

**Strong communities  
alive with opportunity,  
connection and inclusion**



# Our path forward



**Across Australia, communities are responding to complex challenges with strength and determination.**

Since 1991, Snow Foundation has worked alongside them: backing people, ideas and movements that are innovative, evidence-informed and community-led, helping fill critical gaps and supporting solutions built for the long term.

Our new strategy is a commitment to deepening that work. With our family dedicated to significant growth in giving over the coming years, we've focused on how to magnify our impact and refine the ways we work.

The strategic plan builds on our enduring pillars and sharpens our focus through five themes: Gender, First Nations, Youth, LGBTIQ+ and Community. These are underpinned by a strong ecosystem approach — growing social change makers, reinforcing the glue between funders and nonprofits, and advancing the impact investing market.

We've reaffirmed what makes us Snow: a holistic, entrepreneurial and trust-based approach grounded in long-term relationships and thoughtful stewardship.

This strategy sets our direction for the years ahead — ambitious, optimistic and committed to creating lasting change together.

A handwritten signature of Georgina Byron in orange ink, written in a cursive style.

**Georgina Byron AM**  
Chief Executive Officer, Snow Foundation

Snow Foundation acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and recognises their continuing connection to land, waters and community. We pay our respects to Elders past and present.



About Snow Foundation

## Our Story

Snow Foundation is a family philanthropic foundation deeply committed to place, country and community. With trust and collaboration at the core, we take considered risks and embrace innovation — backing bold ideas, entrepreneurial solutions, and community-led approaches that create long-term, systemic change.

## Our Purpose

To create lasting social change by building strong communities and forging fair systems.



## Our Places



Our giving spans two complementary approaches: deep, responsive investment in the places we call home, and national partnerships that drive lasting change.

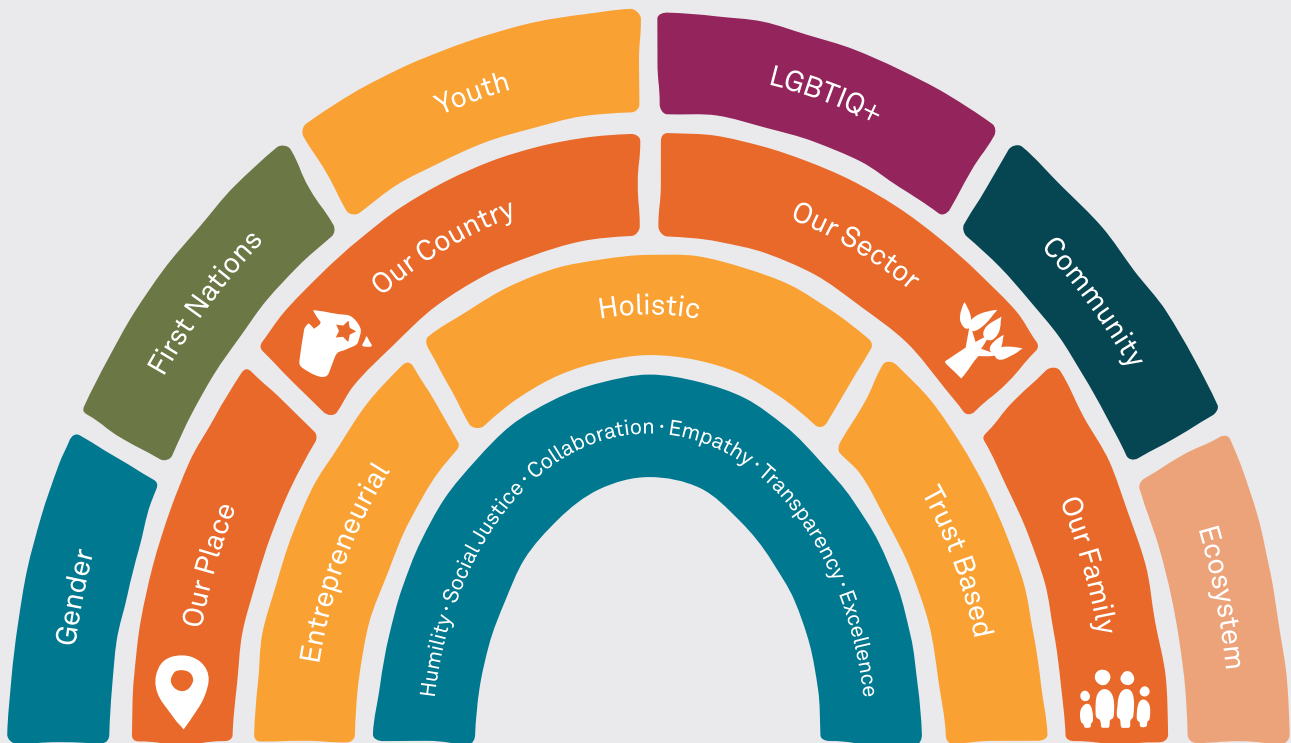
We respond to community need in Canberra and the surrounding region, Sydney, NSW South Coast and select regional NSW communities.

Canberra is our origin and enduring home, with family continuing to live and work there, and in Sydney and the NSW South Coast.

Nationally, we back bold leaders and innovative solutions, working collectively on neglected challenges.



## Our Strategic Framework



**Our Strategy** is designed as *an interconnected system*, reflecting how impact is created through our values, approach, pillars and themes.



# Five Interconnected Themes underpinned by Ecosystem

Priorities where we seek to create lasting impact.

## Gender

Across the whole Foundation, Gender is at the heart of our decision making and processes. We aim to advance gender equity by addressing systemic inequality, ending violence against women, supporting their economic empowerment and leadership, and promoting respectful relationships and positive masculinity.

## First Nations

Support initiatives led by First Nations communities that promote self-determination and cultural understanding. Foster systems change and advance health equity, focusing on rheumatic heart disease. Uphold the Five R's of philanthropy - respect, relationships, responsibility, reciprocity, and redistribution - in collaboration with allies.

## Youth

Empower young people by improving the opportunity, quality and equity in education and addressing digital addictions.

## LGBTIQ+

Champion the inclusion, rights, and wellbeing of people with diverse sexual orientations, gender identities, and expressions.

## Community

Support community-led initiatives across a breadth of causes that strengthen dignity, stability and wellbeing in our places — Canberra and the surrounding region, Sydney, NSW South Coast and select regional NSW communities.

## Ecosystem

Enable and grow social change leaders — with a focus on the flagship Snow Entrepreneurs program — while advancing philanthropy and accelerating impact investing to drive innovation, effectiveness and sustainability across the for-purpose ecosystem.



Our Strategic Pillars

# Our Strategic Pillars guide the way we work in partnership and generosity.



## Our Place

Connect with and generously support a breadth of causes and partners, where we live and work — Canberra and the surrounding region, Sydney, NSW South Coast and select regional NSW communities.



## Our Country

Drives social justice and systems change by backing bold leaders and innovative solutions to neglected national challenges.



## Our Sector

Strengthens the for-purpose ecosystem by building the capacity of changemakers, accelerating impact investing and advancing philanthropy.



## Our Family

Strengthens our family's culture of giving across generations and enables thoughtful philanthropy inspired by values and passions.



Our Approach

# Snow Foundation is defined by our unique approach

## Entrepreneurial

We take bold but considered risks with a long-term view, backing ambitious leaders, innovation, and movements.

Our funding is flexible and responsive, playing a catalytic role. We work across the capital spectrum: from grants to blended finance, venture philanthropy and impact investments.

We actively learn, adapt, and help scale what works, while planning for sustainable transitions and exits.

## Holistic

We go beyond funding, adding value through our voice, convening, networks, advocacy and research.

We consider the whole landscape, from national systems to local communities, centring lived experience.

Our work addresses gaps and spans multiple levels, so impact is both deep and broad.

## Trust-based

Relationships are at the heart of everything we do.

We listen deeply and partner with communities, governments, and organisations with respect and transparency.

We collaborate through co-funding, shared advocacy and joint research — sharing knowledge, power and joining or leading coalitions to advance social change.





Our Values

# Our Values guide how we show up and how we work

## Humility

We recognise the expertise of our partners

## Social justice

We embrace equity, inclusivity and fairness

## Collaboration

We work with others respectfully and recognise the power of many

## Empathy

We seek to listen and understand

## Transparency

We are open and accountable — no surprises

## Excellence

*"We do the work and do a proper job."* — Terry Snow AM (Co-founder)





We honour our Co-Founder and Former Chair, Terry Snow AM (1943-2024) and his love for community and everyday kindness. His philosophy continues to guide us, 'If you see someone struggling, you offer them a helping hand'.

This strategy sets a clear direction for the years ahead — grounded in optimism, partnership and purpose. We remain focused on backing leadership, strengthening communities and working towards fairer systems together.

For more information, visit [snowfoundation.org.au](https://snowfoundation.org.au)