



gairdner
LES PRIX CANADA GAIRDNER AWARDS

2023 Corporate Plan

November 2022

TABLE OF CONTENTS

SECTION 1 – ABOUT THE GAIRDNER FOUNDATION	3
Mission & Operating Principles.....	4
Governance & Operations.....	5
Awards Adjudication.....	7
Impact: Gairdner’s Achievements to Date	7
Impact: Gairdner’s Benefit to Society.....	7
SECTION 2 – PERFORMANCE RESULTS 2021 & PLANNED ACTIVITIES 2022	8
Performance Results for 2022.....	9
Detailed Performance Metrics – 2022 Events	11
Gairdner Symposia.....	11
Global Perspectives Panels.....	12
Additional Partnerships & Symposia	13
Outreach Programs.....	14
Gairdner Science Week 2022 Events.....	15
Gairdner’s Digital Strategy	16
Planned Activities and Expected Results.....	17
SECTION 3 – FINANCIAL SUMMARY	18
Gairdner Foundation Budget – 2023	20
SECTION 4 – MANAGING RISKS AND CHALLENGES	20
SECTION 5 – PERFORMANCE MONITORING	21

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.

The Gairdner Foundation, whose headquarters are 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. CIHR has also provided funding annually since 2008 and more recently, ISED and Health Canada have provided funding. 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.

Since 1959, more than 400 scientists have received a Canada Gairdner Award and to date, 96 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 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.

Two Canada Gairdner Momentum Awards are given to mid-career investigators in Canada who in their last 6 active years have produced exceptional scientific research contributions with continued potential for impact on human health. Nominations for this new award are coming in 2022 and the first awards will be given in 2023. This award is replacing the Wightman Award.

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

This award is not accepting nominations in 2023 and future years unless reinstated by the Board. It has been replaced by the Momentum Award.

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

The Foundation aims to address key issues of the day, such as pandemic responses, vaccine hesitancy and Impact of environmental change with input from our outstanding network of international experts.

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, 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 scientific information for Canadians and global partners.

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 scientists around the world to promote Canadian research and innovation.

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 62 years, Gairdner has gained a superb international reputation for its early recognition of medical breakthroughs that have changed the way medicine is practiced.

- More than 400 Canada Gairdner Awards have been bestowed on individuals from 35+ countries
- 56 Canadians have received the Canada Gairdner International Award
- 96 Canada Gairdner Award laureates have gone on to win Nobel Prizes in Medicine and Physiology or Chemistry, including Dr. David Julius in 2021

- **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 faculty, trainees and post graduate students 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, Canadian research institutions and government stakeholders and to inspire young Canadians to aspire to the highest levels of scientific excellence. Further, Gairdner uses its network to help combat misinformation through informative programming around increasing science literacy.

Operating Principles

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

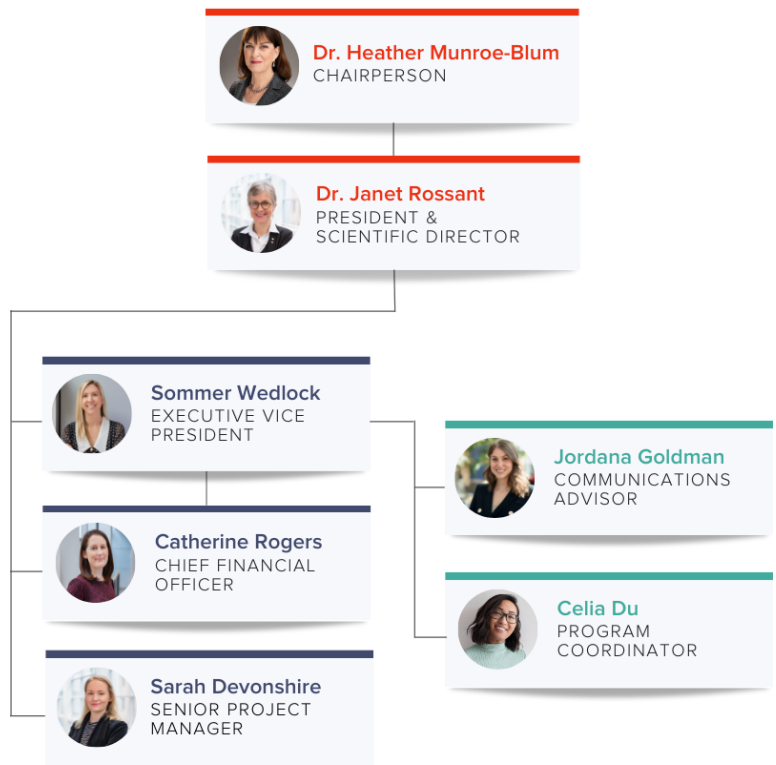
GOVERNANCE & OPERATIONS

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 15-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. While the Foundation receives funding from the Federal Government and from other funding partners, the Foundation has full independence 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. The committee meets quarterly.

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 committee meets semi-annually.

Fundraising Committee: supports Gairdner staff in strategic fundraising initiatives. The committee meets quarterly.

Governance and 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. The committee is also responsible for oversight of the Equity, Diversity and Inclusion (EDI) strategy of the Foundation. The committee meets semi-annually.

The committees report to the Board semi-annually on the outcome of their deliberations.

AWARDS ADJUDICATION

The Board of Directors has appointed a President and Scientific Director, who has the responsibility for the 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. This award is not accepting nominations in 2023 and future years unless reinstated by the Board. It has been replaced by the Momentum Award.
- **Canada Gairdner Momentum Award Committee:** Composed of Canadian and international research scientific and institutional leaders. The committee has a two stage process to reduce systemic barriers for candidacy (e.g. workloads, access to senior representatives, institutional support systems). Initial submissions focus on eligibility and the fundamental body of research, and can be made by the nominee or a nominator. The Momentum Committee's Canadian members review the initial submissions for the Momentum Award and select the strongest nominees who move on to the second stage of the Award competition.

More objective information, such as letters of recommendation, comparative analyses and statements of accomplishment that help the committee delineate between candidates are requested for this select group. Following a review of these enhanced nominee files and an in-depth discussion on their accomplishments, impact and trajectory, the full committee chooses two awardees each year by secret ballot.

IMPACT – GAIRDNER'S ACHIEVEMENTS TO DATE

- More than 400 Canada Gairdner Awards have been bestowed on individuals from 40 countries
- 56 Canadians have received the Canada Gairdner International Award
- 96 Canada Gairdner Award laureates have gone on to win Nobel Prizes in Medicine and Physiology or Chemistry, including Dr. David Julius in 2021

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:

Drs. Pieter Cullis, Drew Weissman and Katalin Karikó (2022 Canada Gairdner International Award)

Pioneering work developing nucleoside-modified mRNA and lipid nanoparticle (LNP) drug delivery: the foundational technologies for the highly effective COVID-19 mRNA vaccines.

David Julius (2017 Canada Gairdner International Award)

2021 Nobel Prize in Physiology or Medicine

Determining the molecular basis of somatosensation, giving new insight into how we sense heat, cold and pain and further facilitating research into novel treatments of pain.

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.

Dr. Connie Jean Eaves (2019 Canada Gairdner Wightman Award)

Her pioneering work and leadership in the study of hematopoietic, mammary and cancer stem cells have advanced treatments in leukemia and breast cancers and established gold standards in research methodologies. Her dedicated advocacy for early-career investigators and women in science has included training more than 100 scientists globally, with some of her proudest career moments being watching successful defenses of her PhD students.

Dr. Huda Zoghbi (2017 Canada Gairdner International Award)

She has continued her legacy of the discovery of the genetic basis of Rett syndrome and its implications for autism spectrum disorders to pinpointing the underlying genetic causes of a pair of neurological diseases. This work also advanced the field’s understanding of how gene expression can influence neurological health, even in non-inherited diseases.

Dr. Brenda Milner (2005 Canada Gairdner International Award)

Considered a founder of the field of clinical neuropsychology and cognitive neuroscience, she is featured in the second volume of “Good Night Stories for Rebel Girls,” books written to empowering and raising inspired and confident generation of girls by amplifying stories of inspiring women.

SECTION 2: 2022 PERFORMANCE RESULTS & 2023 PLANNED ACTIVITIES

PERFORMANCE RESULTS FOR 2022

Note: In 2022, after several years of the COVID-19 pandemic, the Gairdner Foundation was able to return to a combination of in-person and virtual events. The results from our programs demonstrate Gairdner’s strong leadership across Canada. We continued to broaden the reach of our voice and have solidified our role as a critical part of Canadian science culture.

1. Complete and publish Gairdner’s 2022 strategic plan.

Gairdner has completed its Strategic Plan and upon receiving final approval from the Board of Directors it will be posted by the end of 2022.

2. Develop an Equity, Diversity and Inclusion committee that will shape diversity programming, increase accessibility of resources and identify areas of improvement in Gairdner practices and policies.

Gairdner underwent an external evaluation by a consultant group. They interviewed

numerous stakeholders and surveyed the Gairdner Board of Directors, staff and committee members. They gathered the feedback into a report/roadmap and the Gairdner team has developed an internal action plan for the next three years with tactics and goals. The Governance & Nominating Committee will take on the responsibility of tracking the EDI efforts of the Foundation with annual updates by the Gairdner team on the action plan.

3. Develop an online resource hub to provide reliable, informative content for Canadians on topics of immediate relevance such as the ongoing COVID-19 pandemic.

Gairdner has curated its resources on its current website including past event summaries, educational materials and more. Further, Gairdner has contracted an external company to create a new website that will be launched in February, 2023 ahead of the 2023 awards announcement. This new website will create a hub that showcases the Gairdner brand. The goal is to create an online space that clearly and effectively showcases the prestige of the Canada Gairdner Awards while bringing the many outreach programs, events and partnerships to the forefront.

4. Build a network of Early Career Investigators to foster the development of Canadian talent and support Gairdner programming.

For the second year, Gairdner selected Six Early Career Investigator Award winners who presented short talks on their own research related to the laureates at the Laureate Lectures event on October 27 in Toronto. These scientists were picked by the laureates from an open competition across Canada. This increased the diversity of the lecturers and showcased the next generation of Canadian scientists. These winners each get a private meeting with the laureates and this network of ambassadors will be engaged for future programs.

5. Introduce the new Canada Gairdner Momentum Award for mid-career scientists. This replaces the Canada Gairdner Wightman Award which will only be given out at the discretion of the Foundation after 2022.

Nominations were officially opened this Spring for the Canada Gairdner Momentum Awards and the first round of adjudication took place in the summer and final round will be this Winter. We received 63 initial nominations and 47.6% of those were for female nominees. There is a broad diversity in terms of both people and their research areas.

6. Re-introduce in-person programming post-pandemic with virtual options to engage a broad audience nationally and internationally.

Gairdner hosted its first in-person Gairdner Science Week in nearly three years during the week of October 24. Fifteen laureates participated in outreach programs at 17 universities across the country with 1,972 faculty and 1,777 students in attendance both in-person and virtually. The Gairdner symposia, panels, mentoring sessions, lectures and Gala were well attended and engaged a broad audience.

7. Increase social media presence using influencers, science communicators and content creators on multiple platforms.

Gairdner has invested time and resources into social media marketing by creating more elevated graphics and video content, partnering with various social media influencers and providing packages for events to organizations/stakeholders. We partnered with various influencers over the year resulting in major success. Over the past year (November 2021-2022), Gairdner was mentioned over 4.2k times across social media, with 1.3k accounts feeling our content was worth posting directly. Gairdner content was seen by over 10M

individuals and was displayed over 31M times.

8. Re-introduce in-person international receptions and engage new international partners.

Due to the pandemic Gairdner was not able to host international receptions in 2022 but plans to bring them back in 2023 and will engage new international partners.

DETAILED PERFORMANCE METRICS – 2022 EVENTS

2022 GAIRDNER SYMPOSIA

DOHaD World Congress

August 28, 2022 / The Gairdner Foundation sponsored this event. Dr. Janet Rossant was co-chair of the opening session of the Congress and also participated in the open public panel on Aug 26, which gave Gairdner excellent exposure. Other speakers included Gairdner laureates Drs. Zulfiqar Bhutta, Vikram Patel and Cesar Victora.

Full videos: [3 Keynotes by John Dirks Canada Gairdner Global Health Award Laureates at the 2022 DOHaD World Congress - Gairdner Foundation](#)

Science Literacy Symposium “Let’s Get Social: Leveraging Social Media for Science”

Sept. 28, 2022 / Attendance: 291

Supported by the Government of Canada and CIHR and in partnership with ScienceUpFirst and the Royal Society of Canada, this symposium featured TED talk-style presentations followed by a panel discussion moderated by internationally acclaimed American educator and molecular biologist, Dr. Raven Baxter. Event speakers: Timothy Caulfield, Lisa Richardson, Parshati Patel and Alice Fleerackers.

Full Video: <https://youtu.be/xtsuG74ICwk>

Quebec Programming

Partnership with FRQ-S for the promotion of science culture and achievement in the province of Quebec.

- Bistro Brain events
 - *Les grandes découvertes de l'UdeS*, June 8: 85 live + 516 views on [YouTube](#)
 - *Les grandes découvertes de l'UQAM*, June 16: 65 live + 74 views on [YouTube](#)
 - *Démonte ton mythe Sherbrooke*, September 14: 53 live + 166 views on [YouTube](#)
 - *Démonte ton mythe Montreal*, September 20: 30 live + 83 views on [YouTube](#)
 - *Biologie et Molécules*, October 12: 34 live + 80 views on [YouTube](#)
 - *Le Cerveau dans tous ses états*, Octobre 18: 28 live + 149 views on [YouTube](#)
- [iGEM](#) on August 20-21, 2022 / Attendance: 55 students + 10 judges and panelists

- Quebec Drug Research Network (RQRM) on May 26, 2022 / Attendance: TBC
- Recent Advances & Controversies in the Measurement of Energy Metabolism ([RACMEN](#)) on Oct 6-9, 2022 / Attendance: TBC
- [Canadian Global Oncology Workshop 2022](#) on Dec 1-2, 2022

Ontario Programming

Partnership with the Krembil Foundation to promote excellence and involvement in science in the province of Ontario.

- [Carleton University, Faculty of Science Life Sciences Day 2022](#) on May 10, 2022 / Attendance: TBC
- [Canadian Association for Girls in Science \(CAGIS\) "STEM's Biggest Birthday Party"](#) on September 24, 2022 / Attendance: 260 + registrations
- [Queen's Cancer Research Institute Cancer Education Event](#) will take place on November 26, 2022

Gairdner-Neuro Symposium: Open Science in Action

November 30, 2022 / Attendance: TBC post event

Gairdner is collaborating with the Montréal Neurological Institute on a virtual symposium focused on Open Science.

2022 GLOBAL PERSPECTIVES PANELS – PRESENTED BY TELUS HEALTH

Global Perspective Panel: Navigating Transitions: Current Global Challenges in School-Age and Adolescent Health

May 10-11, 2022 / Attendance: 140

Following closely on the launch of The Lancet Series "Optimizing Child and Adolescent Health and Development" on April 28, Gairdner, International Development Research Centre (IDRC) and The Hospital for Sick Children (SickKids) hosted a two day Global Perspectives Panel event on May 10 and 11. Speakers delved further into the challenges, interventions and opportunities for school-age and adolescent well-being. Keynotes given by David Ross, Gita Sen, Purnima Menon & Venkatraman Chandra-Mouli

Session 1 Full Video: https://youtu.be/mBv_a2Jv5VU

Session 2 Full Video: <https://youtu.be/TK9NaYffjMo>

Session 3 Full Video: https://youtu.be/kU_zhmrDLYQ

Session 4 Full Video: https://youtu.be/78Px-oPGL_Y

Global Perspective Panel: How can CRISPR gene editing enhance food security and resilience to climate change?

June 10, 2022 / Attendance: 66 (54% attendance rate)

Sponsored by TELUS Health, Gairdner laureates and global health experts discussed how CRISPR technology is changing health, food systems and conservation to address food security and climate change worldwide. Speakers included: Dr. Feng Zhang, Prof. Caixia Gao, Armand Séguin, Dr. Peter Phillips and Dr. Rodolphe Barrangou.

Full video: <https://www.youtube.com/watch?v=1K6NNbI1Vmc&t=12s>

Global Perspectives Panel: The COVID pandemic: Where are we now, what did we learn and what next?

September 13, 2022 / Attendance: 90

Sponsored by TELUS Health and supported by IDRC, a lineup of Gairdner laureates and global health experts provided insight into the COVID-19 pandemic such as lessons learned, where we are today and what the future might hold culminating in a fascinating roundtable discussion.

Full video: https://youtu.be/KH_cnUm4X0E

Global Perspectives Panel: Child Health and The Sustainable Development Goals: How to Move Forward to Address Global Inequities

October 26, 2022 / Attendance: 90

The event featured a keynote from our Global Health laureate Dr. Zulfiqar Bhutta and a panel discussion with Dr. Erica Di Ruggiero and PhD student Mariame Ouedraogo.

Full Video: <https://youtu.be/fDPSuWC4j9g>

ADDITIONAL PARTNERSHIPS & SYMPOSIA

Consortium of Universities for Global Health (CUGH) Conference

March 28, 2022 / Attendance: 50

The CUGH is an annual conference where our global health laureates give a keynote lecture. This year Dr. Malik Peiris gave a presentation to CUGH members from around the world and I moderated a live Q&A with him.

Full Video: <https://www.youtube.com/watch?v=rgaaMafQK0s>

Canadian Student Health Research Forum (CSHRF) with the University of Manitoba

June 16, 2022 / Attendance: 500 in-person + virtual attendance

The CSHRF is an annual event that showcases and recognizes Canada’s top 5% of PhD trainees in the health sciences. This year the following laureates and committee members gave lectures:

Featured speakers: Drs. Zulfiqar Bhutta (2022 John Dirks Canada Gairdner Award winner), Mathieu Lupien, Sheena Josselyn, Janet Rossant and James Blanchard.

Full Video: [2022 CSHRF and Gairdner Symposium Recorded Lectures](#)

2022 CANADA GAIRDNER OUTREACH PROGRAMS

Total Cross Canada Attendance (National & Student Outreach Program): 3,815

2022 Gairdner National Program	
University/Organization	Attendance
University of Calgary	210
Laval University	150
York University	80
University of Waterloo	N/A - Being rescheduled to 2023
University of Lethbridge	N/A - Being rescheduled to 2023
University of British Columbia	318
University of Alberta	100
McMaster University	100
University of Manitoba	270
McGill, Concordia and Université Montréal	159
University of Saskatchewan	81
Queen’s University	90
Toronto Metropolitan University	50
University of Ottawa	70
Medicine by Design	15
Memorial University	150
Western University	195
Total	2,038

Speakers: 2022 Canada Gairdner laureates, past laureates and adjudication committee members, Drs. Katalin Karikó, Deborah J. Cook, Janet Rossant, Stuart H. Orkin, Elaine Fuchs, John E. Dick, Daniel Drucker, Pieter Cullis, Roel Nusse, Salim S. Abdool Karim, Quarraisha Abdool Karim, Rodolphe Barrangou, Guy Rouleau, Drew Weissman, and Zulfiqar Bhutta.

2022 Gairdner Student Outreach Program	
University/Organization	Attendance
Carleton University	280
Laval University	250
York University	305

University of British Columbia	73
University of Manitoba/Winnipeg	538
McGill, Concordia and Université Montréal	12
University of Saskatchewan	215
Exploring by the Seat of Your Pants	N/A - Taking place in December 2023
Gairdner Science Week Mentoring Sessions	104
Total	1,777

Speakers: 2022 Canada Gairdner Laureates, past laureates, an Early Career Investigator winner, and adjudication committee members, Drs. Katalin Karikó, Deborah J. Cook, Stuart H. Orkin, Elaine Fuchs, John E. Dick, Daniel Drucker, Pieter Cullis, Roel Nusse, Salim S. Abdool Karim, Quarraisha Abdool Karim, Rodolphe Barrangou, Guy Rouleau, Drew Weissman, Zulfiqar Bhutta, Mina Bissell, Janet Rossant and Anna Blakney.

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 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, lesson plans were developed for high school teachers. These materials are being distributed through various partners.

GAIRDNER SCIENCE WEEK 2022 EVENTS

For the first times since 2019, Gairdner hosted its annual lineup of Gairdner Science Week events in a hybrid format, offering both in-person and virtual attendance. The choice to offer hybrid events reflects the Foundation's ability to evolve with ever-changing demands to reach a larger global audience and make content accessible to 2,734 people.

2022 International Symposium: Changing views of the hematopoietic stem cell: lineage bias, clonal hematopoiesis and impact on disease

October 26, 2022 / Attendance: 695

Inspired by the work of 2022 Canada Gairdner International Award laureate, Dr. John Dick, this symposium brought together some of the world's top researchers in the field of blood stem cells to explore the evolution over the years of the concept of the multipotent blood stem cell first put forward by Till and McCulloch and how this has impacted our understanding of blood-borne diseases.

Full Video: <https://youtu.be/1QiWUwF0bI8>

Women of Gairdner Event

October 26, 2022 / Attendance: 65 students

A panel event for students in collaboration with Women's College Hospital featuring laureates Drs. Katalin Karikó and Deborah Cook. The event specifically aimed to inspire students from diverse backgrounds and underrepresented communities. To this end, 10 Toronto-based high schools selected intrepid STEM-focused students to attend Women of Gairdner. They were joined by youth from community organizations and mentorship programs, as well as undergraduate students. Women of Gairdner successfully fostered greater community connections and enhanced interest in STEM, particularly among the young attendees from diverse backgrounds.

2022 Canada Gairdner Laureate Lectures

October 27, 2022 / Attendance: 1400

Lectures from the seven 2022 Canada Gairdner Award Laureates about their prize-winning research were interwoven with talks from six Early Career Investigators (ECI) from across Canada who won our ECI contest.

Distinguished speakers:

- 2022 Canada Gairdner International Award laureates: Drs. Katalin Karikó, Drew Weissman, Pieter Cullis, Stuart Orkin, John Dick
- 2022 John Dirks Canada Gairdner Global Health Award laureate: Dr. Zulfiqar Buttha
- 2022 Canada Gairdner Wightman Award laureate: Dr. Deborah Cook
- 2022 Gairdner Early Career Investigator Award laureates: Prof. Bowen Li, Dr. Ana Maria Copăescu, Prof. Anna Blakney, Dr. Yannick Benoit, Dr. Bo Wang and Dr. Isabelle Malhamé

Full Video: <https://youtu.be/PDgOcCpJxQY>

2022 Gairdner Science Week Student Mentoring Sessions

October 27, 2022 / Attendance: 104 students

A student networking lunch with 13 laureates took place after the Laureate Lectures. Students from University of Toronto, York University, Lotus STEMM, The Knowledge Society, Let's Talk Science and Visions of Science were invited to network with laureates and ask questions and gain advice.

Canada Gairdner Awards Gala Celebration

October 27, 2022 / Attendance: 470

The week came to an exciting climax with the Gala Celebration at the Royal Ontario Museum where 470 members of the scientific, academic and life sciences communities came together to honour the laureates. Several dignitaries were in attendance, including the Lieutenant-Governor of Ontario and embassy and consulate representatives from Hungary, USA and Pakistan. Several government officials were also in attendance. The Gala also recognized 8 of our 2020/2021 laureates who thoroughly enjoyed participating and being recognized in-person. Gairdner partnered with Research2Reality again to produce videos summarizing each laureate's research and these were premiered at the Gala.

GAIRDNER'S DIGITAL STRATEGY

A strong digital presence is essential to the success of Gairdner's mission to inspire all generations and promote the prestige of the Canada Gairdner Awards. Throughout 2022 and continuing into 2023, Gairdner has elevated its digital presence with the following:

1. **New website** - Website traffic to gairdner.org continues to increase enormously. In the past year (Nov 2021-2022), gairdner.org received 61K users (up 53.4%), 82K sessions (up 45.8%) and 145K page views. 87% of users were new viewers. A newly redesigned website will be launched in February, 2023 ahead of the 2023 awards announcement to create a hub that showcases the Gairdner brand.

Goal: To create an online space that clearly and effectively showcases the prestige of the Canada Gairdner Awards while bringing the many outreach programs, events and partnerships to the forefront.

2. **Investment in social media** - Gairdner has invested time and resources into social media marketing by creating more elevated graphics and video content, partnering with various social media influencers and providing packages for events to organizations/stakeholders.

Goal: To put the Gairdner brand on the world stage by amplifying events, highlighting the prestige, and connecting with a larger, global audience. We partnered with various influencers over the year resulting in strong success. Over the past year (November 2021-2022), Gairdner was mentioned over 4.2k times across social media, with 1.3k accounts feeling our content was worth posting directly. Gairdner content was seen by over 10M individuals and was displayed over 31M times.

3. **Events for the next generation** - As we emerge from the COVID-19 pandemic, the Gairdner Foundation has embraced new opportunities to reach larger, more diverse audiences. For example, we hosted our annual Gairdner Science Week events in a hybrid format, hired a professional organization to run virtual events, and hosted the inaugural Science Literacy Symposium, which aimed to provide attendees with tangible tools to become more science literate.

Goal: Excitement around a return to in-person Gairdner Science Week events was clear with an influx of attendees who were keen to network and collaborate in an in-person setting. Offering events virtually as well enabled us to extend the reach of our events across the globe and have a recording that can live on YouTube and be shared beyond the event. The broad topic of this year's Science Literacy Symposium, on leveraging social media for science, aimed to reach a diverse and larger group of researchers from various career levels, specialties, demographics, etc. to discuss an important and accessible topic. The resounding success of both events is evidenced in high attendance (see above) and heightened engagement on social media.

PLANNED ACTIVITIES AND EXPECTED RESULTS FOR 2023

Gairdner hosted numerous virtual programs throughout 2022 and capped off the year with our first in-person Gairdner Science Week in October. The energy felt throughout Gairdner Science Week's in-person events was electric and the feedback was outstanding. The Gairdner team

delivered on its mission to celebrate excellence, convene leaders and inspire the next generation. The choice to offer hybrid events reflects the Foundation's ability to evolve with ever-changing demands to reach a larger global audience and make content accessible.

Performance Goals for 2023

1. Rebuild Gairdner website with new digital content as part of an overall enhanced digital strategy for Gairdner communication and outreach.
2. Implement the EDI strategic plan to embed EDI principles in Gairdner governance, nomination pool, staff, Board of Directors, adjudication committees and outreach programs.
3. Announce first Canada Gairdner Momentum award winners and develop approaches to engage Early Career Investigator's and Momentum awardees in Gairdner activities and mission.
4. Develop more inclusive plans for Science communication workshops and training sessions.
5. Ensure that a Women in Science and/or Diverse voices in science event is part of Gairdner week
6. Host 2-3 International receptions/seminars/symposia to be held in person in countries of Gairdner laureates to enhance Gairdner and Canada's international profile in science.
7. Complete external performance review and use results to develop new programming that reflects needs of broad Canadian community.
8. Continue in-person and virtual events, year-round, culminating in Gairdner Science Week.
9. Seek funding mechanisms to enhance the monetary value of the awards.

Longer Term Priorities for 2023 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. Develop, recognize and retain Canadian scientific talent by honing a talent development program that is a true value add to Canadian science and innovation sectors.
3. Strengthen Canadian science culture by hosting events in all Canadian provinces, building a hub of reliable online resources and producing accessible scientific materials.
4. Increase the quality and diversity of Canada Gairdner Award nominations while maintaining international excellence.
5. Raise the profile of Canadian science on the world stage through international events and partnerships.
6. Build the Gairdner brand by increasing online presence and engaging a broader, more diverse audience.
7. Generate a sustainable funding model for the Foundation that includes an increased emphasis on fundraising, and new initiatives directed at government, institutions and individuals.

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.

In 2008, the Federal Government, through CIHR, provided the Foundation a \$20M endowment fund (the "Fund"), formalized through a Funding Agreement. The income from the Fund have been used to support and enhance the Awards. The Fund has been capitalized for the term of the Agreement, and only income from the Fund, including interest, dividends, and realized capital gains may be used until the Agreement terminates in 2028.

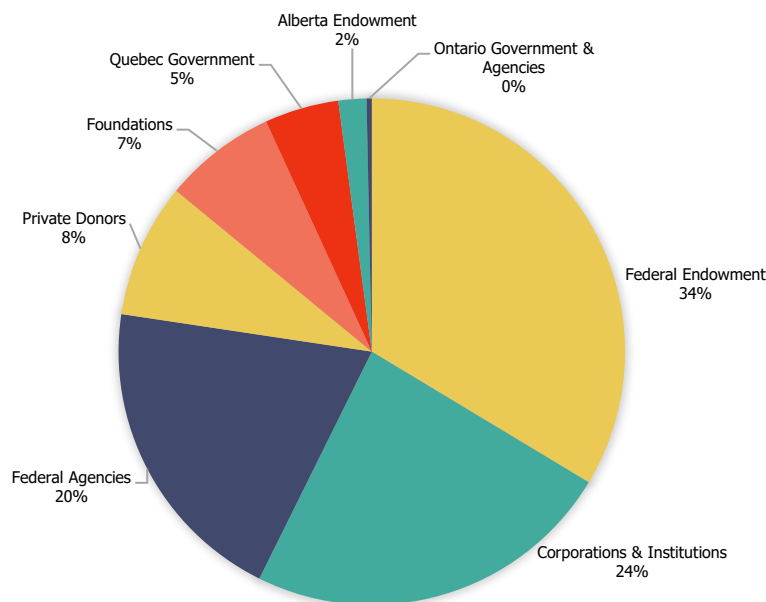
A grant of \$2 million was received from the Alberta government in 2008, for the purpose of expanding the Gairdner program in Alberta. This grant is also to be capitalized during the term of the agreement, and only the income from the Fund, including interest, dividends and realized capital gains may 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.

The Foundation also receives operating funding from the Government of Canada, through CIHR, and the Québec Government, as well as a variety of sponsors and donors from both the public and private sector to support our annual programs. In 2022, estimated revenue of approximately \$3 million was allocated as indicated here.

Planned Receipts and Disbursements for 2023

ESTIMATED 2022 REVENUE BY SOURCE (TOTAL \$3M)



The approved budget for 2023 calls for revenue of \$3 million and operating expenditures of \$3 million, resulting in a breakeven budget. Budgeted expenditures include \$0.70 million for awards, \$0.97 million for program costs, \$0.46 million for administrative and marketing costs, \$0.83 million for operational staff costs and \$0.04 million for adjudication costs. Revenue includes the Federal funding of \$0.55 million per year for 2 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.

The following table provides the budgeted revenues and expenditures for the fiscal year 2023. The Foundation's share of realized and unrealized investment gains and losses is not included in this budget. This budget was presented and approved by the Board of Directors at its November 15, 2022 meeting.

THE GAIRDNER FOUNDATION BUDGET 2023 in 000s

	ACTUAL 2021	FORECAST 2022	BUDGET 2023
REVENUES			
Sponsorships & Donations	738	1,133	1,150
Table sales	-	81	80
Federal Operating Grant	460	596	579
Quebec Operating Grant	152	143	100
Federal Fund	683	1,017	926
Alberta Fund	73	54	132
Portfolio Revenue (net of fees)	1,140	45	45
TOTAL	3,247	3,069	3,012
EXPENDITURES			
Board	11	24	37
Administration	151	319	185
Operational Staff Costs	781	759	831
Events	341	840	971
Scientific Advisory Boards	19	23	23
Other Scientific Boards	12	23	21
Awards	600	700	700
Fundraising & Communications	169	237	241
TOTAL	2,083	2,925	3,008
NET SURPLUS	1,164	144	4

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 update its assessment of risk semi-annually and present this risk management matrix assessment to the Board annually. 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 annual funding to support its programs and to stabilize its infrastructure and operations.

Following two years of the COVID-19 pandemic, Gairdner was able to return to pre-pandemic operations in 2022 and deliver in-person events. Gairdner's investment advisors continue to monitor the impact of the COVID-19 pandemic, market dynamics and geo-political concerns on the investment portfolio closely.

For 2023, we are projecting a conservative 3.9% return on investment. The Investment Policy Statement amended in November 2022 calls for a long-term Asset Mix target allocation of 27% cash/fixed income, 41% equities and 32% alternative investments.

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 2022 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 Requirements

The Gairdner Foundation is required to establish systems to monitor performance and report on achievement of results, beyond the annual report (although these are included when relevant). 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 is currently underway and is expected to be completed by May 2023. The evaluation will include a variety of data collection methods, including document and data review, as well as interviews and surveys with key stakeholders. Three external consultants were approached for proposals and the Gairdner team conducted a thorough review of each company. We are proceeding with an organization that has a strong reputation and references from within the academic/scientific community.

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 in 2023.