



2030 Strategy

Forge a fair future.

About Minderoo

Who we are

Minderoo is a proudly Australian philanthropy, working to forge a fair future by courageously challenging inequalities and campaigning for meaningful change.

Our Founders

Minderoo Foundation was founded in 2001 and continues to be driven by Andrew and Nicola Forrest.



**Dr Andrew
Forrest AO**



**Nicola
Forrest AO**

Our Values

Courage & Determination
Empowerment
Enthusiasm
Family
Frugality
Generating Ideas
Humility
Integrity
Safety
Stretch Targets

Our Vision

A society that values all people and natural ecosystems.

Our Mission

Forge a fair future.

Our Organising Principles

1. We exist as a force for good.
2. We are impatient for change, but recognise lasting impact takes time.
3. We are driven by science and measure what matters.
4. We are entrepreneurial and allocate our resources for catalytic results.
5. We shine a light on the problem and speak truth to power.
6. We empower, convene and entrust partners and communities.
7. At times of crisis, we stand up and support those in need when others can't.

About Minderoo

The causes and issues we pursue

Our efforts across our Focus Areas and Impact Missions concentrate on removing the barriers to a fair future.



About Minderoo

Our approach

Lasting change takes time, resources and the attention of decision-makers.

Our evidence-based approach sees us advocate for disempowered voices, campaign to shift attitudes and pursue critical policy reform. Our strength lies in collaborating with and supporting the capacity of peers, partners and communities to build local empowerment and advocacy.

Our impact and reach

At our core we are driven to ‘give back’ and resolve problems at the root cause. Over our history, Minderoo has established ground-breaking programs and research that has and continues to create positive change within society. We maximise our impact by focusing on our beneficiaries, consistent geographies and key stakeholders.

Our roles

We partner through grants and impact investing, advocate for systems change, develop and refine solutions and build evidence to amplify our collective impact. We back those who are closest to the problems we seek to solve.

Our cross-cutting lenses

We recognise that some barriers to change are greater than others. In response, we apply the lens of climate change, gender equality and First Nations to all our work, engagements and partnerships to ensure we don’t lose sight of the inequity these areas face.

Where we work

Australia is our home and will always be our top priority and proving ground. As our projects mature, we will prioritise the needs of our Asia Pacific neighbours.

Recognising that some issues require global solutions, we maintain a global outlook, collaborating with partners who understand local contexts to solve global problems, bringing the best ideas back to Australia.



About Minderoo

How we partner

Understanding our partners' perspectives and their needs for achieving our shared outcomes is crucial to our approach. We embrace transparency and actively seek feedback to enhance accountability and trust with our partners and the communities we serve. We amplify our impact through collaboration and by empowering our partners to deliver and deploy resources more effectively.

How we measure and learn

We are data-driven and guided by research from experts around the world to develop tools, standards and insights that inform and influence policy decisions, helping to create long-term positive impact.

We continually measure the effectiveness of our work, allowing us to learn, evolve our approach and actively share knowledge to accelerate and expand the reach of our work, now and for the future.



Focus Areas+ Impact Missions

Communities

Our vision: All children in Australia reach their full potential in thriving communities.

Disadvantage among children and families can be concentrated in specific communities across Australia, leaving many underserved despite ongoing innovation in some areas. Leveraging our experience delivering place-based programs, driving systems change and forming strong alliances within the early childhood development sector, Minderoo Foundation aims to ensure that all children, regardless of gender, ethnicity, wealth or geography, can reach their full potential in thriving communities.

Our approach emphasises the power of local knowledge and lived experience in fostering sustainable change, recognising that the environments surrounding our children significantly influence their development. We create impact either directly through engagement with communities that choose to work with us or through system change that improves the wellbeing of those communities.

Outcomes

1. Young children are developmentally on track and experiencing strong well-being.
2. Families and caregivers are empowered to foster their young child's holistic development.
3. Families experiencing adversity can achieve economic dignity.
4. Communities have the power to accelerate progress on the things that matter most to them.
5. Communities are vibrant and socially cohesive, with safe, sustainable and playable environments.



Bodies of Work

Place-based Engagement

Place-based initiatives are sustainable and support collective actions and system innovation.

A growing body of evidence shows that well-designed and well-implemented place-based approaches can address significant social, economic and environmental challenges, including persistent and rising poverty resulting from poor child development in many communities.

Valuing the Early Years

Early childhood development is actively supported by families, communities and system stewards.

Countries that lead in early childhood development view raising children as essential for nation-building and understand the evidence-based link to societal prosperity. Although Australia has the potential to become one of the best places in the world for a child to be born and thrive, much work is needed to ensure we collectively value the early years. This requires embedding this prioritisation in holistic policies, programs and practices to truly reflect the importance of early childhood development.

Improving Child & Family Supports

Child and family service ecosystems will meet the needs of the communities we support.

Australian children face high and increasing rates of preventable health and developmental problems, with significant inequities for First Nations, culturally and linguistically diverse, and regional and remote communities. These issues stem from insufficient investment in early childhood development supports, lack of tailored services for those who need them most and siloed services that lack the relational engagement necessary for holistic continuity of care.

Vibrant & Connected Communities

The communities we support are more vibrant and connected places where families have hope for a fair future.

Australian communities are experiencing a crisis of disconnection, which undermines social capital and hope, erodes trust, and prevents communities and children from reaching their full potential. Leveraging Minderoo's strengths in arts, culture and creativity can help address these challenges and support vibrant, well-connected communities.

Focus Areas+ Impact Missions

Gender Equality

Our vision: All people realise their inherent freedom and equality.

Gender inequality is one of the most pervasive forms of inequality globally, limiting the rights, opportunities and freedoms of women and girls, leading to poorer health, social and economic outcomes. Leveraging our experience in addressing systemic inequality issues like modern slavery, Minderoo Foundation aims to ensure that all people realise their inherent freedom and equality, focusing on the social and economic empowerment of women and girls.

Our approach emphasises the necessity of shifting harmful social norms, dismantling structural barriers and redistributing resources and power dynamics. We create impact by empowering community-based organisations with the resources they need and through advocacy with governments and businesses to drive systemic change.

Outcomes

1. Social and cultural norms promote freedom and equality.

2. Government and business ensure people are safe and fairly treated.

3. Power and resources accelerate progress toward freedom and equality.

Bodies of Work

Equal Economic Opportunity

Disadvantaged women and girls in Australia and select countries in the Asia Pacific region have greater economic agency.

Women across the Asia Pacific region face significant disparities in economic opportunities compared to men, preventing them and future generations from reaching their full potential. This also makes them more vulnerable to modern slavery, gender-based violence and climate change. There is a critical need to leverage investment and philanthropic capital to shift systems and social norms, redirecting resources, power and practices towards equal economic opportunities for women.

Embedding Equality

Key barriers that prevent gender equality are removed to support women, men, boys and girls, in all their diversity, to exercise their full agency.

Rigid social norms in Australia are perpetuating a harmful status quo that limits women's economic outcomes and men's mental health outcomes. This undermines efforts to achieve our vision of a society that values all people. To support women, men, boys and girls in exercising their full agency, we must dismantle these harmful norms, which stymie economic and social progress.

Freedom From Violence

Effective gender-based violence prevention initiatives are embedded in key settings in Australia.

In Australia, at least one woman a week is killed by her intimate partner and 13 women are hospitalised each day due to family, domestic and sexual violence. Half of the women have experienced technology-facilitated abuse. Gender inequality drives this violence, and the violence, in turn, reinforces gender inequality. To create a safer society, it is essential to dismantle the harmful structures and norms that perpetuate gender-based violence.

Walk Free

Discriminated and marginalised communities in select countries are less vulnerable to modern slavery.

Nearly one in every 150 people worldwide is estimated to be in modern slavery. Efforts by governments and businesses have been outpaced by increasing vulnerability, and ending modern slavery has slipped down the global agenda. To address this, it is essential to build knowledge, shift harmful norms, and advocate for stronger laws and policies.



Focus Areas+ Impact Missions

Natural Ecosystems

Our vision: Healthy ecosystems safeguarded for all generations.

Human-driven threats, such as climate change, pose significant risks to natural ecosystems, limiting their health, resilience and ability to support future generations. Leveraging our experience with marine ecosystems, Minderoo Foundation aims to ensure that healthy ecosystems are safeguarded for all generations.

Our approach emphasises the necessity of applying the precautionary principle to protect against serious and irreversible damage to our ecosystems and minimising climate change as a threat multiplier.

We will protect and restore our natural ecosystems by fostering legislation, supporting science and technology research and development, and developing sustainable financial models to balance the needs of our beneficiaries. We will overcome the climate challenge by supporting policy development, public education on climate urgency and demonstrating what a successful transition looks like domestically.

Outcomes

1. Our ecosystems are thriving, with biodiversity protected and harmful impacts reduced.
2. Impacts of climate change mitigated, ensuring a liveable planet.

Bodies of Work

Protect Ocean Biodiversity and Habitats

Biodiversity is protected and harmful impacts on ocean ecosystems are reduced.

Human activities, including resource extraction, pollution and habitat destruction, seriously threaten ecosystem integrity and health. Biodiversity and habitats are declining faster than at any other time in human history. Evidence shows that to secure healthy, productive and resilient ocean ecosystems, at least 30 per cent of land and sea needs to be safeguarded in conservation areas by 2030. This aligns with the ambitious global '30x30' goal to protect at least 30 per cent of the planet's land and water by 2030.

Climate Action

Climate change is a threat multiplier to our beneficiaries as we pursue a liveable planet free from fossil fuels.

Urgent action is needed to combat climate change and its effects in Australia and the wider Asia Pacific region. A just transition to real zero, along with mitigating and adapting to climate impacts and working across multiple spheres of influence, is needed to address climate change effectively.



Focus Areas+
Impact Missions

Impact Missions

Our vision: Agile response to existential threats and urgent challenges.

Existential threats and urgent challenges require immediate and effective action. Impact Missions enable Minderoo to tackle cross cutting issues that are deeply valued by our Founders and if not addressed, will compound the inequalities being addressed by our Focus Areas.

Our approach is driven by near-term inflection points that clearly signify the achievement of Missions. We use the most suitable Minderoo levers -partnering, advocating and building evidence to address the threats or challenges we face. Impact Missions ensure that Minderoo remains agile and effective in driving sustainable and meaningful change.



Missions

Plastics & Human Health

Establish a causal link between plastics and negative human health impacts and a pathway to safe and sustainable alternatives.

Plastic pollution poses significant risks to human health and the environment. Harmful properties of plastics, including toxic chemicals and micro/nanoplastics, have been linked to various health issues. There is an urgent need to identify and eliminate these harmful properties and promote the adoption of safe and sustainable alternatives.

Crisis Response

Reduce suffering and save lives during crises.

Urgent crises exacerbate existing vulnerabilities and create new challenges for affected populations. It is crucial to provide immediate support to beneficiaries, ensure frontline workers receive respite and develop innovative responses to complex crises. Strengthening the capacity of partners to lead local responses and initiating resilience and rebuild activities are essential for effective crisis management.

Artificial Intelligence

Mitigate the harmful impacts of AI.

Artificial intelligence poses significant risks, including disinformation, algorithmic bias, manipulation, impersonation and impacts on employment and the environment. Ensuring AI is designed, developed and deployed with human well-being and safety in mind is crucial. Uniform governance protections and proactive measures are needed to address these risks and harms.

**Enablers:
Amplifying Impact**

Effective Philanthropy

Minderoo has a strong capacity to create, accelerate and scale measurable impact. To achieve our outcomes effectively, we leverage behavioural insights and partner through grant-making and impact investing.

We enhance our philanthropic effectiveness by:

- Providing Field Building funding to support and grow a strong, resilient for-purpose sector.
- Redesigning our impact measurement approach to enable a long-term, systemic view of impact and foster a culture of learning.
- Deploying our capital more efficiently, by unlocking a full spectrum of funding, from grants to commercial investment.

Advocacy and Engagement

Minderoo strategically supports, defends and advocates for its causes, appropriately influencing decisions across political, economic, community and social institutions.

We advance our goals through strategic communications, targeted advocacy and engagement with key stakeholders, such as policymakers and government agencies.

We drive a coordinated approach by enhancing the capacity of our partners and the broader for-purpose sector to amplify impact.

Our advocacy is informed by regular qualitative and quantitative research on relevant issues, which we share with partners to strengthen our collective efforts.





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