



gairdner
LES PRIX CANADA GAIRDNER AWARDS

2022 Corporate Plan

November 2021

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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 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 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 being put on hiatus after 2022 and will be given out at the discretion of the Foundation after that.

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 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 STEM. 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.

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. CIHR has also provided funding annually since 2008. 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.

- More than 400 Canada Gairdner Awards have been bestowed on individuals from 35+ countries
- 52 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 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, Canadian research institutions and government stakeholders and to inspire young Canadians to aspire to the highest levels of scientific excellence.

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 endowment fund provided from the Federal Government through the Canadian Institutes of Health Research (CIHR) and 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.

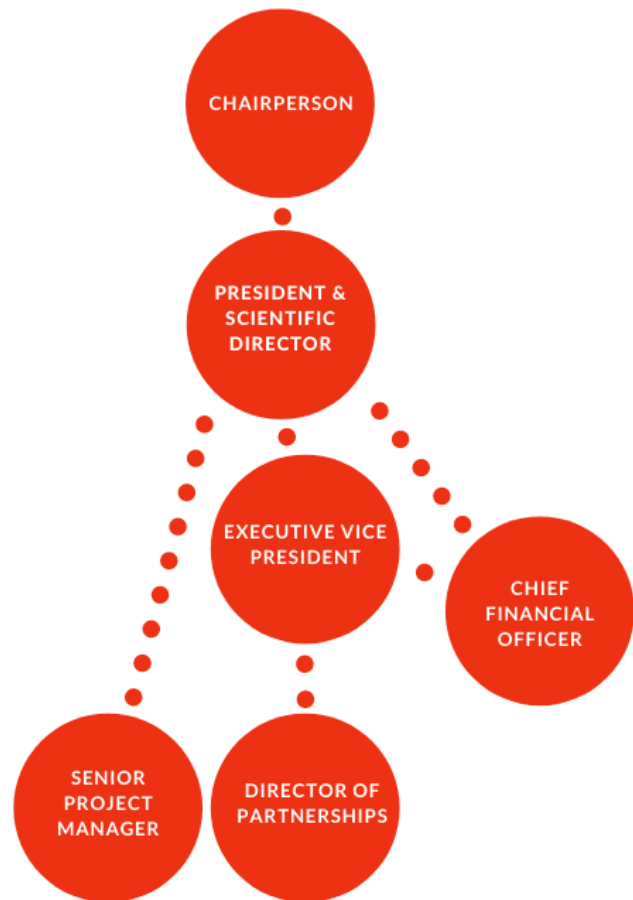
Investment Committee: oversees the investment and management of funds according to a Board-approved Investment Policy Statement that outlines guidelines, standards and procedures for the prudent investment and management of funds. Investment decisions are made with the principal objective being the preservation 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 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 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. This award is being put on hiatus after 2022 and will be given out at the discretion of the Foundation after that.

IMPACT – GAIRDNER'S ACHIEVEMENTS TO DATE

- More than 400 Canada Gairdner Awards have been bestowed on individuals from 35+ countries
- 52 Canadians have received the Canada Gairdner International Award
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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:

David Julius (2017 Canada Gairdner International Award)

2021 Nobel Prize in Physiology or Medicine

Determining the molecular basis of somatosensation- how we sense heat, cold and 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 ground-breaking applications for sleep and appetite disorders as well as organs such as the brain, liver lungs and skin.

SECTION 2: 2021 PERFORMANCE RESULTS & 2022 PLANNED ACTIVITIES

PERFORMANCE RESULTS FOR 2021

Note: Due to the COVID-19 global pandemic, the Gairdner Foundation continued to host 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. Create and provide reliable, informative content for Canadians on topics of immediate relevance such as the ongoing COVID-19 pandemic.

Gairdner tackled some of the world's most pertinent scientific topics this year with Global Perspectives Panels and symposia. From child health to COVID-19 vaccination development to antimicrobial resistance, Gairdner delivered programming on some of the world's most pressing issues.

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

Gairdner continued to build on its successful Global Perspectives Panels by hosting four additional ones in 2021.

3. Continue to strengthen social media presence using influencers, bloggers and content creators on multiple platforms.

Gairdner expanded its social media presence in 2021 with a focus on Instagram. Gairdner partnered with science communicators (influencers) throughout Gairdner Science Week to promote events and share content to broad Canadian audiences.

4. Provide high-quality virtual experiences for Canadians through the National and Student Outreach Programs.

Gairdner partnered with Exploring by the Seat of Your Pants to provide virtual presentations to classes of high school students across the country and outside. In 2021, Gairdner laureates and committee members spoke to 1025 students in classrooms from Newfoundland to British Columbia and in the United States and Brazil.

5. Foster strategic partnerships that build the Gairdner brand and expand its reach.

The Gairdner Foundation has many strategic partners but in 2021, solidified its partnership with IDRC (to deliver Global Perspective Panels) and Exploring by the Seat of Your Pants (to deliver content to students). Both partnerships will be maintained in 2022. Gairdner is also in discussions with The Royal Society of Canada, Visions of Science and Global Affairs Canada to determine linkages.

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

The overall number of women nominated for the three award categories continues to increase and diversity of nominations also is growing with new nominations representing 17 countries. Renewed efforts to connect with existing nominators has resulted in the revision and strengthening of many nominations, allowing for a fuller and more effective adjudication of potential laureates.

DETAILED PERFORMANCE METRICS – 2021 EVENTS

2021 GAIRDNER SYMPOSIA

Québec Symposium: “100e anniversaire de la découverte de l’insuline”

February 11-12, 2021

Attendance: 270

A symposium highlighting Canadian scientific advancements insulin in celebration of the 100th anniversary of its discovery.

Featured speakers: Gary Lewis, University of Toronto, Steve Kahn, University of Washington, Anna Gloyn, Stanford University, Louis Geoffroy, University of Montreal, Montreal, Jean-François Yale, McGill University, Mélanie Henderson, University of Montreal, Banerjee Rajarshi, Oxford University, Marie-Ève Piché, Laval University, Ian Neeland, UH Cleveland Medical Center.

Ontario Symposium: Alzheimer’s, Why haven’t we solved it yet?

March 30-31, 2021

Attendance: 1,000

This two-day event focused on making current dementia research accessible for both researchers and the public. We need our communities to be better informed about this disorder and ultimately to act as ambassadors for dementia research.

Featured speakers: Janet Rossant, Bradley Wouters (remarks); Dr. Barry Greenberg, Johns Hopkins University; Dr. Malu G. Tansey, University of Florida; Dr. Vladimir Hachinski, Western University; Dr. Laura Baker, Wake Forest School of Medicine; Dr. Kenneth Rockwood, Dalhousie University; Dr. Sylvie Belleville, Université de Montréal; Dr. Lisa Barnes, Rush University Medical Centre; Dr. Ronald Weaver, University Health Network

Alberta Symposium & Public Forum: Zooming in on COVID-19 and Other Viral Diseases

June 22-24, 2021

Attendance: 1,726

This symposium featured lectures on vaccines, antivirals and pandemic preparedness. The public lecture specifically looked at how misinformation about COVID is having a tremendously adverse

impact on public discourse, trust, beliefs and behaviours.

Featured speakers: Michael Houghton, University of Alberta; Galit Alter, Harvard Medical School; Tim Caulfield, University of Alberta; Isaac Bogoch, Toronto General Hospital Research Institute; Lynora Saxinger, University of Alberta; Theresa Tam, Public Health Agency of Canada; D. Lorne Tyrrell, Member of the National COVID-19 Vaccine Task Force

Alberta Symposium: Chronic Inflammation Symposium II: Inflammation, Resolution & Treatment

October 8, 2021
Attendance: 224

A symposium featuring international experts and local scientists discussing the wide-ranging impact of inflammation on chronic disease.

Featured speakers: Florent Ginhoux, Hans Clevers, Jeff Biernaskie, Fiona Powrie, Kathy McCoy, Marie-Claire Arrieta, Miriam Merad, Ruslan Medzhitov, Justin Deniset, Ramnik Xavier.

Gairdner-Neuro Symposium: Open Science in Action

November 24, 2021
Attendance: 61

Gairdner collaborated with the Montréal Neurological Institute on a virtual symposium focused on Open Science. The symposium included a Gairdner panel of global health experts, including past Gairdner laureates, talking about how global health and open science intersect.

Featured speakers: Peter Hotez, Baylor College of Medicine and Janet Hemingway, Liverpool School of Tropical Medicine

2021 CANADA GAIRDNER PUBLIC LECTURE SERIES & GLOBAL PERSPECTIVES PANELS – PRESENTED BY TELUS HEALTH

Science in the Time of COVID: International Collaboration and Canadian Success Stories

January 13, 2021
Life Sciences British Columbia
Attendance: 167

Janet Rossant spoke to members of the British Columbia life sciences community about the intersection between Gairdner and COVID-19.

Featuring: Janet Rossant, Gairdner Foundation President & Scientific Director and 2015 Canada Gairdner Wightman Award laureate

Gairdner Global Perspectives Panel: Canadian COVID Treatment & Vaccine Development

February 9, 2021
Attendance: 462

The first panel of the year featured leaders from three of Canada's most innovative biotech and biopharmaceutical companies discussing vaccine and treatment developments for COVID-19.

Panelists: Thomas D. Madden, President and Chief Executive Officer, Acuitas Therapeutics Inc., Véronique Lecault, Co-founder, Director and Chief Operating Officer, AbCellera Inc., Brian Ward, Medical Officer, Medicago Inc.

Gairdner Global Perspectives Panel: Vaccination - Moving Forward with Confidence

March 30, 2021
Attendance: 125

This panel featured speakers from around the world. The COVID-19 vaccine rollout is the largest immunization campaign in human history, and speakers from around the world spoke about how do we learn from the past, engage in the present and prepare for the future.

Panelists: Heidi Larson, London School of Hygiene & Tropical Medicine; Rino Rappuoli, GlaxoSmithKline (GSK) Vaccine; Shanelle Hall, Founder, The Yellow House; Nicaise Ndembu, University of Maryland in Baltimore and Ivan Semeniuk, The Globe and Mail

Child Health in Turbulent Times

September 13, 2021
Attendance: 79

In partnership with IDRC, a virtual panel discussing how recent political, social, environmental and health upheavals have affected child health in LMIC communities.

Panelists: Cesar Victora Emeritus Professor, Federal University of Pelotas, Brazil, John Dirks Canada Gairdner Global Health Laureate, Rima Habib, Department of Environmental Health, American University of Beirut, Beirut, Lebanon; Amina Abubakar Director, Institute for Human Development, The Aga Khan University, Nairobi, Kenya; Walter Flores Centro de Estudios para la Equidad y Gobernanza en los Sistemas de Salud, Guatemala City, Guatemala

Coeurs des sciences/Gairdner Public Lecture

November 18, 2021
Attendance: 131

A hybrid in-person and virtual event featuring Guy Rouleau in discussion about Open Science principles.

ADDITIONAL PARTNERSHIPS & SYMPOSIA

Consortium of Universities for Global Health (CUGH) Conference

March 13, 2021
Attendance: 113

The CUGH is an annual conference where our global health laureates give a keynote lecture. This year Drs. Abdool Karim gave a joint presentation to CUGH members from around the world.

Insulin 100 – Gairdner Symposium on the Future of Diabetes Treatment

April 15, 2021
Attendance: 300

Overview: In honour of the research of Dr. Drucker and Dr. Holst, Gairdner partnered with the University of Toronto's symposium celebrating the 100th anniversary of the discovery of insulin. Gairdner hosted a panel with Dr. Daniel Drucker, Dr. Jens Holst, Dr. Diane Mathis and Dr. Tim Kieffer.

Parliamentary Health Research Caucus Virtual Panel: Celebrating Our Gairdner's

April 15, 2021
Attendance: 50

In partnership with Research Canada, Gairdner laureates Dr. Eisenhauer and Dr. King shared their research with Parliamentarians and Dr. Rossant gave an overview of the Gairdner Foundation.

Attendance: Guests included Parliamentary Health Research Caucus Senate Representative, Senator Judith Seidman, Canada Gairdner Award Laureates, Gairdner Foundation President and Scientific Director, Dr. Janet Rossant, Research Canada's Chair, Dr. Rose Goldstein, and President and CEO, Ms. Deborah Gordon-El-Bihbey.

RCIScience Event with Dr. Julius and Dr. Rossant

May 6, 2021

Attendance: 110

Pain researcher Dr. David Julius shared a brief look at current and future research goals and challenges that seek to identify molecules, genes and neural circuits underlying pain sensation - both protective and chronic - as an essential step towards achieving better pain control. A Q&A moderated by Dr Rossant followed.

Synergie face à la COVID-19 in partnership with Colloque du Réseau québécois de Recherche sur les Médicaments

June 9-11, 2021

Attendance: not reported

Symposium taking stock of the development, evaluation and monitoring of different treatments in the context of the COVID-19 pandemic.

Speakers: Sylvie Bouchard, Directrice de la Direction de l'évaluation des médicaments et des technologies à des fins de remboursement, Institut national d'excellence en santé et en services sociaux, David St-Pierre, Département des sciences de l'activité physique, Faculté des sciences, Université du Québec à Montréal, Ève Dubé, Département d'Anthropologie, Université Laval; Centre de recherche du CHU de Québec-Université Laval et Institut national de la santé publique du Québec, Léo Bouthillier, Directeur de la Direction des médicaments biologiques et radiopharmaceutiques, Santé Canada

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

June 16 and 17, 2021

Attendance: 280

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: Huda Zoghbi, Elaine Fuchs, Vikram Patel and Meghan Azad.

One-Health Connect 2021

September 23, 2021

Attendance: 162

Panel of presenters from academia and industry focusing on One Health concepts, connecting graduate students and early career researchers.

Featured speakers: Sharon Deem, Director, Saint Louis Zoo Institute for Conservation Medicine, Kamini Walia, Senior Scientist, Epidemiology and Communicable Diseases Division of Indian Council of Medical Research, Doreen Robinson, Head of Biodiversity and Land Management, UN Environment Programme, Deborah Thomson, Founder and President, One Health Lessons.

2021 CANADA GAIRDNER OUTREACH PROGRAMS

Total Cross Canada Attendance (National & Student Outreach Program): 4030

2021 Gairdner National Program	
University/Organization	Attendance
Lakehead University	15
University of Calgary	100
Universite Laval	140
York University	156
University of Waterloo	43
University of Lethbridge	44
University of British Columbia	175
University of Alberta	173
McMaster University	60
University of Manitoba	181
McGill, Concordia and Universite Montréal	240
University of Saskatchewan	44
Queen's University	80
Ryerson University	120
University of Ottawa	95
Terry Fox Research Institute	52
Medicine by Design	11
Total	1729

Speakers: 2021 Canada Gairdner laureates, past laureates and adjudication committee members, Elizabeth Eisenhauer, Jens Holst, Daniel Drucker, Mary-Claire King, Malik Peiris, Roel Nusse, Elaine Fuchs, Patty Garcia, Vikram Patel, Rodolphe Barrangou, Quarraisha Abdool Karim.

2021 Gairdner Student Outreach Program	
University/Organization	Attendance
Memorial University	80
Laval University	265
Lakehead University	76
Laurentian University	186
University of British Columbia	95
University of Manitoba	420
McGill, Concordia and Universite Montréal	14
University of Alberta	26
University of Saskatchewan	85
Queen's University	60
Exploring by the Seat of Your Pants	1199
Gairdner Science Week Mentoring Sessions	64
Total	2570

Speakers: 2021 Canada Gairdner Laureates, past laureates and adjudication committee members, Daniel Drucker, Rodolphe Barrangou, Elizabeth Eisenhauer, Mary-Claire King, Sheena Josselyn, Lynne Maquat, Stephen Scott, Connie Eaves, Lewis Kay, Jens Holst, David Julius, Jeff Weitz.

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.

GAIRDNER SCIENCE WEEK 2021 EVENTS

Gairdner hosted a special week of virtual events at the end of October. Gairdner Science Week featured Global Perspectives Panels, symposia, student mentoring and a new program, an “in conversation” series with laureates. Almost 1,200 people registered for the event with 911 registrants attending, representing a 76% retention rate from registration to attendance—much higher than industry average. Attendees from more than 15 countries including Japan, South Africa, the United Kingdom, Brazil, Hong Kong, India and Germany viewed programming on the main stage, visited sponsor booths and gave Gairdner Science Week an average rating of 9.3/10. The events are now posted on Gairdner’s YouTube channel and continue to draw more viewers.

2021 Gairdner Global Health Symposium/Global Perspectives Panel One Health, One World: From Antibiotics to Zoonoses

October 27, 2021

Speakers and panelists:

Malik Peiris & Yi Guan, 2021 Canada Gairdner Global Health Award laureates

Samira Mubareka, MD, Assistant Professor, Department of Laboratory Medicine and Pathology, University of Toronto, Scientist, Sunnybrook Health Science Centre, Toronto, ON, Canada; Linfa Wang, Professor, Emerging Infectious Diseases at Duke-NUS Medical School, Singapore; Dame Sally Davies, UK Special Envoy on Antimicrobial Resistance; Former Chief Medical Adviser to the UK government 2011-2019, London, UK; Amadou Sall, Director, Institut Pasteur de Dakar, Chairman of the Global Outbreak Alert and Response Network, Director of the WHO collaborating center for Arboviruses and viral hemorrhagic fevers, Dakar, Senegal; Peter Doherty, Gairdner & Nobel Laureate, Immunologist & Microbiologist, Melbourne, Australia.

2021 Gairdner Science Week Symposium

From Gene to Genomics & Epigenomics: The Future of Cancer Precision Medicine

October 27, 2021

Speakers and panelists:

Mary-Claire King and Elizabeth Eisenhauer, 2021 Canada Gairdner International Award laureates

Aviv Regev, Executive Vice President, Genentech Research and Early Development; Charles Swanton, Senior Group Leader, Francis Crick Institute; Daniel De Carvalho, Associate Professor, Princess Margaret Cancer Centre; Lillian Su, Senior Medical Oncologist, Princess Margaret Cancer Centre; Nada Jabado, Professor, McGill University; Samuel Aparicio, Nan & Lorraine Robertson Chair in Breast Cancer Research; Victor Ling, Founding President and Scientific Director, The Terry Fox Research Institute; Jim Woodgett, Principal Investigator, Lunenfeld-Tanenbaum Research Institute; Janet Rossant, President & Scientific Director, Gairdner Foundation.

2021 Canada Gairdner Laureate Lectures

October 28, 2021

Virtual symposium featuring the 2021 Canada Gairdner Award laureates, broadcast to registrants from over 15 countries. This year Gairdner launched a contest that asked early career researchers to submit a video to win the chance to give a lecture during the event. The laureates chose the winners.

Distinguished speakers:

- 2021 Canada Gairdner International Award laureates: Mary-Claire King, Daniel Drucker, Jens Holst and Joel Habener
- 2021 John Dirks Canada Gairdner Global Health Award laureate: Malik Peiris and Yi Guan
- 2021 Canada Gairdner Wightman Award laureate: Dr. Elizabeth Eisenhauer
- 2021 Gairdner Early Career Investigator Award laureates: Sarah Elton, Van Lu, Bertrand Routy, Tobias Karakach & Hermann Nabi

2021 Gairdner Science Week – In Conversation Series

October 25-26, 2021

Janet Rossant sat down with 2021 Canada Gairdner Award laureates to discuss their science, career paths and next steps in their research journeys.

- Personal Reflections on 35 Years of Cancer Clinical Trials: A conversation with Elizabeth Eisenhauer
- Genetics as the Soul of Precision Medicine: A conversation with Mary-Claire King
- From P-glycoprotein to Terry Fox, a Lifetime of Cancer Research: A conversation with Victor Ling
- Serendipity, Perseverance and Hard Work: A conversation with Daniel Drucker
- Learning to Control Infectious Disease Outbreaks: A conversation with Malik Peiris

Genetics as a Way of Thinking with Mary-Claire King – Public Lecture

Mary-Claire King shared stories of a career spent using genetics for good.

2021 Gairdner Science Week Student Mentoring Sessions

October 25 & 28, 2021

Gairdner partnered with Let's Talk Science, The Knowledge Society, Massey College and the University of Toronto to engage students in mentoring sessions with Gairdner laureates and committee members.

Canada Gairdner Awards Virtual Gala Celebration

October 28, 2021

Gairdner hosted another virtual gala in 2021 in partnership with Research2Reality. Laureates were filmed receiving their medals and giving acceptance speeches in their home towns. The footage was compiled into a full program featuring all 2021 Canada Gairdner Award Laureates, President & Scientific Director, Janet Rossant and Chair of the Board of Directors, Heather Munroe-Blum. The video premiered on October 28 following the Laureate Lectures.

CONTINUED FOCUS ON VIRTUAL IN 2021

Gairdner's focus on digital media and virtual events resulted in high attendance and participation in events and an increase in overall brand recognition among new stakeholders. Gairdner's dedication to increasing its social media presence in 2021 is key to promoting the Foundation and its events. We continue to see the growth of our social media platforms as critical in expanding 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 a potential audience of over 1 million people, resulting in over 18,338 engagements and 16,147 link clicks, directly to the Gairdner webpage and Gairdner events. This resulted in a 251.9% increase in monthly reach when compared to last year's hit rate.

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. Gairdner continued to partner with influencers and science communicators in 2021 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 October alone, this resulted in over 786.9K impressions, over 19.2K profile visits (231.03% more than last October) and 75 new followers.

Instagram: In the past year, Gairdner’s Instagram following has more than doubled to 450 followers and continues to rise as a result of partnerships with science influencers. These influencers allow us to reach a broader audience to promote the Foundation and our events. Promotions through Instagram in October for the Global Health Symposium and Laureate Lectures reached over 165K people across Canada and around the globe. Gairdner will continue to grow its presence on Instagram over the coming year.

Online presence

Statistics drawn on November 1, 2021 (Period of measurement: Oct 26, 2020 - October 29, 2021)

40.6 K users, 54.8 K sessions, 105 K page views
87% of users are new viewers

Top Countries by session

Canada	37%
USA	20%
China	6%
India	3%
UK	3%
Japan	2%

131 countries with 10 or more sessions, 193 countries reached total.

PLANNED ACTIVITIES AND EXPECTED RESULTS FOR 2022

Gairdner built on 2020’s successful year of virtual programming in 2021 with an increased number of events and strategic social media that raised the profile of the awards and associated outreach events. In 2022, Gairdner expects to move all programming to a hybrid model of in-person and virtual, leveraging the benefits of both to continue to engage Canadians in science from coast to coast.

Performance Goals for 2022

1. Complete and publish Gairdner’s 2022 strategic plan.
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.
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.
4. Build a network of Early Career Investigators to foster the development of Canadian talent and support Gairdner programming.
5. Introduce the new 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.
6. Re-introduce in-person programming post-pandemic with virtual options to engage a broad audience nationally and internationally.
7. Increase social media presence using influencers, science communicators and content creators on multiple platforms.
8. Re-introduce in-person international receptions and engage new international partners.

Longer Term Priorities for 2022 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.

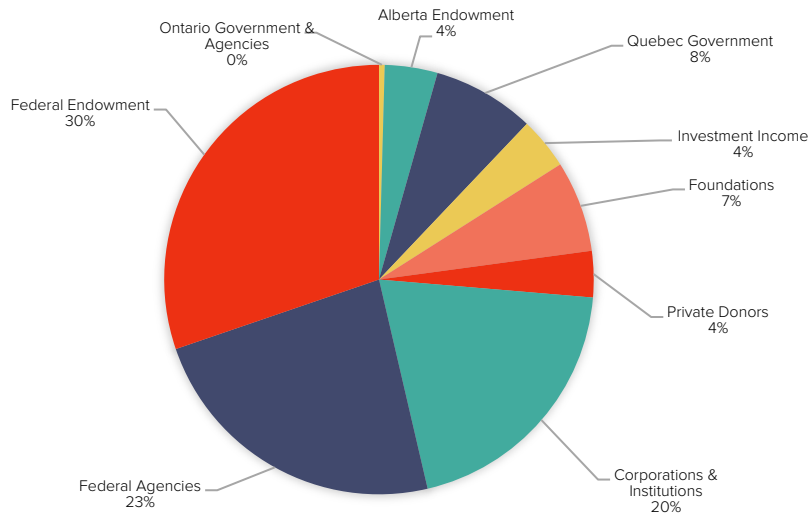
In 2008, the Federal Government, through CIHR, provided the Foundation a \$20M endowment fund (the “Fund”), formalized through a Funding Agreement. The proceeds from the Fund have been used to support and enhance the Awards. The Fund has been capitalized for the term of the Agreement, and only income 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.

Every year the Gairdner Foundation seeks sponsors from both the public and private sector to support our annual programs. In 2021, estimated revenue of approximately \$2.32 million was allocated as indicated here.

ESTIMATED 2021 REVENUE BY SOURCE (TOTAL \$2.3M)



Planned Receipts and Disbursements for 2022

The approved budget for 2022 calls for revenue of \$2.58 million and operating expenditures of \$2.58 million, resulting in a breakeven budget. Budgeted expenditures include \$0.7 million for Awards, \$0.66 million for program costs, \$0.38 million for administrative and marketing costs, \$0.8 for operational staff 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 \$0.6 million in 2022. 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 2022. This budget was presented and approved by the Board of Directors at its November 23, 2021 meeting.

THE GAIRDNER FOUNDATION BUDGET 2022 in 000s

	ACTUAL 2020	FORECAST 2021	BUDGET 2022
REVENUES			
Sponsorships & Donations	682	723	900
Federal Operating Grant	377	531	500
Quebec Operating Grant	55	180	100
Federal Fund	873	705	864
Alberta Fund	41	93	126
Portfolio Revenue (net of fees)	396	91	90
TOTAL	2,424	2,323	2,580
EXPENDITURES			
Board	6	14	25
Administration	142	189	202
Operational Staff	759	742	795
Events	200	413	661
Scientific Advisory Boards	138	22	27
Other Scientific Boards	11	14	14
Awards	700	600	700
Fundraising & Communications	133	184	152
TOTAL	2,089	2,178	2,576
NET SURPLUS	335	145	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 funding to support its programs and to stabilize its infrastructure and operations.

While many of Gairdner's program delivery methods for 2021 remained virtual as a result of the COVID-19 pandemic, the core mission remained the same and Gairdner was able to maintain its core operations for 2021. Gairdner's Investment Committee and investment advisors continue to monitor the impact of the pandemic on the portfolio closely.

For 2022, we are projecting a conservative 3.5% return on investment. The 2022 return on investment is based on the strategic asset mix of 35/50/15. The Investment Policy amended in November 2021 calls for a long term Asset Mix target allocation of 35% Bonds/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 2021 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 2022-2023.

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.