the organization. This seemingly simple tool plays an essential role in promoting mutual understanding, facilitating the onboarding of new employees, and supporting management decisions.



Employee Day

Employees were able to share their views on the future of Gestion Providentia during Employee Day, which featured various workshops on strategic planning.



Associate General Director

This hire helps support the General Director in implementing strategic directions, ensures greater operational continuity, and fosters team development. It also reflects the institutional maturity the organization has achieved.

Memory and heritage

Gestion Providentia plays an active role in highlighting the tangible and intangible heritage of religious congregations. The special projects carried out in 2025 reflect this commitment and contribute to the organization's visibility as a cultural and heritage partner.

Women's memory

22 filmed interviews with nuns in Montreal and Nicolet — a valuable documentary legacy for the history of Quebec's women's communities

3D modeling of the General Hospital

Three-dimensional modeling project to document and make digitally accessible a built heritage site of major historical value

Digitization – Institut Nazareth

Grant of **\$14,000** obtained to digitize the photographic archives of the Institut Nazareth fonds, in partnership with BAnQ

Mother Émilie Gamelin House

Exhibition *How to Act with People Experiencing Homelessness*, in collaboration with the Les Affranchis cooperative and the Point de rue organization — illustrating the site's vocation of social outreach

Partnership – Université de Montréal

Participation in the project *Workshop. Reframing Places of Care*: two interviews with nuns contributed to a cross-disciplinary reflection between university settings and religious communities on the transformation of places of care.

Article in the Journal de Montréal

An article titled *The former General Hospital, a heritage oasis* was also published in the **Journal de Montréal**.



GOVERNANCE

Evolution of the Board of Directors and strengthened regulatory framework

In 2025, Gestion Providentia continued strengthening its governance by bringing new expertise to its Board of Directors and consolidating its regulatory framework. These advances reflect a commitment to ensuring rigorous, transparent governance adapted to the reality of the congregations it supports.

Evolution of the Board of Directors

The Board of Directors was expanded with two new directors who bring specific expertise in human resources management. This addition responds to an identified need linked to Gestion Providentia's growth and helps strengthen the Board's ability to provide informed oversight.

Governance, ethics and human resources committee

The mandate of the governance and ethics committee was expanded to formally include a human resources component. This evolution reflects an integrated vision of governance, where ethical, deontological, and human issues are addressed coherently.

Code of ethics for directors

Clear guidelines on expected conduct, conflict-of-interest prevention, and the duty of loyalty

Revision of the bylaws

The bylaws were updated to reflect the evolving activities and governance of Gestion Providentia.



Financial Report

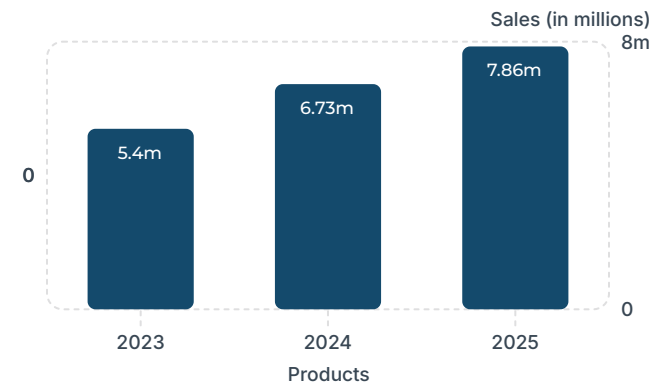
Financial Report

The year 2025 confirms the growth trajectory begun in previous fiscal years and reflects the financial strength of Gestion Providentia.

Growth in services provided to congregations

The increase in our clients' needs is reflected in revenue growth, which now stands at **\$7.86M**, up **17%** compared with 2024. This increase reflects the continued expansion of our mandates among religious institutes and the organizations we support, as well as the deepening of our services with our existing clientele.

Revenue

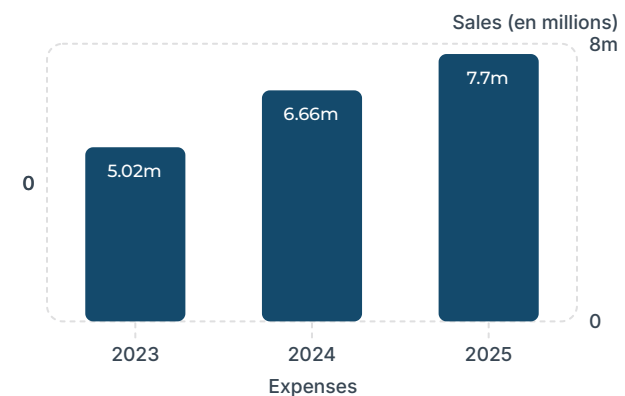


Consolidation of internal expertise

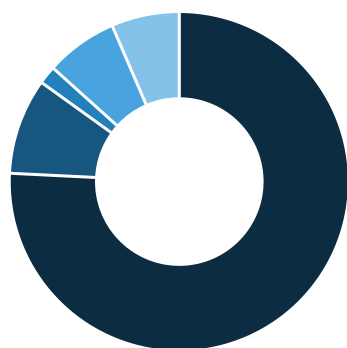
Total expenses increased by **16%** to reach **\$7.70M**, a growth rate lower than that of revenue, demonstrating the discipline of our management. The evolution of expenses reflects a strategic repositioning:

- Salaries and social charges increased by **23% (\$6.27M)**, reflecting the expansion and stabilization of our team.

Expenses

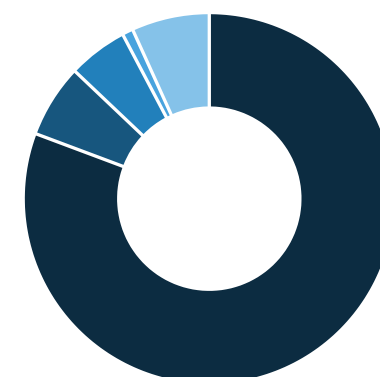


2024 Expense Breakdown



- Salaries and social charges
- Consulting fees
- Service expenses
- Management and subcontracting
- Administrative expenses

2025 Expense Breakdown



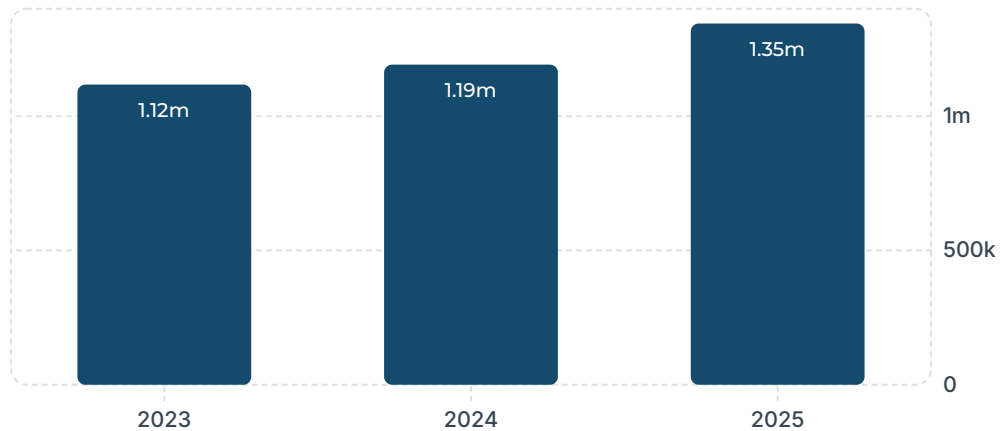
- Salaries and social charges
- Consulting fees
- Service expenses
- Management - subcontracting
- Administrative expenses

A strong financial structure

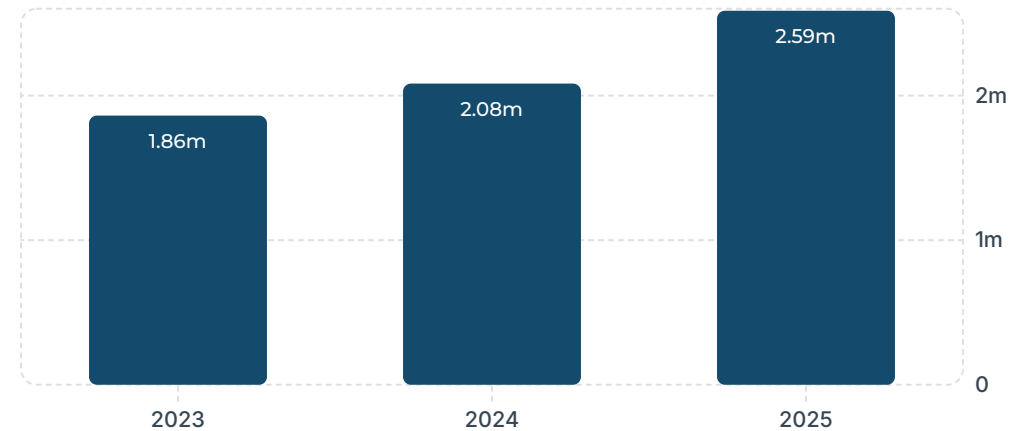
Gestion Providentia's financial structure has steadily strengthened over the last three fiscal years. Total assets increased from **\$1.86M in 2023** to **\$2.08M in 2024**, then to **\$2.59M in 2025**, for a cumulative increase of approximately **39%**. At the same time, net assets rose from **\$1.12M** to **\$1.19M** and then **\$1.35M**, a total gain of **20%** over the period, while the internal reserve fund remained intact at **\$500K**, preserving leverage for strategic projects.

Current liabilities grew from **\$744K** to **\$891K** and then **\$1.24M**, but the working capital ratio remained comfortable — about **2.5:1 in 2023**, **2.3:1 in 2024**, and **2.0:1 in 2025** — signaling a sustained ability to meet current obligations. These indicators show that despite rapid growth, the organization maintained a strong balance sheet and sufficient liquidity to support its ambitions.

Net assets



Total liabilities and net assets





2026 Perspective

2026

The year 2026 opens for Gestion Providentia as a time of expansion and forward movement. Building on the reflection work linked to the strategic planning carried out in 2025, we now move ahead with a clear vision, firmly embraced priorities, and a renewed determination to act with fairness and consistency.

At the heart of our commitment remains the support of congregations, in respect for their mission, their history, and the realities that are evolving. In 2026, we will continue to adapt and enrich our services in order to respond agilely to emerging needs, while strengthening the quality and relevance of our support.

This year will also mark an important step in the evolution of our strategic alliances. By strengthening collaboration with our partners and developing lasting synergies, we aim to increase our collective impact and support congregations in an increasingly integrated way.

Organizational rigor will remain an essential lever for our action. The optimization of processes, the continuous improvement of tools, and compliance with legislative frameworks will help support healthy growth, aligned with our values and the highest standards of governance.

Finally, Gestion Providentia will continue to place people at the heart of its approach. By investing in skills development, engagement, and change support, we are strengthening a team that is committed, skilled, and proud to contribute to a meaningful mission.

In 2026, guided by the kindness, commitment, and rigor that define us, we will continue our path with confidence. Together, we will keep building a sustainable organization, serving congregations and the heritage they carry.