



# Your Story, Your Future

Time, Treasure, Talent:  
Canadian Women and Philanthropy

INVESTOR ECONOMICS





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## Introduction

**“Many persons have a wrong idea of what constitutes true happiness.**

**It is not attained through self-gratification, but through fidelity to a worthy purpose.”**

**–Helen Keller**

### A LONG HISTORY

Charity is not a new concept. For many hundreds of years, people throughout the world have been exhorted to give to the less fortunate and the needy. The contemporary concept of charity and charities in many countries, including in both Canada and the United States, dates back over 400 years to the Charitable Uses Act passed by the English Parliament during the reign of Queen Elizabeth I in 1601.<sup>1</sup>

In that Act, four categories of charity were identified: relief of poverty, advancement of education, advancement of religion and a useful catch-all category: “other purposes beneficial to the community.” These categories remain in use today and are referenced in the most recent press kit issued by the Charity Directorate of the Canada Revenue Agency (CRA).<sup>2</sup>

While many of the concepts and legal frameworks for charities have continued for centuries, there have been significant changes in other areas, particularly in regard to those who donate to charitable causes.

In the 17th century, charitable giving in Europe was focused on local issues. By the mid-19th century, giving had become national in scope and, today, an increasing percentage of donations are made to causes and charities that reach well beyond the borders of Canada.

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<sup>1</sup> Retrieved from [http://en.wikipedia.org/wiki/Charitable\\_Uses\\_Act\\_1601](http://en.wikipedia.org/wiki/Charitable_Uses_Act_1601)

<sup>2</sup> Retrieved from <http://www.cra-arc.gc.ca/charities/>

## RECENT GROWTH IN CANADA

The number of registered Canadian charities has swelled from 58,000 in 1992 to almost 86,000<sup>3</sup> at the end of 2013. Total donations from Canadians have also grown, and by 2012 total donations recorded by the CRA had risen to \$8.3 billion, an increase of 69% from a decade earlier.<sup>4</sup>

## THE ROLE OF WOMEN

One of the most influential forces in creating change in charities and charitable giving has been the participation in the charitable sector by Canadian women. Women participate as volunteers, as executives, as directors and, most importantly, as donors. Different methods of supporting charities are often collectively referred to as “time, talent and treasure.”

Canadian women are more likely to give to charities than men and, in common with their counterparts in the United Kingdom and the United States, affluent Canadian women donate a higher proportion of their investable assets to charity than men. Female donors also tend to have a more positive view than male donors of the value of charities in the development of civil society.<sup>5</sup>

It is also likely the case in Canada that affluent women share the attitude of their peers in the United States, who are nearly twice as likely as men to say that charitable giving is the most satisfying part of having wealth.<sup>6</sup>

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<sup>3</sup>Charities Listings. Canada Revenue Agency. Retrieved Jun 2014

<sup>4</sup>Statistics Canada. Table 111-0002. Charitable donors, by age and sex, annual.

<sup>5</sup>U.S. Trust. *Insights on Wealth and Worth: Women and Wealth*. 2013.

<sup>6</sup>Ibid.

## THE FOCUS OF THIS PAPER

While this paper looks at the recent history of women as donors to Canadian charities, its primary focus is an examination of the roles, attitudes and expectations of Canadian women who are involved well beyond giving their spare change at a checkout counter, responding to a street interceptor<sup>7</sup> or attending a gala.

The Canadian women studied in this paper are philanthropists; they are individuals committed to a cause – or causes – who have the power, whether through financial resources or the force of personality, to make a measurable and sustainable difference to those charities dedicated to supporting those causes.

The differences in attitudes, expectations and actions between men and women donors represent a challenge to financial advisors, both as they seek to shift their focus from investments to wealth and from a relationship with individuals to the broader family unit. Of late, advice concerning the topics of charitable giving and “impact investing” is expected to be available from financial advisors, and both of these topics demand attention from financial institutions that aspire to build long-term relationships with women.<sup>8</sup>

The paper is neither exhaustive nor exhausting, but it provides an introduction to the topic that may be of value to a variety of stakeholders within the charitable community, be they donors, advisors, charitable organization managers, policymakers or academics.

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<sup>7</sup>The term “street interceptor” is commonly used in the charitable sector to describe individuals employed by charities to stop individuals on the street to discuss various causes and the manner in which support can be provided.

<sup>8</sup>According to MaRS, impact investing refers to “investing in ventures that create a positive social and environmental impact and that are financially sustainable.” Retrieved from <http://www.marsdd.com/mars-library/impact-investing/>





# Acknowledgements

This research paper on Canadian women and philanthropy originated from The TD Bank as part of an initiative to better understand the overall financial needs, habits and aspirations of Canadian women. This report constitutes the first in-depth review of the presence and influence of female philanthropists in Canada.

For a number of years, TD has been viewed as a leader in corporate philanthropy. In fiscal 2013, TD provided funding of \$74.7 million to a range of community projects in Canada, the United States and the United Kingdom through donations and sponsorships. TD has developed an ability to assist customers in making and implementing personal charitable-giving decisions through such vehicles as the Private Giving Foundation, which was established in 2004. The combination of these corporate initiatives and key areas of interest is a desire to develop a better understanding of the charitable and philanthropic activities of Canadian women.

This research report is the result of the efforts of TD and Investor Economics, the Canadian unit of Asset International, a major financial services consulting firm. Investor Economics has undertaken a number of projects of this nature in the past and has published articles on the charitable sector in Canada in recent research reports.<sup>9</sup>

The project team at TD was led by Sandy Cimoroni, COO, TD Wealth, Executive Sponsor of the Women Investor Strategy and was made up of Jo-Anne Ryan, Vice President, Philanthropy, Wealth Advisory Services Executive Director, Private Giving Foundation, and Vanessa Iarocci, Program Director, Women Investor Strategy. At Investor Economics, the team was led by Keith Sjögren, Senior Consultant and Managing Director, Consulting, and included Maria Cadena, Senior Analyst, and Michael Ceroici, Analyst.

The research would not have been possible without the support of many others, including the staff at various TD offices across Canada and, most importantly, the many women who shared their passion for, and their opinions about, charitable giving and philanthropy.

The dedication of these women to reaching out to those less fortunate, to causes that make our world a safer and a healthier place, and to organizations protecting the vulnerable among us is remarkable and is an example to us all.

The many women in Canada who give “time, talent and treasure”<sup>10</sup> are those Mother Teresa had in mind when she wrote:

**“To keep a lamp burning, we have to keep putting oil in it.”**

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<sup>9</sup> Investor Economics. *Can Donor-advised Funds Lead a Recovery in the Giving Habit of Canadians. The Fee-Based Report*, Winter 2013.

<sup>10</sup> The origins of the term “time, treasure and talent” are unknown although it has appeared continuously since the early 1850s in various books, articles as well as sermons and writings associated with Christian stewardship. The term appeared on page 373 of the *New England Farmer*: “Time, talent and treasure have been devoted with liberal generosity to develop new resources in the earth and air.”



## Executive Summary

The objective of this paper is to undertake an initial review of the role that Canadian women currently play in the provision of support to charities across the country. While the paper provides information on the participation of women in general, the focus of the qualitative research element of the project is the involvement of women who are active, dedicated and significant donors.

### HEIGHTENED ECONOMIC INFLUENCE

The increased influence of women in the Canadian economy is a matter of record, whether that influence is measured in terms of wealth, income or overall participation. Not only are Canadian women accumulating wealth through their own efforts, but they are also inheriting wealth from parents, husbands and partners.

Irrespective of gender, it is a fact that wealth is becoming concentrated in terms of the number of households. At the end of 2012, 77% of Canadian financial wealth was owned by households controlling over \$500,000 in personal financial assets. Within that segment, there were approximately 600,000 households<sup>11</sup> in Canada that each controlled at least \$1 million.<sup>12</sup>

300,000–350,000 women in Canada have access to both the financial resources and the desire needed to make a major gift to a charity.

The majority of households with financial wealth in excess of \$500,000 would include at least one woman. Using recent survey results as a guide to the giving habits of Canadians who are members of households in the highest income brackets, as well as CRA data, it is not unreasonable to suggest that 300,000–350,000 women in Canada – or 4% of Canadian female tax filers – have access to both the financial resources and the desire needed to make a major gift to a charity.<sup>13</sup>

<sup>11</sup>Investor Economics. *Household Balance Sheet Report, 2013 Edition*.

<sup>12</sup>Major gifts are often viewed by charities as outright gifts or pledges of \$10,000 or more.

<sup>13</sup>Ibid.

## MOTIVATORS

The women who participated in this study are representative of that affluent cohort, and their views are likely shared by many other donors with access to similar financial resources. The research undertaken in conjunction with this study found that, irrespective of the level of financial resources, women are more likely to volunteer for a charity and are more likely to donate to a charity than men.

The study found that women who are active donors are often motivated by their upbringing, their faith or a life-altering event. Many participants also mentioned becoming motivated to give once their circumstances provided a level of financial security that permitted them to give or invest without any immediate concern for the financial outcome.

Women are more likely to volunteer for a charity.

## DUE DILIGENCE

Although some women seem willing to rely on advice from family members or from the charities themselves, and a small number admitted to giving based on emotional appeals, a majority of women philanthropists are self-reliant and undertake considerable investigation before committing to provide charitable funding. The investigation techniques of these women range from a period of time as a volunteer to lengthy meetings with members of the board and executive management, and can include the scrutiny of published financial reports and filings with the CRA. In addition, in the context of establishing long-term relationships, many women spoke of the importance of site visits, including to sites in other countries, through which they could better monitor progress of the charity.

Assessment of the mission and of the capability of the charities through discussions appeared to be well within the ambit of all women who participated in the research. The same was not the case with financial analyses. A number of women indicated a need for additional guidance in fully understanding the financial reports of charities and in identifying the most appropriate financial metrics by which the progress of a charity could be measured on an ongoing basis. Charities, by extension, should make every effort to ensure that their communication strategies reflect the needs of donors and not merely the minimum requirements of the regulators.

## RELATIONSHIPS

Women emphasized the importance of establishing a long-term and open relationship with every charity that is provided with significant support. In some cases, women expressed the view that charities could do a better job in communicating with their donors, although at the same time, there was a recognition that additional administrative and communication costs might detract from the proper funding of the projects themselves. In terms of communication, and notwithstanding the average age of women in the active donor community, there was an appreciation that charities need to embrace new methods of communication, including the active use of social media.

Women emphasized the importance of establishing a long-term and open relationship with every charity.

## EXPANDING THE COMMUNITY

The need to expand the community of active women philanthropists was a recurring discussion topic, and several ideas were brought forward. These ranged from increased exposure to the need for charitable and community-focused activity by students, both male and female, at schools and post-secondary institutions, to the development of women's giving circles. A number of

The growth of women philanthropists is driven by existing donors setting an example to their children, friends and colleagues.

women also suggested that there needed to be more structured forums in which women could share their charitable-giving stories, successes and concerns.

Ultimately, however, the majority of women contended that the growth of the number of women philanthropists would be driven by existing donors setting an example to their children, their friends and their colleagues.

The view was expressed that women tend to listen to other women and that a woman's natural interest in socializing with other women with similar values provided an opportunity to build a community of donors one

step and one meeting at a time. Many research participants stressed the need for charities to overtly demonstrate how donors can make a difference without falling into the trap of constantly seeking donations.

## CONCLUSIONS

The outlook for growth in the generosity of women donors is positive. The fact that women are playing an increasingly important role in the economy and are exercising a heightened influence over the use of the incomes and accumulated financial wealth of Canadian households supports this view.

If the opportunities for growth are to be realized, it will require the participation of a broader community of women than at present, as well as a greater level of commitment from charities to reach out to women across the country. Charities need to raise their profiles with women in their communities and to develop material designed to encourage the development of relationships rather than only the solicitation of a financial gift.

Boards of directors of charitable organizations tend to be male-dominated, despite the fact that women are frequently employed as executives of charities and often represent the majority of donors and volunteers. Initiatives to remedy this imbalance would be a positive step. Women are also looking to charities to take further steps toward cooperation and consolidation. The rationalization of the charitable sector would be widely supported by the women involved in the project.

Women have the ability to make significant change to our society through selfless acts of generosity.

Although female philanthropists demonstrate a high level of independence, they remain interested in having access to sources of qualified, objective advice that could assist them in determining a giving strategy as well as the most

appropriate giving structures, timing and recipients of donations. There was acceptance that these advisory services could be provided by community organizations, financial institutions, independent foundations and consulting firms focused on the charitable sector.

Leadership by governments in terms of the formulation and implementation of policy to support the work of charities, as well as a governmental willingness to listen to the opinions of charities when considering a political response to public issues, are considered to be important.

Overall, the study has shown that women have the ability to make a significant change in our society through selfless acts of generosity. The women who give so generously of their time, talent and treasure personify the words of Margaret Mead, who wrote:

**“Never believe that a few caring people can’t change the world.  
For, indeed, that’s all who ever have.”<sup>14</sup>**

<sup>14</sup> Retrieved from [http://www.academia.edu/6941186/THE\\_WORLD\\_AHEAD: An Anthropologist Anticipates the Future. Margaret Mead.](http://www.academia.edu/6941186/THE_WORLD_AHEAD: An Anthropologist Anticipates the Future. Margaret Mead.)







## Women in the Canadian Economy

### Women and Wealth

In the 2013 Household Balance Sheet Report, Investor Economics suggested that Canadian women control approximately one-third of total household wealth in Canada. In terms of total assets, this would represent approximately \$3.2 trillion and, in terms of financial assets alone, approximately \$1.1 trillion. By 2020, the level of financial wealth controlled by women will likely reach \$3 trillion.

Part of that wealth will be channelled to Canadian women as the result of intra-household and intergenerational transfers of wealth. As a result of the demographic bulge caused by the post-Second World War baby boom, coupled with the societal tendency for women to marry men a few years older than themselves and to subsequently outlive their husbands by four years or more, women will be placed in positions of influence concerning both significant gifts and in legacy planning.

In terms of inheritances that will flow between parents and their children (or grandchildren), it is estimated by Investor Economics that between 2012 and 2022, \$895 billion will flow between generations in Canada, much of it coursing into households headed by women.

## Women and Income

**Exhibit 1: Aggregate Income in Canada by Gender**



Source: Statistics Canada. Table 202-0407 - Income of individuals, by sex, age group and income source, 2011 constant dollars, annual.

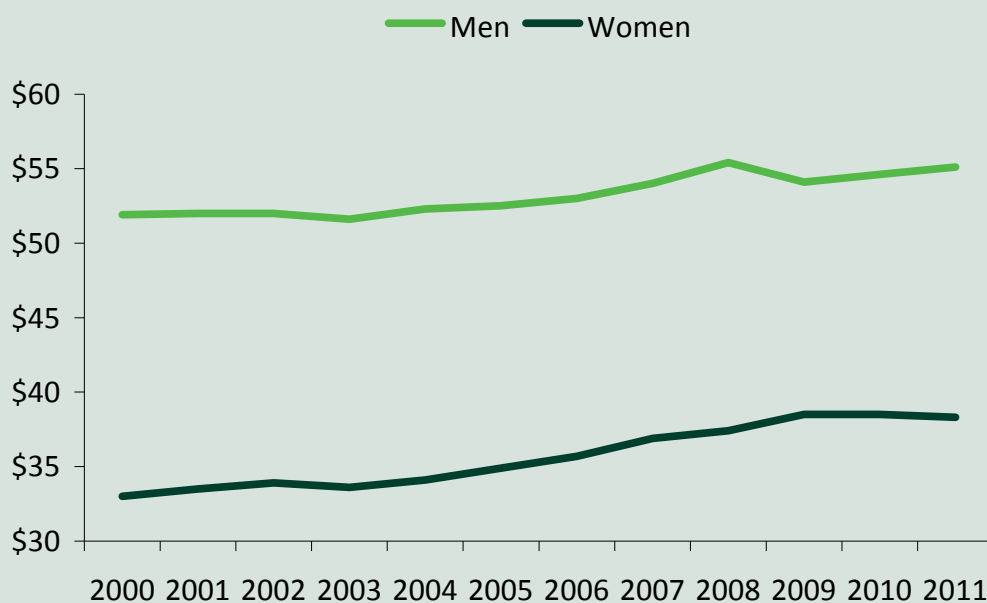
As indicated in [Exhibit 1](#), in 2011 the aggregate income of Canadian women stood at \$443 billion, or 41% of the total.<sup>15</sup> In 2000, this percentage stood at 38%. By 2011, income taxes paid by women represented 34% of the total, compared to 33% in 2007.<sup>16</sup> Although the increase in relative terms was modest, in absolute terms, women contributed \$54.7 billion in income taxes, an increase of almost \$6 billion over 2007.

<sup>15</sup> Statistics Canada. Table 202-0407 - Income of individuals, by sex, age group and income source, 2011 constant dollars, annual.

<sup>16</sup> Canadian Revenue Agency. *Income Statistics and GST/HST Statistics*.

Between 2004 and 2011, average total income for women in Canada rose 16%, compared to a 6% increase for men (Exhibit 2).<sup>17</sup> This trend held true for nearly all occupational categories as well as for all provinces and territories. Moreover, the percentage of households in which the wife's income is greater than the husband's has continued to increase. In 2011, this stood at 19.4% compared to 17.9% in 2004.<sup>18</sup> By comparison, the equivalent metric in 2011 in the U.S. was 23%, also up from earlier years.<sup>19</sup>

## Exhibit 2: Average Total Income in Canada by Gender (in \$ thousands)



Source: Statistics Canada. Table 202-0101 - Distribution of earnings, by sex, 2011 constant dollars, annual.

Women's share of the total income of the top 1% of tax filers also rose noticeably over the same period, revealing that women are moving toward income equality at both median and high-income levels.<sup>20</sup> In addition, when the ratio of 2008 income levels between men and women is viewed on an hourly basis, the ratio improves markedly to over 0.80, demonstrating the fact that because women work fewer hours on average, there may be an even stronger improvement than is often indicated.<sup>21</sup>

<sup>17</sup> Statistics Canada. Table 202-0101 - Distribution of earnings, by sex, 2011 constant dollars, annual.

<sup>18</sup> Statistics Canada. Table 202-0105 Distribution of total income, by husband-wife families, 2011 constant dollars, annual.

<sup>19</sup> Pew Research Center *Breadwinner Moms*. May 2013

<sup>20</sup> Statistics Canada. Table 204-0001 - High income trends of tax filers in Canada, provinces, territories and census metropolitan areas (CMA), national thresholds, annual. 2013.

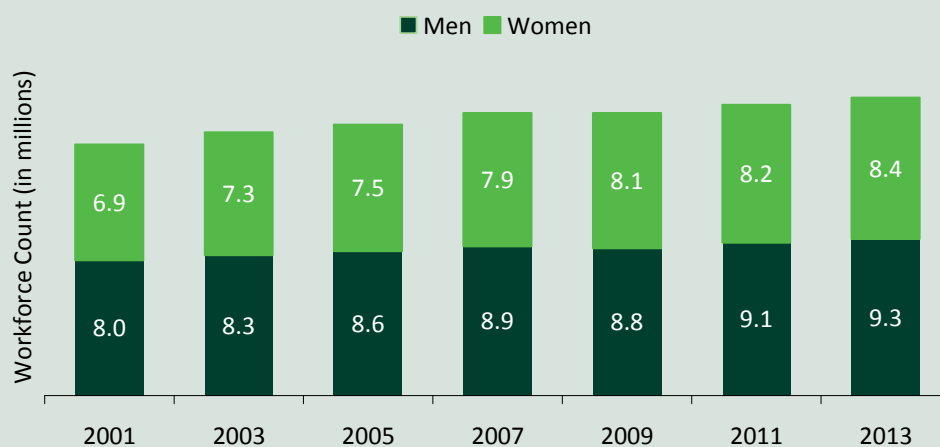
<sup>21</sup> Williams, Cara. *Economic well-being*. Statistics Canada. December 2010.

## Women in the Workforce

Women are playing an increasingly important and visible role in the Canadian economy. Women now make up a greater percentage of the Canadian workforce than ever before and, as a result, are making a greater economic contribution.

Between 2000 and 2013, the proportion of women in the Canadian workforce increased from 46% to 48% of the total ([Exhibit 3](#)).<sup>22</sup>

### Exhibit 3: Number of Canadians in the Workforce by Gender



Source: Statistics Canada. Table 282-0002 - Labour force survey estimates (LFS), by sex and detailed age group, annual.

Not only are the absolute and relative numbers of women active in the Canadian economy increasing, but women in Canada are also increasing their presence at managerial and executive levels in most economic sectors, including the charitable sector where women have always played a strong leadership role.

As illustrated in [Exhibit 4](#), as of January 2014, women held 37% of all management-level positions and 30% of senior-level management positions in Canada.<sup>23</sup> Moreover, the number of Canadian women sitting on corporate boards has noticeably increased: Between 2005 and 2011, the number of Canadian firms with one or more women on the board rose nearly 20 percentage points to 76%, and companies with three or more female board members rose from 18% to 31% between 2003 and 2013.<sup>24</sup>

<sup>22</sup> Statistics Canada. Table 282-0002 - Labour force survey estimates, by sex and detailed age group, annual.

<sup>23</sup> Statistics Canada. Table 282-0009 - Labour force survey estimates (LFS), by National Occupational Classification for Statistics (NOC-S) and sex, unadjusted for seasonality, monthly.

<sup>24</sup> Credit Suisse. Research Institute: *Gender diversity and corporate performance*. August 2012; Spencer Stuart. *Canadian Spencer Stuart Board Index 2013*. 18<sup>TH</sup> Edition.

### Exhibit 4: Senior-Level Management Positions Held by Women in Canada



Source: Statistics Canada. Table 282-0009 Labour force survey estimates (LFS).

As noted by many observers, this is an encouraging sign with respect to improving opportunities for ambitious women, as well as for Canadian corporate performance. Recent studies have pointed to the benefits – both organizational and financial – of having a greater mix of men and women at executive levels of management.<sup>25</sup>

Canada does, however, lag behind some of its peers. In the U.S., women make up a similar portion (47%) of the workforce, yet hold 52% of all management-related positions.<sup>26</sup> While some studies have pointed to Canada's natural resource-centric economy as a barrier, there is still ground to make up, and it is the case that the U.S. itself is left behind by other Western nations – particularly those in northern Europe – in this respect. Although the pace of change in Canada may be more modest than that of other countries, progress is evident.

In lock-step with increased female participation in the workplace, female business owners and entrepreneurs in Canada are also gaining ground. The portion of Canadian firms with more than 50% female ownership rose from 14.9% in 2007 to 15.6% in 2011, with the majority of this increased activity being in retail, healthcare, accommodation and food services. It is estimated this increase resulted in a \$130 billion gain in economic activity in 2012, equivalent to 7% of GDP.<sup>27</sup>

<sup>25</sup> See: Credit Suisse. *Gender diversity and corporate performance*. August 2012; Catalyst. *The bottom line: Corporate performance and women representation on the board*. New York. October 15, 2007; Levi, Maurice, Kai Li and Feng Zhang. 2008. *Mergers and acquisitions: The role of board gender diversity*. Sauder School of Business.

<sup>26</sup> Catalyst. *Quick Take: Statistical Overview of Women in the Workplace*. New York. March 3, 2014.

<sup>27</sup> Cooper, Laura. *Canadian women grabbing the baton*. RBC Economics: Research, October 2013.

Outside of the corporate world, women now make up 60% of all university graduates, with degrees most heavily concentrated in the humanities, education and health programs.<sup>28</sup> However, women are still underrepresented in technical fields such as mathematics, engineering and computer sciences. Efforts are underway to attract women to these fields, which are often higher-salaried and have ample opportunities for career advancement. With that said, women comprised 39% of all MBA graduates in Canada in the 2011–12 academic year, an increase of nearly five percentage points over the previous year.<sup>29</sup> In this regard, as Canada and much of the developed world moves more toward knowledge-based economies, women are well-positioned for management and professional service careers in the future.

The advances being made by women in all areas of the economy create a sound footing for the further expansion of active financial participation of Canadian women in the charitable sector. It is also worth noting that in a recent survey of couples in the United States, there was general recognition that, in terms of household financial responsibilities, women were responsible for the day-to-day expense management and charitable donations and enjoyed a shared responsibility with their partners for estate planning.<sup>30</sup> It seems, therefore, that women are not only better positioned financially to play a leading role in supporting the charitable sector, but they have grasped the opportunity to exercise greater autonomy to that end.

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<sup>28</sup> Statistics Canada. Table 477-0014 – University degrees, diplomas and certificates granted, by program level. Classification of Instructional Programs, Primary Grouping and sex, annual.

<sup>29</sup> Catalyst. *Catalyst Quick Take: Women MBAs*. New York: Catalyst, 2012.

<sup>30</sup> UBS. *Couples and Money: Who Decides?* UBS Investor Watch, 2Q 2014.







## Canadian Women and Charitable Giving

Before providing commentary on our conversations with a sample of leading philanthropic women, there is value in painting a landscape of the general charitable-giving habits of Canadian women of all income and wealth levels.

In order to provide this landscape, a number of sources have been tapped. As in any exercise of this nature, not all sources agree, although in the majority of cases, the direction of the trend and the nature of the issues involved are consistent.

### Growing in Financial Influence

In 2012, Canadian women donated approximately \$3 billion to charities in Canada, almost \$1.1 billion more than Canadian women contributed in 2002.<sup>31</sup> Not only did women, as a community, contribute more – the average annual gift by a female donor increased from \$803 in 2002 to \$1,156 in 2012 – but a greater number of women made charitable contributions. In 2002, approximately 2,375,000 women reported charitable donations. This can be compared to approximately 2,590,000 who provided financial support in 2012. This increase of 9.1% over a 10-year period – a period highlighted by the financial crisis of 2008–2009 – compares favourably to a decline of 3.3%, or 105,000, recorded by men over the same period.

These comparisons underline the growing influence of women donors. They may, however, partially mask the generosity of women thanks to the provision of the Income Tax Act, which enables a tax credit for all charitable gifts made by tax filers in a marriage/partnership to be recorded on the tax filing of the individual with the highest income. Given that, on average, women report lower incomes, it is probable that gifts made by many women are recorded by the CRA as gifts from their husbands/partners.

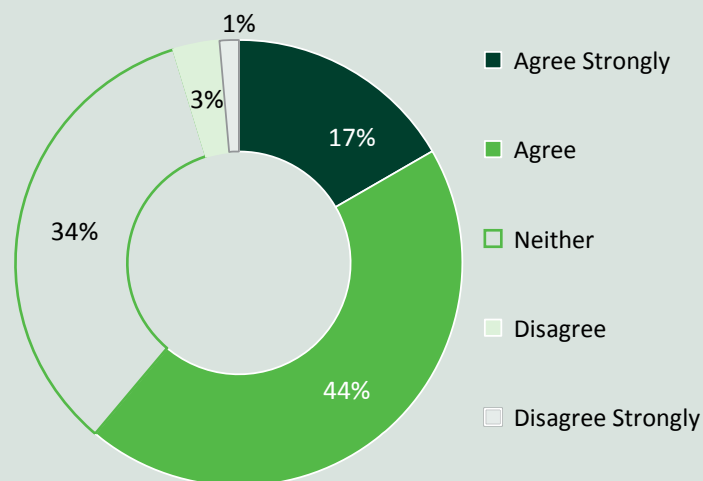
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<sup>31</sup> According to data from Statistics Canada and the CRA.

## Why Canadian Women Give to Charity

One of the possible motivators behind the generosity of Canadian women is a positive attitude towards the ability of charities to act as change agents within society. An extensive survey undertaken in late 2011 indicated that 17% of female respondents strongly agreed that charities act as agents of change, compared to only 11% of male respondents (see Exhibit 5).<sup>32</sup> When asked if charities make a difference to society, 65% of women agreed and were again more supportive than men (57%).

### Exhibit 5: Charities Play an Important Role as Change Agents – Women



Source: Ipsos Reid. *Canadian Donor Market Report*. Association of Fundraising Professionals. November, 2011.

The survey also found that the most important motivators for Canadian women were a desire to help those in need and a belief in the work undertaken by specific charities. It was clear from the survey data that women were far more likely than men to support family members and friends who were fundraising on behalf of a charity.

The existence of tax advantages for donors, while an important consideration, does not rank as the primary reason to provide charitable financial support. In an article published in 2012, Statistics Canada reported that, despite government initiatives to encourage giving via tax incentives, less than one-quarter of surveyed Canadians identified such incentives as being a reason to give and that this percentage had remained unchanged between 2007 and 2010.

While the tax recognition of donations may, in itself, not be a primary motivator, there is no doubt that all donors pay considerable attention to the tax treatment of their philanthropic activities and the structures through which gifts are made. The recent growth of both

<sup>32</sup> Ipsos Reid. *Canadian Donor Market Report*. Association of Fundraising Professionals, November 2011.

private foundations and donor-advised funds is evidence of a growing awareness of the importance of making sound financial decisions as well as well-founded gifting decisions.<sup>33</sup>

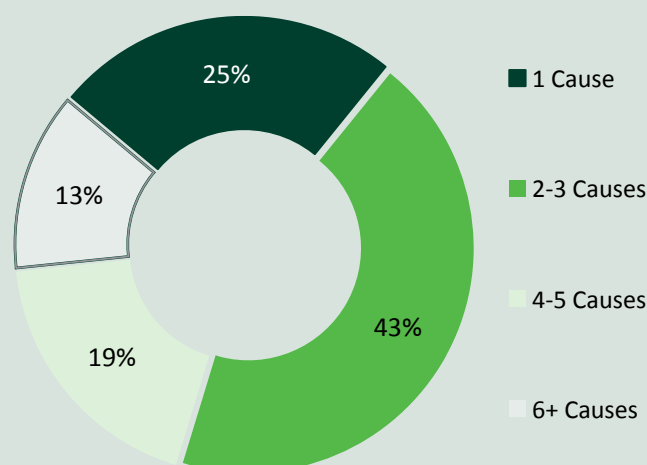
## Which Causes Are Supported?

The research studies reviewed for this report support the widely held belief that, other than donations to religious organizations, women's giving in Canada is primarily focused on health-related causes (other than hospitals) and social services.<sup>34</sup> This focus is not unique to Canada; studies undertaken in the United Kingdom, as well as in other developed economies, show a similar picture. In the U.K., for example, the causes most likely to attract donations from women are medical research (to which 23.7% of women donate), children (16.1%) and hospitals and hospices (15.7%).<sup>35</sup>

Without the intention to stereotype male donors, in most of the countries included in this review, the only areas where men are more likely to donate than women are to sports and recreation-focused charities.

Turning to the number of causes supported by Canadian women, survey results indicate that 68% of Canadian women support no more than three causes each year (see [Exhibit 6](#)). This pattern of distribution of donations suggests that Canadian women may have a broader reach than their counterparts in other countries. In the United Kingdom, for example, 87% of women show a similar level of concentration. It is worth noting that in the case of both countries, the patterns of concentration are similar for both men and women.

### Exhibit 6: Number of Charitable Causes Donated to by Women in 2011



Source: Ipsos Reid. Canadian Donor Market Report. Association of Fundraising Professionals. November, 2011.

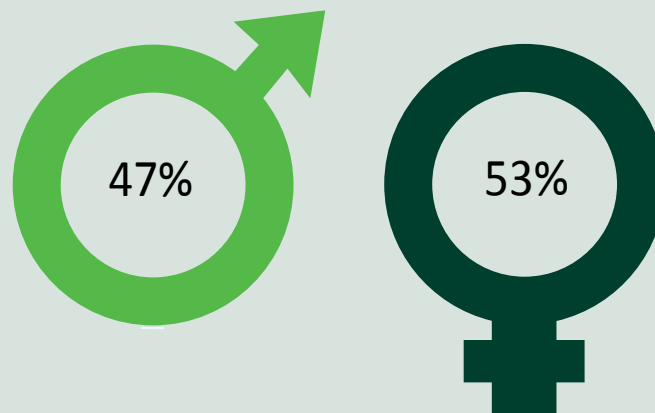
<sup>33</sup> Investor Economics. *Winter 2013 The Fee-based Report* indicates that at December 2011 assets in donor-advised funds had reached a level of \$585 million, which represented five-year growth at a compound annual growth rate of 28.8%.

<sup>34</sup> Statistics Canada, 'Charitable Giving by Canadians', p.27, April 16, 2012.

<sup>35</sup> Piper, Greg and Sylke V. Schneof. *Gender Differences in Charitable Giving*, 2007.

Before leaving this topic, it is worth mentioning that the marital status of women has been seen to have an influence on their giving habits.<sup>36</sup> That said, there is anecdotal evidence in Canada that suggests that the absence of children – whether in a relationship or single household – may encourage women to support charitable organizations. In general, causes supported by women – whether single or in a partnership – are similar. However, compared to single women, married women are more likely to support causes associated with children and the elderly. To a very modest extent, single women appear to be more favourably inclined to donate to such causes as animal welfare and the arts.<sup>37</sup>

### Exhibit 7: Percentage of Total Volunteer Hours by Gender in Canada



Source: Statistics Canada. *Caring Canadians, Involved Canadians: Tables report*. 2010.

Marital status is one factor in influencing giving habits. The level of involvement with a charity, specifically as a volunteer, is a second factor that has a bearing on giving. There is evidence that suggests that women who volunteer with a particular charity are likely to be more generous donors. According to Statistics Canada, Canadians donated approximately 2.1 billion hours of volunteer time in 2010 which, assuming a standard working week, represents the labour equivalent of a little over one million full-time jobs. The incidence of volunteering in Canada is higher among women than men, and volunteer hours contributed by women represented 53% of total volunteer hours recorded in 2010 (see [Exhibit 7](#)).<sup>38</sup>

Interestingly, using data from the U.S. Bureau of Labor Statistics, it is apparent that Canadian women (and men) are almost twice as likely to volunteer time in support of charitable causes as women in the U.S. Willingness and the ability to volunteer are influenced by age, education and wealth levels, with financially secure women volunteering at far higher rates than the national average in both countries.

<sup>36</sup> Nomura Jarboe. OBE. *Women Count: Charity Leaders 2012*. WomenCount.

<sup>37</sup> Piper, Greg and Schnepf, Sylke. *Gender Differences in Charitable Giving*. December 2007.

<sup>38</sup> Statistics Canada. *Caring Canadians, Involved Canadians: Tables report*, 2010. p. 27.

## Social Media and Collective Giving

Social media has grown in importance as a tool for engaging and informing donors. Internet-based surveys indicate that women are the majority of users of both Twitter and Facebook, while men represent the majority of LinkedIn users.<sup>39</sup> The 2013 Burk Donor Survey also found that different social media sites attract different types of donors. According to the survey, Facebook account holders who follow one or more charities tend to be females under the age of 35 who are modest donors. The survey results suggest that the most common engagement activity among women who follow a charity is endorsing that charity to their own followers. Fifty-six percent of women reported participating in this activity, compared to 36% of male respondents.

The impact of social media participation on giving to charities – irrespective of gender – is influenced by age. A full 30% of survey respondents under the age of 35 indicated that following a charity had changed their giving habits. On the other hand, only 18% of respondents over the age of 65 indicated that social media activity had changed either their giving amount or the frequency of giving.

In recent years there has also been a growing use of collective giving models, whether they are giving circles, crowdfunding<sup>40</sup> or other forms of giving. In most cases, there are both social and financial benefits to these models and, as one article suggested, these models “offer a more enriching and rewarding philanthropic experience than the more passive ‘chequebook’ forms of giving.”<sup>41</sup>

In a recent publication, TD Economics indicated that the charitable sector was a pioneer in the development and use of online crowdfunding campaigns. The initial campaigns focused on raising funds to provide relief for natural disasters. It is the case that social causes continue to dominate the crowdfunding model.<sup>42</sup> While the potential for greater use of crowdfunding by Canadian charities is readily apparent, the absolute size of the global crowdfunding market – estimated to be US\$3–5 billion – suggests that it is complementary to more traditional fundraising techniques employed by charities, rather than as a substitute.

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<sup>39</sup> Graham, Mark and Stefano De Sabbata. *Gender and Social Networks*. Oxford Internet Institute, University of Oxford. October 2013.

<sup>40</sup> According to the National Crowdfunding Association of Canada, crowdfunding refers to “the raising of funds through the collection of small contributions from the general public (known as the crowd) using the Internet and social media.” Retrieved from <http://ncfacanada.org/crowdfunding/>

<sup>41</sup> Swank, Katherine. “Fem-anthropology”: *Women’s Philanthropic Giving Patterns and Objectives*. March/April, 2010. AFP.

<sup>42</sup> TD Economics. *Crowdfunding: A Kick Starter for Startups*. January 29, 2014.



## Canadian Women and Philanthropy

### Key Research Findings

As indicated in the previous section, there is a material difference between active and casual women donors in terms of the annual amount of financial support provided to charities.

This section presents the key findings from the primary research undertaken for TD. It is focused on the opinions and activities of women who are both active and generous donors and whose contributions to the charities they support are both long-lasting and designed to have a measurable impact on their causes. In short, the women described in this section are philanthropists.

The section is divided into sub-sections that correspond to the main topics of discussion with the women who attended the discussion groups held at TD Wealth offices in major centres across Canada in April 2014. Each discussion group involved between six and ten women. The sessions, with one exception, were recorded, and the discussion group guidelines used by the moderator of the sessions were identical for each group.

## What Motivates Female Philanthropists in Canada?

There was no single dominant motivator that encouraged this group of Canadian women to transition from being passive observers of the world around them to individuals focused on changing and improving that world. It was also apparent, despite the fact that all the women who participated in this research were by definition financially successful, that their philanthropy was not primarily defined in financial terms, but rather in terms of effort, commitment and a basic desire to help others by sacrificing as much of their own personal resources and time as possible. As one research participant in Ontario indicated:

**“Philanthropy is a thing of the heart. It is not just money.”**

While there was no single motivating factor, the discussions revealed a number of common inspirational themes. Many of the women mentioned that giving was an embedded family value and that their role was to continue building a family tradition of caring for others. When asked about the origins of this family tradition, there was a variety of responses. In particular, participation in organized religion at an early age; growing up in a small, often rural, community; and the experience of emigration from a country in conflict or one in which weak economic circumstances persisted were highly influential factors. There was even a suggestion from a participant, who was raised in a family in which 10% of income was given away, that a return to tithing would be appropriate.

Their role was to continue a family tradition of caring for others.

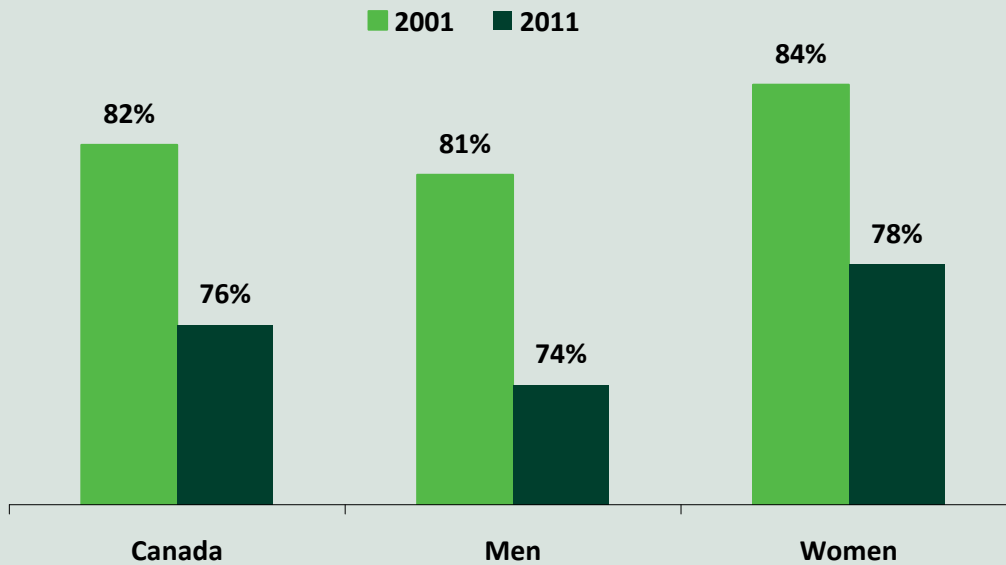
It was also evident that women are unlikely to give up these values and that, in fact, most go to some effort to ensure that they bring up their own children with the same charitable values and that they share their stories with others within their community.

In citing these influences that had created a set of personal values, concern was expressed about the decline in the participation of Canadians in organized religion (see [Exhibit 8](#)) and the possibility that the drift away from attendance at a church, temple or synagogue may make it harder to develop a sense of giving among younger Canadians.

There was also discussion regarding the ongoing move away from rural to urban communities (see [Exhibit 9](#)) and the impact that might have on developing a sense of community responsibility. Mention was made of the visibility of need in small communities and the relative ease of coming together with others to solve local problems. One Ottawa participant spoke of growing up in a small community in the Prairies and how her mother’s vegetable garden “fed half the town” during periods of hardship.

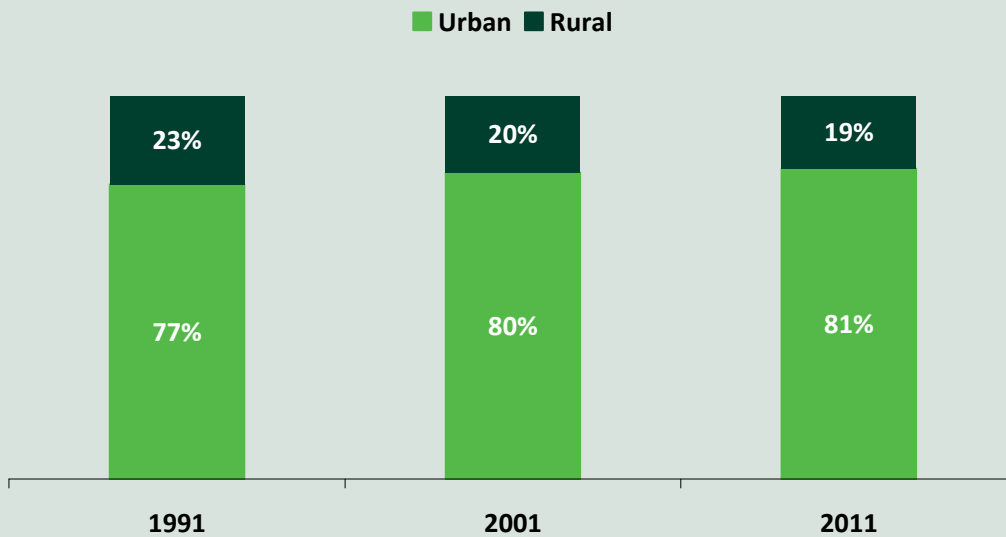


## Exhibit 8: Religious Affiliation in Canada by Gender



Source: Statistics Canada. 2011 Census. Retrieved from <http://www12.statcan.gc.ca/>

## Exhibit 9: Urban and Rural Populations in Canada



Source: Statistics Canada. 2011 Census. Retrieved from <http://www12.statcan.gc.ca/>

## THE ACCUMULATION OF WEALTH

For others, the main motivator was a realization that either they or their families had achieved a level of financial wealth that enabled them to give enough to make a material impact on a particular cause or a specific charity. Much of the wealth flowed from the operation or sale of a successful family business, although there were also examples of corporate executives and their families reaching similar conclusions. Some women who participated in the discussions spoke of having more money than they would ever need in their lifetime, while others indicated that their personal wealth – and sometimes their own humble beginnings – made them uncomfortably aware of the need to help those in poverty.

There was little discussion about the tax benefits of giving – whether it was associated with the establishment of a private foundation or via a direct gift – and there is scant evidence, at least among the women who were interviewed, that tax relief was considered a motivator in charitable giving. In the context of managing their wealth, a number of women indicated that, while establishing a legacy for their children to continue was an element of their financial and philanthropic plans, they wanted to see their gifts at work during their lifetime.

[Participants] wanted to see their gifts at work during their lifetime.

## EVENT-DRIVEN GIVING

Beyond the recognition of available wealth, women in all locations mentioned specific events that had had a profound impact on their lives or the lives of their parents. Women spoke about the death of husbands and family members as the spark of their passion to enable research into treatment and cures for various diseases. Others mentioned family members or friends with special needs.

The influence of the Second World War was mentioned more than once in terms of the acute suffering of victims in Europe and the realization of the need to reach out to others. That event was also seen as a turning point in the context of women coming together to support the efforts of troops or organizations such as the Red Cross.

Closely held personal views also appear to have played a role in encouraging women to move from observer to participant. One woman mentioned the need to add a “meaning” to her life while another – a Toronto participant – indicated that she found her work in a major corporation to be “meaningless” and took steps to change the focus of her daily life. In many discussions, the needs of women to connect with other women, the importance of friendships (and the willingness to be influenced by friends), the natural “caring and nurturing” elements of the female persona, and a desire to remain occupied were also cited as reasons to become active supporters of charitable causes.

## COMING FACE-TO-FACE WITH A NEED

It was evident in a number of cases that one of the most powerful reasons to become involved was the opportunity of coming face-to-face with a specific need and the recognition that such a need could be met – or at least partially met – through the simple act of giving. One participant in Toronto told a story of a visit to a close friend in a seniors' home, where she realized that live music played an important role in the well-being of the residents and – potentially – patients in similar institutions. She subsequently approached the institution, as well as a major hospital, and funded a program that has now been running for 18 years.

Another participant spoke of arriving in a major city to find that there was no Big Sister organization for her to support. Rather than bemoan the fact, she approached the national Big Sister organization and established a local unit. Finally, the establishment of a Ronald McDonald House in Calgary was driven by a female philanthropist who noticed that, in order to be close to their children, some parents of severely ill children were forced to sleep in their cars as they could not afford any other forms of accommodation.

Finally, a number of women talked about coming to a personal understanding that in order to make change to society and the lives of those less fortunate, it is not necessary to have to wait to be asked or to wait for politicians and governments to act.

## Causes and Charities

It is apparent that, despite many similarities, Canadian women are not a homogenous group when it comes to both the causes they support and how they decide to give.

## GUIDING FORCES

It became obvious from discussions that personal experiences, family views and the life stage of the donor played important roles in guiding donor decisions. For example, women who had travelled extensively were more likely to be aware of and responsive to international giving opportunities. Similarly, individuals who had grown up and had spent most of their lives within a specific community or region were more inclined to focus their giving on local causes.

A number of women who participated in the research mentioned the existence of an overarching strategy for giving that identified key causes, if not necessarily specific charities, that would receive the bulk of their financial support. Some of the strategies were personal in nature, although the majority encompassed goals and objectives for either the household or a larger family unit that might stretch as far as brothers, sisters, nephews and nieces.

## NARROWING THE FIELD

There was general agreement among participants that, at the outset of their philanthropic endeavors, there was enthusiasm for a wide range of causes and charities. With the benefit of greater wealth, experience and maturity, however, the number of causes championed tended to be reduced. One of the drivers of this reduction was not a lack of resources or donor fatigue, but rather a desire to make an impact and the realization that a meaningful impact was far more likely to be achieved through concentrated giving.

One of the drivers of [reducing the number of causes] was not a lack of resources or donor fatigue, but a desire to make an impact.

When questioned on the nature of the causes and charities that they had chosen to support, while there were some common themes, there were also areas of disagreement. One of those particular areas was that of healthcare. Some women took the view that healthcare, in its broadest sense, was a direct responsibility of government and that additional funding would in some way duplicate the public sector's efforts. In contrast, other attendees indicated that funding research into diseases such as cancer and HIV/AIDS was critical to continuing progress and that ongoing funding of research was a priority for them.

Another area of disagreement was the importance of local and national causes versus international causes. Some women were wholly focused on local causes, where evidence of the impact of their gift was immediate and visible. Others were primarily focused on education and the relief of poverty in weak and unsettled nations in the developing world. Some women were concerned about large charities utilizing their resources for excessive advertising and the production of glossy marketing materials, which tend to crowd out local charities in dire need of support.

## AREAS OF AGREEMENT

There was little disagreement that education, particularly for women and girls, was an area of importance, whether the need was local or international. Other areas that attracted widespread support from female philanthropists included social justice, vulnerable youth and the arts and artists. In many cities, local issues often surfaced as being of highest importance (the environment and the plight of salmon were two examples of areas of concern to philanthropists in British Columbia, for instance, that were not echoed in other regions).

Local issues often surfaced as being of highest importance.

In general terms, many agreed with the view that women are more likely than men to provide financial resources to charities that support the neediest, along with charities that

may need a strong voice to bring their causes to the attention of policymakers and to obtain other sources of funding. As such, for example, only few women in the research group were dedicated to funding university programs (in the view of many women, the domain of male philanthropists).

## CREATING A PLAN

More than one participant expressed the view that the manner in which giving decisions were now being made was a departure from the rather male-dominated process that existed 20 or 30 years ago. The point was also made that men, despite their dominance on charity boards (a situation not unique to Canada), were less involved in charitable giving and broader charitable activities and were tending to cede responsibility for charitable giving to their wives and partners.

The view held by many women was that the money available for giving was a family, not a personal, asset, and consequently that the family should play a direct role in decision-making. One discussion group member mentioned that her family had a five-year plan for their philanthropic activity, and that each year all members of the family gathered to vote on which specific charities to support.

For those women that had a giving strategy, whether loosely defined or formal, it was generally agreed that it is difficult to support any more than four causes at one time (a

It is difficult to support more than four causes at a time.

view that is supported by research into the giving habits of women as a whole). One of the reasons behind limiting the number of causes and charities was a need by many of the women to establish a close relationship with the chosen charities – a need that many felt was unique to women.

A small number of women, by virtue of their personal circumstances, were the sole charitable-giving decision-makers. Others were encouraged to act alone by family members who themselves wished to pursue an independent strategy. There was also a small group of participants who openly acknowledged that they responded too quickly to “whoever rang the doorbell” and to requests for support from friends and neighbours. In other words, much of their giving was spontaneous and lacked any identifiable strategy.

## Relationships with Canadian Charities

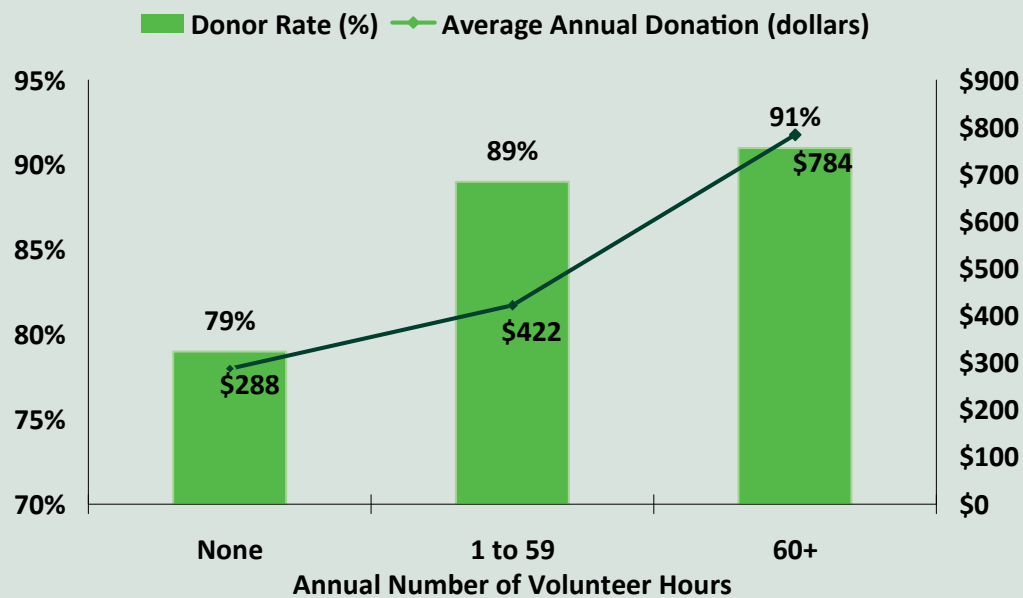
As one participant indicated, active women donors “don’t like dropping money in a black hole,” and it was apparent that considerable effort was made by many women to assess the nature, makeup and financial strength of charities before a gift or pledge is made. This subsection reviews the approaches taken in making such assessments.

In a number of cases, it was evident that potential female donors approached opportunities to support a charity with a degree of caution and that a good deal of due diligence is exercised. Through the discussions, three main approaches came to the forefront: volunteering, reviews of information and financial statements, and discussions with board members and management.

## GAINING INSIGHT THROUGH VOLUNTEERING

Many women believe that becoming involved as a volunteer is an effective way of learning of the activities and culture of a charity and, as one woman suggested, uncovering any “dirty laundry.” A study by Statistics Canada confirmed a positive correlation between an individual’s volunteer hours and the dollar amount donated. Exhibit 10 indicates, for example, that 91% of women who volunteer more than 60 hours each year also donate to charities in one way or another and that the average annual donation made by these women is \$784.

**Exhibit 10: Volunteer Hours, Donor Rates and Donation Values in Canada**



Source: Statistics Canada. Charitable Giving by Canadians. 2012.

The period of volunteering that was considered reasonable varied widely, with one participant indicating that she volunteered with one organization for two years before making a financial commitment. Volunteering also enabled prospective donors to make what was termed by many as “site visits.” These visits not only provided an opportunity to see the charity in action but also enabled the donor to meet with the beneficiaries of the service provided by the charity.

Some of the women in the discussion groups preferred to volunteer through board membership, which had the advantage of giving them relatively easy access to charity management staff on an ongoing basis. Those women who chose not to volunteer, but rather maintain a donor-only status, also looked to a charity's board of directors as a source of information to supplement their due-diligence process.

## GETTING TO KNOW THE BOARD AND EXECUTIVES

These donors may also have sought to develop a relationship with executive management and major gift officers, as well as with leading current donors, in order to obtain information that may not be available through the usual public sources, such as the CRA or a charity's website and annual reports. This can include information on the organization's fundraising tactics, the organizations' reliance on government funding, the current strategic plan and its past record in achieving objectives.

It was mentioned that one of the penalties of expressing even a casual interest in a charity is the risk of being subjected to frequent funding requests – a habit that a number of participants indicated was more likely than not to harm an organization's fund-raising efforts.

Many participants were concerned about the relatively high rate of executive and development staff turnover, which can inhibit the growth of long-term relationships. Another concern mentioned was the potential for imbalances between a charity's drive for new donors and the simultaneous engagement of long-term existing donors. A further point made was that personal links are more difficult to forge with large, national charities, and that this may contribute to the strong interest of female philanthropists in the work of smaller local charities.

Many participants were concerned about the relatively high rate of executive and development staff turnover.

## ANALYSIS

The main goals of the pre-gifting due diligence process, according to the respondents, are clearly to establish how efficiently a charity is managed and administered and the extent to which donations fund the mission of the charity – as opposed to funding operating costs. Donors are also keen to understand and monitor the impact of donations, be it through donor outreach programs or annual or special project reports. Most active women donors appear to realize that their demands for information only add to the challenge of keeping administrative costs to a reasonable level and admit that there is an inherent conflict between these demands.

In discussing the due diligence process, it was also evident – as would be expected – that women with a commercial background were more comfortable reviewing financial statements than those lacking a business background. In the latter cases, the majority relied on their husbands or partners to assist them in their analyses.

The majority of research participants also clearly saw the need for any assessment to be objective and that peer pressure and the counsel of personal connections, while helpful, should not be given significant weight in the final decision. A number of women identified other sources of objective and valuable advice, such as lawyers, accountants and specialist advisors at major financial institutions.

That being said, there was not a widespread belief that traditional financial advisors had either the knowledge or concern to become involved in the provision of counsel on philanthropic activities. However, a number of women agreed that parting with accumulated wealth or a portion of a household's annual income is a major financial decision that could have an impact on their balance sheets, along with the income statement and tax position of an individual household.

## ANNUAL REPORTS

The information sources most widely cited were annual reports published by charities, as well as filings with the CRA. Other sources mentioned included Philanthropic Foundations Canada and various community foundations. Many women viewed the provision of a substantial gift as a business decision or an investment decision and, as such, were seeking a return that could be described as an impact-on-investment, as opposed to a return-on-investment.

One participant indicated that she needed “to know the business case, as well as the people case.” Another mentioned that she looked at a significant gift as “an investment in the future,” and reminded charities that the wealth being donated was not easily made and that she had a sense of responsibility to other family members to ensure that the gift was not squandered.

Many women viewed giving as a business or investment decision.

The main area of focus during any financial analysis appears to be the fundraising cost/revenue ratio or “the cost to raise a dollar,” and to some donors who participated, this was the only ratio that seemed to matter.



Little attention during the due diligence phase seemed to be paid to other important financial metrics, such as:

- The net annual growth in the number of donors
- The average size of a gift
- The return on invested capital
- The presence of dominant donors who could compromise the charity if support were withdrawn
- The gift renewal rate (or second-gift conversion rate)

Guidance [was needed] on the questions to ask and the right information to obtain.

Some research participants indicated that they needed guidance on the questions to ask and the right information to obtain. There was some mild criticism that some annual reports did not provide sufficient information on individual projects in order for donors to evaluate the influence of their gift. At the same time, it was acknowledged that competition among charities, as well as heightened regulation, has led to improved reporting.

## OTHER MATTERS OF IMPORTANCE

In addition to somewhat generic financial metrics, a number of other areas of interest were identified by the women who attended the research discussions. These included:

- The willingness of charity management to listen to their donors and to recognize that “there are strings attached”
- The interest of the charity in seeing donors as more than merely a fundraising source
- The role of the charity as an advocate for change in public policy
- The presence of an advisory board, as well as a supervisory board
- The ability and willingness of charities to adapt to the changing habits of the donor community

In addition, in relation to the duplication of charitable activities mentioned earlier, discussion participants frequently raised the need for similar charities to cooperate or consolidate in order to better benefit an underlying cause, to reduce overhead costs and to lessen confusion among prospective donors.

Finally, in nearly all discussion groups, women mentioned the importance of expressing personal thanks to donors, irrespective of the amount of the gift. Charities that merely sent a tax receipt were criticized, as were charities that immediately sent a request for an additional donation before the initial gift had even been put to use. The message was clear: Charities need to avoid under-thanking and over-asking.



## Building a Bigger Community of Female Donors

Even though there is evidence that a higher percentage of Canadian women than men donate, there is a general sense that there is a very large untapped opportunity among female potential charitable donors, and that philanthropy among women, while not in its infancy by any means, is not yet firmly established in all parts of the country.

There was an indication that the community of philanthropic women in some Canadian cities had ceased to grow, despite the obvious wealth in the community, and that charities increasingly have to rely on a relatively small group of high-profile donors.

There is a very large, untapped opportunity among potential female charitable donors.

### BUMPS ALONG THE GIVING ROAD

Some of the issues identified by research participants that may limit the willingness and ability of other women to become more fully engaged in charitable work included:

- The increased number of women holding full-time positions at senior levels
- The decline in the number of younger women volunteering (this was often cited as a first step to becoming a donor)
- The scarcity of time faced by women who are raising a family
- A sense, in some regions, that women in the 30-to-40-year-old cohort have a greater focus on consumption and material well-being and have little involvement in the financial affairs of the family
- A lack of community in rapidly expanding cities such as Calgary, where a large part of the city's financial success has been achieved by individuals who are not native to the city

### MANY IDEAS CONSIDERED

When challenged to identify ways to increase the level of participation by women – whether in the form of time, talent or treasure – a number of suggestions were brought forward with the aim of recognizing some of the barriers that need to be overcome.

Several research participants encouraged charities to reach out to women directly, rather than wait to be approached by them. This was directed mainly at charities that focused on areas that would appeal to women, such as those dealing with social, health and educational issues associated with young women. While international causes were seen

as important and, in cases such as disaster relief, emotionally appealing, the view was expressed that local charities, representing community causes where the need was clearly visible, were a logical first stop for women who were cautious about becoming involved in larger charitable works.

Certain charities were seen as being too eager to build a base of financial donors rather than developing a broad base of supporters, some of whom would not necessarily contribute money at the outset of the relationship. Events where existing female donors were invited to bring family and friends to listen to stories about the charity and its work – without a call for donations – were seen as a positive approach. This type of event was viewed as addressing the interests of women in specific projects – such as a shelters for women and girls at risk – and as countering an apparent lack of enthusiasm for larger community or nationwide vehicles.

## **ENCOURAGING VOLUNTEERS**

There was also discussion around the merits of women volunteering at schools where their children were pupils and for schools themselves to play a wider role in helping to develop community involvement and to instil the giving habit among students at the school. One participant indicated that she gave her children an allowance to be used only for charitable purposes and challenged her children to research and identify charities they would like to support.

The Junior League – an organization made up of younger women that was founded in New York in 1901 to better the living conditions of immigrants – was mentioned as an effective type of organization that served the community by bringing together women who share common personal values and objectives.

It was pointed out that, unlike most charitable organizations, there is a cost and a discipline associated with membership in the Junior League that has the potential to limit participation to women with a degree of financial security and the ability to allocate time to the League's activities. Women's Giving Circles were identified as a more modest, less structured and perhaps a more appealing solution for women seeking to become involved in charitable giving. Women Moving Millions was cited as an example although, again, the cost of entry into such a circle would tend to limit those who otherwise might join.

## NEW MODELS OF GIVING

Galas and golf tournaments, along with the winter and summer fundraising activities of many charities, were not seen as a good way of getting new supporters. These events were instead viewed as appealing to corporations rather than to individual women. The events were also seen to use up significant resources which many charities can ill afford. The argument that such events raise awareness, as well as funds, was not widely supported, as the conversion rate of attendees into reliable donors was believed to be low.

On the other hand, women recognized that events such as charity walks, bike rides and runs were valuable as fundraisers and had the benefit of not being costly for the participants and, in many cases, being a healthy activity that can involve all the family.

Also discussed was the need for charities to adapt their outreach techniques and their fundraising models to take into account the extensive use of social media and the Internet. The view was expressed that the “business model” of charities needed to be flexible if they are to effectively capture the attention of younger women. The development of informative and interactive websites, as well as the use of social sites such as Facebook and Twitter to raise awareness and to stay in touch with donors and potential supporters, was seen to be essential.



## Conclusions

It is evident from both the literature review and the qualitative research that, despite the limited expansion of the overall volume of donations in recent years, the outlook for growth in the generosity of active Canadian female donors is positive.

As has been established, women are playing an increasingly important role in the Canadian economy. The heightened influence they have over the use of the incomes and accumulated financial wealth of Canadian households, as well as the likelihood that women are going to be the initial beneficiaries of a substantial transfer of wealth over the next decade, provides support to this view.

Outlook for female philanthropy is positive.

### REALIZING THE OPPORTUNITY

If the opportunities for growth are to be fully manifested, it will require the participation of a broader community of women, as well as a greater level of commitment by Canadian charities to reach out to women across the country. The development of a community of female philanthropists can be partially achieved through the efforts of existing members to demonstrate to women of all ages and backgrounds the personal and societal value of giving.

The participation of a greater number of women can also be encouraged by the establishment of new and innovative forums through which information, ideas and opinions can be comfortably and confidentially exchanged. The enthusiasm and appreciation demonstrated by the women who attended the TD research discussion groups is itself a foundation upon which to build.

### RAISING THE PROFILE

On their side, charities – particularly local charities – need to raise their profile with prominent women in their communities and develop material that is designed to encourage general participation and the development of a relationship, rather than the immediate solicitation of a gift. The material must go beyond annual reports and should focus on demonstrating the impact of donations. Charities must also be sympathetic to the fact that decisions around major gifts from women will not be made quickly – and may not be made alone.

## ACTION REQUIRED

As previously mentioned, there is evidence that boards of directors of charitable organizations tend to be male-dominated, despite the fact that women are frequently employed as executives of charitable organizations and often represent the majority of donors and volunteers. Initiatives to remedy this imbalance would be a positive step that would be welcomed by female philanthropists in Canada.

Women are also looking for charities to take further steps toward cooperation and consolidation. In recent years, the growth rate of registered charities has outgrown the pace of growth of business enterprises. The rationalization of the charitable sector through mergers and alliances, for example, would be widely supported by active donors who would prefer to support individual charities rather than charitable collectives.

## THE NEED FOR ADVICE

While lawyers and accountants provide valuable technical counsel to philanthropists, and community foundations are a critical source of local information, a number of female philanthropists indicated there is a shortage of qualified, objective advice to assist them and their families in determining a giving strategy, in creating the most appropriate giving structures and helping to best judge the timing of their gifting.

There is a shortage of qualified, objective advice.

## THE ROLE OF GOVERNMENT

Leadership by various levels of government in terms of the formulation and implementation of public policy in support of the work of charities was viewed as important. Moreover, the willingness of governments to listen to the voices and opinions of charities when considering political responses to public issues were noted as key issues. Active women donors also supported government action to regulate charities in order to improve the stability of the sector. Of lesser importance was the provision of additional and more favourable tax incentives, on the basis that such incentives are not a primary driver of philanthropic activity.

The influence of women on Canadian charities has already been significant. The research undertaken in preparation for this report suggests that, given the opportunity and the right incentives, women will become formidable agents of change in Canadian society.



## TD's Women Investor Program

TD's "Your Story, Your Future" program is Canada's first experiential investor program for women.

It was developed to serve women who influence a large and growing share of wealth in Canada and are looking for a distinct investment experience from men. One of the key differences between men and women investors is a desire for a more holistic financial advisory relationship – one that is based on setting and achieving life goals rather than simply hitting a financial benchmark. The program is chaired by Sandy Cimoroni, Chief Operating Officer, TD Wealth, Executive Sponsor of Women Investor Program and led by Janice Farrell Jones, Vice President, Product – Retail Savings and Investing, Executive Sponsor, Women Investor Program and Vanessa Iarocci, Program Director, Women Investor Program.



**Sandy Cimoroni**  
Chief Operating  
Officer, TD Wealth,  
Executive Sponsor,  
Women Investor  
Program



**Janice Farrell Jones**  
Vice President, Product –  
Retail Savings and Investing,  
Executive Sponsor,  
Women Investor  
Program



**Vanessa S. Iarocci**  
Program Director,  
Women Investor  
Program



**Jo-Anne Ryan**  
Vice President,  
Philanthropy,  
Wealth  
Advisory Services  
Executive Director,  
Private Giving  
Foundation

Jo-Anne Ryan joined TD Wealth in 2003. Jo-Anne leads the Philanthropic Advisory Services team within Wealth Advisory Services. She is the Executive Director and architect of the Private Giving Foundation (PGF), the first donor-advised fund program launched by a financial institution in Canada that provides a structure to leave a lasting legacy in a simple and effective manner. Jo-Anne develops strategies to help clients incorporate philanthropy in their overall financial and estate planning.

For more information on this report, or to discuss how TD Wealth can help you achieve your philanthropic goals, please contact:

Jo-Anne Ryan  
416-308-6735  
[joanne.ryan@td.com](mailto:joanne.ryan@td.com)

## About Investor Economics

Investor Economics is a Canadian research and consulting firm that specializes in the fact-based measurement and analysis of Canada's retail financial services and wealth management industry. Established in 1992, Investor Economics has become a thought leader in financial services by identifying trends and creating benchmarks for the industry to follow. Investor Economics provides frequent commentary on all aspects of the financial services industry including services provided to donors and institutions active in the not-for-profit sector.

Keith Sjögren is the Senior Consultant and Managing Director, Consulting, at Investor Economics. He is associated with the School of Public Policy and Administration at Carleton University and is the Chair of the Advisory Committee to the Masters Program in Philanthropy and Nonprofit Leadership.

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