



2021 Corporate Plan

November 2020

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SECTION 1: ABOUT THE GAIRDNER FOUNDATION

ABOUT THE GAIRDNER FOUNDATION

The Gairdner Foundation was established by Toronto stockbroker, James Gairdner in 1957. The Foundation awards annual prizes to scientists from around the world whose discoveries have had a major impact on scientific progress and human health.

Since 1959, more than 390 scientists have received a Canada Gairdner Award and to date, 95 have gone on to receive the Nobel Prize.

The Canada Gairdner Awards raise the profile of Canada as a nation that fosters innovation and scientific excellence. The awards are Canada's only globally recognized international scientific prize. Gairdner stands out as the only national organization that consistently brings the best biomedical researchers from around the world to Canada, providing opportunities for new insights, shared projects, and collaborations. The Canada Gairdner alumni network is among the strongest in the world of major scientific awards. Each year, past laureates return to participate in the award adjudication processes, give lectures as part of outreach programming, contribute to discussions on key topics of the day with government and other stakeholders, and attend Gairdner events.

There are three types of Canada Gairdner Awards given annually:

Five Canada Gairdner International Awards are given to biomedical scientists who have made original contributions to biomedicine resulting in an increased understanding of human biology and disease.

One Canada Gairdner Wightman Award is given to a Canadian who has displayed superior leadership in biomedical science as well as institutional and scientific leadership in Canada.

One John Dirks Canada Gairdner Global Health Award is given to an individual(s) who has made seminal discoveries that have had significant impact on health outcomes in the developing world.

The Foundation leverages the prestige of the prizes and laureates to promote the importance of scientific research, particularly fundamental research, to the public and next generation of scientists, researchers, innovators and entrepreneurs.

The National & Student Outreach programs bring laureates, current and past, to Canadian universities to speak virtually and in-person to faculty, trainees and postgraduate students about their work. Gairdner brings together high school students across Canada to hear laureates speak about their career inspirations, research, challenges, experiences, and promote a future in STEMM. Many laureates continue to cite the Student Outreach Program as their favourite part of the Canada Gairdner Awards experience.

Gairdner also promotes the understanding of scientific discovery to a wider audience through public lectures, Global Perspectives Panels, engagement with Science Centres, and through its online presence. Gairdner strives to make research accessible and easier to understand so that all Canadians are aware of its impact.

Gairdner is a reliable source for information Canadians can count on.

Gairdner's outreach extends beyond Canadian borders to showcase the country on the international stage. Gairdner seeks to develop programs that will recognize excellence in health research in low and middle- income countries and encourage sustainable scientific research. Gairdner also uses its awardees' expansive networks to help Canada build relationships with senior scientists around the world to promote Canadian research and innovation.

The Gairdner Foundation, which is located in the heart of Toronto's MaRS Discovery District, was incorporated in December 1957 as a charitable corporation under the laws of the Province of Ontario, Canada. During 2013, the Foundation was continued as a federal corporation under the Canada Not-For- Profit Corporations Act. Its funds were originally derived from the personal gifts of

the founder and members of his family. In 2008, the Federal government, through the Canadian Institutes of Health Research, provided an endowment to the Foundation to ensure that the Awards continue to grow in international stature, and a new Canada Gairdner Global Health Award was established. At the time, the name of the Awards was changed to the Canada Gairdner Awards. Today, the Governments of Alberta and Québec also generously support the Gairdner Foundation and its programming.

MISSION & OPERATING PRINCIPLES

Mission

- **To celebrate international excellence in fundamental research that impacts human health**

Gairdner's core mandate is to select the annual Canada Gairdner Award laureates. Over the past 61 years, Gairdner has gained a superb international reputation for its early recognition of medical breakthroughs that have changed the way medicine is practiced.

- 390+ Canada Gairdner Awards have been bestowed on individuals from 35+ countries
- 50 Canadians have received the Canada Gairdner International Award
- 95 Canada Gairdner Award laureates have gone on to win Nobel Prizes in Medicine and Physiology or Chemistry, including three in 2020

- **To inspire students to be the next generation of researchers, leaders and innovators**

Our annual National Program is unique among major scientific prizes. Each October, Gairdner sends current and past laureates to universities across Canada, where they present virtual or in-person lectures on their work to scientists, trainees, and high school students. Through this educational program, we aim to inspire young people to consider a career in science, technology, engineering, math and medicine (STEMM).

- **To act as conveners with the public, policymakers and other stakeholders to demonstrate the impact of science on our everyday lives**

Building on its international reputation for excellence, the Foundation uses its convening power and networks to bring together the world's best biomedical, clinical and public health leaders to address key strategic issues related to pandemics and other major health related issues of the day.

Gairdner's aim is not only to enhance Canada's stature in the international scientific community, but to facilitate linkages between leading international scientists and Canadian research institutions and to inspire young Canadians to aspire to the highest levels of scientific excellence.

Operating Principles

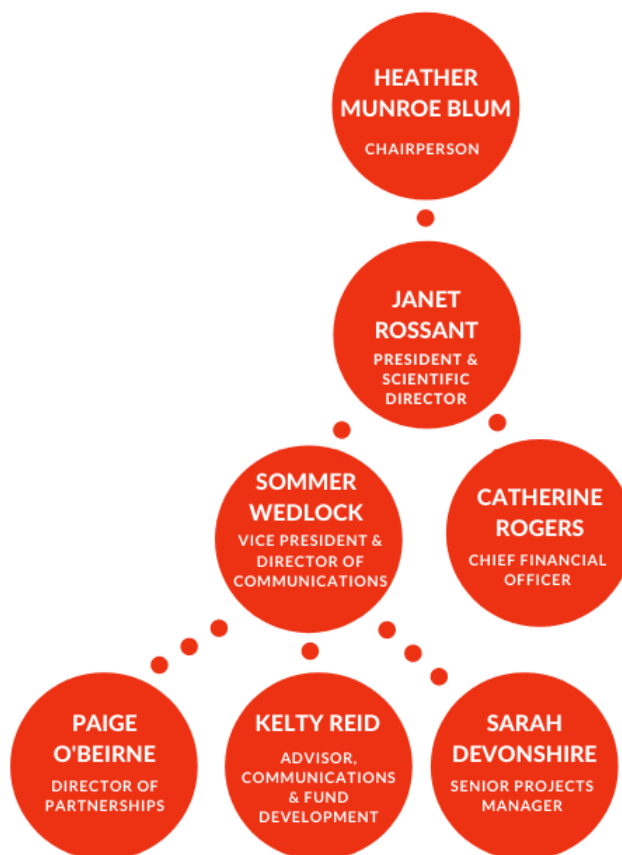
1. Promote equity, diversity, and inclusion in all of our activities.
2. Educate and inform the public about the impact of scientific research and the Canada Gairdner Awards.
3. Inspire Canadians to perform at a world-class level of scientific excellence; Contribute to building the pipeline and strengthening the global profile and competitiveness of Canadian scientists and the scientific research community.
4. Encourage and celebrate international excellence in health research.
5. Cultivate international relationships.
6. Foster collaborative relationships with government, private sector and other non-governmental parties to further expand and augment the Canada Gairdner Awards.

GOVERNANCE & OPERATIONS

The Gairdner Foundation has five full time employees and one part time employee in addition to volunteers and consultants who provide expertise in the delivery of specialized services on an as-needed basis.

The Foundation is governed by a 13-member Board of Directors which is comprised of individuals who bring their expertise from the academic, private and public sectors. Board members are nominated and appointed for a term of three years, renewable up to two times. Directors are not compensated for their regular Board and Committee duties.

Gairdner's mandate, governance, operations, and performance requirements are determined by the Board of Directors. The Foundation has full independence from the Canadian Institutes of Health Research (CIHR) and other parties in its governance and operations, as well as the nomination and selection process for the scientists on whom it confers its awards.



The Board is responsible for overseeing the management of the organization, and through committees, conducts detailed examinations of issues and opportunities. The Directors provide strategic insight and leadership, as well as effective governance and work diligently to maintain and extend the capacity for the Foundation to achieve its purpose and goals. The Board has established a number of committees to help discharge its duties, including Audit, Investment, Governance/Nominating and Fundraising Committee.

Investment Committee: oversees the investment and management of funds according to a Board-approved Investment Policy Statement that outlines guidelines, standards and procedures for the prudent investment and management of funds. Investment decisions are made with the principal objective being the preservation of the capital amount over the long-term, while providing sufficient annual funds to support the awards.

Audit Committee: oversees the Gairdner Foundation's policies, processes and activities in the areas of accounting and internal controls, risk management, auditing and financial reporting.

The Investment Committee meets quarterly and the Audit Committee meets semi-annually and both report to the Board on the outcome of their deliberations.

Fundraising Committee: supports Gairdner staff in strategic fundraising initiatives.

Governance/Nominating Committee: identifies the skillsets required for new Directors, manages the nomination of new candidates for the Board of Directors, and ensures effective oversight of the governance of the Foundation for approval by the Board.

AWARDS ADJUDICATION

The Board of Directors has appointed a President and Scientific Director, who has the responsibility for four adjudication panels that provide expertise on the selection of the annual Awards:

- **Medical Review Panel (MRP):** composed of a group of leading scientists from across Canada with specialties in various fields of health research, who provide a "first screening" of the nominations for the Canada Gairdner International Awards, submitting their long and short list to the Medical Advisory Board.
- **Medical Advisory Board (MAB):** composed of eminent Canadian and international scientists. The MAB reviews the nominations submitted by the Medical Review Panel. After an in-depth study and lengthy discussion of each nominee, comparing their work with others in their respective field, secret ballots are cast and the annual awardees are chosen.
- **John Dirks Canada Gairdner Global Health Award Advisory Committee:** composed of international experts in the field of global health with a clear understanding of the basic, clinical, population and social science issues in developing countries.
- **Canada Gairdner Wightman Award Committee:** composed of highly experienced adjudicators from Canada and the international medical scientific community who are scientists/researchers with significant leadership roles and who are familiar with Canadian medical leadership.

IMPACT – GAIRDNER'S ACHIEVEMENTS TO DATE

- More than 390 Canada Gairdner Awards have been bestowed on individuals from 35+ countries
- 50 Canadians have received the Canada Gairdner International Award
- 95 Canada Gairdner Award laureates have gone on to win Nobel Prizes in Medicine and Physiology or Chemistry, including three in 2020

IMPACT – GAIRDNER'S BENEFIT TO SOCIETY

The achievements of Gairdner Awardees have dramatically impacted global health and scientific advancement around the world. A few examples include:

Jennifer Doudna, Emmanuelle Charpentier & Feng Zhang (2016 Canada Gairdner International Award)

2020 Nobel Prize in Chemistry to Doudna and Charpentier

The development of CRISPR-CAS as a genome editing tool for eukaryotic cells a technology that is transforming the fields of molecular genetics, genomics, agriculture and environmental biology.

Anthony Fauci (2016 John Dirks Canada Gairdner Global Health Award)

Defining research on the mechanisms of HIV disease and prevention modalities for patients living with HIV/AIDS. Best known currently for his advisory role on the COVID-19 pandemic in the United States.

Peter Piot (2015 John Dirks Canada Gairdner Global Health Award)

The co-discovery of the Ebola virus, its modes of transmission, and groundbreaking work on HIV/AIDS in Africa. He is also on the front line of addressing the COVID 19 crisis in the UK.

Dr. William G. Kaelin, Jr., Sir Peter J. Ratcliffe and Dr. Gregg L. Semenza (2010 Canada Gairdner International Award)

2019 Nobel Prize in Physiology or Medicine

Their research identified how cells in the body monitor and respond to changes in oxygen levels.

This paved the way to therapies that manipulate oxygen on a cellular level, for example, by improving the supply of oxygen in people with diseases of the heart and circulation, or cutting off the supply of oxygen that cancer needs to progress.

Dr. Nubia Muñoz (2009 John Dirks Canada Gairdner Global Health Award)

In proving that the human papilloma virus (HPV) causes cervical cancer, her epidemiological studies led directly to the development of the HPV vaccine, preventing these infections and possibly eliminating cervical cancer in the future.

Dr. Cesar Victora (2017 John Dirks Canada Gairdner Global Health Award)

Dr. Victora's career has focused on the factors affecting maternal and child health in low- and middle income countries. He has concentrated in the three main areas of child health and nutrition, health program monitoring and evaluation, and health equity.

Titia de Lange (2014 Canada Gairdner International Award)

Discovery of the shelterin protein complex solved a basic problem in biology, one that has profound implications for our understanding of effective cell proliferation, chromosome integrity and a diverse array of human disorders including cancer and aging.

Drs. Michael Rosbash, Michael W. Young, Jeffery C. Hall (2012 Canada Gairdner International Award)

2017 Nobel Prize in Physiology or Medicine

Their discoveries concerning the biological clock responsible for circadian rhythms have groundbreaking applications for sleep and appetite disorders as well as organs such as the brain, liver, lungs and skin.

SECTION 2: 2020 PERFORMANCE RESULTS & 2021 PLANNED ACTIVITIES

PERFORMANCE RESULTS FOR 2020

Note: Due to the COVID-19 global pandemic, the Gairdner Foundation cancelled all of its in-person events and where possible, hosted virtual events in their place. There was some disruption to our Student Outreach Program and public lecture programs as we pivoted to virtual programming. The results from our programs demonstrate Gairdner's strong leadership across Canada. By adding new events to our roster, we broadened the reach of our voice and have solidified our role as a critical part of the Canadian scientific landscape.

1. Increase the reach and caliber of the National and Student Outreach Program

Due to COVID-19, Gairdner was also unable to bring laureates to Canada to participate in our traditional high school Student Outreach Program in partnership with universities. However, Gairdner was able to engage students in networking sessions with laureates in October 2020, giving students an opportunity to discuss the research and career paths of the 2020 Canada Gairdner Award laureates.

In 2020, the Gairdner Foundation partnered with Exploring by the Seat of Your Pants to provide virtual programming for high school students across the country, specifically targeting underrepresented groups. Unfortunately, with the closure of schools in the spring and the new and varied way schools are operating this fall, this has been delayed. Our first programs will be taking place in November.

Gairdner provided enhanced digital content for high schools in 2020 through comic zines, videos and pre-recorded lectures. These lectures will also be made available to universities for undergraduate classes.

2. Provide additional public-specific programming and materials

In 2020, Gairdner initiated a new program called the Gairdner Global Perspectives Panels. In early 2020, the Gairdner Foundation focused on providing informative, interesting and most importantly, safe and accessible programming through virtual events. Gairdner laureates and partners around the globe are deeply involved in efforts to combat the COVID-19 pandemic, through research and modelling, data analysis, vaccine and treatment development and public health initiatives. Using this network, the Foundation began a series of online webinars on key topics related to the pandemic, the Gairdner Global Perspective Panels. These events were aimed at the interested lay person, policymakers and scientists. The first two events attracted audiences of 459 and 336 and the third on the global impact of the pandemic had an attendance of 900 from all over the world. The series has since expanded to include panels on other topics.

The Gairdner Global Perspectives Panels will be a key part of our events line up for years to come. They provide a trusted source of information for the Canadian public and policy makers on issues that really matter. Gairdner is a resource for Canadians during and through the COVID-19 pandemic and continuing to provide this service will be an important part of our mandate moving forward.

3. Increase brand recognition through new Strategic Plan

Gairdner's strategic plan is still in progress – delayed due to COVID.

4. Secure strategic partnerships that support Gairdner's programming and goals and raise its public profile

Gairdner has expanded its list of partners through its virtual programming. The

Foundation capitalized on the broader reach of virtual events to secure new partners and provide programming to larger audiences.

5. Continue to increase the number, quality and diversity of nominations

Gairdner worked diligently to secure additional nominations for its 2021 Canada Gairdner Awards. The Foundation has received a stable number of nominations, consistent with previous years, which is a success given the distraction of COVID and demonstrates the importance with which the scientific community views the award nomination process.

6. Host international symposia to promote Gairdner abroad on annual basis

Gairdner hosted four Gairdner Global Perspectives Panels and a Global Health symposium in 2020. Their combined virtual attendance exceeded 2000 viewers from around the globe.

DETAILED PERFORMANCE EVALUATION – 2020 EVENTS

2020 GAIRDNER SYMPOSIA

QUÉBEC SYMPOSIUM

Riboclub Forum – RNA Biology and Technology: The Current Pandemic and Beyond

September 23-25, 2020

Attendance: 600

Virtual forum for researchers interested in learning about RNA and virus research. Main topics included; RNA virus life cycles, toolbox for RNA detection, RNA based vaccine delivery, developments and challenges, non-coding RNA tailored drug designs.

Featured speakers: Dr. Lynne Maquat, 2015 Canada Gairdner International Award laureate, Dr. Phil Sharp, 1986 Canada Gairdner International Award laureate

Neuro-Gairdner Open Science in Action Symposium

November 11-12, 2020

Attendance: TBD

Virtual symposium in partnership with The Neuro (Montreal Neurological Institute-Hospital), bringing together global leaders in Open Science including researchers, patient advocates, policy-makers, funders, industry, philanthropic organizations and science communicators for critical exchange via lectures, panel discussions, workshops and networking events. Open Science is transforming our approach to science and medicine by sharing research data and materials, and removing barriers to collaboration.

Featured speakers: Dr. Guy Rouleau, 2020 Canada Gairdner Wightman Award, Dr. Feng Zhang, 2016 Canada Gairdner International Award Laureate, Dr. Mona Nemer, Chief Science Advisor to the Prime Minister of Canada, Dr. Victor Dzau, National Academy of Medicine, Richard Horton, The Lancet, Sir Jeremy Farrar, Wellcome Trust

ONTARIO SYMPOSIUM

Breaking Through: Delivering on the Promise of Gene Therapy

December 2-3, 2020

Attendance: 283 participants registered as of November 25

This virtual symposium brings together Canadian and international leaders to explore the past, present, and future of somatic gene therapy research and practice. This two-day virtual event will examine the successes, challenges and opportunities from the bench to the bedside. It will also

feature the CCA Expert Panel on the Approval and Use of Somatic Gene Therapies in Canada, who will discuss the findings and implications of their report, due to be released in November.

Featured speakers: Dr. Janet Rossant, 2015 Canada Gairdner Wightman Award laureate, President & Scientific Director, Gairdner Foundation; Dr. Michael Hayden, 2011 Canada Gairdner Wightman Award laureate; Jay Ingram, science broadcaster and writer

ADDITIONAL PARTNERSHIPS & SYMPOSIA

33rd Canadian Student Health Research Forum (CSHRF)

University of Manitoba
August 26-27, 2020
Attendance: 139

In 2020, CSHRF conducted their Forum virtually. CSHRF provides an opportunity for health research trainees from across Canada to present their work, network, and be recognized for the excellence of their contributions. Gairdner hosted a virtual symposium as well as mentoring sessions featuring Canada Gairdner Award laureates and committee members. The top six winners of a research poster competition were given the opportunity to join a networking session with 2020 Canada Gairdner Award laureate Dr. Elaine Fuchs following the 2020 Canada Gairdner Laureate Lectures in October.

Featured speakers: Roel Nusse, 2020 Canada Gairdner International Award laureate, Davor Solter, 2018 Canada Gairdner International Award laureate, Lynne Maquat, 2015 Canada Gairdner International Award laureate, Susan Quaggin, Gairdner Committee Member

2020 CANADA GAIRDNER PUBLIC LECTURE SERIES – PRESENTED BY TELUS HEALTH

From the Bark of a Tree to Millions of Patients: The Story of Taxol

February 26, 2020
Science North, Sudbury, Ontario
Attendance: To be reported

Featuring: Dr. Susan Horwitz, 2019 Canada Gairdner International Award Laureate; Distinguished Professor, Rose C. Falkenstein Chair in Cancer Research, Department of Molecular Pharmacology, Albert Einstein College of Medicine, New York

Dr. Susan Horwitz has been intimately involved in the development of Taxol, a widely used antitumor drug, particularly for breast cancer. She discussed the journey of Taxol from the Yew Tree to the patient.

Rusée comme une bactérie!

September 17, 2020
Attendance: 154 live, 909 YouTube as of October 28

Featuring: Prof. Pascale Cossart, l'Institut Pasteur de Paris, Director, l'Unité interactions bactéries-cellules de l'INRA/INSERM, Member of the Medical Advisory Board, Gairdner Foundation.

Depuis 3,7 milliards d'années, les bactéries ont appris à résister à tous les stress et la plupart du temps pour notre plus grand bien. En effet, si certaines d'entre elles sont la cause de graves maladies comme la peste, le choléra ou la tuberculose, la majorité nous sont bénéfiques, voire vitales. Sans bactéries, il n'y aurait pas de vie sur Terre. Quels sont les secrets de leurs incroyables capacités? Leurs ruses pour arriver à leurs fins? Regard sur les découvertes étonnantes que les nouvelles technologies microscopiques, génomiques et informatiques développées ces dernières années ont permis de faire.

Upcoming: Fall 2020/Winter 2021

Virtual public lecture in partnership with the Discovery Centre, Halifax, Nova Scotia

Prof. Vikram Patel, 2019 John Dirks Canada Gairdner Global Health Award laureate

Virtual public lecture in partnership with LifeSciences British Columbia

2020 GAIRDNER GLOBAL PERSPECTIVES PANELS

In early 2020, the Gairdner Foundation focused on providing informative, interesting and most importantly, safe and accessible programming through virtual events. Gairdner laureates and partners around the globe are deeply involved in efforts to combat the COVID-19 pandemic, through research and modelling, data analysis, vaccine and treatment development and public health initiatives. Using this network, the Foundation began a series of events, Gairdner Global Perspectives Panels. These events were open to the public and have since expanded to include panels on other topics.

COVID-19: The Road Forward

May 20, 2020

Attendance: 459

An exploration of the science of coronavirus infections, the urgent search for new drug therapies and new vaccines, how to model the time course of pandemic outbreaks and the social and economic impact on vulnerable populations worldwide.

Panelists: Profs. Quarraisha and Salim Abdool Karim, 2020 John Dirks Canada Gairdner Global Health Award laureates, Dr. D. Lorne Tyrrell, Chair Emeritus, Gairdner Foundation Board of Directors, Dr. Christopher Murray, 2018 John Dirks Canada Gairdner Global Health Award laureate, Dr. Rino Rappuoli, 2017 Canada Gairdner International Award laureate

COVID-19: The Canadian Research Response

June 29, 2020

Attendance: 336

Webcast in English and French.

An exploration of initiatives including the Coronavirus Immunity Taskforce, Canadian vaccine efforts, understanding the genomics of the virus, as well as the effect of the pandemic on vulnerable populations and the importance of public health interventions. The panel also discussed the importance of Open Science and international collaboration in promoting equitable access to public health interventions and therapies.

Introductions by Dr Mona Nemer, Chief Scientist of Canada, Dr Michael Strong, President CIHR.

Panelists: Dr. Guy Rouleau, 2020 Canada Gairdner Wightman Award laureate, Dr. Lakshmi Krishnan, National Research Council of Canada, Dr. Volker Gerdts, VIDO-Intervac, Dr. Gary Kobinger, Université Laval, Dr. Robert Annan, Genome Canada, Dr. Catherine Hankins, McGill University, Dr. Carrie Bourassa, CIHR Institute of Indigenous Health, Dr. Vivek Goel, University of Toronto

Editing our Economic Future: The Power of CRISPR

September 28, 2020

Attendance: 266

In partnership with Ontario Genomics, a virtual panel featuring Canada Gairdner Award laureates in conversation with leading Canadian researchers on using the opportunities and applications of gene editing, specifically by using CRISPR-Cas9 to transform multiple sectors, from therapeutics to diagnostics, agriculture, and low carbon manufacturing.

Panelists: Dr. Feng Zhang, 2016 Canada Gairdner International Award laureate; Dr. Rodolphe Barrangou, 2016 Canada Gairdner International Award laureate; Dr. Sheila Singh, McMaster University; Dr. Rebecca Shapiro, University of Guelph

Gairdner Global Perspectives Panel: Sustainable Development Goals & Global Health Through the Pandemic Lens

October 21, 2020

Attendance: 900

*Part of the Global Health Symposium, details below.

2020 CANADA GAIRDNER OUTREACH PROGRAMS

Total Cross Canada Attendance (National & Student Outreach Program to date): 2,420

Despite the challenges presented by COVID-19, Gairdner executed a virtual National Program in partnership with universities across Canada. Gairdner's Student Outreach Program took many different forms this year in an effort to engage as many students as possible in online programming. Gairdner collaborated with the Saskatchewan Industry Education Council to bring students a virtual lecture from a past laureate and will be executing a partnership with Exploring by the Seat of Your Pants this fall to offer a slate of online lectures to classrooms across Canada.

National Program Attendance	
University	Attendance
Lakehead University	16
Laval University	100
McGill University/Concordia University/Université de Montreal	204
McMaster University	137
Ryerson University	70
University of Alberta	258
University of British Columbia	250
University of Manitoba	200
University of Northern British Columbia	32
University of Ottawa	139
University of Saskatchewan	50
University of Toronto	100
Western University	187
York University	75
Total attendance to date	1,818

Speakers: 2020 Canada Gairdner laureates & past laureates, Dr. Jeff Friedman (2005), Dr. Bruce Stillman (2019), Dr. Janet Rossant (2015), Dr. Geoff Ravetch (2012), Dr. Lewis Kay (2017).

Student Outreach Program Attendance	
University	Attendance
Lakehead University	74
Laurentian University	190
University of Saskatchewan	342
Student Networking Sessions	86
Total attendance to date	692

Speakers: 2020 Canada Gairdner Laureates & past laureates Dr. Janet Rossant (2015), Dr. Vikram Patel (2019), Dr. Rodolphe Barrangou (2016), Dr. Lewis Kay (2017), Dr. Susan Horwitz (2019), and UofT Professor, Dr. Tania Watts.

Gairdner continued its partnership with Canadian Society for Molecular Biosciences (CSMB) and the Michael Smith Laboratories at UBC to produce a series of materials celebrating the science of some of this year's Canada Gairdner Awardees. Graduate students were engaged to interview our laureates and write articles about their work. Images, comics and animated videos were also developed to accompany the articles. Further, resources were developed for high school teachers

to incorporate these articles and relevant Q&A's into their lesson plans. Along with our partners we are working on distributing these materials to school boards.

Student Outreach Program Spotlight:

In February 2020, the Gairdner Foundation once again partnered with Laurentian University to host another successful and impactful high-school student lecture. Close to 200 students attended the lecture by Dr. Susan Horwitz, the 2019 Canada Gairdner International Award laureate. The lecture focused on the development of the speaker's career path and the impact of her ground-breaking research. The students loved the speaker, were engaged throughout the lecture and questions period, and the event was declared a huge success.

This year, Laurentian University has partnered with Science North Centre in Sudbury to better accommodate a large number of students, which in turn sparked more interest from high-schoolers. A visit to this unique science centre is in itself a great opportunity to inspire youth to be passionate about science.

2020 GAIRDNER WEEK EVENTS

2020 Gairdner Global Health Symposium

October 21, 2020

Attendance: 900

The Gairdner Foundation, in collaboration with International Development Research Centre, Grand Challenges Canada, SickKids Centre for Global Child Health, and Dalla Lana School of Public Health presented a virtual symposium on the Sustainable Development Goals and the impacts of the COVID-19 pandemic on global health.

Webcast in English and French.

Distinguished speakers: Profs. Quarraisha & Salim S. Abdool Karim, 2020 John Dirks Canada Gairdner Global Health Award laureates

Speakers and panelists: Dr. Zulfiqar Bhutta, SickKids Centre for Global Child Health; Dr. Anthony Fauci, NIAID, 2016 John Dirks Canada Gairdner Global Health Award Laureate; Dr. Lawrence Haddad, Global Alliance for Improved Nutrition; Yasmin Chandani, inSupply Health Limited; Dr. Soumya Swaminathan, Chief Scientist, World Health Organization; Dr. Sania Nishtar, Minister, Poverty Alleviation and Social Safety Ministry, Government of Pakistan; Dr. Cleopatra Mugenyi, International Center For Research On Women; Dr. Peter Piot, Director, London School of Hygiene & Tropical Medicine, 2015 John Dirks Canada Gairdner Global Health Award Laureate

2020 Canada Gairdner Laureate Lectures

October 22 & 23, 2020

Attendance: 628

Two-day virtual symposium featuring the 2020 Canada Gairdner Award laureates, broadcast to registrants from over 20 countries.

Distinguished speakers:

2020 Canada Gairdner International Award Laureates: Drs. Rolf Kemler, Masatoshi Takeichi, Roel Nusse, Mina Bissell, Elaine Fuchs

2020 John Dirks Canada Gairdner Global Health Award: Profs. Quarraisha & Salim S. Abdool Karim

2020 Canada Gairdner Wightman Award: Dr. Guy Rouleau

Canada Gairdner Awards Virtual Gala Celebration

October 25, 2020

Attendance as of November 3: 749

In lieu of a traditional gala, the Gairdner Foundation partnered with Research 2 Reality to produce a virtual celebration of the Gairdner laureates. Medals were sent to the laureate's homes and they were filmed receiving their award and delivering their acceptance speech. The footage was compiled into a full program featuring all 2020 Canada Gairdner Award Laureates, President & Scientific Director, Janet Rossant and Chair of the Board of Directors, Heather Munroe-Blum.

Formal invitations were sent out to the family, friends and colleagues as well as leadership from universities, government, health care and corporate Canada to watch the video which premiered live on YouTube on October 25.

ENHANCED VIRTUAL STRATEGY FOR 2020

As part of a larger communications strategy that pre-dates the COVID-19 global pandemic, Gairdner has been seeking to reach a broader and more diverse audience using various online platforms. In 2020, because of the pandemic, Gairdner's digital strategy became its sole focus as all events moved from in-person to online and Gairdner sought to provide the Canadian public with reliable information related to the pandemic and its impact at home and abroad. Gairdner's efforts resulted in high attendance and participation in events, and an increase in overall brand recognition among new stakeholders.

Social media has increasingly proven to be a valuable tool in promoting the Foundation and its events. We continue to see the growth of our social media platforms as critical in growing the profile of the Canada Gairdner Awards. We have increased our focus on creating content specifically for social media, including video and graphics.

Facebook: Using Facebook as a promotional tool has proven successful, in particular for Gairdner Week events, including the Global Health Symposium and Laureate Lectures as well as promotions for the Québec and Ontario Symposia proposal calls. Promoted posts allowed Gairdner to reach over 35,000 people, resulting in over 14,000 engagements and 614 link clicks, directly to the Gairdner webpage. This resulted in a 230% increase in activity over average monthly engagement rates.

Twitter: Gairdner continues to see an increase in followers and mentions. Twitter remains one of the best tools to engage with stakeholders, sponsors and the public. In 2020, Gairdner partnered with influencers and science communicators to help reach a larger audience. Influencers live tweeted the Foundation's public facing events including the Gairdner Global Perspective Panels, Global Health Symposium and Laureate Lectures. In the month of October alone, this resulted in over 470k impressions, over 5,800 profiles visits (294% more than normal) and 130 new followers.

Instagram: In the past year, Gairdner's Instagram following has more than doubled to 248 followers and continues to rise as a result of partnerships with science influencers. These influencers allow us to reach a broader audience in order to promote the Foundation and our events. Promotions through Instagram in the month of October for the Global Health Symposium and Laureate Lectures reached over 140k people across Canada and around the globe. Gairdner will continue to grow its presence on Instagram over the coming year.

Stakeholder Newsletter: Major announcements, promotions and nomination calls sent out via our newsletter have above average open rates between 40-65%. There have been over 300 new signups for the newsletter through the Gairdner website as well as event registration (Gairdner Global Perspective Panels, in particular).

Online presence

Statistics drawn on October 28, 2020 (Period of measurement: Oct 28, 2019 - October 26, 2020)

43 K users, 54.6 K sessions, 104 K page views
89% of users are new viewers

Top Countries by session

Canada	41%
USA	20%
Japan	7%
India	3%
UK	3%
China	3%

Most visited pages

15 K view of Homepage
13.3 K views of Current Winners
7.3 K views of International Awards
information
5 K views of Index of Winners

121 countries with 10 or more sessions, 191 countries reached total.

PLANNED ACTIVITIES AND EXPECTED RESULTS FOR 2021

In 2020, Gairdner took advantage of the challenges presented by COVID-19, quickly pivoting away from in-person events to virtual ones. This fast maneuver allowed us to reap the maximum benefits of online programming, including expanded audiences. With nearly 30 successful events having taken place in 2020, we are now in a position to reflect on the year and use our lessons learned to enhance our programs in 2021. We anticipate a similar reality in the coming year and have planned to make all events virtual with a few exceptions where possible. We are prepared to seize this opportunity to continue to hone our programs, secure participation from the world's brightest scientists and provide quality scientific programming to Canadian and international audiences.

Performance Goals for 2021

1. Create and provide reliable, informative content for Canadians on topics of immediate relevance such as the ongoing COVID-19 pandemic.
2. Build on our past successes of virtual international programs by hosting additional Gairdner Global Perspectives Panels that inform the public on issues of the day.
3. Continue to strengthen social media presence using influencers, bloggers and content creators on multiple platforms.
4. Provide high-quality virtual experiences for Canadians through the National and Student Outreach Programs.
5. Foster strategic partnerships that build the Gairdner brand and expand its reach.
6. Continue to increase the number, quality and diversity of nominations.

Longer Term Priorities for 2021 and Beyond

1. Become a trusted voice for science in Canada through the creation and circulation of timely and relevant content to the Canadian public.
2. Provide exposure to scientific information and opportunities to BIPoC and underserved populations.
3. Build the Gairdner brand by increasing online presence and engaging a broader audience through a new Strategic Plan.
4. Host virtual international symposia to promote Gairdner abroad.
5. Generate a sustainable funding model for the Foundation that includes an increased emphasis on fundraising, and new initiatives directed at government, institutions and individuals.
6. Expand Gairdner programming to all Canadian provinces and territories through virtual events.

SECTION 3: FINANCIAL SUMMARY

Financial Summary

The Gairdner Foundation maintains proper financial controls and sound management practices to ensure the best use of its public and private funds.

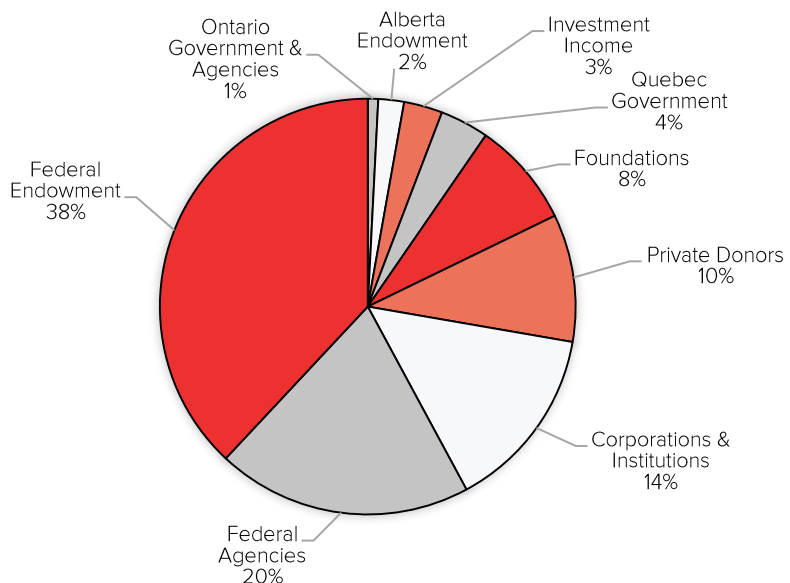
The 'Funding Agreement' executed on March 23, 2008 between CIHR and the Gairdner Foundation outlines the terms of the grant of \$20M received in 2008. The proceeds have been used to establish an endowment in order to support and enhance the Awards. This grant has been capitalized for the term of the agreement, and only income from the Fund, including interest, dividends and realized capital gains may be utilized until the funding agreement terminates in 2028. The Foundation is able to draw upon the capital to a maximum of \$2 million over the term of the Agreement, provided it uses best efforts to restore any capital withdrawn. The agreement also defines obligations for the term of the agreement, ending March 31, 2028.

A grant of \$2 million was received from the Alberta government in 2008, for the purpose of expanding the Gairdner program in Alberta. This grant is also to be capitalized during the term of the agreement, and only the income from the Fund, including interest, dividends and realized capital gains may be used. This grant has an indeterminate term; however, the Agreement is to be reviewed at least every 5 years. The Foundation is able to draw upon the capital to a maximum of \$250,000 over the term of the Agreement, provided it uses best efforts to restore any capital withdrawn. Commitments made by the Foundation for the support of the Alberta Gairdner Outreach Program must not exceed the "Available Earnings", and earnings from this fund are to be used to support the Alberta Gairdner Outreach Program.

These funds have been invested together with the original family endowment under the guidance of the Investment Committee, and in accordance with the terms of these agreements and prudent governance. The primary objectives of the investment policy are to preserve the capital, to generate sufficient income to pay for the administrative and award costs and to provide inflation protection to the fund.

Every year the Gairdner Foundation seeks sponsors from both the public and private sector to support our annual programs. In 2020, estimated revenue of approximately \$2.3 million was allocated as indicated here.

ESTIMATED 2020 REVENUE BY SOURCE



Planned Receipts and Disbursements for 2021

The approved budget for 2021 calls for revenue of \$2.25 million and operating expenditures of \$2.25 million, resulting in a breakeven budget. Budgeted expenditures include \$0.7 million for Awards, \$0.4 million for program costs, \$1.1 million for administrative and marketing costs and \$0.04 million for adjudication costs. Revenue includes the Federal operating grant of \$1.2 million over 3 years. Funds from this grant are allocated to enhancing our Canadian outreach activities, promoting Canadian science at home and abroad and placing Canada on the International stage.

We expect total investment income of approximately \$0.3 million in 2021. Investment income is allocated proportionately to the Federal, Alberta and Foundation's funds.

The following table provides the budgeted revenues and expenditures for the fiscal year 2021. This budget was presented and approved by the Board of Directors at its November 18, 2020 meeting.

THE GAIRDNER FOUNDATION - BUDGET 2021 '000's

	ACTUAL 2019	FORECAST 2020	BUDGET 2021
REVENUES			
Sponsorships & Donations	416	790	746
Table Sales	458	-	-
Other Government Grants	573	513	583
Federal Government Grant	1,001	870	769
Alberta Government Grant	148	46	84
Portfolio Revenue (net of fees)	757	69	69
TOTAL	3,353	2,286	2,251
EXPENDITURES			
Board	66	7	9
Administration	884	871	929
Events	835	281	404
Scientific Advisory Boards	186	139	28
Other Scientific Boards	36	13	13
Awards	700	700	700
Fundraising & Communications	146	150	167
TOTAL	2,853	2,162	2,251
NET SURPLUS / (DEFICIT)	500	124	-

SECTION 4: MANAGING RISKS AND CHALLENGES

Managing Risks and Challenges

Managing risk is the ongoing responsibility of management and the Board of Directors. It is the responsibility of management to ensure that an updated assessment of risk is raised and discussed annually by the Board. The Gairdner Foundation monitors risks and events that have the potential to undermine achievement of its strategic objectives and priorities. Management has developed and implemented appropriate systems, policies and procedures to manage these risks. The Board and its committees are aware of risk management responsibilities and exercise appropriate governance practices with respect to policy approval and oversight.

Managing reputational risk: At the awards adjudication level, risk is managed and mitigated by a rigorous, two tier adjudication process/peer review with votes being cast by secure, secret ballot. The ongoing success in the selection process is largely due to a rigorous recruitment process for new committee members.

Managing financial risk: Gairdner's Investment Policy has been structured to maximize revenue and preserve capital over the long term. However, the Foundation still needs to raise substantial funding to support its programs and to stabilize its infrastructure and operations.

The ongoing COVID-19 pandemic has resulted in general economic decline which has had a negative impact on Gairdner's investment portfolio in 2020. While many of Gairdner's program delivery methods for 2020 changed as a result of the pandemic, the core mission remained the same and Gairdner expects to be able to maintain its core operations for 2021. Gairdner's Investment committee and Investment advisors continue to monitor the impact on the portfolio closely.

The Investment Policy amended in November 2020 calls for a long-term asset mix target allocation of 35% Cash/Fixed Income, 50% Equities and 15% Alternative Strategies.

SECTION 5: PERFORMANCE MONITORING

Performance Monitoring

Audit, Evaluation and Annual Reports

As a not-for-profit charitable organization, the Gairdner Foundation selects external auditors to undertake an annual audit of its financial statements. The external auditors for 2020 are Ernst & Young. The audit is undertaken on an annual basis, in accordance with generally accepted Canadian accounting principles. The objective is to express an opinion on whether the Gairdner Foundation's financial statements present fairly, the financial position, results of operations, and cash flows of the corporation. Upon completion of the audit, the financial statements and a summary of audit findings are presented to the Audit Committee and the Board of Directors for approval.

Within 150 days of the end of each fiscal year, an Annual Report is produced. This report includes audited financial statements, an overview of activities undertaken by Gairdner for the previous fiscal year, and a brief synopsis of projected activities for the upcoming fiscal year. As well, the annual report includes the results of any performance or evaluation audits undertaken during the year, disclosure of the range of remuneration of its senior managers and officers, and an overview of the significant expected results to be achieved in the upcoming financial year.

By November 30 every year, the Gairdner Foundation is required to prepare an Annual Summary Corporate Plan, outlining our objectives, outcomes, details of the Fund management, planned activities and anticipated results of those activities, annual forecasted cash flow requirements, proposed expenditures as well as an assessment of risks and risk mitigation strategies. These reports are posted on the Gairdner Foundation website.

Additional Audit Requirements

The Gairdner Foundation is required to establish systems to monitor performance and report on achievement of results. These include:

- Performance (value-for-money) audits as considered necessary to verify the representations of the Foundation as to its performance
- Independent compliance audit to verify whether the Foundation is in compliance with the terms and conditions of the Funding Agreement
- Independent evaluation according to a framework and time to be approved by the Board but no less frequently than once every five years, in order to measure the Foundation's overall performance in achieving the outcomes as set out in the Funding Agreement

An independent evaluation was performed in 2017. Key stakeholders consistently viewed the Gairdner Awards as being a "Canadian success story". The next Independent evaluation will take place during fiscal 2022.

An independent compliance audit was performed in 2017. The results showed that the Foundation is compliant with all the terms of the funding agreement. The next independent compliance audit will take place at the request of CIHR.

The Funding Agreement will be renegotiated and renewed as soon as possible after April 1, 2026.