

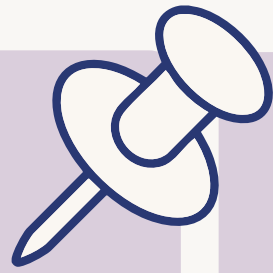
ANNUAL REPORT

2024 - 2025



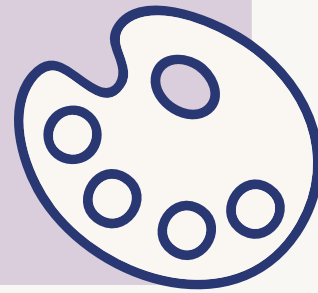
12

QUÉBEC
ADMINISTRATIVE
REGIONS WHERE
YOUTH FUSION HAS
BEEN ACTIVE



5 745

NUMBER OF INSPIRED
STUDENTS



240

YOUTH
FUSION
CLASSES



18

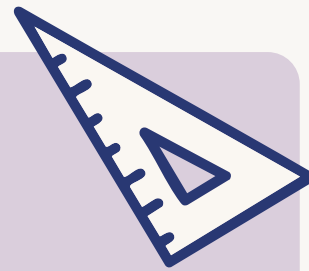
PROJECTS IN
INDIGENOUS
COMMUNITIES

131

PEOPLE
HIRED TO
FACILITATE
CLASSES

2/3 OF FACILITATION STAFF
CHOSE YOUTH FUSION FOR
THE MISSION: PASSIONATE
AND COMMITTED

Based on an internal survey of 44 facilitators, May 1–31, 2025



8/10

TEACHERS
RECOMMEND
YOUTH FUSION

Based on an internal survey of 45 teachers, May 14–June 15, 2025



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BOARD MEMBERS

**Grégoire
BAILLARGEON**

President of the Board

BMO Groupe financier, Québec
President



**Gabriel
BRAN LOPEZ**

Founding President



**Line
BEAUCHAMP**

Strategic Advisor



**Philippe
RAINVILLE**

Former Chief Executive Officer



**Kathy
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**The Jewish Community
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Managing Director



**Francis
BAILLET**

Ubisoft

Vice President, Corporate Affairs



**Catherine
SIMARD**

La Caisse (CDPQ)

Senior Director, Sustainable Investment



**Geneviève
SIOUI**

Université Concordia
Coordinator, Indigenous
Community Engagement



MANAGEMENT TEAM

**Gabriel
BRAN LOPEZ**
Founding President



**Rachid
ABIZA**
Director, Digital
and Educational
Technology Solutions



**Diane
DE COURCY**
Strategic Advisor to
the Presidency and
Executive Management



**Louis-Philippe
GAULIN**
Head of Operations
and Programming



**Gabrielle
BERNARD-SENEZ**
Executive Support
Manager



**Mélanie
LEMAIRE**
Human Resources
Director



**Sébastien
PAYEUR**
Director of Operations
Strategic Advisor to the
Executive Management



**Hadrien
PARIZEAU**
Managing Director



**Julien
BERTRAND**
Partnerships, Marketing
and Communications
Director



**Alicia
RACINE**
Finance Director



**Laura
TURMEL**
Director of Operations,
Development,
and Educational
Programming
(Indigenous
communities)





Grégoire
BAILLARGEON

President of the Board

**BMO Groupe
financier, Québec**

President



Gabriel
BRAN LOPEZ

Founding President



Hadrien
PARIZEAU

Managing Director

Dear partners, dear allies,

Together, we share a strong conviction: every youth deserves the conditions they need to project themselves confidently into the future. It was with this vision that we embarked on 2024–2025, buoyed by the commitment of our teams, the confidence of our partners and the strength of the links forged with the school ecosystem.

Once again this year, Youth Fusion resolutely pursued what has guided its action for over 16 years, offering youths educational experiences that give meaning to their passions and help them imagine a future that lives up to their aspirations.

Faithful to our commitment, with over 200 000 students supported since our inception, we have given this year a new impetus, while consolidating the foundations that have always been our strength.

With this in mind, we have launched **Fusion 2030**, an ambitious strategic initiative that will guide all our actions over the next 5 years, including the goal of eventually reaching 1 000 classes.

Designed in collaboration with our stakeholders—youths, teaching staff, field teams and partners—this initiative gives us a clear, structured vision of the major transformations taking place in the educational and social world. Driven by a growing conviction, we want to act with and for youths, putting them at the heart of our action, for a fairer future.

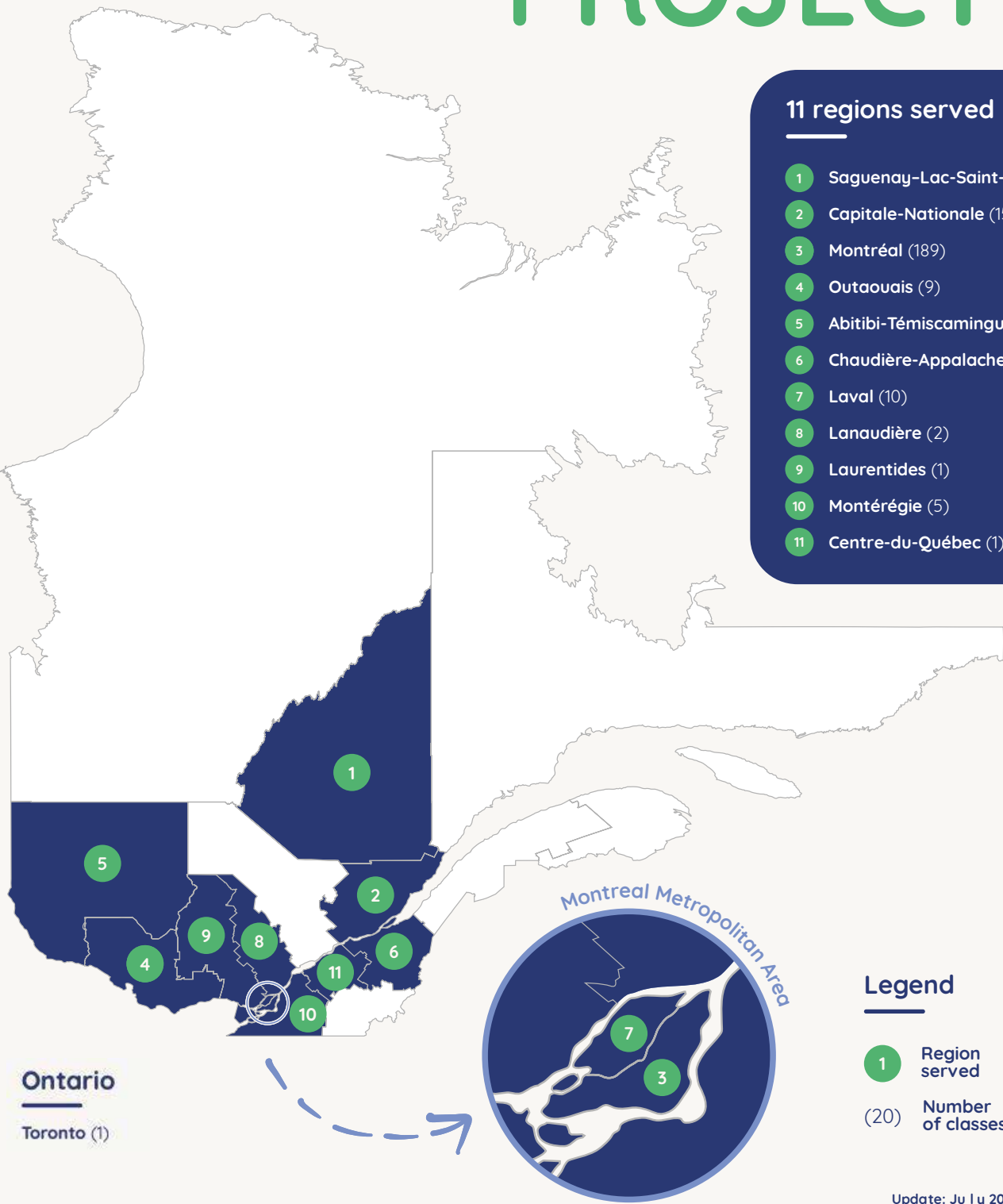
A WORD ON OUR YEAR

Staying in school is a social issue that calls for collective mobilization, especially in a context where the **school dropout rate has reached the 16.9% mark in 2024**. With this in mind, we are working alongside the entire educational community to create the conditions essential to the success of every youth.

This annual report embodies this renewed energy and bears witness to the work we do alongside youths, schools and our partners, to build a future that lives up to their dreams. We would like to thank you warmly for your commitment to our company. The time you give to youths is invaluable: it enables them not only to believe in their potential, but also to open doors that, all too often, seemed closed to them. And it is thanks to your trust that we can continue to innovate and unite forces in the field.

**TOGETHER, LET US PURSUE THIS
ESSENTIAL MISSION: TO MAKE
EDUCATION A LEVER FOR EQUITY,
INCLUSION AND HOPE FOR
THOUSANDS OF YOUTHS.**

OVERVIEW OF COMPLETED PROJECTS



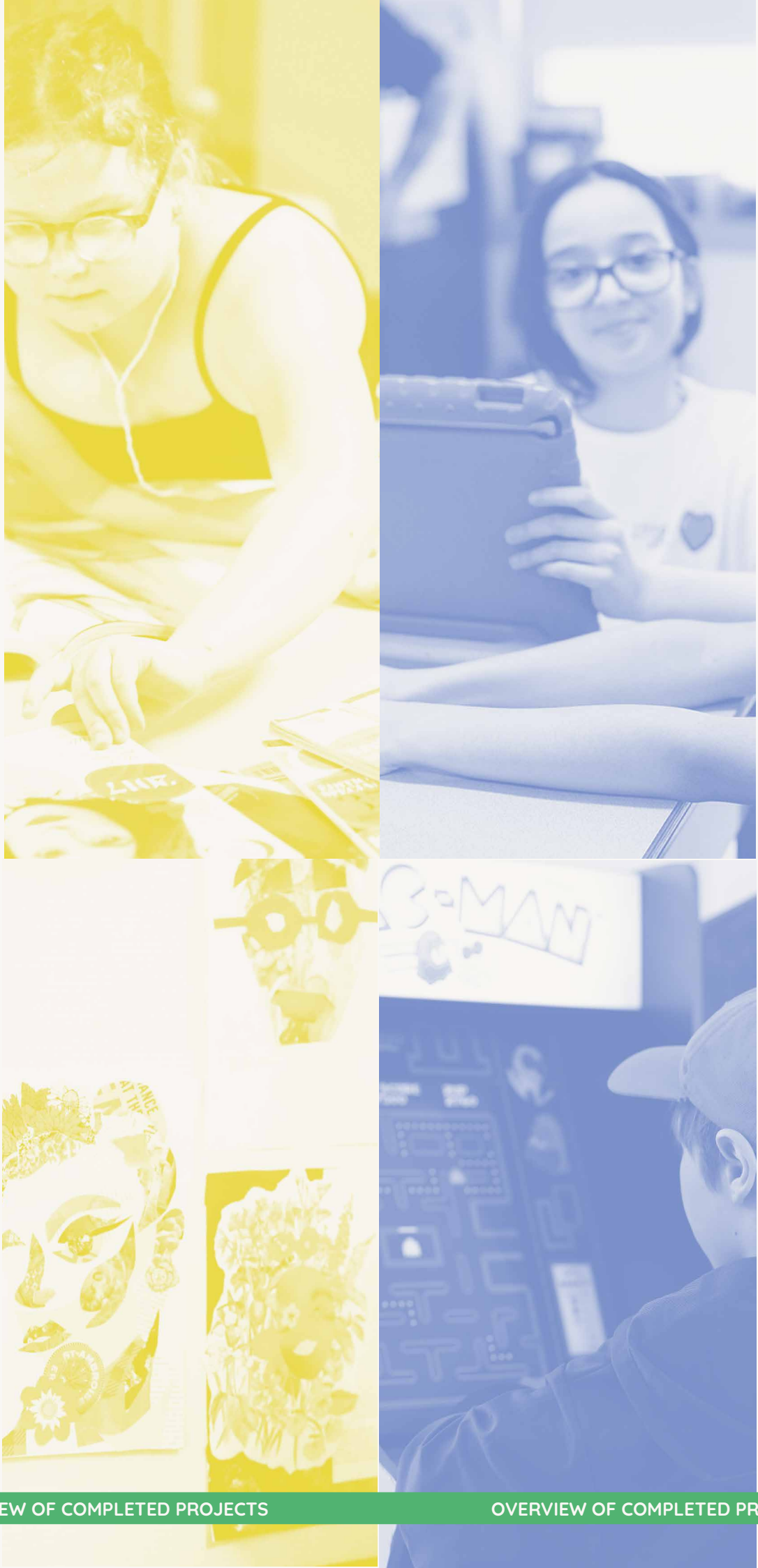
MODULES OFFERED



New Fusion 2030!

Our domains are evolving to become journeys, and our programs are now structured in modules.

 CINEMA	23 CLASSES
This module took students behind the scenes of film-making.  May 23, 2025 Concordia University	
	
 DRAMATIC ARTS	40 CLASSES
This activity helped build self-confidence, collaboration and collective thinking around the complete creation of a play.	
 ART INSTALLATION	7 CLASSES
Students were asked to create a collective with professional artistic roles, and to identify and appropriate a local installation site for an eco-responsible, technological art installation.	
 DIGITAL JOURNALISM	25 CLASSES
The youths were encouraged to develop skills in researching and processing information, handling technical equipment and providing information through audiovisual productions.  May 20, 2025 UQAM	



 ROBOTICS	37 CLASSES
By programming LEGO robots, this module stimulated critical thinking and problem-solving. The students imagined and produced a creative solution based on the year's theme.  March 30, 2025 Sherbrooke University, Longueuil	
	
 VIDEO GAME DESIGN	39 CLASSES
The youths have been invited to create a unique video game from A to Z and explore digital professions in teams.  April 30 Tohu	
	
 TECH EXPLORATION	45 CLASSES
This module has encouraged technological exploration, nurtured youth's creativity and raised awareness of the healthy use of technology.	
  	
 ENTREPRENEURSHIP	25 CLASSES
The aim of this educational activity is to encourage students to ideate, create and realize a social enterprise.  May 21 & 22, 2025 MTL Cowork	

 Recognition Event

FAVOURITES OF THE YEAR

Once again this year, the youth shone with their commitment and inventiveness. Choosing just one project is always a tricky task, such is their remarkable ingenuity and creativity.

Here are our picks for the year's favourite projects:



DRAMATIC ARTS Barclay Primary School *Small Birds with Big Hearts*

Over 500 youths aged 8 to 12 explored the world of theatre thanks to Youth Fusion. *Small Birds with Big Hearts* is a play created by 16 students from the Barclay School's reception class, inspired by the book *Scary Bird* by Michael Streich. Accompanied by their teacher Ms. Fatima and coordinator Anne-Marie St-Louis, they expressed their experience of immigration through a touching work combining theatre, song, dance and visual creation. Presented on stage in May 2025, this 10 page collective piece moved the audience with its sincerity and courage.



CINEMA Alternative School Le Vitrail *Growing of a Downfall*

Growing of a Downfall, produced by graduates of Alternative School Le Vitrail, won the Panel's Choice Award and the Partner Award of Québec Cinéma. Thanks to its meticulous aesthetics and oppressive atmosphere, it deals aptly with school performance anxiety.



DIGITAL JOURNALISM Dollard-des-Ormeaux School *A podcast about animals!*

The Dollard-des-Ormeaux school podcast, produced by Grade 4 students, won the CISM Partner Award. Rhythmic and captivating, it explores rare animals through informative capsules, enhanced by Proanima's expert Emy. A fun and instructive project praised by the panel.



ROBOTICS EXPLORE Saint Justin School *P.C.T*

As part of the Robotics Explore module, students have designed an intelligent submarine to raise awareness of overfishing. This robot detects marine species: P for Octopus ["Pieuvre"], C for Clownfish, T for Turtle and aims to protect biodiversity. A project combining technology, ecology and creativity. Well done to these committed young roboticists!



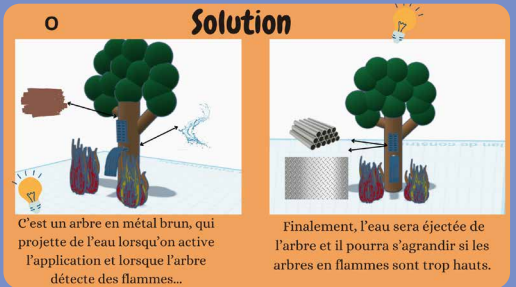
VIDEO GAME DESIGN Lucien-Pagé Secondary School *The Hardship of a Victim*

Among over 300 games created this year as part of the Video Game Design module, *The Hardship of a Victim*, designed by the Les Génies Réunis team from Lucien-Pagé Secondary School, won the prestigious Game of the Year award at the Ubisoft competition. Buoyed by a strong concept and remarkable execution, the game stood out for its art direction, design, programming and soundtrack. Well done to the young designers.



TECH EXPLORATION Saint Justin School *ZOPAM*

As part of the Tech Exploration module, the *ZOPAM* project, imagined by Zachary, Olivia, Preston, Ann-Sophie and Maxim from Saint-Justin Primary School, stands out with an intelligent metal tree capable of detecting flames and spraying water to curb forest fires. Modelled in 3D and linked to a mobile app for firefighters, this prototype combines innovation, technology and environmental commitment. Bravo to the team for this ingenious idea in the service of the planet!



ENTREPRENEURSHIP Roberval Academy *Anno*

Anno is an upcycling company founded by students at the De Roberval Academy, who transform recycled spoons into original, customizable rings. Combining design, eco-responsibility and collective spirit, they shone at the Youth Fusion Entrepreneurial Gala, winning prizes and selling out their inventory.



A FIRST SPRING BREAK CAMP

In March 2025, Youth Fusion reached a new milestone with the launch of its first-ever spring break camp, an innovative initiative designed to offer children an immersive educational experience outside the school setting. From March 3 to 7, Montréal's Saint-Noël-Chabanel school, chosen for having one of the highest SESIs in Québec, welcomed **248 children** aged 6 to 12, many of whom were experiencing day camp for the first time.

This pilot project, entirely free of charge for families, enabled youths to discover and take part in all of Youth Fusion's educational activities, strengthening their commitment and curiosity. Thanks to a dedicated team of 46 people, including coordinators, Youth Fusion administrative members and school staff, each child benefited from personalized support and a stimulating environment.

This day camp was designed to encourage students to stay in school by offering them a space where they could learn, create and grow, while developing essential skills such as collaboration, self-confidence and artistic expression. It is fully in line with Youth Fusion's mission: to provide a pleasant way to learn and persevere.



Visit by Stéphane Lehoux, Assistant Deputy Minister of Digital and Information, Québec Ministry of Education

The enthusiasm of the children, families and supervisors testifies to the success of this first edition. This project marks a turning point for Youth Fusion, paving the way for new initiatives aimed at enriching youths' educational experience, even outside the classroom.



We loved learning how to build robots with LEGO.

It was our first day camp, and we even made new friends. It was a lot of fun!

Jude, 9 years old

OFF-SITE VISITS

Curious and engaged, they took advantage of the visit to talk directly with Bombardier staff and get answers to their many questions. A visit that we hope may have sparked a new vocation among the 120 trades on offer.

Once again this year, a number of visits offered youths the opportunity to get away from their daily routine and discover partner companies renowned in their field.



In the spring, some 50 primary and secondary school students with hearing and speech challenges had the opportunity to discover Bombardier's facilities, including the famous Challenger manufacturing centre in Dorval.

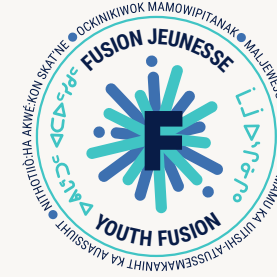
Enrolled in the Tech Exploration and Robotics modules, these young enthusiasts plunged into the fascinating world of Québec aeronautics.



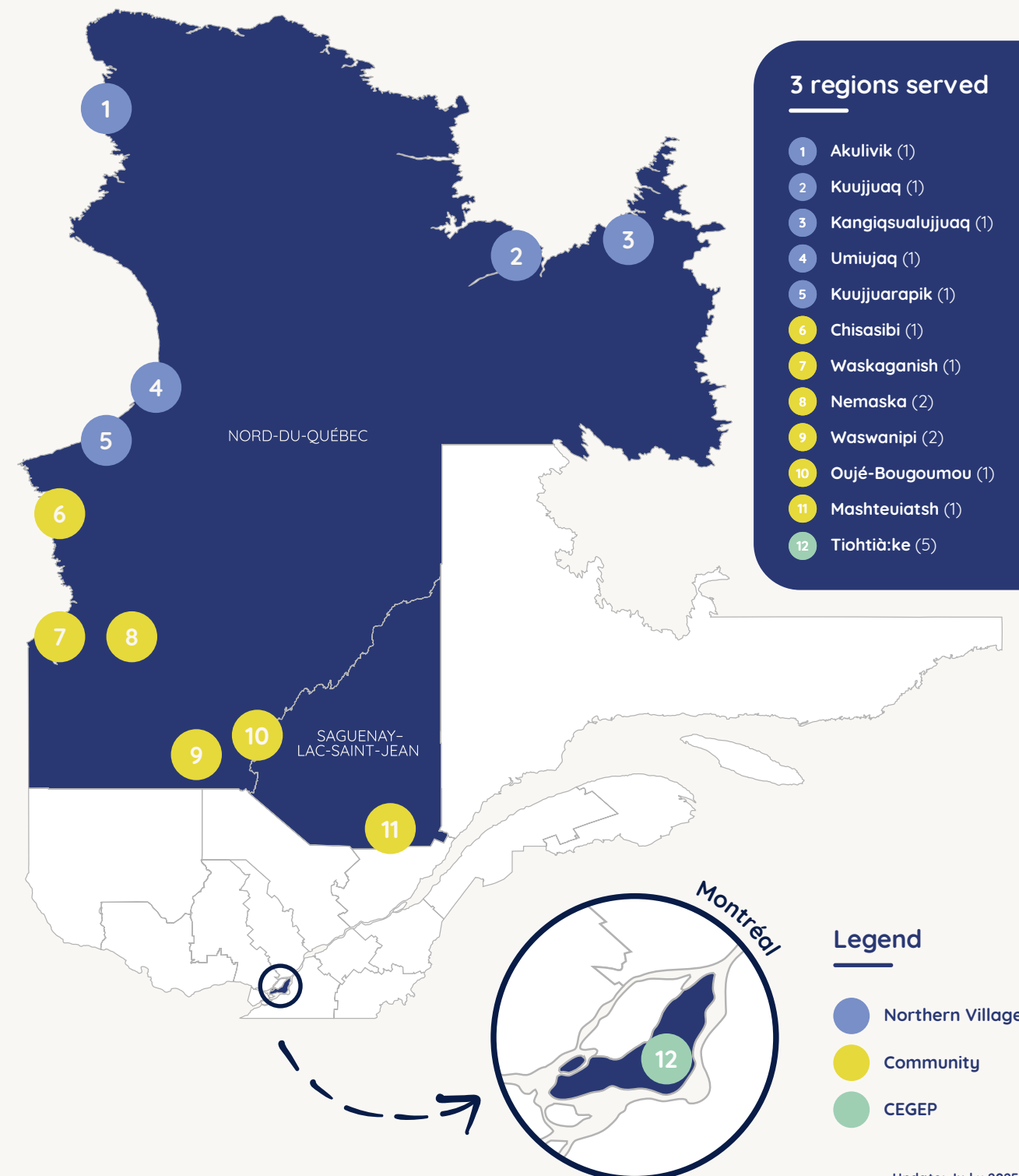
“Welcoming these young enthusiasts today is a real privilege. Innovation starts with curiosity, and seeing their enthusiasm at our facilities, particularly at the Challenger manufacturing centre, reminds us why we are investing so heavily in the future. These talents of tomorrow will have a key role to play in the aeronautics and technology industry. Keep dreaming big and pushing the limits!”

Pierre Beaudoin,
Chairman of the Board of Directors,
Bombardier Inc.





IN INDIGENOUS COMMUNITIES





Since 2009, Youth Fusion has accompanied thousands of students on their educational journey, nurturing their creativity and passion. It is a privilege to work with youth and Inuit, Cree, Innu, Mi'kmaq, Wolastoqiyik, Ojibwa and Kanien'kéha communities, building lasting bonds of trust.

As a non-Indigenous organization, Youth Fusion is committed to building respectful and authentic relationships. This means listening to Indigenous voices, recruiting locally and building concrete partnerships with communities.

The team is based in Tio'ti:ake (Montréal), the traditional territory of the Kanien'kehá:ka and Anishnabeg peoples. It is with respect and gratitude that its members work there every day.

In 2025, the reconciliation committee continues its commitment. Its website, now an integral part of the welcome program for new employees, offers a wealth of resources for further reflection. This year, the office hosted two screenings of Indigenous films. This has had a direct impact on our colleagues, who have overseen the reflection and implementation of

territorial recognitions at Youth Fusion events, in an approach that aims to make the process understandable to the non-native students who take part.

And it is just the beginning. Youth Fusion will continue to create spaces for learning, dialogue and collaboration over the coming year.

LEADERSHIP GATHERING

The 9th edition took place from June 24 to 27, 2025 in the beautiful community of Waswanipi, at the Down the River cultural village, located near the region's iconic river. **More than a dozen young leaders aged 13 to 18 from Eeyou Istchee, including Chisasibi, Nemaska and Waswanipi, took part in the meeting.**

Through workshops on self-esteem, self-confidence and teamwork, the youths took on challenges, shared thoughts and had a few laughs. Little by little, the young leaders opened up, expressed their opinions and shone with authenticity throughout the week..

In addition to team-building activities, the gathering was organized in collaboration with several organizations and members of the Waswanipi community. The Maison des Jeunes, where 2 former rally participants are now active, coordinated a nature outing in the area.



Participants were also honoured to welcome elders, who came to share their teachings and cook traditional dishes. On the menu: moose and caribou stew, caribou ribs and fire-roasted geese.

The week ended on an inspiring note with a visit from Waswanipi Chief Irene Neeposh, who delivered a heartfelt message of encouragement and hope for young leaders.

It was a transformative week for the young leaders of Eeyou Istchee, as well as for the adults present at the event. Several youths, who arrived shy and reserved, left feeling confident, open, and motivated.

The commitment of organizations and community members is stronger than ever, and all are now keen to get even more involved in co-constructing the next edition, which will be even more rooted in the needs and aspirations of Eeyou Istchee's youths and members.

I never thought I could make friends like that. I've always been alone because I'm special and I like to create. But here, I see that, finally, there are other people like me, and they appreciate me as I am. I've got friends now!

Participant



FUSION 2030

THE ORIGINS

In 2024–2025, we united our voices and ideas in a far-reaching consultative process to imagine together the future of Youth Fusion to 2030. Stemming from a desire to reach a greater number of young Quebecers in vulnerable situations, particularly in the regions, this process mobilized our entire ecosystem. So we have listened to the voices of everyone who makes Youth Fusion happen, from children to staff and teachers to board members. At every stage, we have dreamed, reflected, prioritized and collectively imagined an even more ambitious future for our youths.

It all started in December, when we asked the youths at Youth Fusion to share their dreams and concerns. Their words revealed a youthful outlook that is clear-sighted, ambitious and resolutely focused on action.

Following on from this, we brought all our staff together for an event we called “Dreaming Big”. The aim was to take a step back from our jobs, and step away from our daily roles for a moment to make room for the creativity, intuition and experience of each and every one of us. How can we help these youths, who are already facing a variety of difficulties, to stay in school? During the workshop, we also received a visit from Pierre Lavoie, co-founder of the Grand Défi Pierre Lavoie, who left a lasting impression.

With conviction, he reminded us that perseverance is a powerful driving force, indispensable for moving forward, overcoming obstacles and succeeding in life.

A few days later, on December 11, we held a session entitled “Dreaming Better” with the management team and two members of the Board of Directors: Mr. Grégoire Baillargeon, Chairman of the Board, and Ms. Catherine Simard, Director. This meeting enabled us to analyze in depth the ideas that emerged from the initial discussions, and to transform them into concrete, ambitious yet realistic courses of action.

“During a Video Game Design workshop, a student who was initially hesitant came up with an original concept that took shape thanks to our discussions. At the end of the workshop, she proudly presented her game, strengthening our bond and illustrating the impact of encouragement on her learning.”

Emmanuel T.
Animator





Starting in January 2025, we took a moment to look back at our history. Former employees shared their memories, the highlights of their career and their suggestions for improving the experience of youths and school teams.

Finally, in February, we invited teachers involved in our modules to join the process. This meeting, called **"Dreaming Together"**, was an opportunity to present our proposed courses for the coming years and to gather their impressions, particularly on the aspects linked to student choice, entrepreneurship and socio-emotional education.

Through it all, a common thread has emerged: the importance of dreaming with and for youths. Today, this participatory process provides the basis for Fusion 2030, a forward-looking vision rooted in the reality of the school environment, supported by a committed community and echoing the voices of youths.

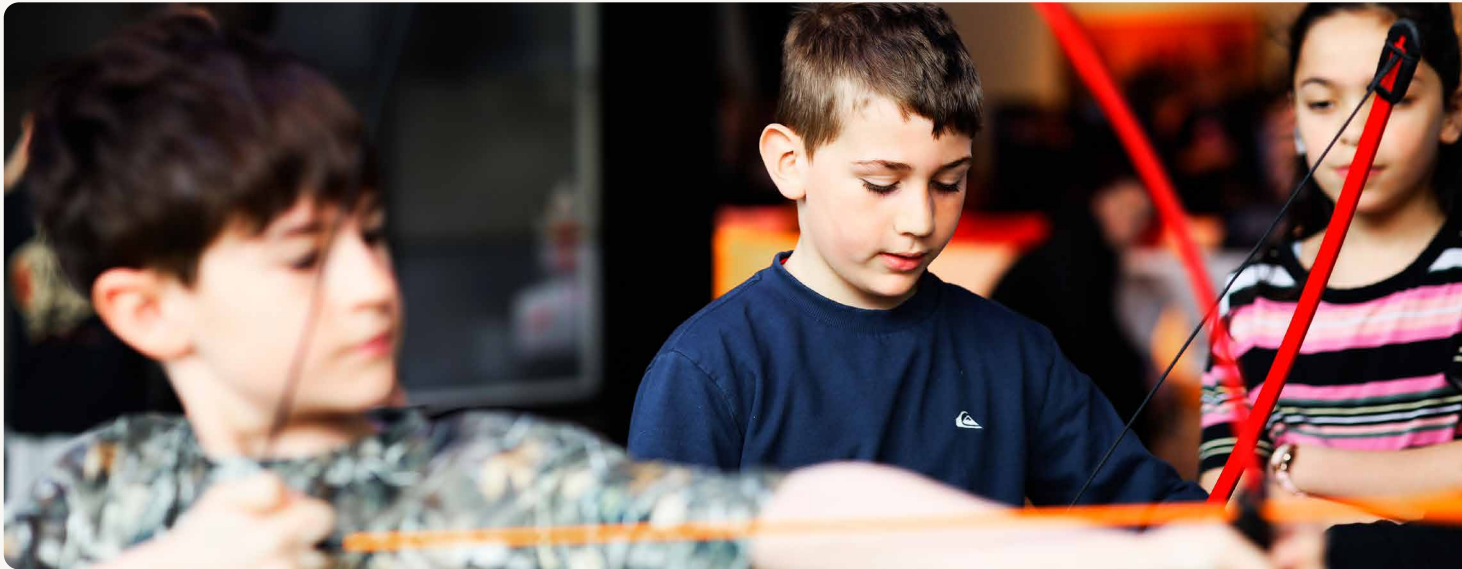
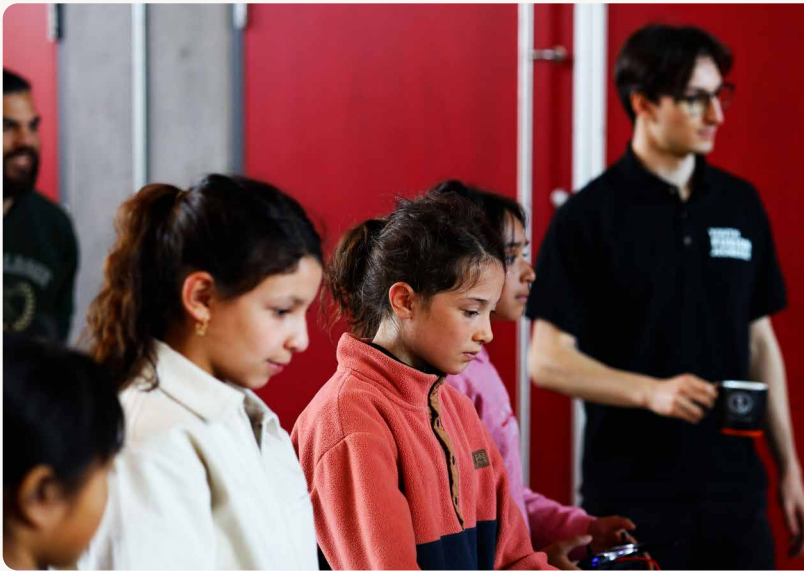
KEY CHANGES

In order to broaden our impact in communities and reach a greater number of youths across Québec, we have initiated a series of changes that will take effect from the start of the new school year.

At the heart of this new phase is the student's commitment. We want to make them a central pillar of our action, through courses and teaching modules that have been redesigned to meet the real challenges they face.

These modules, lasting from 12 to 24 weeks, integrate essential cross-disciplinary skills for tomorrow's citizens, such as teamwork and creativity, as well as self-confidence and perseverance.

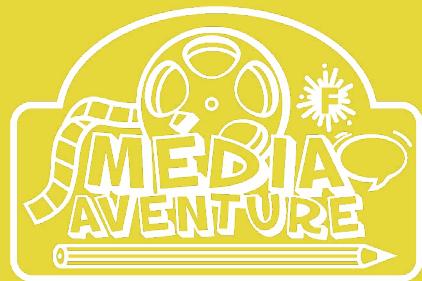
And to take things a step further, the integration of socio-emotional education and entrepreneurship into all our courses will enable youths to acquire invaluable tools for their future.





TECH ADVENTURE
(FORMERLY SCIENCE & ENGINEERING),
which aims to provide youths with digital
tools for learning about e-health and other
topics.

The modules are as follows: Robotics,
Tech Exploration and Video Game Design

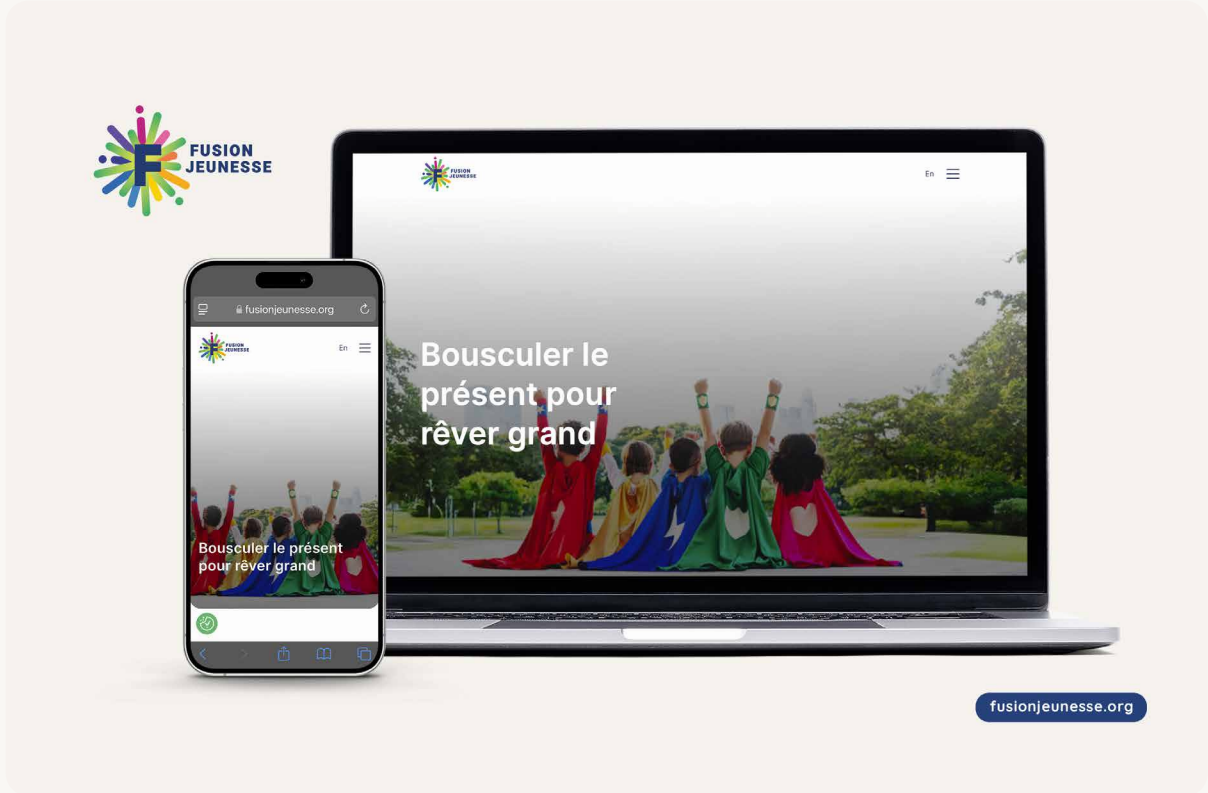


MEDIA ADVENTURE
(FORMERLY ARTS & CULTURE)
is designed to help youths express
themselves with conviction and develop
critical thinking skills.

It includes the following modules: Dramatic
Arts, Cinema and Digital Journalism.



WEBSITE REDESIGN



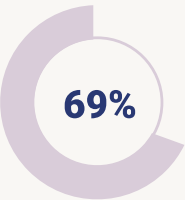
In February 2025, on the occasion of Hooked on School Week, Youth Fusion took a key step in its evolution by unveiling its brand new website, featuring a completely renewed visual identity. This transformation has enabled an essential modernization of content, making it more dynamic and adapted to current user needs.

This launch represents a major step forward for Youth Fusion, which had not been redesigned in over 5 years. Thanks to this modernization, our organization is strengthening its positioning and enhancing the digital experience of its audiences, offering an intuitive interface and optimized communication.

This launch represents a **major step forward in the digital strategy of Youth Fusion's partnerships and communications department**, demonstrating its determination to evolve and adapt to new market expectations. Youth Fusion also strengthened its online presence, broadcasting content on digital media such as Le Devoir, Les Affaires and Les Débrouillards to reach its various audiences.

A SPRINGBOARD FOR CAREER GUIDANCE

Better oriented, more confident for the future:



say Youth Fusion has clarified their career plans

A POSITIVE, TANGIBLE IMPACT

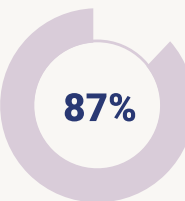
Changing things, one project at a time



felt they were making a difference in their community

ENHANCED SELF-CONFIDENCE AND LEADERSHIP

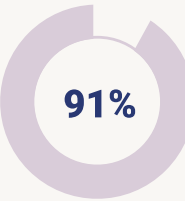
Training tomorrow's leaders today



feel more confident in their leadership skills

EMPLOYMENT THAT MAKES YOU WANT TO KEEP GOING

Social commitment becomes a lifestyle choice



want to come back next year

Based on an internal survey of 44 animators, May 1-31, 2025

WORKING AT YOUTH FUSION WHAT OUR FIELD STAFF THINKS

A VALUED EXPERIENCE

Shared pride, recognized quality



8,6/10 satisfaction rating for Youth Fusion

AN EMPLOYER RECOMMENDED BY THE NEXT GENERATION

A significant experience



More than 4 out of 5 employees

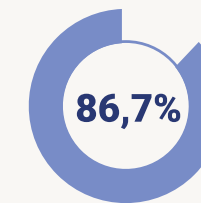
would recommend Youth Fusion as an employer of choice

“ This year was a first for me. I must admit that it was an enriching experience. We tried out several new things, and my students developed more strategies for teamwork. ”

Hanifa A.
French Teacher
Tech Exploration Module

A REAL IMPACT ON CLASS DYNAMICS

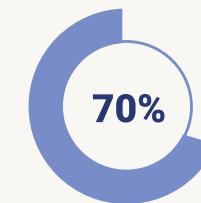
Projects that stimulate and bring people together



of teachers observe an increase in student motivation, commitment and behaviour

BOOSTING YOUTHS' CONFIDENCE & SKILLS

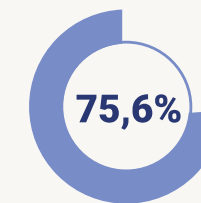
Youths gain in confidence and skills



of teachers see changes in students' skills and confidence

LEARNING-RELATED CONTENT

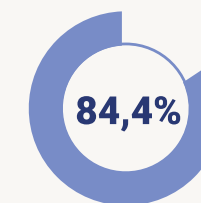
Pedagogy in line with ministerial expectations



feel that the themes fit in well with the school curriculum

A CLEAR UNDERSTANDING OF OBJECTIVES

Well integrated teaching objectives for more sustainable learning



felt that the students understood the project's objectives

TANGIBLE IMPACT IN THE CLASSROOM CONFIRMED BY TEACHERS

AN APPRECIATED PRESENCE IN CLASS

A noticed presence, a recognized professional stance



8,4/10 average rating for field staff interventions

CREDIBLE, RECOMMENDED PROJECTS

Collaboration as a trusted source of pedagogical support



8,4/10 recommended by teaching staff

Based on an internal survey of 45 teachers, May 14 to June 15 2025

ON COURSE FOR 2025 2026

enriched by the voices of youth, our teams, partners and teachers, has enabled us to rethink our courses, our modules and our presence in the region.

From the start of the 2025–2026 school year, this vision will take shape through a revisited curriculum designed to respond to the current concerns of youths, and to impart essential future skills such as critical thinking, creativity, collaboration and self-confidence.

Through this action, our objective is clear: **to broaden our impact to reach a greater number of youths, particularly in the regions, and continue to equip them to become enlightened, resilient and committed citizens.**

We would like to extend our warmest thanks to everyone who took part in this great conversation and gave us new impetus. Your commitment, your ideas and your trust are the foundations of what we build together.

AND OUR WATCHWORD REMAINS THE SAME: GATHER TO INSPIRE!

The year 2024–2025 will have been resolutely focused on action, listening and commitment. We have pursued our mission with rigour, but also with a clear determination to rethink the way we reach out to youth, and to reinforce their place at the heart of our action.

Through the Fusion 2030 process, we have initiated a structuring shift, the fruit of a vast consultative process that has enabled us to dream, imagine and collectively build our future. This approach, rooted in the reality of the school environment and



OUR PARTNERS

NATIONAL PARTNER



MAJOR PARTNER



STRATEGIC PARTNERS



PUBLIC PARTNERS



OFFICIAL PARTNERS



MODULES' PARTNERS



