



Annual Report

WE MUST
STAND UP
UNITE
INNOVATE
EMPOWER
CHANGE

..

*It sounds daunting, and
naysayers are everywhere...
but as someone who's
made a career out of
doing what others said
is impossible, this doesn't
feel any different...*

..

Dr Andrew Forrest AO,
Boyer Lectures 2021

..

*Minderoo Foundation
has evolved as we've seen
issues and, I suppose,
as we've had the capacity
to face another challenge.
Once you see a problem,
you can't just walk away
from it.*

..

Nicola Forrest AO,
National Press Club 2021

The vulnerability of humankind has seldom been in sharper focus.

Where once we fancied ourselves invincible, courtesy of an unending cavalcade of technological, economic and medical advancements – we now see nothing is guaranteed.

Just look around you.

The pandemic has ripped away our sense of security, along with the freedoms we took for granted.

The attainment of equality for women and girls has slipped even further away as a result of the pandemic.

2030 is fast approaching, yet fossil fuel use is set to rise rather than fall.

This period of unprecedented disruption has given the world pause to ask: Do we really want to hand over a world and a standard of living which is in worse shape than the previous generation?

Whether it be climate change, early education, modern slavery or the impact of big tech, there has never been a greater need for practical, implementable solutions.

Leadership is critical.

We must not turn inward or lay low in periods of change and upheaval.

It is in our Minderoo DNA to challenge impossible. We are prepared to take risks where others hesitate, or, indeed, stop.

Emerging from this once-in-a-lifetime pandemic, it is clear that we must find new ways to collaborate.

This is a warm and earnest invitation – whether you are venture capitalists, politicians or philanthropists – to act; to join us and drive change.

If you have an ability to create and implement capital, then use that ability to create the greatest leverage you can, for the good of others and our environment.

This is how we must emerge from the once-in-a-lifetime pandemic. Not disparate but united.

When we work together, we drive sustainable philanthropy and leave a powerful legacy for the communities we engage with.

We seek to empower communities to identify their own solutions and drive change. We use mediums such as the arts to create opportunity and deliver social impact. We work with organisations, networks and institutions to sustainably meet the needs of communities and, indeed, strengthen them. We think at a global level and act on a local level.

At Minderoo Foundation we are family first and we care for our mates. We are frugal – we use our minds and the power of our colleagues and partners to achieve, through collaboration, the best results we can.

If we fail, we fail fast and we fail together. We learn from our mistakes and never proceed with an ambitious Plan A without a bulletproof Plan B.

Minderoo Foundation's values and people enable our breakthroughs, to arrest unfairness and create a better world.

In challenging the impossible, we will never, ever give up.

Andrew and Nicola

Andrew and Nicola Forrest
Chairman and Co-Chair



Photo credit: Emma Dolzadelli.



This year, as the COVID-19 pandemic continued to rage throughout the world, we could have paused on the climb towards our philanthropic objectives, which we call mountain tops. We could have said ‘it’s all too hard’, in a nation divided by borders, and a world debilitated by a virus. We could have been afraid to fail. But at Minderoo Foundation, inspired by the vision and relentless determination of Andrew and Nicola Forrest, we chose once again to challenge the impossible.

Our approach, as always, was evidence-based, and it shone a light into the dark places governments and corporations would sometimes rather people didn’t look. Take the work that we did to contribute research to the Plastic Waste Makers Index. The Index doesn’t just highlight an industry’s dirty little secret, it exposes a globally interconnected problem. It’s not just about a plastic bag killing a fish in the Indian Ocean. The polymer producers and funders behind the single use plastics crisis have trillions of dollars in combined market capitalisation. The Index would have an impact that stretched all the way to Wall Street, and the other big financial centres of the world. And sure enough, within minutes of publication, we received our first call from the CEO of an institution named in the Index. Would you believe it? That call led to a constructive conversation, and a vehicle for massive change.

The Global Fishing Index is the largest global, independent assessment of fisheries sustainability in 142 countries. It proves, with hard evidence, the world isn’t doing nearly enough to end overfishing. And the Mending the Net Report revealed 65 per cent of the seafood Australians eat comes from overseas, with no indication if it’s the product of illegal fishing, overfishing, modern slavery or unsustainable practices. It’s now clear Australia needs regulations to ensure imported seafood complies with our local sustainability and labour standards.

Taking on the impossible, we must be prepared to fail. That’s what takes real courage. That’s what it took when, in the depths of COVID-19, Jay Weatherill and the Thrive by Five team took on the challenge to influence the revolution of the early childhood education system in Australia. The team built a national campaign and grew a network of more than 46,000 vocal supporters and partners who have been focused on this challenge for years. Nicola and Jay addressed the National Press Club. Then came a commitment of \$3.7B in additional funding for childcare and pre-school in the Federal Budget. And a little girl called Molly challenged more than a billion people globally to improve our children’s futures, with nine out of ten who saw her plea committing to do just that.

We also want to thank our generous and invaluable partners who choose to challenge impossible. Queensland Health and The University of Queensland is establishing a Centre for Plastics and Human Health - one of the world’s first research centres built to unravel the links

between human exposure to plastics and adverse health outcomes. And those who took on the challenge to build the Minderoo Foundation Exmouth Research Laboratory in Australia’s remote north-west, which is now attracting the world’s best researchers to study and improve ocean health and resilience against climate change.

Andrew and Nicola Forrest, together with their family, show us every day that the courage to challenge the impossible is discovered, not just in dreams, but in rock-solid targets backed by evidence. First establishing measurable objectives and key results, then forging partnerships and gathering data that prove we’re pushing in the right direction.

We continue to have a long way to go, but we are making progress. We want to thank our courageous initiative leaders and incredibly talented and determined staff for taking on those challenges, finding the evidence, and forging the relationships to generate real change.

This year, after a 2020 pandemic pilot program, we launched the Minderoo Foundation Artist Fund. Each year the fund will distribute grants and residencies aimed at recognising our artistic workforce as the vital centre of our cultural and creative economy. And Generation One helped more than 100 Indigenous entrepreneurs across Australia increase their access to capital.

On top of that, we’ve collaborated with more than 70 organisations, government agencies and global NGOs to build a national disaster resilience blueprint and activated more than 20 projects. We’ve formed the Global Network for Plastics and Human Health and participated in the International COVID-19 Data Alliance, fostering research outcomes through collaboration.

We hope you enjoy this annual snapshot and that it inspires you to challenge the impossible with us. This year we chose to suspend our disbelief, aim for solid targets, and never ever give up. We challenge you to do the same, because when we challenge the impossible, we will fail. We will fail relentlessly. Until we succeed.


Andrew Hagger,
CEO


Felicity Gooding,
Deputy CEO

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Established by Andrew and Nicola Forrest in 2001, Minderoo Foundation is a modern philanthropic organisation seeking to break down barriers, innovate and drive positive, lasting change. Minderoo Foundation is proudly Australian, with key initiatives spanning from ocean research and ending slavery, to early childhood, collaboration against cancer and building community projects.

Our philanthropy is supported by Tattarang and its portfolio of businesses and dividends from our investment in Fortescue Metals Group. This arrangement ensures a level of unparalleled sustainability for our philanthropic activities.

CHALLENGING IMPOSSIBLE

During these unprecedented times, our response has been to find agile, scalable and at times unexpected solutions to the problems facing the world. Following are five examples, where, with the help of some incredible partners, unorthodox thinking and perseverance, we challenged the (seemingly) impossible.

Plastic Waste Makers Index
Molly's TED Talk
Zero Childhood Cancer
Artist Fund
Exmouth Research Lab
Plastics & Human Health

#1 Plastic Waste Makers Index

CHALLENGING IMPOSSIBLE

..
*Trash Island in the Carribean.
Photo credit: Caroline Power.*

Single-use plastics account for over a third of plastics produced every year, with 98 per cent manufactured from fossil fuels and more than 130 million metric tonnes thrown away, the majority of which is most likely to end up in our ocean impacting wildlife health – and the ocean’s ability to store carbon.

If production continues at current rates, it could account for 5 to 10 per cent of the world’s greenhouse gas emissions by 2050 but part of the problem is that we can’t manage what we can’t measure.

The No Plastic Waste initiative is tackling leakage rates in the environment by generating transparency across the plastics supply chain and tracking plastic from source to sea, to drive greater accountability and to ensure clean-up efforts are more effective.



..
350 million plus tonnes of plastic is produced every year, however plastic recycling rates have remained stagnant at around just 10 per cent for decades. Photo credit: Zeljkosantrac via Getty Images.

..
Ground-breaking research by the Minderoo Foundation and others, into plastic pollution is showing that plastic waste is posing an imminent serious health and environmental threat. Photo taken off Oebu Island, Philippines. Photo credit: Brent Durand via Getty Images.



How did we challenge the impossible?

Our research contributed to the *Plastic Waste Makers Index* report which identified for the first time the companies that produce from fossil fuels the five primary polymers that generate the vast majority of single-use plastic waste globally – and which investors and banks are funding them.

This report shows that In 2019, just 20 polymer producers accounted for more than half of all single-use plastic waste generated globally.

Our research aimed to assess which companies are making real efforts to create a circular plastics economy and estimate how virgin polymer production is expected to grow or decline in the future.

The media-first campaign attracted global coverage, reaching more than 300 million English and non-English speaking viewers across mainstream media including the BBC (top five most read online) and the Guardian (top three most read online) CNN, Sky, the New York Times and the Financial Times. The social media strategy supported by high profile influencers including Al Gore, Estelle, Alyssa Milano and Don Cheadle gained over 120 million potential impressions to enable consumers to put pressure on the

companies named by the index. Our website brought the findings of the report to life and enabled interaction with the data, and a series of public and private briefings engaged key audiences across polymer producers, financial institutions, NGOs and governments.

The campaign established Minderoo Foundation as a thought leader in the space and elevated the plastic issue in the minds of consumers placing increasing pressure on polymer producers to change.

Presenting the pathway to change, the research prepared in the Plastic Waste Makers Index has provided essential baseline information and key recommendations from which policy makers, industry and financial services companies can craft the steps necessary to make the move toward a sustainable future:

Polymer Producers

- Disclose levels of virgin versus recycled polymer production and their associated single-use plastic waste “footprint”.
- Set real, quantifiable and time-bound commitments to reduce reliance on fossil fuel feedstocks and shift to circular recycled polymers.
- Commit to using circularity measurement and reporting tools.

Policy Makers

- Target policies at polymer producers.
- Accelerate a global treaty on plastic pollution.
- Require full disclosure from producers and users of single-use plastics in order to better monitor the supply chain.

Investors and Banks

- Disclose the level of lending and investment in virgin versus recycled polymer production and the associated generation of single-use plastic waste.
- Commit to funding a circular plastics economy.
- Use measures of circularity to inform capital allocation decisions and shareholder action.

Other Companies in the Supply Chain

- Convert voluntary commitments to use more recycled single-use plastics into firm market signals.
- Design for recyclability.
- Reduce unnecessary single-use plastics.

..
Our website brought the findings of the report to life and allowed people to interact with the data.



Looking forward

The Plastic Waste Makers Index 2021 has been a benchmark-setting exercise of single-use plastic waste generation globally and is fast being recognised as the gold standard measure, e.g., by the UN Environment Programme.

In 2022, we will repeat the work we did for the Index with an expanded scope, covering polymers made from recycled and bio-based feedstocks as well as fossil-fuels.

Repeating this work bi-annually will allow us to track progress over time towards our initiative’s ultimate goal - to revolutionise the recycling of plastic waste - and to keep the pressure on the plastics industry, financial institutions, and policy makers to make and meet more ambitious sustainability targets.



..
*Polypropylene being manufactured.
Commonly used to make yogurt
cups and disposable hot drink cups.
Photo credit: Stewart Cohen.*

Al Gore,
Former Vice President,
United States of America

••
The Plastic Waste Makers Index comes at such a critical time... With comprehensive new data and analysis on the producers, funders, and enablers of our global plastic addiction, this groundbreaking analysis gives us the tools we need to limit plastic waste pollution and measure our progress.
••

#2 Molly's TED Talk

CHALLENGING IMPOSSIBLE



..
Molly's TED Talk.
Photo credit: FINCH.

Whilst decades of scientific research exists on the importance of the early years to brain development, significant gaps in understanding (in Australia and around the world) remain in terms of what behaviours best support healthy brain development.

We wondered: how can we make the story of the brain famous by delivering complex neuroscience in a novel way that is easy to understand, universally accessible and empowering?

The challenge was to develop a global public awareness campaign that educated and empowered parents and caregivers, as a catalyst for positive behaviour change - so that every child can thrive by the age of five.

..
The TED Talk was seen by new mum Stephanie the day after giving birth at Ramsay Health Care - Joondalup Public Hospital. Photo credit: Benjamin Horgan.



..
What if I was to tell you, that a game of peek-a-boo, could change the world? Sounds impossible, right? Well I’m here today to prove it’s not.

..
Molly Wright

..
Nicola Forrest addressing the media at the launch of 'Molly's Thrive by Five TED Talk' at a press event in Ramsay Health Care's Joondalup Public Hospital. Photo credit: Benjamin Horgan.

How did we challenge the impossible?

The solution to the challenge was to deliver a world-first TED Talk delivered by a seven-year-old child to shift global consciousness about the importance of early childhood development.

The talk developed by Minderoo Foundation together with TED was a history-making TED Talk directed by internationally acclaimed director Michael Gracey (*The Greatest Showman*) and supported by UNICEF as a global distribution partner.

The TED Talk was piloted in maternity wards in Perth (via Ramsay Health) and Kabul (via the Bayat Foundation) where the overwhelming feedback was that the talk resonated in two very different cultural contexts and was welcomed at a critical time in the parenting journey.

Since our global launch on 22 July 2021, the talk has reached a potential global audience of over 1.1 billion people

around the world across traditional and social media. The talk has been viewed over 4.5 million times on TED.com, with over 50 million views of campaign content across social media. Even more remarkably, the KANTAR Mid-Campaign Evaluation highlighted that 9 out of 10 parents and caregivers reported that they intend to, or have taken action, as a result of watching the talk – namely to connect, talk and play more, early and often with their child – an impact result not seen as high by KANTAR evaluators in any previous campaign they had measured.

The talk remains the most-viewed piece of content on TED’s Instagram page, and with the help of M&C Saatchi who assisted pro-bono on the launch connections plan, we secured over \$2 million of donated media across TV and out-of-home (OOH) placements in doctor’s waiting rooms, hospitals and pharmacies (via Tonic Media).

The campaign broke several existing Minderoo Foundation records including highest reach, most shared and most interactions on socials. In Australia alone there have been 338 media items, including 152 on television, with Molly appearing on A Current Affair, Good Morning Britain and CBS This Morning in the US.

Molly’s TED Talk is now available in 33+ languages and dubbed in Dari, Pashto, Uzbek, Russian, Hindi, Urdu, Bahasa and Spanish with plans for other languages to follow as part of a strategic international roll out in maternity wards around the world.

The campaign is currently shortlisted for a number of major international effectiveness and creativity awards.



..
The TED Talk dubbed in Dari and Pashto is being shown to new parents and care-givers in Kabul, Afghanistan. Photo credit: Bayat Foundation.

OVER 1.3 BILLION IMPRESSIONS
OVER 50 MILLION CAMPAIGN VIEWS
MOST VIEWED CONTENT ON TED’S INSTAGRAM
OVER \$2 MILLION OF DONATED MEDIA
AVAILABLE IN 33+ LANGUAGES
SHORTLISTED FOR INTERNATIONAL AWARDS FOR EFFECTIVENESS AND CREATIVITY

Looking forward

The TED Talk will complement and work in tandem with Thrive by Five's parenting app that will be launched in 30 countries over the coming three years.

Together, these two products will form a powerful platform to bring about a game changing paradigm shift in understanding the importance of early childhood development and empower parents and caregivers with this knowledge so that every child, can thrive by five.



••

There was a woman at the hospital who was feeling sad and in pain. She had come from a poor village and had limited education. After she watched the video, her affect changed she said 'I'll be a great mum after watching this. It has inspired me to be a good mum.' Further, she mentioned her husband had been aggressive to her other two young children. She believed this video would make an impact on her husband's behaviour. She said 'can I have this video? My husband needs to view the video too.'

••

Bayat Foundation

••

Molly Wright on set of TED Talk.
Photo credit: FINCH.

..
Photo credit: Zero Childhood Cancer.



#3 Zero Childhood Cancer CHALLENGING IMPOSSIBLE

When a child is diagnosed with cancer, it has a devastating impact on families and communities. Over 1,000 Australian children and young adults are diagnosed each year, and of those, sadly around 15 per cent will not survive their disease and 60 per cent will suffer long-term side effects from their treatment. We simply couldn't see this continue without challenging it.

Reid Nicholls just celebrated his 1st birthday but for most of his life he's been at Perth Children's Hospital (PCH) receiving treatment for a rare brain cancer – high grade glioblastoma.

Minderoo Foundation Chairman Andrew Forrest and Co-Chair Nicola Forrest met Reid and his parents, Jeremy and Jade, when they visited the family at hospital and learnt how challenging life has been for them.



..
Dr Nick Gottardo of Perth Children's Hospital, with Chairman Dr Andrew Forrest AO, Co-Chair Nicola Forrest AO and parents of baby Reid, Jade and Jeremy, discussing how Reid's situation expedited the opening of an international clinical trial. Although Reid was found to be unsuitable for that trial, molecular profiling done by ZERO identified another treatment target, should Reid require a change in treatment in the future. Photo credit Matt Bioicich



..
Baby Reid with his parents Jade and Jeremy, and Chairman Dr Andrew Forrest AO and Co-Chair Nicola Forrest AO. Reid is enrolled in ZERO which uses sophisticated genomic mapping to identify the molecular changes driving each individual's cancer and, where possible, matches these with targeted treatments. Photo credit: Matt Bioicich

Reid's story was covered by both print and television media on Father's Day. Having his son on Father's Day, with the hope of many more to come, is the best gift Jeremy could have asked for.

We now know there are thousands of different cancer subtypes. Understanding a tumour's molecular makeup through comprehensive genomic profiling allows clinicians to tailor medical treatment for the individual child's cancer, known as 'precision medicine'.

We believe precision medicine should be available to all children diagnosed with cancer in Australia, so we are working with governments, clinicians and research leaders to invest in system-wide change. We are working collaboratively to scale up genomic profiling across Australia, providing funding to bring hospitals and research institutes together – nationally and internationally – to share insights and unlock data, and investing in clinical trials to offer new treatments.

How did we challenge the impossible?

In 2018, Minderoo Foundation committed \$5 million to ZERO to demonstrate the feasibility of providing personalised treatment recommendations to children and young adults with the most aggressive cancers (< 30 per cent chance of survival).

In 2021, Minderoo committed a further \$12.2 million alongside significant additional funding from the Commonwealth Government to support the expansion of ZERO to all Australian children and young adults diagnosed with cancer by the end of 2023. ZERO is a truly collaborative national research and clinical initiative led by Children's Cancer Institute and Kids Cancer Centre, Sydney Children's Hospital, Randwick, together with all eight hospitals where children are treated for cancer in Australia.

By 30 June 2021, almost 600 patients were enrolled in ZERO, with over 70 per cent receiving a potentially actionable recommendation.

Of the first 250 children enrolled in the program for whom clinical outcomes have been analysed, and as reported in the prestigious scientific journal *Nature Medicine* in October 2020:

- ZERO identified the genomic basis of a child's cancer in more than 90 per cent of cases, and made at least one potentially actionable recommendation 70 per cent of the time.
- 32 per cent of children for whom a therapeutic recommendation was made received the recommended therapy. The early results of those children showed that in 30 per cent of cases the tumour shrank, and in some patients completely regressed. In another 40 per cent of cases the tumour stopped growing and stabilised.

ZERO is making an extraordinary impact, improving the immediate outlook for Australian children and young people with cancer, demonstrating the potential for systematic identification of the genetic basis for a child's cancer to transform treatment, and contributing to global childhood cancer research efforts. It is also identifying new potential therapies for cancers for which there have been no advances in treatment options or survival rates in decades. The results from ZERO have directly or indirectly led to the opening of more than 20 new clinical trials for children with cancer.

..
A scientist analyses tumour samples to assess potentially actionable personalised treatment plans for participating patients. Photo credit: Zero Childhood Cancer.



..
Dr Steve Burnell, CEO of Minderoo Foundation's Collaborate Against Cancer initiative with oncologist Dr Nick Gottardo at Perth Children's Hospital, one of eight hospitals across Australia supporting the ZERO program. "We're one of the leading countries in the world with this type of program and it's absolutely critical to moving us to the next stage of personalised care," said Dr Gottardo. Photo credit: Matt Bioicich.

••
Our partnership with Minderoo Foundation to fund the expansion of ZERO to all children and young adults diagnosed with cancer in Australia is changing the model of care and bringing hope for these devastating diseases.

••
The Honourable Greg Hunt MP,
Minister for Health

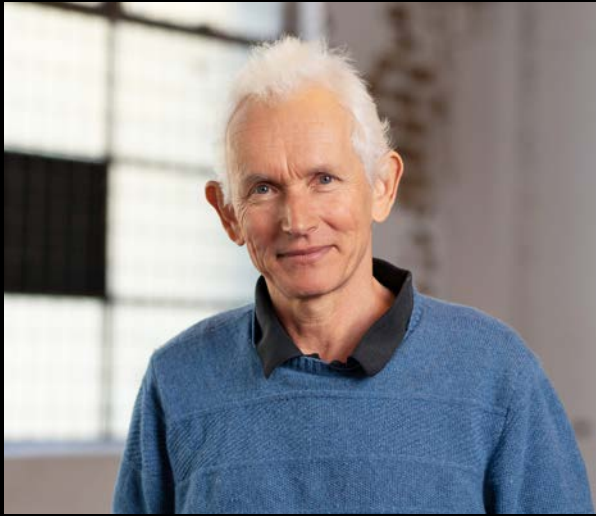
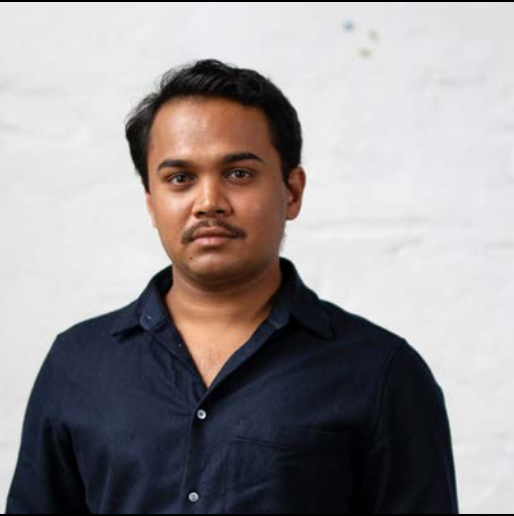


••
*A scientist examines tumour samples to assist with personalised treatment plans for participating patients.
Photo credit: Zero Childhood Cancer.*

Looking forward

Our funding is supporting genomic sequencing, hospital network resourcing and technology infrastructure to build an integrated clinical and research data ecosystem, bringing people and technologies together to accelerate cancer research, discovery and treatment.

ZERO is the most exciting childhood cancer research initiative ever undertaken in Australia and is a crucial step towards the ultimate aim of personalised medicine becoming the new model of care for children and young adults. Our hope is that the network collaboration, technology infrastructure and translation of results into clinical trials offering targeted treatments established through Zero can be used as a model for other personalised medicine programs in Australia and globally.



#4

Artist Fund

CHALLENGING

IMPOSSIBLE

..
Minderoo Artist Fund cohort (left to right, top to bottom):
Jay Emmanuel, Deb Fitzpatrick, Graham Hay, Amy Perejuan-Oapone,
Sukhjot Kaur Khalsa, Daniel Walbidi, Emily Honey, Nathan Beard,
Louis Frere-Harvey and Claudia Oaporn. Photo credit: Emma Dolzadelli.

Overwhelming evidence points to the benefits of the arts for the wellbeing of our communities, our national identity and economy. When people engage in cultural or creative activities, they generally have better education outcomes, are less lonely, are healthier both physically and mentally, and enjoy a happier life in old age.

Despite this, the average total income for Australian artists remains 21 per cent below the national workforce average, which makes pursuing a career as a professional artist incredibly challenging. This issue, coupled with the impact of COVID-19, means more and more independent artists are being forced to exit the sector. We can't thrive as a society if we fail to value our artists and creative industries.



..
We Kiss In A Shadow by Nathan Beard, one of the inaugural Minderoo Artist Fund Recipients
Photo credit: Nathan Beard.

At Minderoo Foundation, we set out to shift our perception of what artists add to our communities. Independent artists are the lifeblood of a thriving arts industry, and they need sustainable career pathways, especially when mid-career.

This is why, in 2021, we launched the Minderoo Foundation Artist Fund.

..
Mother by Claudia Caporn, one of the inaugural Minderoo Artist Fund Recipients.
Photo credit: Claudia Caporn



How did we challenge the impossible?

A perception exists that pursuing a sustainable artistic career in West Australia can be impossible, and many of our most promising and talented artists move away because of this, which is a huge loss for the state. By establishing an annual funding opportunity through the Minderoo Artist Fund, we are challenging this narrative and creating possibility for an entire industry here in WA.

The Minderoo Foundation Artist Fund is an industry-leading annual funding opportunity, for mid-career artists to explore and create new work in Western Australia.

Each year, the Minderoo Foundation Artist Fund will distribute up to six \$25,000 grants and up to four artist residencies valued at \$10,000 at Minderoo Station and Forrest Hall.

The grants are open to Western Australian artists across all artforms, to develop new works and advance their professional artistic practice.

In an Australian first, artists who are primary carers may also apply for additional funding to contribute to the costs of childcare.

The fund also includes components that acknowledge the challenges faced by independent artists, including a small financial incentive for artists selected to progress to the second stage, and additional funding for successful applicants to professionally document their projects.

The six recipients of the \$25,000 grants in FY2021 were: Claudia Caporn, Sukhjit Kaur Khalsa, Jay Emmanuel, Daniel Walbidi, Amy Perejuan-Capone and Nathan Beard.

Additionally, four artists were selected for the artist residencies, valued at \$10,000 each. They are: Deb Fitzpatrick, Graham Hay, Emily Honey, and Louis Frere-Harvey.

In addition to the grant and residency funding, at the end of each funding year, one of the cohort will also receive a \$50,000 Minderoo Artist Fund Award in recognition of their exceptional achievement while delivering their project, and the contribution the work has made to the community.

..
Minderoo Artist Fund cohort at the Perth launch event with Nicola Forrest and Arts Minister David Templeman. Photo credit: Emma Dolzadelli.



Looking forward

The impacts of COVID-19 on the creative industries are far from over. There is more work to do to ensure the contribution of artists and the arts industry is recognised and supported.

We are excited to continue developing the Minderoo Foundation Artist Fund as an annual funding opportunity for exceptional mid-career artists.

We will continue to nurture the careers of our most talented and innovative thinkers and respond to the urgent challenges faced by an industry recovering from COVID-19.

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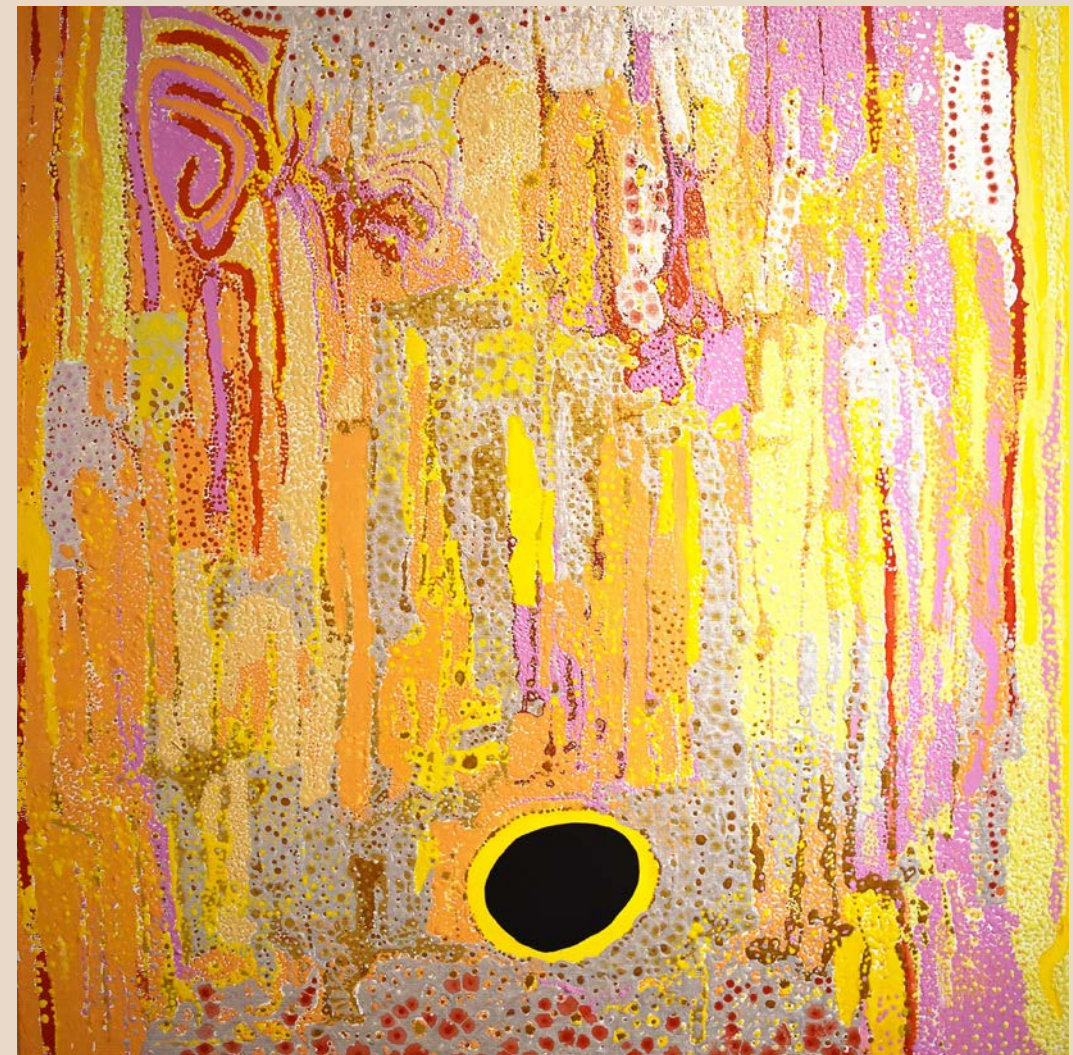
Art is work. People don't deserve to get paid for doing something they love... but they do deserve to get paid for doing something you love, something other people love. If art is work, then artists are workers.

••

William Deresiewicz

••

Winpa 2019 by Daniel Walbidi, one of the inaugural Minderoo Artist Fund Recipients. Photo credit: Daniel Walbidi and Short Street Gallery



#5 Exmouth Research Lab CHALLENGING IMPOSSIBLE

.. Flourishing Oceans CEO Tony Worby welcoming artist and Traditional Owner Rachel Oooyou and her family to the grand opening of the Exmouth Research Lab. Photo credit: Violeta J Brosig, Blue Media.

The Indian Ocean is the third largest of the world's five oceans, yet it is the least explored and understood.

With more than three billion people globally dependent on seafood as a primary source of protein, and more than 200 million people globally relying on marine fisheries directly or indirectly for employment and economic security, the consequences of continued damage to these irreplaceable natural assets will be catastrophic if current threats are not reversed.

In 2019 Minderoo Foundation committed to building a state-of-the art marine research facility in Exmouth, WA, which is a gateway to the Ningaloo World Heritage Area and the Indian Ocean. Over the past two years, Minderoo Foundation's Flourishing Oceans team has been challenged time and again to build the seemingly impossible – a world-class laboratory that can simulate controlled ocean conditions, built in a remote regional location, challenged by extreme weather conditions amid global travel and supply restrictions, and within a short timeframe.

Challenge delivered.



..
Exmouth Research Lab and the seven metre research vessel Tethys.
Photo credit: Orly Beringer.

..
Local family at the Griffith University science fair stall.
Photo credit: Violeta J Brosig, Blue Media.

How did we challenge the impossible?

In September 2021, Minderoo Foundation Chairman and Co-Chair Andrew and Nicola Forrest officially opened the Minderoo Foundation Exmouth Research Lab alongside Western Australia's Minister for Regional Development Alannah MacTiernan MLC.

The lab, which is dedicated to unlocking solutions to the biggest challenges facing the world's oceans, is attracting the world's best marine researchers and scientists to the Ningaloo coast to study and improve ocean health and resilience.

The Exmouth Research Lab boasts aquaria technology developed for the Australian Institute of Marine Science National Sea Simulator. It is one of the only facilities in the world that achieves the level of sophisticated environment control (+/-0.10 °C) required to simulate conditions associated with climate change from temperature and acidification. The facility has also been equipped with the latest molecular laboratory equipment.



..
Dr Andrew Forrest speaks to media at the opening of the Exmouth Research Lab. Photo credit: Violeta J Brosig, Blue Media.



Combining the aquaria and genetics lab under one roof has already allowed critical research to identify heat-resilient coral that can survive damaging heatwaves, which have the same devastating impact on the marine environment as bushfires have on land. Ultimately these corals could be used to restore damaged reefs.

The molecular laboratory is enabling environmental DNA fingerprinting to develop an early detection system for dangerous Irukandji jellyfish off the Exmouth coast. It will also allow researchers to monitor endangered sea snakes and wedgefish, and unlock forensic techniques to reveal the movements and behaviour of whale sharks.

Other research projects are gathering data on different species of fish and their distribution, the appropriate zoning of our marine park boundaries, and the critical role of the Exmouth Gulf as a habitat for many marine species, including sea snakes and migratory humpback whales.



Over the past year, the Exmouth Research Lab has successfully hosted 12 research trips with seven different institutions. The current research portfolio includes 18 research projects and partnerships with 15 research institutes in Australia.

..
A sub-adult olive headed seasnake (Hydrophis major) as part of an eDNA experiment at the Exmouth Research Lab prior to its release.
Photo credit: Violeta J Brosig, Blue Media.

Looking forward

The Exmouth Research Lab is mission driven – supporting science that will impact decision making and drive the changes we need to better protect and manage the marine environment.

The research will focus on our goals of stopping overfishing and plastic pollution, and making the case for more marine parks, helping us adapt to climate change to find solutions to managing a sustainable future.

These are the critical issues that came into sharper focus for Andrew Forrest while completing his PhD in Marine Ecology between 2016 and 2019.



..
Dr Andrew Forrest AO overlooks aquaria in the open laboratory area.
Photo credit: Violeta J Brosig, Blue Media.



..
The open laboratory area has flow-through ambient and temperature-controlled water.
Photo credit: Violeta J Brosig, Blue Media.

..
The Minderoo Foundation Exmouth Research Lab will be a game changer in the way oceans and marine research is undertaken in Australia. With a vision to attract the world’s best and brightest researchers to the Ningaloo coast and Exmouth Gulf region, I have no doubt this facility will make a very significant contribution to marine research and our understanding of the Indian Ocean.

..
The Hon. Melissa Price MP,
Australian Minister for Science and Technology



#6 Plastics & Human Health

CHALLENGING IMPOSSIBLE

..
Without action, global plastic production is set to continue to rise and is due to double over the next 10 to 15 years creating pollution, increased carbon emissions and damage to the natural environment and to human life. Photo credit: Christophe Lehenaff via Getty Images.

Minderoo Foundation’s Plastics and Human Health program aims to eliminate the harmful effects of plastics on people and the planet. We do this by establishing credible, scientific and authoritative evidence and highlighting the impacts of plastics on human health. The ultimate aim is to drive safe and sustainable design of the plastics that have become a part of our everyday lives.

Over 10,000 chemicals are used to produce our plastics, but only a fraction have been studied in humans. Some of these chemicals have been shown to have worrying links to a wide range of adverse health impacts in humans, from when they are born onwards.

Minderoo Foundation is developing world-leading capability to measure plastic particles - the size of viruses - in the human body.

Accurate measurement of these “nanoplastics” is highly challenging due to sample contamination, distinguishing them from biological tissue, their vanishingly small size and different plastic types.

We seek:

- Redesign of plastic products to be safe and sustainable.
- Full industry disclosure of all chemicals used in the manufacture of plastics.
- Government and industry collaboration for safe management during production, use and disposal.
- Elimination of non-essential plastic.
- To work with industry to fast-track the phase-out of single-use plastics.



..

Our review of the science of plastics has really challenged some misplaced assumptions about plastics.

Photo credit: Tang Ming Tung via Getty Images.

Professor Sarah Dunlop

Emerita Professor Sarah Dunlop is a passionate neuroscientist who has dedicated her career to advancing science and improving human health. In 2020, Professor Dunlop established the Plastics & Human Health program at Minderoo Foundation.

Following a PhD at The University of London on heavy metal toxicity, Professor Dunlop became a Fellow of the National Health & Medical Research Council at The University of Western Australia, where she was also Head of the School of Biological Sciences.

Professor Dunlop’s research has focused on recovery following chemical and physical injury to the brain, spinal cord and peripheral nervous system – in addition to novel treatments for diabetic retinopathy.

Her work also revealed the inadvertent damage of drug therapies given to pregnant women at risk of pre-term birth on foetal brain development – which led to global change in treatment approaches.

Sarah’s previous roles have also included President of the Australian Neuroscience Society, President of the Federation of the Asian & Oceanian Neuroscience Societies and Board Director of the Spinal Cord Injury Network.



Professor Sarah Dunlop,
Director, Plastics
& Human Health

How did we challenge the impossible?

Micro- and nanoplastics form as plastics break down. There is enormous concern that these tiny particles are entering our bodies and harming our health – yet it remains a huge challenge to verify and measure their presence in human tissue. A major part of the problem is that medical samples can be contaminated after they are collected, making it hard to prove a direct link between the plastics we are exposed to everyday and the plastics we find in human tissue.

In collaboration with The University of Queensland, Minderoo has invested in specialist infrastructure and is supporting world-leading scientists, postdoctoral researchers and PhD students to develop novel protocols to measure plastic in humans, including post-mortem brain.

Partnerships with the Florey Institute of Neuroscience and Mental Health at The University of Melbourne are revealing links between plastic exposure during pregnancy and autism in babies, and are examining possible links with Alzheimer’s.

Minderoo Foundation made significant progress on a massive evidence-gathering project, screening more than 100,000 medical research papers published between 1960-2020 for evidence of chemical exposure in humans. Focusing on 1,600 chemicals known to be of “high concern” – from PFAS to bisphenols – we found that only 600 have been studied in humans. It is critical that that we study the effect of the 10,000 chemicals used in the manufacture of plastics and their impact on human health.

Our first peer-reviewed publication, *Buy-now-pay-later: Hazards to human and planetary health from plastic production, use and waste*, was published in the Journal of Paediatrics and Child Health. It highlights the human and planetary health impacts that arise from the plastic supply chain - from the raw materials to the plastic manufacturing process to products and disposal.

We also formed a powerful global network of scientific and policy experts to collaborate for change in how plastic is made, used and managed. Our global reach continues to extend with more than 100 experts engaged across disciplines to generate ideas and build evidence of human health effects, redesign plastic and identify emerging alternatives. Robust scientific evidence is critical, but seismic change will require a massive global shift in how we make and use plastic, and the value we place on it. We are partnering with local and global NGOs, such as the Climate and Health Alliance and Plastic Ocean Australasia to reduce single use plastic in hospitals, to amplify awareness and drive urgently needed change.

We are also partnering with internationally recognised environmental Attorney, Rob Bilott, to campaign for global plastic regulation. Rob is the author of *Exposure* and his high-profile legal battle with chemical company DuPont inspired the film *Dark Waters*.



..

Professor Kevin Thomas, Director of QEAHS at The University of Queensland (far right) leads the Minderoo Foundation Centre – Plastics and Human Health - one of the world’s first research centres with a mission to unravel the links between human exposure to plastics and plastic-associated chemicals and adverse health outcomes.

Photo credit: The University of Queensland.

Looking forward

We will change how people think about plastic in terms of its value and cost to human and planetary health.

We will continue to build science-based evidence and inform governments, scientists, industry and consumers to collaborate for urgent change by:

- **Building world-class expertise and infrastructure in plastics and human health.**
- **Growing research capability, including training early and mid-career researchers as future leaders.**
- **Establishing an internationally-recognised Australian research hub on Plastics and Human Health.**
- **Fostering high-profile global collaborations to spotlight the impact of plastics on human health.**
- **Providing science-based authoritative evidence to drive impact at governmental and international regulatory levels.**



..

The objective of the Minderoo Foundation Centre - Plastics and Human Health at The University of Queensland is to lead global research efforts into the impact of plastics on human health. Photo credit: The University of Queensland.

..
Landscape near Minderoo Station.
Photo credit: Hugh Brown

OUR VALUES

**Our Values are both our
compass and our map.**

**They are at the heart
of everything we do.**

They prepare us to take risks, to make mistakes, to challenge the impossible, and to ultimately fail or succeed as a team.

They inform how we treat each other, approach our work and show up.

The ten Values on the following pages are of equal importance, ingrained in the fabric and character of our organisation and anyone who represents us.

**Carry them with you,
and carry them far.**

HUMILITY

**Be vulnerable,
take risks to
trust others.**

This value is inherent within all our values and must be present in all our actions. Recognise that in the end, no matter what position you are in, in the eyes of God you are no more – nor less – valuable than anyone else. Be vulnerable, take the risk to fully trust others. Give them the credit wherever possible. Build others up and put them first wherever you can. If you are a leader and you give the impression you are the smartest person in the room, you have failed as a leader, as this will not encourage others. Offer help to those around you, as even the smallest gestures can make a big difference to someone's day.

COURAGE & DETERMINATION

**NEGU.
We never
ever give up.**

When times are tough, and they often are when aiming for Stretch Targets, don't give up or lower the targets, instead ask for help. Own your challenge but join your leaders in solving the problem – delegate up not down. You have the complete confidence and belief of your team that you can achieve what others cannot fathom.

GENERATING IDEAS

Always be on the lookout for breakthroughs.

Seemingly crazy ideas can change you, your company, and the world. Have a crack at a brave and crazy idea – your Plan A – but always protect us with a bulletproof Plan B. Plan A's often fail, and that's OK, but not if you don't have a totally reliable Plan B already in place. Be unafraid to speak up, and if you are the one listening and have an old war story that might kill an idea, stay silent and remember – if at first an idea doesn't seem crazy, it's unlikely to be a great idea.

EMPOWERMENT

Go to your leader for advice, not permission.

A leader is only as good as the team they surround themselves with, and that's where empowerment comes into its own. A leader should not consider themselves the only decision maker but primarily a mentor to fully empower their team. Leaders must clearly articulate the Stretch Target, then encourage and empower their team to achieve it. You have great empowerment to act and take risk when acting within all our values. Be innovative, no matter your role. Don't be afraid to share your ideas with others. Seek and be open to feedback and you will never fail alone. Take a considered risk with a Plan B, and you will keep growing throughout your career.

ENTHUSIASM

Be the most positive person in the room.

Be the most positive and energetic person in every group you join. Encourage others, particularly in failure. Know that out of every setback is the seed to equal or greater opportunity, you just have to find it. Your natural instinct must always be to be encouraging and kind.

FAMILY

Support each other, always be kind.

Forgive and support each other, and always be kind. Be brave and vulnerable in your relationships. In times of conflict, pick up the phone or meet in person to resolve matters. Be compassionate and reach out personally to team members who appear to be struggling or upset. Provide praise proudly in public, and critical feedback in private and in person whenever possible. Always be loyal to one another, and in doing so never compromise safety or the organisation. Treat others how you hope to be treated yourself. Always demonstrate respect and embrace differences in others.

INTEGRITY

**Do what you
say you're
going to do.**

All values are critical and must be accepted wholeheartedly – they are not a smorgasbord. Have the courage to speak up when you see others stray from our values. Be genuine, always – say what you mean, mean what you say. We act with integrity when we display all values, all the time. Remember the bathroom principal of life, always leave it tidier than you found it, being the best person you can be.

SAFETY

**Look out for
your mates
and yourself.**

This is common sense, first and foremost. Look out for your mates and yourself. Be responsible for not only your own safety, but theirs too. It's how you put love into action. Plan for their wellbeing, and for yours.

FRUGALITY

Think of ways we can do things better, faster, cheaper, safer.

Find ways to do things better, faster, safer, and always less expensive. If you really try you will find the pathway to save money, save time, reduce schedules and increase value. Always prepare ahead for meetings so you can keep them efficient and as short as possible. Be frugal with your time – it is the most precious resource you have in life.

STRETCH TARGETS

Always be uncomfortable with your level of challenge.

The most driving value of all. Always be uncomfortable with your level of challenge. Be in the deep end of the pool, learning to swim, as much as you can. If an initial target is attainable, reset it out of reach and follow all our values to achieve it. Your bulletproof Plan B will protect us. Never hesitate to reach out for help and delegate up when confusion or insurmountable challenges appear. You will only ever fail if you do so alone and don't give your family an opportunity to help. Whether you have succeeded in Plan A, or caught its failure with your Plan B, you have succeeded – you have learnt and therefore grown in your career. Remember, while it is always your personal journey, we are all here to help you. As a team. As a family.

WHEN WE
CHALLENGE
THE IMPOSSIBLE,
WE WILL FAIL.

WE WILL FAIL
RELENTLESSLY.
**UNTIL WE
SUCCEED.**

OUR INITIATIVES

WALK FREE

Grace Forrest and Jacqueline Joudo Larsen

ARTS & CULTURE

Ella McNeill

BUILDING COMMUNITIES

Louise Olney

COLLABORATE AGAINST CANCER

Dr. Steve Burnell

FIRE & FLOOD RESILIENCE

Adrian Turner

FLOURISHING OCEANS

Tony Worby

FRONTIER TECHNOLOGY

Sarah Wynn-Williams

GENERATION ONE

Shelley Cable

NO PLASTIC WASTE

Ramesh Ramachandran

RESEARCH

Fiona David

THRIVE BY FIVE

Jay Weatherill

Everything we do is driven by a deep love for people and our planet and a mission to improve our world for future generations.

Each of our initiatives has a single-minded purpose and a clearly articulated mountain top that we strive towards each and every day. With courage and determination, integrity and humility.

We empower our employees, partners and the public to have a positive impact and know that their decisions matter.

Together, we challenge the impossible. And we fail until we succeed.

WALK FREE

Accelerate the end of all forms of modern slavery.

How are we challenging impossible?

Walk Free is an international human rights group working to accelerate the end of all forms of modern slavery. This is our mountaintop, and our team is resolute that we must not rest until we have ushered in a shift in public demand that those in power must decisively act to prevent the conditions that enable modern slavery to exist. Walk Free produces the Global Slavery Index and other world-leading research which provide an evidence base for our advocacy and engagement with business, investors, governments, and faith to drive better practices.

Our theory of change is based on three core elements — Change the Script, Hold Power Accountable, and Advance Full Economic Citizenship.



..
Manikganj, Bangladesh, August 2015. Gold wedding jewelry is laid out for a 15-year-old child bride, on the day of her wedding to a 32-year-old man. Bangladesh has one of the highest rates of child marriage in the world. The detrimental effects of early marriage on a girl cannot be overstated. Child marriage is attributed to both cultural tradition and poverty. Parents believe that it 'protects' girls from sexual assault and harassment. Larger dowries are not required for young girls, and economically, women's earnings are insignificant as compared to men. Photo credit: Allison Joyce via Getty Images.

How will we achieve our goals?

Walk Free has three core drivers for ending modern slavery:

- Mainstream modern slavery
- Make modern slavery uninvestable
- Unstack the odds for women and girls

Grace Forrest and Lisa Singh appear before the Inquiry into child and forced marriage at Parliament House in Canberra, Friday, 18 June 2021. Photo credit: Mick Tsikas via AAP Photos.



Port of Spain, Trinidad, 11 March 2017. Stephanie Leitch (C), co-director of Womantra, leads women's rights supporters during a Women's Rights March as part of International Women's Day. The event was organised by Coalition of Organizations Against Gender Based Violence. Sexual violence and exploitation, the unequal division of unpaid care and domestic work, and discrimination in public office all remain huge barriers to gender equality in Trinidad and Tobago. Photo credit: Sean Drakes / LatinContent via Getty Images.



Grace Forrest joins the signatories at the historic African signing of the Joint Declaration of Religious Leaders Against Human Slavery in Accra, Ghana. Photo credit: Minderoo Foundation.

Key achievements

Walk Free and its faith arm Global Freedom Network brought together a coalition of faith leaders for the first signing in Africa of the Joint Declaration of Religious Leaders Against Modern Slavery, the eighth since the first declaration at the Vatican in 2014. The events in Accra, Ghana, went ahead under strict COVID-19 protocols.

Global Freedom Network also created Faith For Freedom, the world's first smartphone app for faith leaders, clergy and their staff to fight modern slavery and human trafficking. The app was designed in collaboration with a panel of faith leaders and launched in Ghana, including a version in the local language Twi, plus an international profile so it can be used by anyone no matter where they live. More country-specific versions and multiple languages are being rolled out.

Reverend Father Lazarus Anondee and Sheikh Armiyawo Shaibu exploring the Faith for Freedom app. Photo credit: Minderoo Foundation.

The Freedom Fund, supported by Walk Free, invests in frontline efforts to eradicate modern slavery in countries where it is most prevalent. It impacted 3.5 million lives in 2020, well above its target of 2.5 million people. It also received US\$35 million in unrestricted funds from MacKenzie Scott to support its vital work.

Founding Director Grace Forrest used a series of keynote speeches, media interviews and industry events to highlight the prevalence of modern slavery in fashion supply chains, and call for action by both the industry and by consumers to identify, eradicate and demand the end of forced labour by garment workers.

Walk Free appeared at a Federal parliamentary inquiry into the Government's strategy on and response to forced marriage in Australia, our region, and overseas. Among the recommendations in their detailed submission, Ms Forrest and Walk Free's head of government advocacy Lisa Singh called on Australia to build human rights clauses into trade agreements.

Despite the cancellation of CHOGM because of the COVID-19 pandemic, Walk Free convened ambassadors, consulate and foreign affairs officials from dozens of Commonwealth nations to drive cooperation and collaboration against modern slavery. The meetings, held in London and Canberra, coincided with the launch of Eradicating Modern Slavery, a report assessing Commonwealth nations' progress on achieving UN Sustainable Development Goal 8.7.



Looking forward

The publication of the 2022 Global Slavery Index will provide a world-leading evidentiary foundation and a suite of game-changing assets to use as a launchpad for driving transformative systems change.

Thanks to the collaborators who share our vision and ambitious goals:

- AnnieCannons Inc
- Commonwealth Human Rights Initiative
- Challenging Heights
- Data Motivate Incorporated
- Empowerment Collective
- Every Woman Every Child
- Finance Against Slavery and Trafficking (FAST)
- Foundation to Educate Girls Globally
- The Freedom Fund
- The Future Society
- Gallup Inc
- Holy Faith and Grace Organisation
- International Labour Organization (ILO)
- International Organisation for Migration
- Monash University
- Save the Children Australia
- Save the Children Colombia
- Survivor Alliance
- Survivor Network Cameroon
- This is Lebanon
- United Nations High Commissioner For Refugees
- United Nations Office on Drugs and Crime
- United Nations University Centre for Policy Research
- WikiRate Project e.V.



.. This image was taken at a brick-kiln in Jaipur, India, where local women are often trapped in a cycle of bonded labour and their wages are regularly withheld. Photo credit: Grace Forrest.

ARTS & CULTURE

Building an accessible and valued arts industry in WA and select communities beyond.

How are we challenging impossible?

It's impossible to build thriving, connected and resilient communities without arts and culture.

Arts and Culture are fundamental to our humanity. They unify us, inspire us, reflect our values, and build our identity. Participation in arts activities has benefits to our health, our education and the social capital of communities.

It can also be incredibly difficult to build a sustainable artistic career. This challenge has only intensified due to the effects of COVID-19. A vibrant arts sector supports tens of thousands of people who work in Australia's creative industries.

Minderoo Foundation's Arts and Culture initiative tackles these challenges by championing the social and economic value of the arts. We focus on supporting the ecosystem

of the creative industries, creating opportunities for artists, increasing access to audiences and building organisational capacity.

Storytelling can also play a powerful role in communicating big ideas, challenging old ways of thinking and moving hearts and minds. Our Arts for Change projects harness the power of creativity to effect change in our world.



..
Artist Stormie Mills, Fremantle Arts Centre's Caris Harper and Minderoo Foundation's Andrew Hagger deliberate over the 2021 Minderoo Spirit Prize. Photo credit: Benjamin Horgan.



..
The Last Great Hunt’s production Whistleblower
Photo credit: The Last Great Hunt.

How will we achieve our goals?

We focus on supporting the key pillars of an accessible and valued arts industry; artists, audiences and organisations.

We focus on creating opportunities for creatives to build sustainable careers, increasing access for audiences to participate in arts and cultural experiences, especially regionally, and building organisational capacity for future sustainability.

We focus on our home state of Western Australia but collaborate nationally and globally.

We work closely to align our partnerships, projects and advocacy with Minderoo Foundation’s core values, and co-create opportunities that are strategic, collaborative and impactful.

We aim to harness the power of creativity to move hearts and minds and encourage people to view the world differently.



..
Warrior Spirit, Stacey Evangelou
Photo credit: Stacey Evangelou for the Lester Prize.

Key achievements

At the beginning of this year, our focus was on helping our partners adapt to the “new normal” of COVID-19. We concluded our successful micro-gigs project with WA Music and supported a range of innovative COVID-19 “pivot” projects, including digital engagement for HATCHED at the Perth Institute of Contemporary Arts, new creative development and presentation formats at The Last Great Hunt, and a reimagined Winter Nights Festival at The Blue Room Theatre. We also supported the Semester 7 program at The Australian National Academy of Music, ensuring students hardest hit by COVID-19 were given sufficient opportunities to perform and develop.

In FY21, Minderoo Foundation supported works were seen by over 215,000 people right around WA. This included thrilling performances in regional WA by West Australian Opera, outstanding ballet for young people in Perth, Karratha and Kalgoorlie through West Australian Ballet, and enriching and entertaining concerts presented by Perth Symphony Orchestra.

We’re into the third year of support for Regional Arts WA and its evolving Regional Arts Network, building the capacity and connectedness of the regional arts sector.

In April 2021, we launched the inaugural Minderoo Artist Fund, providing ten grant and residency opportunities to West Australian mid-career artists. We established two new artist prizes: the \$10,000 Minderoo Spirit Prize as part of The Lester Prize for Portraiture, and the \$30,000 Cottesloe Artist Award for Sculpture by the Sea.

We oversaw the second year of the Artist Relief Fund’s Student Endowments for high-performing students at WAAPA. We continued our support of Fremantle Press with the second instalment of the Minderoo Editorship.

We continued our long association with WA Youth Jazz Orchestra, ensuring WA’s best emerging jazz talent has ample opportunity to perform and learn alongside industry professionals. As part of our commitment to the wellbeing of artists, we joined forces with the National Art School and Edith Cowan University to deliver a national program on arts and mental health. This included a major exhibition of one of Australia’s greatest living artists: John Olsen, ‘Goya’s Dog’ at the National Art School in Sydney featuring more than 60 of his major works.

We deepened our work to advocate for the country’s arts and culture sector, joining the coalition of philanthropic partners supporting independent think tank A New Approach, to build a body of evidence to underpin the value of Australian arts, culture and creativity.

In FY2021 we provided over 200,000 audience opportunities across Perth and regional WA, supported over 250 new works, and helped create nearly 1,000 paid opportunities for artists.

OVER 200,000 AUDIENCE OPPORTUNITIES
SUPPORTED OVER 250 NEW WORKS
HELPED CREATE NEARLY 1,000 PAID OPPORTUNITIES FOR ARTISTS

..
Andrew and Nicola Forrest with Minderoo Pictures Executive Producer, Richard Harris.
Photo credit: Lisa Tomasetti.

Minderoo Pictures

This year we launched Minderoo Pictures, a social impact film enterprise to support screen projects that tackle the global challenges championed by Minderoo Foundation’s initiatives. Established with an initial commitment of \$10 million, Minderoo Pictures will seek to engage global audiences and inspire change through compelling storytelling.



Looking forward

We have an ambitious 12 months ahead to ensure the creative industries are on the road to recovery and our cultural communities thrive.

Our sights are set on advocating for the value of the arts nationally, and its contribution to sectors like health and education.

Our major partnerships and projects will increase audience’s access to arts, especially in the regions, and create new opportunities for artists. These include work with the Fremantle Biennale, The West Australian Museum, Perth Festival, the Minderoo Artist Fund and many more.

We also have bold ambitions for the growth of Minderoo Pictures, as it develops and premieres new screen projects that seek to change the world.



- Thanks to the collaborators who share our vision and ambitious goals:**
- A New Approach
 - Art Gallery of Western Australia Foundation
 - Australian National Academy of Music
 - Black Swan State Theatre Company
 - Western Australian Academy of Performing Arts
 - Fremantle Press
 - National Art School
 - Perth Institute of Contemporary Arts
 - Perth Symphony Orchestra
 - Regional Arts WA
 - Rangelands NRM WA
 - Sculpture by the Sea
 - The Blue Room Theatre
 - Artist Relief Fund WA
 - The Last Great Hunt
 - The Lester Prize
 - WA Youth Jazz Orchestra
 - West Australian Ballet
 - West Australian Opera
 - Foundation for the WA Museum
 - Fremantle Biennale
 - State Library of Western Australia
 - West Australian Music

BUILDING COMMUNITIES

Foster healthy and strong communities.

How are we challenging impossible?

Building Communities seeks to empower people to identify their own solutions and drive sustainable social change.

We believe the health and well-being of our most vulnerable is critical. We work with others to tackle homelessness, youth mental health and family and domestic violence. We foster collaboration opportunities by taking a place-based approach to support, and we work to demonstrate the potential of a cashless welfare system as a way to help families, particularly women and children, live safer and healthier lives.

We work with organisations, networks, and institutions to sustainably meet the needs of the community. Through collaborative, co-created partnerships, we empower community-led responses to vulnerability. We think at a global level and act on a local level.



..
Yajilarra Festival.
Photo credit: RIFT Photography.

..
Ishar hosting a client seminar.
Photo credit: Ishar Multicultural Women's Health Services.



How will we achieve our goals?

A whole of community approach:
utilise Minderoo Foundation's unique position within communities to leverage our breadth of knowledge to change the systems or practices limiting communities from thriving.

Building prevention capacity:
go where others can't, and focus on prevention methods, rather than just response to disadvantage or crisis.

..
Yajilarra Festival.
Photo credit: RIFT Photography.



Key achievements

Innovative solutions to homelessness

We have continued to encourage innovations for ending homelessness. Building Communities supports the 'housing first' principle; the idea that to truly combat homelessness, rough sleepers need to first be provided with a home, and then have any required support services wrapped around them.

By working with My Home and St Patrick's Community Support Centre, we've supported a new housing construction model which will see 18 purpose-built homes constructed in six months, in a unique public, private and not-for-profit partnership. We've invested in the "Foyer model". Foyers are integrated learning and accommodation settings for young people, who are at risk of or experiencing homelessness. Foyers demonstrate the potential for the broader application of social impact bonds in Australia, and in Western Australia in particular.

..
St Pat's Community Store.
Photo credit: Benjamin Horgan.



Trust based partnerships

In early 2020 we took the lead from those operating in the sector to offer a quick response as the pandemic took hold. This has led to deeper more impactful relationships, which will continue into FY22. We worked with our partners at Talent Beyond Boundaries to pivot when COVID-19 prevented their progress on skill-based refugee migration, they were instead able to work towards program expansion. 2021 saw Talent Beyond Boundaries launch the Skilled Refugee Labour Agreement Pilot program which allows 100 refugees and their families to access employer-sponsored skilled migration pathways. Their program expanded internationally, as refugee skills are increasingly recognised and more accessible through the talent catalogue created by Talent Beyond Boundaries.

Cross-Minderoo collaboration

In collaboration with Arts & Culture, we supported the inaugural Yajilarra Festival in Fitzroy Crossing. The event celebrated Bunuba culture with the performance of dreaming stories and songs by children. Yajilarra presented an opportunity for broader engagement of young people in a community known for disengaged youth. Broadening the base of Minderoo involvement in communities, including Fitzroy Crossing, will form the basis of our work in FY22.

Looking forward

Health and Wellbeing:
build thriving communities in WA, with a specific focus on health and wellbeing for the most vulnerable in our community.

Cashless Debit Card:
demonstrate the success of cashless welfare payments and build a positive narrative for the CDC as a tool to create thriving communities, with evidence-based advocacy for a better experience for participants.

Community Engagement:
Understand the role Minderoo Foundation can play beyond grant-making to effect change at a community level, and take a place-based approach, to lead internal collaboration opportunities that support our communities of interest to thrive.



Thanks to the collaborators who share our vision and ambitious goals:		
Anglicare Western Australia	Impact100 Western Australia	Hannah's House
Australian Community Philanthropy	Ishar Multicultural Women's Health Services Incorporated	SAS Resources Fund
Australian Doctors for Africa Relief Fund	Kimberley Foundation Australia Limited	The University of Melbourne
Australian Indigenous Education Foundation	Lifeline WA	Volunteering WA
Gurama Yani U	Maiti Nepal Foundation	Centre for Women's Safety and Wellbeing
Ronald McDonald House	Ruah Community Services Charity	Youth Focus
Hope for Children	Talent Beyond Boundaries	St Patrick's Community Support Centre

COLLABORATE AGAINST CANCER

**To make cancer
non-lethal in a generation.**

How are we challenging impossible?

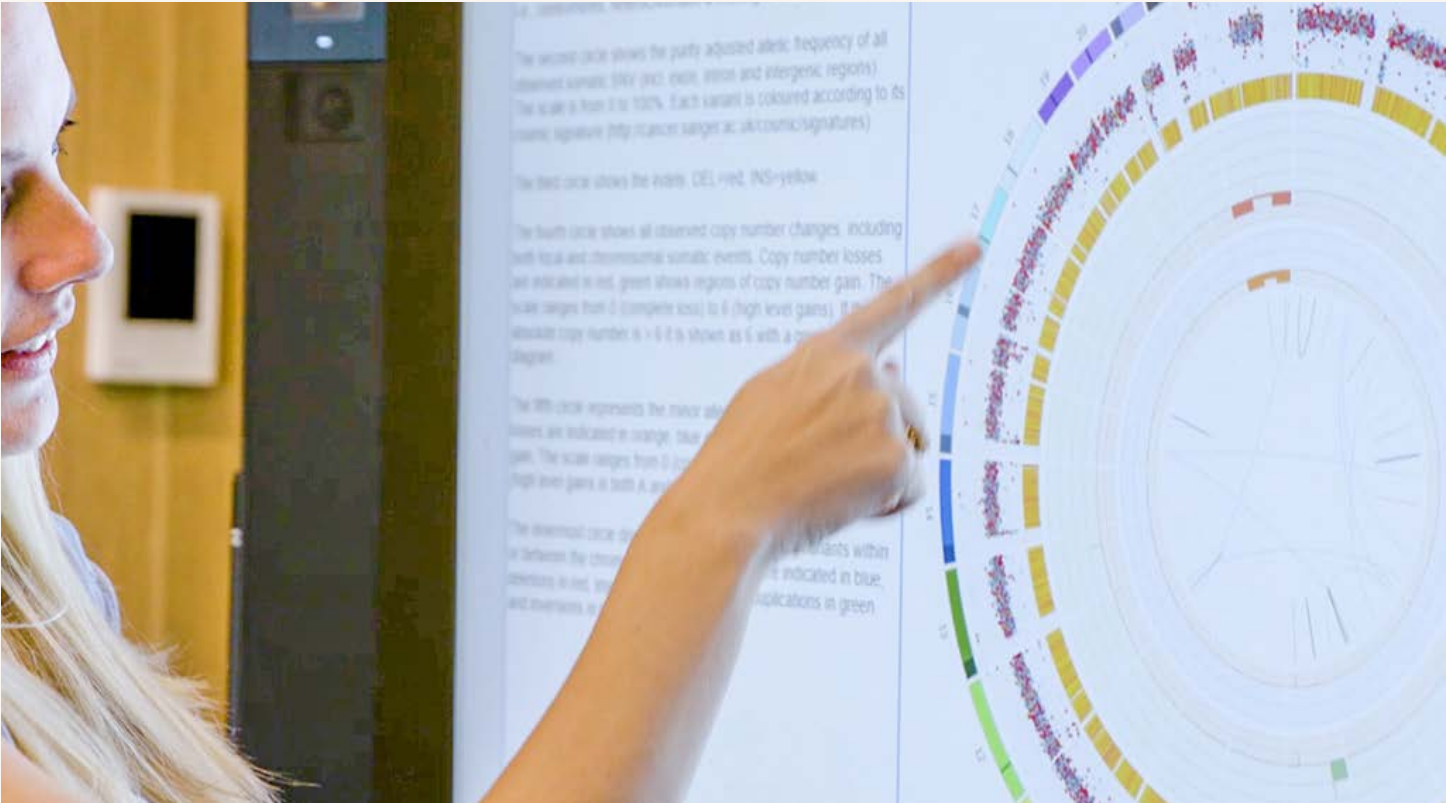
Cancer is the second leading cause of death worldwide, accounting for around 10 million deaths in 2020 alone. The global incidence of cancer is expected to reach 24 million by 2035, creating an increasingly overwhelming burden on populations and health systems around the world.

The Collaborate Against Cancer initiative has an ambitious goal, to make cancer non-lethal in a generation. Collaboration is at the heart of what we do, partnering with government, research and clinical institutions, industry and philanthropy.

We seek breakthrough opportunities in prevention, diagnosis and treatment, work with stakeholders and patients to break down data silos and drive more personalised, evidence-based cancer care. Our current focus is on rare and hard to treat cancers – including childhood cancers – as well as reducing preventable cancers such as lung and cervical cancers.

..

Critical Minderoo Foundation funded research undertaken at Curtin University, underpinning the chemical toxicity of the e-liquids found in e-cigarettes. Photo credit: Benjamin Horgan.



How will we achieve our goals?

Our theory of change and strategic approach is focused on four programs:

Prevention:
Reduce the burden of preventable cancers by improving access to diagnostic screening and immunisation, while also preventing the addiction of new smokers.

Equal Access and Personalised Care:
Improve access to cancer care including emerging therapeutics through clinical trials and accelerate the adoption of personalised medicine programs.

Patient-partnered Research:
Empower cancer patients to engage directly with research and share their data through patient-focused initiatives.

Enabling Technology and Infrastructure:
Support critical infrastructure for collaborative cancer care, and build a global data platform to safely integrate, store and share de-identified patient data for research.



..
Zero's Personalised Medicine research platform offers a new paradigm for treating paediatric cancers, using sophisticated genomic mapping to identify molecular changes driving each individual's cancer and matching these with targeted treatments.
Photo credit: Zero Childhood Cancer.

..
Survival rates for rare cancers are lower than for common cancers and for those in regional and remote areas, who do not have easy access to major hospitals, it is even worse. The Rare Cancers (MoST-CIRCUIT) trial, led by the Olivia Newton-John Cancer Research Institute, is offering access to life-saving immunotherapy across Australia. Photo credit: Olivia Newton-John Cancer Research Institute.

Key achievements

Provided foundational support for a new collaborative initiative focused on eliminating cervical cancer in the Western Pacific which has some of the highest global incidence of this preventable disease. Focused initially in Papua New Guinea and Vanuatu, the program includes NGOs, research, industry, government and in-country organisations and embeds best practice for cervical cancer screening, vaccination, and treatment.

Our partners at the Zero Childhood Cancer program have already enabled over 500 Australian children and young adults to receive genomic screening and a personalised treatment recommendation, with some of these patients accessing new treatments or a change in diagnosis. In a ground breaking agreement with the Commonwealth Government, our funding is expanding this world-leading personalised medicine program five-fold so that all Australian children diagnosed with cancer are eligible.

Brain cancer patients in North America can now directly contribute their data to research thanks to our collaboration with the Broad Institute, Dana Farber Cancer Institute and Emerson Collective. The Count Me In Brain Tumor Project has commenced consenting adult and paediatric brain cancer patients and analysing rare brain tumour samples, making these comprehensive clinical and molecular data sets available freely for research initiatives.

Supported a research study in partnership with Curtin University and Lung Foundation Australia that analysed the chemical toxicity of 65 e-cigarette (vaping) liquids available for sale in Australia. The findings were published in the *Medical Journal of Australia*. This is the most comprehensive research to date on e-cigarette chemical composition in Australia and is supporting our policy and advocacy around youth smoking.

Minderoo Foundation is a founding partner in the Liver Cancer Collaborative, which brings together over 50 multidisciplinary experts to build a globally unique biorepository with extensive clinical and genomics data from diagnosis to late-stage liver cancer helping to address the increasing incidence of this high mortality disease.

Provided access to genomic screening and a novel immunotherapy treatment for patients diagnosed with rare cancers. The MoST-CIRCUIT trial established in partnership with the Olivia Newton-John Cancer Research Institute and Omico, also supports patients in rural and remote areas who typically have less access to trials and treatments, with poorer outcomes as a result.

Provided access to new, targeted drug therapies through sub-studies of Omico's Molecular Screening and Therapeutics (MoST) program, for brain cancer patients who had exhausted treatment options.

Enabled the development of CAR-T cell immunotherapy in solid tumours through our cornerstone investment in Carina Biotech. This technology harnesses a patient's own immune system in the fight and has the potential to revolutionise how we treat cancer.



..
A team of multidisciplinary experts from the Liver Cancer Collaborative - including Dr Louise Winteringham, and Dr Michael Wallace pictured are investigating the molecular drivers of liver cancer, aiming to personalise treatment and improve outcomes. Photo credit: Ben Hardman, Harry Perkins Institute of Medical Research.

Looking forward

We will continue to expand our prevention strategy, focused on the increasing threat of e-cigarettes and their role in the addiction of another generation of smokers while operationalising our keystone cervical cancer project in the Western Pacific.

Our commitment to support fully integrated infrastructure which embeds personalised medicine as the standard of care is a priority and in 2021 we will invest in two major enabling capital infrastructure projects to support an alliance of clinical care, research and the advancement of new health technologies.

Work is underway to empower many more cancer patients to contribute their data and information directly toward research in the year ahead.



“
The Eliminate Cervical Cancer in the Western Pacific project will enable women and girls in Papua New Guinea and Vanuatu to access HPV vaccination, screening and treatment for cervical cancer.
Photo credit: Eric Lafforgue via Getty Images.

Thanks to the collaborators who share our vision and ambitious goals:		
Aridhia	Olivia Newton-John Cancer Research Institute	University of Western Australia
Australian Brain Cancer Mission	Omico	Victorian Comprehensive Cancer Centre
Cancer Australia / Federal Department of Health	Rare Cancers Australia	Lung Foundation Australia
Cancer Council NSW	Tessa Jowell Brain Cancer Mission	Count Me In Incorporated
Children's Cancer Institute	The Broad Institute Incorporated	Emerson Collective
Curtin University	University of Cambridge	NHMRC Centre for Research Excellence in Cervical Cancer Control
Fair Game Australia Ltd.	Curtin University	
	Harry Perkins Institute	

FIRE & FLOOD RESILIENCE

Reduce harm caused by fire and flood.

..
Building resilience is key to mitigating risk and bouncing back stronger. The Australian Resilience Corps is an opportunity for aspiring volunteers to connect with existing volunteer organisations to help prepare and protect communities ahead of fire and floods seasons. Photo credit: South_agency via Getty Images..

How are we challenging impossible?

The Fire and Flood Resilience initiative is challenging the impossible by delivering on a roadmap to make Australia disaster resilient by 2025.

Established following the devastating Australian Black Summer bushfires (2019-2020), the goal is to never see an event that causes such widespread harm again.

In Australia, approximately 97 per cent of all disaster funding is currently spent after the event, with just three per cent committed to mitigation measures ahead of a natural disaster.

By challenging the impossible, the result will be a reframing of how Australia deals with natural disasters, moving from a focus on response and recovery to preparation and resilience. At a time when extreme weather events are on the rise due to climate change, this is critical for saving lives and future-proofing the nation.

How will we achieve our goals?

The Fire and Flood Resilience initiative is built on three core missions, informed and driven by the Resilience Data Collective.

Fire Shield: The Fire Shield mission objective is to reduce the scale and impact of bushfires by developing the capability to extinguish dangerous fires within an hour by 2025. The Fire Shield mission is taking a multi-faceted approach that includes operationalising new earth observation technologies alongside fire agencies and advocating for a new civil space program focused on earth observation and natural disasters.

Resilient Communities: The Resilient Communities’ mission objective is to lift 50 communities which are most vulnerable to the effects of fires and floods to be on par with Australia’s 50 most resilient communities by 2025. This includes launching a volunteer initiative, the Australian Resilience Corps, with partners, concurrently with the documentary film, ‘A Fire Inside’ which tells the story of the impact of the Black Summer bushfires.

Healthy Landscapes: The Healthy Landscapes mission objective is to halve hazard exposure in Australia’s 50 most fire and flood prone regions by 2025. This includes launching, with partners, the world’s first natural capital account across 5.5-million hectares.

Resilience Data Collective: The Collective aims to facilitate building trusted common systems to bring together disparate but related data sets to inform decision making and investment in disaster resilience.

..
Minderoo Foundation is working with partners in flood vulnerable communities to identify key hazards, such as blocked waterways, to build resilience and be better prepared ahead of flood seasons. Photo credit: Jonathan Wood via Getty Images.



Key achievements

The Fire and Flood Resilience initiative is bringing our bold vision to reality of lifting Australia to be the global leader in natural disaster resilience by 2025.

In the past year more than 20 projects with partners have been activated. Some key achievements from these projects include:

- Activation of fire observation cameras and monitoring for fire ignition across 8773km² of the ACT and NSW.
- Development and testing of a new national tool based on artificial intelligence which predicts the spread of bushfires.
- Provision of mental health training for more than 750 people in communities recovering from bushfires in NSW and SA.
- Completion of more than 14,000 environmental observations by citizen scientists.

- Commencement of an Indigenous land management initiative in the Hunter region of NSW reducing an estimated 46 tonnes of bushfire fuel load across 8 hectares of landscape and training of 40 young Indigenous Australians in cultural land management.

- Provision of 297 Minderoo pods to families who lost their homes following bushfires in NSW, SA and WA.

We are working with more than 50 partners across communities, emergency services, business, government, research, global philanthropy and innovation sectors to ensure that the country is better prepared to resist and adapt to the impact of fire and floods.

Together with our partner network, the team delivered the most comprehensive national resilience index to inform climate adaptation investments covering 45 key indicators across 57,000 Australian locations.



..
One of 297 pods delivered to people who lost their homes in the Black Summer bushfires (2019-2020) to provide temporary accommodation and support recovery efforts. Photo credit: FINCH.

Looking forward

The Fire and Flood Resilience team is launching several exciting initiatives and partnerships throughout the next year.

By working with key partners and identified communities, we will lift the resilience of communities across the country to develop and implement long-term plans and strengthen local leadership. This includes the launch of the Australian Resilience Corps, a volunteer initiative that trains aspiring volunteers and connects them with existing volunteer organisations to help prepare and protect communities from the impact of fires and floods in the off-season.

We will work with the space agency and earth observation data providers to introduce new methods for more accurately understanding fire detection and monitoring of fuel loads in landscapes.

Together with partners, a world first 5.5-million-hectare natural capital account will be created to put a value on the resilience of natural assets to help realise our goal of helping nature adapt to climate change by investing in landscapes.

Thanks to the collaborators who share our vision and ambitious goals:

- Accounting for Nature
- Australasian Fire and Emergency Service Authorities Council
- Australian Capital Territory Rural Fire Service
- Australian Citizen Science Association
- Australian Institute for Disaster Resilience
- Australian Lions Foundation
- Australian National University
- Australian Red Cross
- Australian Research Data Commons
- Canberra Region Joint Organisation (CRJO)
- Deloitte Australia
- Disaster Relief Australia (Team Rubicon)
- Givit Listed Limited
- Greening Australia
- IAG
- Insurance Council of Australia
- KPMG
- Lifeline South Coast
- Movember
- MunichRe
- Optus
- Risk Frontiers
- The Royal Botanic Gardens and Domains Trust
- The Salvation Army
- Wonnaura Nation Aboriginal Corporation

..
Detecting and responding to fires quickly can help to minimise the scale of a fire and its potential negative impacts. Working with partners, the team is introducing new methods for more accurately understanding fire detection and monitoring of fuel loads in landscapes. Photo credit: Gallo Images via Getty Images.

FLOURISHING OCEANS

Return the oceans to a flourishing state.

How are we challenging impossible?

Healthy oceans are critical for all life on earth. The oceans affect our weather and the global climate system, generate the oxygen we breathe, provide food to billions of people, and support a myriad of goods, services, and employment through the ‘blue’ economy.

Despite this, the health of our oceans continues to decline due to overfishing, plastic pollution, climate change, and coastal development.

We’re focused on tackling some of the most entrenched issues harming ocean health and have a portfolio of projects aligned with the United Nations Sustainable Development Goal 14: Life Below Water.

We’re helping the oceans flourish by:

- Eliminating the drivers of overfishing and ensuring seafood for future generations.
- Protecting diverse ecosystems through the expansion of Marine Protected Areas.
- Building knowledge and awareness of the oceans through marine research and public education.

..
High-tech smart buoys were deployed along the WA coast to provide real-time monitoring of a marine heatwave due to La Niña conditions. Photo credit: Violeta J Brosig, Blue Media.



How will we achieve our goals?

To challenge and shift conventional thinking and drive impactful changes in ocean conservation, our projects are built on research, advocacy, education, and partnerships that aim to:

- Protect an additional 5 per cent (18 million km²) of the oceans by 2025, one of the most ambitious marine conservation efforts in history.
- Expose the extent of overfishing around the world and identify solutions to combat fisheries decline, including illegal fishing and poor management.
- Bring the deepest parts of the oceans to the forefront of environmental science.
- Use innovative genomics technologies to revolutionise the way we measure, understand and conserve life in the oceans.
- Build research capacity to improve ocean health and resilience to climate change.
- Create educational opportunities to empower people.



.. OceanOmics researchers performing DNA sequencing at sea onboard Pangaea Ocean Explorer. Our team was the very first to demonstrate the successful operation of high-throughput sequencing platforms at sea within the OceanOmics' containerised sequencing laboratory. Photo credit: Angela Heley.



Key achievements

Flourishing Ocean's global partnership with the Blue Nature Alliance helped secure 700,000km² of marine protected area in Tristan Da Cunha, and progressed efforts towards greater protections in Lau Fiji, the Southern Ocean, and Canada—totalling an area of more than 4.4 million km².

The opening of our Exmouth Research Lab established a state-of-the-art marine research facility near the Ningaloo Reef that is attracting the world's best marine researchers to study and improve ocean health and resilience.

The Mending the Net report is the first step towards a national campaign to improve Australia's seafood import controls. This report revealed that we know very little about the seafood we are importing into Australia - despite imports comprising 65 per cent of the seafood we eat. Without this information, we cannot be sure seafood sold here was not caught illegally or produced using forced labour.

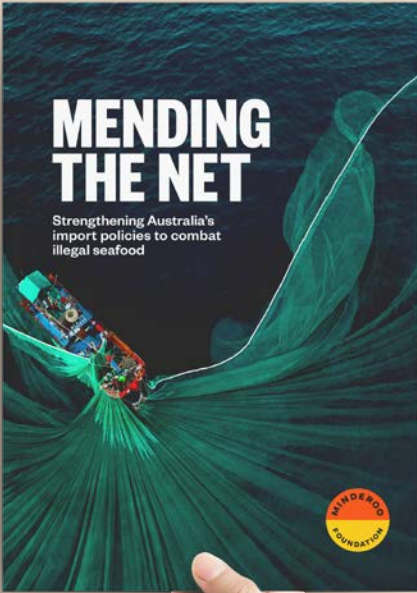
Together with Sea Around Us, we've built the largest database of fisheries abundance data to inform our global assessment of fisheries. This included an independent review by in-country fisheries experts across 60 countries to ensure high quality data to underpin our Global Fishing Index analysis.

The OceanOmics program has constructed an end-to-end marine genomics facility for the analysis of eDNA and eCELLs collected from seawater. Our six voyages over the last year have demonstrated the capacity of this workflow and high throughput sequencing capability to deliver near real-time production of marine genetic information at sea.

The Minderoo Foundation - UWA Deep Sea Research Centre was established and completed its first scientific expedition to the east Indian Ocean to depths over 6000 metres, achieving 14 submersible dives, 25 lander deployments and mapped thousands of square kilometres of deep-sea floor.

The launch of the FishNutrients tool on FishBase, together with WorldFish, has enabled a new understanding of the importance of fisheries for food and nutrition security, particularly among vulnerable populations in the developing world.

Working with Global Fishing Watch, we have furthered our understanding of the links between fishing vessel behaviour and forced labour – aiding the fight against this abuse by identifying 'high risk' vessels using AIS data.



.. Mending the Net Report.

Looking forward

As the world attempts to rebound from the COVID-19 pandemic, we are implementing activities with the Blue Nature Alliance for new ocean conservation areas on 10 more sites totalling 7.0M km² and scoping has begun for an additional 13 sites totalling 5.4M km². Minderoo Foundation is also establishing bilateral relationships to protect critical areas of marine habitat in Mozambique and Colombia.

We launched the Global Fishing Index in November 2021 and exposed the ‘worst offenders’ of overfishing. This unflinching report holds governments and business to account, and pushes for policy change to combat illegal fishing.

..
Global Fishing Index case study: In Mexico, a unique approach combining people, planet and profits is providing an incentive for sustainable fishing. Image: Black cormorant feeding on bait fish in the Sea of Cortez. Baha, Mexico. Photo credit: wildestanimal via Getty Images.

The Minderoo Foundation OceanOmics Centre at The University of Western Australia will be established as a powerhouse for innovative research and technology development in marine genomics along with the world’s first reference genome centre for marine wildlife.

We will achieve seagoing expeditions at spatial and temporal scales never before attempted in the deep Indian Ocean.

And we will build on the research in Exmouth that will lead to improved management, conservation, and restoration in the region.

Thanks to the collaborators who share our vision and ambitious goals:

- | | | |
|--|---|---|
| Australian Antarctic Division | Griffith University | The Nature Conservancy Australia Limited |
| Australian Institute of Marine Sciences | Illumina Australia Pty Ltd | The Pew Charitable Trusts |
| Australian Museum | Massachusetts Institute of Technology | University of Adelaide |
| BGI Australia Pty Ltd | Murdoch University | University of British Columbia |
| Commonwealth Scientific and Industrial Research Organisation (CSIRO) | Ocean Outcomes | University of Melbourne |
| Curtin University | Parks Australia | University of Sydney |
| Edith Cowan University | Quantitative Aquatics Incorporated | University of Washington |
| Exmouth Shire Council | Sea Around Us | University of Western Australia |
| Global Fishing Watch | The Department of Biodiversity, Conservation and Attractions (DBCA) | Worldfish - a CGIAR Research Centre based in Penang (formerly ICLARM) |

FRONTIER TECHNOLOGY

Tackling power imbalances
between global tech companies
and the communities they serve.

How are we challenging
impossible?

Today’s global technology companies are some of most powerful companies the world has known. Their digital products, used by billions, influence many aspects of society – from a person’s ability to work and make money, to the news and information they are able to consume, to our most fundamental democratic functions.

Despite the awesome power that technology wields over everyday life, national and international laws have not kept pace with technological change. We see evidence of harms–misinformation on public health,

manipulation of vulnerable young people, discrimination, hate speech and exploitative polarising content to name a few – but these are left unchecked by a patchwork system of laws and regimes which have allowed Big Tech to write their own rules.

With our international network of universities and partners, Frontier Technology is tackling the power imbalance between global technology companies and the communities they serve.

..
*Children need to be better protected online.
Research commissioned by Frontier Technology
this year revealed some of the harmful content
being pushed at young people on Facebook.
Photo credit: Halfpoint via Getty Images.*



How will we achieve our goal?

Frontier Technology shines a light on the way tech companies operate.

We focus on three key areas:
Transparency, Accountability and Rights.

We believe that with transparency must come accountability so that technology works in the interests of the communities it is intended to serve.

We believe that responsibility for protecting the public good lies with strong governing institutions, not individuals being forced to choose between their rights and their ability to live in today’s digital world.

Rather than simply talking about the challenges we face; Frontier Technology is working to be an active part of the solution.



Key achievements

Children’s Data:
In April, Reset Australia research commissioned and funded by Frontier Technology found that Facebook was allowing targeted advertising to children as young as 13. This research found that advertisers were able to target these children with vaping, gambling, alcohol and extreme weight loss products. Concerningly, it also found that Facebook would approve ads that targeted young girls to connect and chat with wealthy men, based on advertising profiles that identified a Facebook user as female, 13-17 years of age, single, and interested in online dating services.

In response, Facebook and Instagram said they had changed their advertising policies – but new research in September found that Facebook was still approving harmful ads for children, contradicting Facebook’s public statements and sworn testimony from Facebook executives to the United States Congress. The research would eventually be cited by US Senator Ed Markey in a letter to Facebook CEO Mark Zuckerberg and during congressional hearings with whistleblower Frances Haugen.

With a coalition of partners, the campaign for a children’s data governance in Australia is pushing for governance around the way children’s data is collected and used on digital platforms – that puts the best interests of the child ahead of commercial interest. To read more about the campaign, visit childrensdatacode.org.au.

Silenced No More Act:
In August 2021, the California Legislature passed the Silenced No More Act. The Silenced No More Act overhauls the way non-disclosure agreements can be used to gag victims of workplace discrimination and harassment, even if that treatment covers illegal discrimination. Technology companies are no longer able to enforce these agreements creating greater protection for whistleblowers.

On 8 October 2021 the Governor signed the Act into law. The Silenced No More Act applies to all corporations in California impacting over 40 million people. It was co-sponsored by whistleblower Ifeoma Ozoma after her experience of sexism and racism at Pinterest to curtail the inappropriate and zealous use of NDAs in the tech industry and supported by Frontier Technology. We are working to introduce this legislation in other jurisdictions.

The legislation is only one piece of the puzzle. As tech companies have encouraged remote work during the pandemic and continue to operate satellite offices all around the world, further action is needed to expand Silenced No More protections to all workers globally. Frontier Technology is working with Ozoma on other potential mechanisms to create greater accountability from Big Tech and provide greater rights to whistleblowers and tech workers.

Policy Asks

Children’s Data Code

The rules that protect children and young people’s privacy are outdated.

The Attorney General has released an exposure draft for a new Online Privacy Bill. This bill covers many elements of a Children’s Data Code that we have been campaigning for.

The new Online Privacy Bill

We are optimistic about what this legislation could achieve – but remain concerned that in its current form it hands the responsibility for drafting the new code to industry.

You can read Reset Australia’s media release on the exposure draft [here](#).

We’re calling for a code that protects children and young people by ensuring their data is only collected and used in their best interest.

..

The Children’s Data Code would protect children and young people by ensuring their data is only collected and used in their best interest.

..

Ifeoma Ozoma defied an NDA to make public the racial discrimination she said she had experienced at Pinterest. The Silenced No More Act will change the power tech companies have to silence whistleblowers. Photo credit: Adria Malcolm.

Looking forward

Despite the power that global technology companies wield over the billions of people who use their products, the public knows little about how these companies operate. Time and again, they have used their massive market power to protect their own interests – stifling competition, stopping consensus, and silencing critics.

Over the next 12 months, Frontier Technology will put a magnifying glass to Big Tech. We will bring transparency to the global patchwork of tech policy efforts, support shareholder resolutions which enable greater accountability, and understand where global consensus lies in protecting people’s rights online.



..
Their influence is incredible and billions of people interact with their products every day, but Big Tech is far from transparent. Photo credit: Getty Images.

Thanks to the collaborators who share our vision and ambitious goals:

Australian Academy of Science
Brookings Institution
ITS Rio
New York University

The University of Oxford
Thorn
University of California of Los Angeles

Cambridge Minderoo Centre for Technology and Democracy
UWA Tech and Policy Lab

GENERATION ONE

Create employment parity with and for Indigenous Australians in one generation.

How are we challenging impossible?

At Australia's current pace, it will take 200 years to achieve Indigenous employment parity. Instead, we aim for much faster improvements in Indigenous workforce participation and have set the challenge to support 300,000 more Indigenous Australians into work, in one generation.

Our targets are even more ambitious than the Federal Government's 'Closing the Gap' campaign. Instead of aiming for 62 per cent of working age Indigenous Australians employed, Generation One and our partners will support 75 per cent of Indigenous Australians into work or business ownership, on par with the rest of the Australian population.

We're challenging corporate Australia to reveal the current state of Indigenous employment for the first time, through our Indigenous Employment Index and Network, and through grassroots employment partnerships nationwide.

We are also focused on driving the growth of the nascent Indigenous start-up sector, helping Indigenous entrepreneurs grow and scale through our education programs with a focus on investment and research.

..
Generation One team member holds Eucalyptus leaves for a smoking ceremony at Minderoo Foundation head office at Goonininup (The Swan). Photo credit: Benjamin Horgan.



.. Shelley Cable presents at the Indigenous Angel Investor and Entrepreneur Masterclass. Photo credit: Emma Dolzadelli.

How will we achieve our goals?

Generation One works to empower Indigenous Australians through three key areas of focus: employment, entrepreneurship, and partnerships.

You can't manage what you can't measure, and our employment focus seeks to gather new data on the state of Indigenous economic participation. This data is critical to support better decision making by Governments and employers, informing better strategies to close the employment gap. We support Indigenous entrepreneurs with the skills and connections to grow their businesses, create intergenerational wealth and produce employment opportunities for other Indigenous Australians. Finally, we partner with grassroots organisations and employment services to increase job placements, training, and partnerships with employers.



.. Children wearing Indigenous-owned ethical fashion brand Amber Days. Amber Days was founded by Corina Muir, an Aboriginal entrepreneur who was selected as a finalist in this year's Dream Venture Masterclasses. Photo credit: Molly Heath Photography.

Key achievements

This year Generation One commissioned an economic analysis to identify the impacts of COVID-19 on the Indigenous workforce. Previous research suggested that marginalised populations, including Indigenous peoples, were more sensitive to economic shocks, such as a pandemic. While we expected the figures to be bad, what we didn't expect was no data at all. The research, by Deloitte Access Economics, found the lack of representative, meaningful and timely data on Indigenous Australians' employment status and experience was a material barrier to undertaking the required analysis. It also estimated that the meagre progress in closing the employment gap over the previous decade, has been sent backwards by years.

This led us to begin work to #closethedatagap, including through the development of Australia's first Indigenous Employment Index. We began engaging with some of Australia's largest employers to establish a baseline for the state of Indigenous employment parity, identify what practices work to achieve sustainable Indigenous employment, and deliver a national report. The Index will be the first study of its kind in Australia.

Generation One also commissioned the Backing Black Business Report, which exposed some of the unique barriers faced by Indigenous businesses in accessing financial products and services. Again, we worked to find our own solution to the problem, in the form of a pilot program for Indigenous entrepreneurs.

Through the Dream Venture Masterclasses, participants built important relationships and received expert advice on how to commercialise and scale a business, manage cashflow, access grants, and strategic marketing. Research has shown that majority-owned Indigenous businesses are up to 100 times more likely to employ Indigenous workers than other Australian businesses, so their growth could set off a chain reaction that closes the Indigenous employment gap over many years.

We also supported the Ebenezer Aboriginal Corporation's Vocational Training and Employment Centre (VTEC). With Generation One's help, Ebenezer was able to increase its focus on supporting Indigenous Australians exiting prison, and ultimately supported 15 men into employment over the financial year, in addition to its regular clients.

Finally, this year we successfully sought a two-year extension to the Cashless Debit Card (CDC) program, that saw the trial expanded into the Northern Territory and Cape York.

We heard from our contacts at the Cashless Debit Card trial sites that the CDC is making a positive difference. The CDC offers a far better alternative – the only alternative - to the cash welfare status quo.



.. 85 Indigenous entrepreneurs participated in the Dream Venture Masterclasses, that were shifted online due to the COVID-19 pandemic. Photo credit: Georgia Marshall.

Looking forward

In the next 12 months, we look forward to publishing the inaugural Indigenous Employment Index, which will not only provide the first snapshot of its kind into the state of Indigenous employment, but also create a powerful platform to campaign for change. We will help some of Australia’s largest organisations implement policies and practices that will have large and measurable impact on the state of Indigenous employment, and we’ll have a new platform to drive better data collection.

The Dream Venture Masterclass program will expand to more locations across the country, and assist over 100 budding Indigenous entrepreneurs to increase their access capital, expand their businesses, and become investors themselves.



..
*Photo by Indigenous artist and
photographer Wayne Quilliam.*

We will also partner to establish the first Indigenous high school traineeship in Exmouth, we will support the establishment of the first Centre for Indigenous Business Leadership in Australia, and we will work with other grassroots partners to expand their Indigenous employment impact.

Thanks to the collaborators who share our vision and ambitious goals:

- Airtree
- Australian Rural Leadership Foundation
- Bankwest Curtin Economic Centre (BCEC)
- Blackbird
- Ebenezer Aboriginal Corporation
- Indigenous Employment Partners
- Murawin Consulting
- Perth Angels
- River City Labs
- Startmate
- Melbourne University
- Shoreline
- 15 Times Better

NO PLASTIC WASTE

Eliminate harmful impacts of plastics on people and the planet.



..
Jon Sanders presents his log book following his return to Perth from his 11th circumnavigation of the world for No Plastic Waste. Each day of the voyage, Jon filtered 100 litres of ocean water. The results showed microplastics were present in virtually all water samples across the Indian and Atlantic oceans. Photo credit: Emma Dolzadelli.

How are we challenging impossible?

Minderoo Foundation's aim is to eliminate the negative effects of plastics on people and the planet by accelerating a circular economy for plastic and driving safe and sustainable design.

For decades, plastic recycling rates have remained stagnant at around just 10 per cent. Through the No Plastic

Waste initiative, we aim to revolutionise the plastics economy by working with businesses and governments to end plastic leakage into the environment and accelerate a transition to a circular plastics economy.

We are creating partnerships and collaborating with industry on a global scale to develop new technologies that will provide countries with a means to measure, monitor and manage plastic pollution from source to sea.

We have a team dedicated to examining and raising awareness about the growing evidence linking plastic chemicals and particles to impacts on human health.

Minderoo Foundation is establishing a world-first research centre to lead global efforts to measure the impacts.

Together, our people are driving changes in how plastic is made, used and managed.



..
Members of the Plastics and Human Health team hosted by the Perron Institute for Neurological and Translational Science to share their early findings.
Photo credit: Perron Institute.

..
A father and son on a boat made from Styrofoam paddle through a garbage filled river in Manila as they collect plastic bottles that they can sell.
Photo credit: Noel Celis via Getty Images.

Key achievements

- Released in May 2021, our research contributed to the Plastic Waste Makers Index and identified and revealed for the first time, the largest producers responsible for single-use plastic waste globally, and the financial institutions enabling them.

We learnt that 20 companies are responsible for most of the world’s single-use plastic production, and they’re creating most of that plastic from fossil fuels.

The findings attracted unprecedented media coverage and a groundswell of support from followers worldwide rallying across social media channels in support of an end to plastic waste and pollution by addressing the problem at its source.



..
Our reliance on oil and gas is not only fuelling climate change, but as the primary material used in the production of throwaway plastics is also devastating our oceans." Sam Fankhauser, Professor of Climate Change Economics and Policy at the Smith School, University of Oxford.
Photo credit: Douglas Sacha via Getty Images.

How will we achieve our goals?

We are working to increase transparency across the plastics supply chain to help industry, investors, governments and consumers make more informed decisions about how plastics are funded, produced, consumed and disposed of.

Our investment in technologies and incubating innovations that drive down the cost of plastic recycling, offer alternatives to fossil-fuel-based plastic, and enable the recovery of plastic from nature, including the ocean.

We are also investing in world-leading technology and teams to measure plastic load in humans and to examine its impact on human health.

Through a global network of scientists, clinician-researchers, non-government organisations, policymakers and legal experts we are sharing expertise, building high-quality evidence and extending our reach and impact to eliminate the harmful effects of plastic on human health.



- Our research and development project to detect plastic pollution from space using artificial intelligence, Global Plastic Watch, received an invitation from former United States Vice President Al Gore to join the Climate TRACE coalition, which aims to tracks greenhouse gas emissions for every sector globally.
- Indonesia, a country facing a major environmental challenge due to plastic pollution in its marine environment, signed a Memorandum of Understanding with the industry initiative, Sea the Future, to take part in a pilot program to scale up its recycling and waste collection infrastructure and operations.
- Our Plastics and Human Health team is shining the light on the growing, but little publicised, evidence on how plastic chemicals impact human health.
- In collaboration with The University of Queensland and the Queensland Alliance for Environmental Health Sciences (QEAHS), we established a Centre for Plastics and Human Health - one of the world’s first research centres with a mission to examine human exposure to plastics and plastic associated chemicals to unravel potential adverse health outcomes.
- Support from Minderoo Foundation has created and equipped the new centre with state-of-the-art infrastructure and equipment to enable the development and implementation of protocols to measure plastic chemicals in human tissues, and to promote, pursue and publish new protocols and research for further understanding of the impact of plastic exposure on human health.
- The objective of the Centre is to lead global research efforts into the impact of plastics on human health.

Looking forward

We will announce the Sea The Future consortium, with industry members publicly committing to pilot projects across the world. The initiative is projected to create long-term guaranteed demand for recycled plastics, enabling \$400 million of investment in recycling infrastructure, collection and sorting over the next two years.

Our Global Plastics Watch tool, for tracking plastics in dump sites globally will be released to governments to enable them to monitor and manage plastic waste sites.



Our extensive literature review of all scientific publications since 1960, revealing the mounting evidence and concern about the impact of plastic chemicals on human health, will be published.

The Centre for Plastics and Human Health will be established as Australia’s leading internationally recognised research hub for plastics and health.

We will continue to promote research and development of safer plastic products.

Thanks to the collaborators who share our vision and ambitious goals:

Asia Group Advisors	The Grantham Research Institute on Climate Change and the Environment at the London School of Economics	Port of Rotterdam
Earthrise Media	The Indian Institute of Technology Delhi	Profundo
Ellen MacArthur Foundation	James and Marion Taylor	The Stockholm Environment Institute
The Florey Institute of Neuroscience and Mental Health	The Jock Clough Marine Foundation	TOMRA
Freshfields Bruckhaus	KPMG	University of Adelaide (Joanna Briggs Institute)
Delterra	Material Economics	University of Georgia
Deringer LLP	Neural Alpha	The University of Queensland
Government of Indonesia DaoHe	Planet Tracker	Wood MacKenzie
	Plymouth Marine Labs	WRAP

..
350 million plus tonnes of plastic is produced every year, however plastic recycling rates have remained stagnant at around just 10 per cent for decades.
Photo credit: David Silverman via Getty Images.

RESEARCH

Helping to solve the world’s biggest environmental, social and cultural challenges.

How are we challenging impossible?

In a world of “fake news” and conspiracy theories, support for independent experts, researchers, and scientists is more important than ever before. Minderoo supports leading experts to investigate threats such as climate change, disease, and inequality, with strategic funding, connections and collaborations.

Together with the Australian Academy of Science, we enable Australia’s leading researchers and scientists to contribute their expertise to public policy on issues from vaccination to growing Australia’s space industry, for the benefit of all Australians.

Through Forrest Research Foundation (FRF), we attract world-leading talent to Western Australia to work on everything from carbon reduction

to cancer treatments. With more than sixty Forrest Scholars and Fellows, FRF is super-charging the pipeline of future research leaders in Australia.

At Minderoo Foundation we collaborate with research partners all over the world, including leading experts, universities and think tanks, to ensure our work is informed by credible, informed research.

..
Forrest Prospect Fellow
Kate Loudon presenting at The Swan.
Photo credit: Benjamin Horgan.



How will we achieve our goals?

We want Australia’s leading researchers and scientists to be part of informing Australia’s public policy debate; and to provide independent, authoritative advice to government.

Within Minderoo Foundation, we identify and build opportunities for alignment on emerging research capabilities needed, and drive a focus on research quality, relevance, and ethics, to achieve impact.



We position Forrest Research Foundation as a magnet for talent and collaboration, across industry, government and civil society. We will support the Forrest Research Foundation Scholars and Fellows to build the skills, know-how and connections that are critical to research translation. We will work to integrate Forrest Research Foundation into networks with government, industry, and the community.

..
Australian Academy of Science
CEO Anna-Maria Arabia with Minderoo
Foundation Research Chair Fiona David.
Photo credit: Australian Academy of Science.

..
...the research and innovation we support today will provide the responses and solutions to the problems humanity will face in the future. We want to do our part to eradicate hunger, conquer disease, protect the planet, develop new technologies, extend human knowledge and live wisely.
..

Professor Paul Johnson, Warden of Forrest Research Foundation.

Key achievements

Australian Academy of Science

As COVID-19 demonstrated, it is vital that governments have ready access to scientific evidence from independent, authoritative, and trusted sources to inform policy making. Established in April 2020, by former Chief Scientist Alan Finkel the “Rapid Research Information Forum” (RRIF), is a mechanism to draw together leading experts from across Australia, to provide rapid responses to government ministers seeking scientific advice.

Recognising the value of this unique forum, in August 2020, Minderoo Foundation provided funding to support the RRIF. We were delighted in 2021, when Chief Scientist Cathy Foley institutionalised this mechanism, through the Prime Minister’s National Science and Technology Council, which today provides Rapid Response Information Reports. Minderoo Foundation continues to support the Academy of Science and has enabled forums such as the National RNA Science and Tech Roundtable.

New Prospect Fellows

COVID-19 has had a damaging effect on Australia’s research community, including reduced opportunities for early career researchers. In response to this crisis, Forrest Research Foundation developed a new program to boost Australia’s research community, providing post-doctoral funding to support twenty early career researchers at any of the five WA Universities. Providing 18-months of funding support to outstanding early career researchers, the program was designed with a focus on driving innovation and collaboration with business, government, and the not-for-profit sector.

FRF Awards

- Forrest Fellow Dr David Gozzard, Astrophysics, was selected as one of five early career researchers to join the ABC Media Residency. An annual program run by ABC Radio National, participating researchers are trained in communications skills and media awareness, to help them share their knowledge and expertise with audiences seeking credible material and informed debate.
- Forrest Prospect Fellow Dr Arman Siahvashi was joint winner of the Woodside Early Career Scientist of the Year. Based at the Department of Chemical Engineering at The University of Western Australia and the Future Energy Export CRC, Dr Siahvashi is undertaking world-class research and developing cutting-edge technologies to reduce the costs and eliminate the safety hazards associated with clean energy production such as liquid hydrogen.
- Forrest Fellow Dr Jessica Buck was named one of Australia’s Superstars of STEM for her work on childhood brain cancer. Dr Buck studied neuroscience and oncology at The University of Oxford where she completed her doctoral research in 2019 before returning to Australia to join the Brain Tumour research team at the Telethon Kids Institute and The University of Western Australia.
- Forrest Scholar Liam Scarlett from Curtin University’s School of Electrical Engineering, Computing and Mathematical Sciences was joint winner of the ExxonMobil Student Scientist of the Year. Liam is completing a PhD in theoretical physics, focussing on modelling the fundamental reactions which take place in fusion, medical, and astrophysical plasmas.



..
Woodside Energy’s Catherine Simons, Forrest Prospect Fellow Dr Arman Siahvashi and Deputy Premier Roger Cook at the Premier’s Science Awards. Photo credit: Premier’s Science Awards 2021.

Looking forward

Minderoo will continue to support researchers to contribute to solving the world's biggest environmental, social, and cultural challenges. Our collaboration with the Australian Academy of Science will build on our capacity to bring evidence to national public policy debate, and to convene Australia's leading researchers and scientists on topics of national significance.

In 2022 we are looking forward to opening the second building of the Forrest Hall Precinct, alongside UWA and FRF. This state-of-the-art facility will enable further expansion of the FRF scholar and fellow program, provide short-stay accommodation options, and be a meeting place to connect the local community with the brilliant research work that's happening in Western Australia.



..
Forrest Research Foundation
Prospect Fellows gathered at Forrest
Hall. Photo credit: Benjamin Horgan.

Through FRF and our own Minderoo Foundation-led research, we will continue to ask the critical questions and find ground-breaking ways to fill knowledge gaps with our initiatives, as they pursue their ambitious mountain tops.

Thanks to the collaborators who share our vision and ambitious goals:

Australian Academy of Science

Forrest Research Foundation (includes The University of Western Australia, Murdoch, Curtin, Edith Cowan University and Notre Dame)

THRIVE BY FIVE

Ensure every child will thrive by five.

How are we challenging impossible?

The evidence is undisputable that early childhood experiences are critically important to brain development, and correlate with the long-term impact on health, learning, and emotional wellbeing.

Despite the best available evidence, many children across the globe remain in a state of learning poverty. In some countries, it is as high as 80 per cent. In Australia, 20 per cent of children enter primary school developmentally vulnerable.

Thrive by Five has set an ambitious goal to reform the early childhood system in Australia. In addition, we have set the global challenge to develop a public awareness campaign that will empower parents, caregivers and educators to positively change their behaviour so that every child can thrive by five.

..
Good Start Early Learning educators supporting children to thrive.
Photo credit: Benjamin Horgan.





..
Minderoo Foundation Thrive by Five CEO Jay Weatherill at the Salvation Army Parent Community launch. Photo credit: Matt Biocich.

How will we achieve our goals?

Thrive by Five is focused on two program areas:

Advocacy for Systems Change

A strategic communications campaign using three pillars: media, policy development, and stakeholder mobilisation.

Early Years demonstration projects to test, prototype and innovate the design and application of community-driven early years support models.

Promote Understanding of Early Childhood Development

The promotion of the early childhood development story, ensuring parents, caregivers, early childhood professionals and communities understand the importance of the first five years of life to later human development.



..
Minderoo Foundation Thrive by Five CEO Jay Weatherill, Co-Chair Nicola Forrest AO, Health Minister Roger Cook and Professor Desiree Silva at the press launch of Molly's TB5 TED Talk. Photo credit: Benjamin Horgan.

Key achievements

Communications Campaign

- Built a powerful coalition of early childhood allies with 37 diverse organisations as campaign partners and over 57,000 digital supporters signing up to the campaign.
- Early childhood reform was put on the national cabinet agenda.
- Major budget announcement of a \$1.7 billion investment in the Child Care Subsidy.
- Ongoing national partnership agreement for 4-year-old kindy.

Demonstration Projects

- The Early Years initiative is operational in four communities across WA: Central Great Southern, Armadale West, Bidyadanga and Derby.
- The Indigenous communities project has expanded Thrive by Five's international presence through collaborations in La Guajira, Colombia and Nunuvut, Canada with Save the Children.

Thrive by Five App

- Thrive by Five developed a beta app for Afghanistan, as the first step towards a global platform that will include app launches in thirty countries over the next three years.
- An MOU was signed with (former) President of Afghanistan, Ashraf Ghani in November 2020 to further a powerful opportunity for the benefit of a generation of Afghan children.
- Minderoo worked with The University of Sydney and BBE on this project. The University of Sydney developed content for the app, which was applied to the tech platform developed by BBE.
- A Beta app comprising of core functions and a limited content base was developed. The Beta app was tested – for functionality, utility, performance, and efficacy of content - by local parents and caregivers, who were recruited voluntarily through the networks of the Bayat Foundation. The Beta user feedback has been very positive.

Molly's Thrive by Five TED Talk

- Together with TED, we produced a world first TED Talk delivered by Molly Wright (aged 7) on 'how every child can thrive by five' as a global public awareness campaign on early childhood development.
- The film has been viewed over 4.5 million times on TED.com and the campaign has been seen over 50 million times on social media and disseminated in maternity hospitals in Australia and Afghanistan.
- The TED Talk is available in 30+ languages with plans for other languages to follow as part of an international roll out in conjunction with the Thrive by Five parenting app.



..
David Ohana and Angus Ingham with 7-year-old Molly Wright at the filming of Molly's Thrive by Five TED Talk. Photo credit: Ally Wright.



..
Co-Chair Nicola Forrest AO and Thrive by Five CEO Jay Weatherill address the National Press Club in Canberra, calling for early learning system reform. Photo credit: National Press Club.

Looking forward

Minderoo Foundation will continue to strengthen its coalition of partners and mobilising parents, carers and educators on the need for early learning reform.

We will aim to have the Early Years initiative to be recognised for its ability to develop localised early childhood ecosystems and change the story for children in their own communities.

We will move the conversation of systems change internationally by strengthening Thrive by Five’s profile with international partners.

Molly’s TED Talk will continue to be rolled out around the world and strengthen the importance of the brain story through a global collaboration with UNICEF.

In March 2022, we will have the global launch of the Thrive by Five app in Indonesia.



..
Molly Wright, on stage with one-year-old Ari has become one of the youngest people ever to give a TED Talk.
Photo credit: Patrick Auld.

Thanks to the collaborators who share our vision and ambitious goals:		
Australian Research Alliance for Children and Youth Limited	FINCH	Save the Children Australia
Bayat Foundation	M&C Saatchi	TED
BBE Creative	The Ministry of Preschool Education of the Republic of Uzbekistan	Telethon Kids Institute
Centre for Policy Development	Mitchell Institute	Tonic Media
Challis Community Primary School	The Parenthood Project Ltd	UNICEF
Essential Media	Ramsay Health Care	United Way Colombia

RESPONSE PROGRAMS

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A native tree flourishes despite the harsh conditions on a dry river-bed at Minderoo Station.

Photo credit: Jessica Wyld.



RESPONSE PROGRAM #1 COVID-19

In 2020 as COVID-19 case numbers surged and hospitals reached capacity around the world, Minderoo Foundation and Fortescue Metals Group worked tirelessly to support the implementation of a response strategy focused on supporting the Australian health system and frontline workers in the face of this unfolding emergency.



..
A medical worker tends to a patient inside a coronavirus intensive care unit. Photo credit: Piero Cruciatti / AFP via Getty Images

In around six weeks, over nine million pieces of Personal Protective Equipment (PPE) and medical equipment were procured during a time of intense global competition and eight A330 flights were chartered to bring this cargo safely to Australia.

In parallel, we supported the Federal Government allowing it to quadruple the nation's COVID-19 testing capacity by procuring and installing RT-qPCR testing equipment in laboratories at 11 locations around the country.

For our local Western Australian communities and those most vulnerable, we have provided \$5 million to organisations to support initiatives including 'Doorstep Dinners' for the homeless and donations of over 20,000 litres of hand sanitiser to remote communities. Together with A Smart Start Great Southern, 300 relief packs were provided to regional families in need, and we teamed up with West Australian Music to deliver 60 Micro-gigs performed by local musicians at hospitals, shelters and community centres across WA.

This unprecedented global crisis made it clear that agile research and data sharing would be crucial to successfully understanding the spread of COVID-19 and quickly assessing treatment options. Over \$5 million in funding was provided to three clinical trials to assess vaccines and treatment options for COVID-19 patients. We extended our foundational support for the COVID-19 arms of the world leading REMAP-CAP clinical trial which has several times changed the standard of care for critically ill COVID-19 patients across the globe. Our support has allowed this trial with its unique adaptive design to rapidly expand to lower- and middle-income countries such as Nepal and Pakistan where the pandemic continues to take so many lives.

We conceived and funded the Transparent Risk Assessment of Quarantine (TRAQ) study with the Burnet Institute, to examine how the length of quarantine could be reduced without increasing the risk of community transmission and this work was critical in paving the way for informed changes to border policies across Australia.

To accelerate development of new treatments and ensure global equity in access we collaborated with the Gates Foundation, Wellcome Trust

and others in the COVID-19 Therapeutics Accelerator (CTA) and funded the International COVID-19 Data Alliance (ICODA). Building upon an international network of scientific and clinical expertise, the ICODA platform has ensured data and research findings could be securely and rapidly shared across the globe.

Looking forward, there is no doubt that the COVID-19 pandemic continues to disproportionately impact the most vulnerable countries and communities who are now facing not just a health crisis but an economic and social crisis as well. Minderoo Foundation has translated our experience in rapidly mobilising resources to support international COVID-19 response in those countries most in need.

Our donation of a critical oxygen plant to Afghanistan, and the donation and installation of a COVID-19 testing laboratory in Papua New Guinea, have been two targeted infrastructure projects aiming to provide tangible support to countries in their surge response while leaving a lasting contribution to health infrastructure. We are keenly aware that the pathway to recovery requires responses that not only provide immediate relief but build long-term capacity that can support pandemic preparedness and resilience well into the future.

Thanks to the collaborators who share our vision and ambitious goals:

Aboriginal Health Council of Western Australia

BGI Australia Pty Ltd

Burnet Institute

Commonwealth Department of Health

The Bill and Melinda Gates Foundation

Monash University

St Patrick's Community Support Centre

The Board of Trustees of Channel Seven Telethon Trust

RESPONSE PROGRAM #2

FIRE & FLOOD RECOVERY

The Minderoo Foundation Fire and Flood Resilience Initiative aims to reduce the harm caused by fires and floods by harnessing the collective power of our communities, industry, corporates, government, philanthropy and the research sector to lift Australia to be the global leader in fire and flood resilience by 2025.

..
Following the 2019-2020 Black Summer bushfires, temporary housing, such as a family pod, was provided and enabled people to stay on their land to re-build. Photo credit: FINCH.

In 2021, we challenged the impossible by rallying together with partners to help bushfire and flood affected communities across the country.



This included ongoing support for people affected by the 2019-2020 Black Summer bushfires in New South Wales. In January 2020, while Australia was still burning, Minderoo Foundation committed \$70million to Response, Recovery and Resilience. Our team was deployed into towns and regions affected by the bushfires to gain an understanding of what each community needed.

We listened and we learned from these communities and applied these insights into our on-going strategy. In September 2020, we co-developed a Fire and Flood Resilience Blueprint with 55 partners, which provides the evidence base for a work program currently being delivered from now to 2025.

During 2021, the response and recovery efforts, led by the Fire and Flood Resilience Initiative's Ground Operations team, continued to support communities across NSW, SA and Kangaroo Island with sustained levels of contact and support reviewing and assessing further temporary housing pod nominations, relocations and maintenance. More than 30 recovery pods were demobilised from their first allocation and 10 have been redeployed for a second use.

In February, the Perth Hills bushfires destroyed more 86 homes. The team mobilised with a first response of establishing volunteers to support the Salvation Army Emergency Services providing boots on the ground to cook and serve meals for the firefighters. In addition, the team worked in the recovery centre from day two to engage with the community and offer assistance and support.

Minderoo Foundation committed to supporting the Perth Hills community with recovery pods as needed and went on to build an additional 40 pods and reallocated four pods from the 2020 season.

Together with Rotary, we installed two tool libraries and working with Lions, the team built a specialist medical treatment trailer for one of the pod recipients to be able to receive medical care. Working alongside Disaster Resilience Australia, work programs were delivered around fencing, water tanks and site cleans.

The ground ops team also delivered the Fire and Flood Resilience Initiative response framework, a mechanism for future disaster events. We remain committed and engaged in the communities we are in and continue to push the envelope on assistance, which recently resulted in the Minderoo team completing the installation of six pods on Kangaroo Island supporting the potato industry to rebuild following the bushfires.

Today 97% of Australia's investment is focused on natural disaster response and recovery versus preparation and resilience. We are committed to driving an intergenerational lift to fire and flood resilience so that they never cause the scale of harm that past events have caused, and the costs of response and recovery are decreased. We are achieving this through our missions and data collective program of work, with partners.

STRATEGIC IMPACT FUND

Unlocking business
as a force for good.

Imagine a world where businesses seek to benefit customers, employees, investors and communities. Where businesses are building sustainable models for tackling long-standing social and environmental challenges. Minderoo Foundation's Strategic Impact Fund is investing in a portfolio of businesses doing just that.

Traditional economic models drive a singular focus on shareholder value, generating profit for a narrow group, but often failing to account for the impact on people and planet. The resultant impact on our natural environment and millions of lives has led more and more people to ask, “do we need a new model?”.

The Strategic Impact Fund challenges the impossible by challenging traditional economic models. We're reimagining capitalism, and pure profit isn't the goal. Instead, we're investing in the future, by investing in sustainable business models that help people and the planet, while also providing a traditional return on investment.



How will we achieve our goals?

To catalyse business as a force for good, we need capital to *flow to* positive impact businesses and *away from* businesses that exploit our environment and communities. We need to mobilise an investor movement that actively pursues impact. The Strategic Investment Fund is an example leading the way.

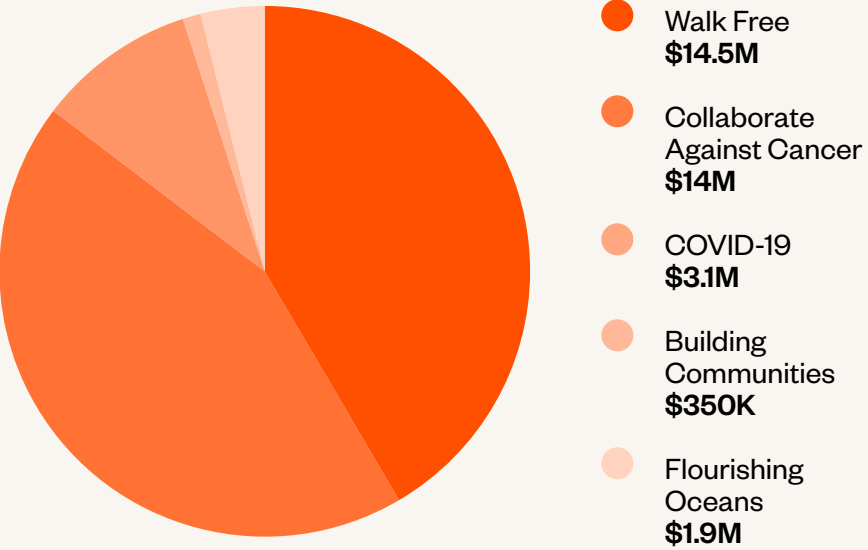
The \$100 million fund invests in:

- For-purpose businesses or projects that generate a sustainable return and measurable impact.
- Businesses that scale and accelerate the goals of Minderoo Foundation's Initiatives.
- Innovative, scalable and sustainable solutions to complex social and environmental challenges.

We're also seeking to grow the impact investment market across Australia to empower positive change through the power of business.

Key achievements

Together with Minderoo Foundation's initiative teams, the Strategic Impact Fund committed to six new investments in FY21, spanning funds, direct investment and social impact bonds, collectively committing over \$30 million.



.. Minderoo Foundation Strategic Impact Fund Chair Felicity Gooding, Head of Impact Investing Jenna Palumbo and Minderoo Foundation Co-Chair Nicola Forrest make up the Strategic Impact Fund's female leadership team. Photo credit: Benjamin Horgan.

Our commitments:

- **Fair Supply Analytics (FSA)** is an innovative ESG software provider that equips investors and corporates with information and tools to tackle modern slavery in their portfolios and supply chains. Our strategic investment seeks to accelerate the goal of Walk Free to eradicate all forms of modern slavery.

“We’re delighted by Minderoo Foundation’s investment and the strategic alliance the opportunity provides,” said Kimberly Randle, Fair Supply Analytics, Founder and CEO. “The more companies that are using the data analytics tools and making choices based on their modern slavery footprint, the greater the impact can be made.”

- **Working Capital Fund** invests in companies that change the way multinationals understand and react to labour related risk in their supply chains. Also aligned to Walk Free, the fund invests in innovative approaches to worker engagement, responsible recruitment, risk assessment tools, traceability tools and emerging technologies to build more ethical supply chains.

“Minderoo Foundation is a long-standing partner and valued collaborator in our work to build ethical supply chains.”
Ed Marcum, Managing Director, Working Capital Fund.

- **Emerson Collective** drives better outcomes and experiences for cancer patients through various digital health applications and interventions. Minderoo Foundation will co-invest in early and growth stage companies between US\$250,000 to US\$5 million. This has since brought an opportunity to invest in TUNE Therapeutics, a new company that is pioneering novel epigenomic editing to create powerful new pathways for the treatment of disease.

- **Foyer Central Social Impact Bond** provides supported accommodation for young people with a lived experience of out-of-home care who are at risk of homelessness. The \$7 million social impact bond is structured around an outcomes-based contract between Uniting and NSW Government with investor returns contingent on young people achieving education, employment and housing outcomes, and not recording a conviction, moving into social housing or having a child placed into out-of-home care. The investment, managed by Social Ventures Australia and delivered by Uniting in partnership with St George Community Housing, will work with approximately 270 young people (aged 18-22 years) to help transition them to independence.

Case study:

AB moved into Foyer after sleeping rough for almost 3 years. Despite some initial challenges, AB is settling into the program well and is a standout participant in the life skills course. AB’s goals include learning how to budget, cook, build connections and undertake training in order to live independently and pay his way.

..
Young residents standing outside Foyer Oxford, WA.
Photo credit: Matt Galligan.



Looking forward

In 2022, we will continue to grow our portfolio of investments that align with our values and impact goals. We will also work closely with existing investees to support them to deliver on their impact and financial targets.

With growing awareness of environmental and social challenges, businesses are increasingly taking on the challenge of developing innovative commercial solutions. We will be working to foster the impact investing market to ensure business is unlocked as an indomitable force for good. And we’ll continue to challenge the impossible by challenging investors to rethink the power of their capital.

OUR BOARD

The Minderoo Foundation family is truly grateful for the invaluable contribution and support of our Board of Directors.

Each member of our Board continues to play a vital role in guiding our mission with their insights, wisdom and unique expertise.

From all of us, a heartfelt thank you to Malcolm and Tonya McCusker who concluded their tenure on the Board in March 2021, after seven and five respective years of exceptional, astute and dedicated service.

They were Directors at a time of significant growth and we will be forever grateful for their many years of wise counsel, generosity, steadfast support and friendship, as well as for their enduring leadership in the community and in their philanthropy.

Our Board and our team continue to inspire and guide the ambitious agenda of Minderoo Foundation – to challenge impossible by arresting unfairness and creating opportunities to better the world.

Malcolm and Tonya McCusker stepped down with effect from 2 March 2021



Dr Andrew Forrest, AO PhD
Chairman and Co-Founder

As Founder and Chairman, Dr Andrew Forrest has led Fortescue Metals Group from inception to a US\$60 billion listed natural resources company that’s invested US\$40+ billion developing some of the world’s most efficient infrastructure. In 2021, Fortescue announced its commitment to become zero-emissions by 2030, and created Fortescue Future Industries (FFI), a developer, financier, and operator of a global portfolio of renewable energy resources to produce green energy at a scale equal to the oil and gas super-majors.

Andrew has a PhD in Marine Ecology from The University of Western Australia, and serves as an IUCN Patron of Nature, a World Economic Forum Friend of Ocean Action, and a member of the United Nations Environment Program’s Scientific Advisory Committee on the Assessment on Marine Litter and Microplastics.

Andrew is Co-Chair of the Australia-China Senior Business Leaders’ Forum, Global Patron of the Centre for Humanitarian Dialogue, and served as a Councillor of the Global Citizen Commission charged by the United Nations in 2016 to modernise the 1948 Universal Declaration of Human Rights.

In 2017, Andrew was appointed an Officer of the Order of Australia (AO) for distinguished service to philanthropy, mining, employment, and sustainable foreign investment.



Nicola Forrest, AO BA
Co-Chair and Co-Founder

With an enduring motivation to better the lives of children and a commitment to give a voice to those most vulnerable, Nicola Forrest AO believes in empowering individuals to better themselves and their communities.

Since 2001, as Co-Founder and Co-Chair of Minderoo Foundation, Nicola has established and driven programs of work to create positive change for children, the arts, women and communities. Nicola’s contribution has seen her recognised as an Officer of the Order of Australia (AO), awarded The University of Canberra Chancellor’s Award for Philanthropy and invited to chair a working group on behalf of the Prime Minister of Australia to drive integration between the philanthropic, community and business sectors.

Under Nicola’s leadership, and in collaboration with partners in Australia and beyond, Minderoo Foundation has put an emphasis on data and research to identify and derive solutions to some of the world’s most intractable problems. She has also led the selection of world-class Scholars and Fellows, to study and reside in Western Australia within the Forrest Research Foundation - a hub for research innovation.

Nicola is Life Patron of the Black Swan State Theatre Company shoring up the company’s sustainability through the establishment of its inaugural Production Fund. As patron of the Kimberley Foundation Australia, Impact 100 WA and Sculpture by the Sea, Nicola champions arts, culture and community initiatives that better the lives of those most vulnerable.



Tony Grist, BCOM
Lead Independent Director

Tony Grist is the principal of Albion Capital Partners, a Perth- based venture capital, investment and consultancy firm that was founded in 1990. Tony was Co-Founder and Chair of Amcom Telecommunications, which in 2015 merged with Vocus Telecommunications Ltd to become a major ASX 100 company. Tony is a former Director of iiNet, and is a current Director of both the PLC Foundation and Fremantle Dockers Football Club. He has held broader directorships in Canada, the United Kingdom and Australia in the telecommunications, healthcare, mining and energy industries. Tony holds a Bachelor of Commerce from The University of Western Australia, is an Associate of the Financial Services Institute of Australasia and a Fellow of the Australian Institute of Company Directors. Tony has been a member of the Minderoo Foundation Board since 2014 and took on the role of Lead Independent Director after Herb Elliott retired from the board.



Allan Myers, AC QC
Director

Allan Myers is one of Australia’s most highly respected barristers, with broad practice as a barrister, arbitrator and mediator. Allan is also a highly respected philanthropist and has supported many causes for over 45 years. He is Chancellor of The University of Melbourne and a Governor of the Ian Potter Cultural Trust and the Ian Potter Foundation. Allan was awarded a Centenary Medal in 2003, Officer of the Order of Australia in 2007 and Companion of the Order of Australia in 2016 in recognition of his services to the community, the law, and professional learning.



Grace Forrest, BA
Director

Grace is the Co-founder of Walk Free, an international human rights organisation. A passionate storyteller, Grace is the youngest ever United Nations Association of Australia Goodwill Ambassador. She is on the board for the Centre for Humanitarian Dialogue and a founding member for the Asia Gender Network.

In 2018, Grace was awarded Nomi Network’s Abolitionist award for her work to end modern slavery and is on the Board of Directors for The Freedom Fund, a leader in the global movement to end modern slavery. Most recently Grace was named the 2021 Young West Australian of the Year.



Andrew Liveris, AO
Director

Andrew is the former Chairman and Chief Executive Officer of The Dow Chemical Company and the former Executive Chairman of DowDuPont. He had over 42 years’ global leadership experience with The Dow Chemical Company, with roles in manufacturing, engineering, sales, marketing, and business and general management around the world. Andrew is a director of IBM, Saudi Aramco, Worley and NOVONIX Limited and is an advisor to the Kingdom of Saudi Arabia. Andrew holds Australian Government positions as a member of the Industry Growth Centres Advisory Committee and Co-Chair of the Territory Economic Reconstruction Commission. He is the former Chair of the National COVID-19 Coordination Commission’s Manufacturing Taskforce.

Andrew co-founded and Chairs The Hellenic initiative to support economic renewal in Greece. He was appointed an Officer of the Order of Australia in 2014 for his services to international business.



Maria Myers, AC
Alternate Director

Maria Myers is Chair of the State Library of Victoria Foundation. She is a Director of the State Library of Victoria, Dunkeld Pastoral Company and the Kimberley Foundation Australia, Maria is a member of Council at St Mary’s College at The University of Melbourne, The Nature Conservancy’s Advisory Council and a Board Member of the Museum of Australian Democracy.

She is a strong supporter and advocate of the Burnet Institute for medical research and the Australian String Quartet. Maria was awarded a Companion of the Order of Australia for the advancement of the understanding of Indigenous rock art and her service to the community through philanthropic leadership.

INVESTMENTS

Minderoo Foundation's philanthropic initiatives are supported by our portfolio of assets. We actively manage this diversified portfolio so we can support and sustain our philanthropic activities. During FY21, we increasingly looked to harness the potential for impact through investment via our Strategic Impact Fund.

As of 30 June 2021, Minderoo Foundation had total assets of \$2.6 billion. Minderoo Foundation's assets include our investment in Fortescue Metals Group, as well as direct investments in both public and private markets. Our public market portfolio is an institutional grade, globally balanced portfolio which includes an environmental, social and governance screen to ensure that our investment positions are aligned with ethos of Minderoo Foundation.

Throughout FY21, we continued deploying capital into the Strategic Impact Fund (SIF). The types of investments considered by our SIF include direct equity and convertible investments, fund investments and other forms of investment that attach investment returns to commercial outcomes. This approach is catalytic by design and intended to promote private sector innovation and attract external capital to further support our philanthropic initiatives.



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Team members working at The Swan, Perth. Photo credit: Jessica Wyld.

ENABLING SERVICES

Minderoo Foundation's philanthropic initiatives and response programs are also supported by a range of enabling services. These services provide invaluable capability to our philanthropic portfolio, supporting us to live our values, protect our license to operate, and achieve our stretch targets with greater speed, agility and effectiveness.

..
Team members working at The Swan, Perth. Photo credit: Jessica Wyld.

In FY21, Minderoo Foundation recorded another year of sustained growth in terms of size, diversity and ambition. We added another initiative to our portfolio. We bolstered corpus investment returns to grow our assets by over 50 per cent. We increased our annual expenditure and consequently recorded significant growth in our internal resource capacity (~55 per cent increase) as well as our collaboration ecosystem, recording 300 active collaboration agreements (~150 per cent increase) with over 200 unique organisations (~120 per cent increase) at 30 June 2021.

We also continued to evolve our strategic toolkit, with a shift in focus towards advocacy work as well as exploring new mechanisms to drive change such as strategic litigation and strategic investment.

Given ongoing growth in Minderoo Foundation's size and complexity, our enabling services continued to challenge the impossible in FY21 by better enabling best practice service delivery scaled solutions, and providing our initiatives and programs with greater dedication and specialisation in support.



Partnerships

At Minderoo Foundation, we collaborate with industry, business, governments, and NGO’s to deliver and amplify impact. The Partnerships team supports our portfolio to form powerful coalitions that highlight unfairness and influence systems change. We work alongside our initiatives and programs to build and maintain strong relationships and develop a shared understanding of the path we can forge together to drive sustained change.

In FY21, Minderoo Foundation worked with over 200 organisations to progress our mission globally. We evolved our approach to collaboration, developing new ways to ensure strategic alignment with our collaborators and drive greater outcomes.

We recognise and celebrate what we have been able to achieve through our collaborations and are excited by the potential impact these, and future, collaborations will continue to unlock.

Strategy & Impact

The Strategy and Impact Team challenge our initiative and program’s thinking, driving towards the greatest value when setting our stretch targets, and ensuring that we never fail the same way twice. We do this by supporting initiatives and programs to develop strategic plans, scope and execute impactful projects, design and deliver evaluations and create opportunities for reflection and learning.

In FY21, we defined and evolved new strategy and impact frameworks, tools and systems to support our initiatives and programs in managing their portfolios more effectively and flexibly amidst an ever-changing landscape. Our frameworks leverage methods such as objectives and key results (OKRs), theory of change development and outcomes mapping to increase accountability and focus, drive high impact outcomes and enable rapid adaptation to new information as it emerges.



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Team member working at The Swan, Perth.
Photo credit: Jessica Wyld.

Risk

The Risk team was formally established this year to support Minderoo Foundation’s growing complexity and reach. Risk works to create and protect value through a systematic and risk based approach to decision making, maximising the likelihood of reaching our stretch targets. Risk ensures that we all have a bulletproof Plan B ready to go in case our ambitious Plan A falls short.

In FY21, we provided independent advice to management and the Board as we monitored and treated organisation-wide risks. We also partnered with initiatives to develop tailored responses to risks threatening their goals. Our deep dives into Minderoo Foundation’s risk profile provided insight into how exposures are being managed and opportunities for continuous improvement.

Legal

In FY21, the Legal team moved beyond providing functional technical legal advice, overseeing governance, ethics, and compliance to become the more wholistic ‘trusted legal adviser’ to Minderoo Foundation. We deepened our understanding of Minderoo Foundation’s pressure points, strategy and objectives, and focused on effectively communicating legal risks and issues.

We initiated a range of efficiency improvements to support decision making, including standardising the way in which we engage with external legal service providers by establishing a panel of law firms. We reviewed and updated template agreements, developed toolkits, guidance notes and checklists and delivered training to empower our teams. We also completed a review of Minderoo Foundation’s corporate structure and governance framework which came into effect from 1 July 2021.

Finance

The Finance team ensures effective stewardship of Minderoo Foundation’s financial resources and supports our portfolio to achieve its objectives through the provision of accurate, insightful, and timely information and analysis.

In FY21, we initiated a range of improvements designed to support Minderoo Foundation’s sustained growth. We implemented expense automation technology and an accounts payable automation system, shortening our invoice processing time from an average of 25 days to 13 days. We also developed a tax and legal structure to support our international expansion. This structure ensures Minderoo Foundation is well positioned to make investment and philanthropic decisions in an efficient and effective manner. Finally, we formalised our Tax Policy and Governance Framework, documenting our processes and controls around all tax related matters.

Communications

The Communications team drives change by translating our philanthropic agenda into stories that change the world. We utilise dialogues, forums, media coverage, government relations and public campaigns to challenge the status quo and spark conversations that shift the consensus on major issues.

In FY21, we achieved greater reach, engagement, and impact for our initiatives and programs through global partnerships, bold creative, tier-one media coverage, influencer support and audience-driven campaigns and messaging. We increased our focus on monitoring and evaluating the effectiveness of our work, including the deployment of a brand health barometer and real- time media reputation monitoring. The insights gained from the evaluation of our work inform how we adapt to continue to build support, trust and love for our Initiatives and Minderoo Foundation.



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Team member working
at The Swan, Perth.
Photo credit: Jessica Wyld.



Information Technology

The Information Technology team have delivered against challenging growth targets in FY21, working to meet the increasingly sophisticated digital transformation needs of the Minderoo Foundation.

We focused on strengthening IT capability and leadership as well as reinforcing a data driven culture in alignment with Minderoo Foundation’s strategic objectives. We improved core IT platforms and enhanced service delivery. Through the establishment of the IT project management office, we also guided and delivered a diverse range of new projects designed to support the future growth of Minderoo Foundation.

People & Culture

The People and Culture team motivate and inspire our people to achieve their individual aspirations and Minderoo Foundation’s ambitious goals, together. Our people are our most important assets in achieving our mission. From attracting and retaining the right talent to growing and enabling future leaders, we design value-aligned people policies, systems and practices that empower our people to deliver impact and outcomes through their work.

In FY21, we worked collaboratively to develop a Diversity, Inclusion and Belonging strategy supported by a suite of practices to enable and drive sustained change. Implementation has commenced with inaugural Workplace Gender Equality Agency (WGEA) reporting, the appointment of an Indigenous People and Culture Manager, as well as the launch of the Indigenous Employment Strategy and the Gender Equity Working Group, pioneered by our Co-Chair.

Together, we will continue to live our values by further enhancing, embracing and embedding diversity, inclusion and belonging into all that we do at Minderoo Foundation.

Health & Safety

As a fast paced and dynamic organisation tackling diverse and complex issues, Minderoo Foundation requires an agile and novel approach to health and safety to protect our people, our partners, the communities we serve, and our assets.

The Health and Safety team provides the frameworks and tools we need to live our safety value every day. We empower and support leaders to drive a strong safety culture in their teams and develop tailored health, safety and environment management plans to provide meaningful guidance and direction for managing high risk activities in the workplace.

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Team members working at The Swan, Perth.
Photo credit: Jessica Wylde.

2020/21 FINANCIAL REPORT

The Minderoo Foundation Trust Consolidated
Special Purpose Financial Report 30 June 2021.

Scan or click the QR code to read the report.



THANK YOU

In this complex world the adage ‘Go Fast, Go Alone, Go Far, Go Together’ has never rung truer.

Sincerest thanks to our collaborators, donors and co-founders mentioned throughout this report or below, who share our vision and ambitions goals to challenge impossible.

- AJE Wholesaling
- Amazon Web Services
- Chris Baker
- Department of Education, Skills & Employment
- EY Australia
- Gwendolyn Smithuis
- The Hintze Family Charitable Foundation
- Hourigan International
- J and M Taylor
- Jock Clough
- Lloyd Smith of Gerard Daniels
- PwC Australia

LOOKING FORWARD

2022 will be another significant year for Minderoo Foundation and deliver even more challenges for our staff, partners, and initiatives. The next 12 months will reveal the impact of the pandemic on vulnerable groups that might otherwise be ignored. As the world learns to live with COVID-19, Minderoo Foundation's research will establish the new baseline for some of the world's most intractable problems. Instead of being overwhelmed or tempted to shy away, we will continue to challenge the impossible. We will build on our global presence, focusing on systemic change and forge new and deep partnerships.

The Global Slavery Index will again change the script in the corridors of power, as it has since 2013. We will hold those in power to account for their actions, illuminate supply chain transparency, end the practice of forced and child marriage, and work to abolish all forced labour practices.

New projects include Australia's first Indigenous Employment Index, with dozens of the nation's largest employers participating. It will establish an unprecedented baseline for the state of employment of Aboriginal and Torres Strait Islander people and highlight the crucial need for progress on creating Indigenous employment parity. This data has never been captured before and Minderoo Foundation won't just be revealing employment rates, but also the roles that Indigenous people hold. We'll also contribute to the first ever, global, near-real time tracking solution for plastics pollution - Global Plastics Watch.

We aim to eliminate overfishing, declare new marine parks, and stop the exploitation of the oceans in areas of key ecological significance. The Minderoo Foundation OceanOmics Centre at The University of Western Australia and DNA Ocean Reference Lab will also both open to support breakthrough techniques



Andrew Hagger,
CEO



Felicity Gooding,
Deputy CEO

in environmental genomics. Our recently opened, world class Exmouth Research Lab will complete its first full year of operation. Frontier Technology will highlight the harms and strategies big tech uses to maintain advantage, and drive a coordinated civil rights framework for the internet.

There will be a deeper focus at Minderoo Foundation on women, children and families, through sustainable housing models that prevent homelessness, family and domestic violence support, and programs that build mental health resilience in young people. The Thrive by Five app will go global and the Thrive by Five TED Talk video will be translated into many more languages, raising awareness of the importance of early years experiences to optimise child development across the world.

Our research partners at the Forrest Research Foundation will continue to help solve the world's biggest environmental, social, and cultural challenges. We'll also continue to work with artists, and empower their industries, especially in regional Western Australia.

Our Strategic Impact Fund (SIF) will champion a new model of investment in Australia, with capitalism harnessed for purpose, as well as profit. Minderoo Foundation's impact investing vehicle is female led, and you can expect to see new collaborations arising from the SIF.

Finally, we're excited to celebrate Minderoo Foundation's 21st anniversary. It's a huge achievement for Chairman and Co-Chair Andrew and Nicola and all of us privileged to work towards their vision. We ask you to reflect on how you can challenge the impossible every day, as we celebrate this moment together.

Andrew Hagger,
CEO

Felicity Gooding,
Deputy CEO



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'If you want to go fast, go alone; but if you want to go far, go together.' A family of swans swim together at Derbal Yarrigan in front of Minderoo Foundation headquarters. Photo credit: Benjamin Horgan.



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