

# Coming together through giving

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## TRANSCRIPT

### SPEAKERS:

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**Ally Donnelly:** Hi. And welcome. I'm Ally Donnelly with Fidelity Investments. Today we're going to be talking about giving as a family, and the benefits of having open and honest conversations across generations about your philanthropy. So over this next hour we hope to share tools to help you start the conversation, which sometimes can be the hardest part, talking through some of the potential challenges of these conversations, and hopefully give you skills to help make these big conversations with your family easier, and develop your relationships and deepen them along the way. So we've got a terrific panel. And I want to welcome Rebecca Miller. She's the director of philanthropic strategies for Fidelity Charitable, the Private Donor Group. Fidelity Charitable is an independent public charity with a donor-advised fund. Hey, Rebecca.

**Rebecca Miller:** Nice to see you, Ally.

**ALLY:** You too. Marshall Baker is vice president and wealth management advisor with Fidelity Private Wealth Management. He's also a former member of Fidelity Charitable, so go team. Hey, Marshall, welcome.

**Marshall Baker:** Hi, Ally, great to be here with you.

**ALLY:** I'm glad to have you both. So I want to dive right in. And I know there's so much nuance and we'll get to the how to have these conversations about charitable giving. But Rebecca, I want to start with the why to have these conversations.

**REBECCA:** When we're talking about philanthropy we're talking about social issues. How you see the world, where you see change needing to happen in the world, and how to get there. So naturally they're really deep emotional conversations, and they can be a great way to connect with your family members in a way that you might not be every day. People are busy. We talk about our



jobs and our kids and our lives. But rarely do you stop with your family and have deep emotional connective conversations. So this can be a nice way to do that.

**ALLY:** Excellent. Marshall, is that your experience?

**MARSHALL:** I just want to chime in, I couldn't agree more with Rebecca there. From my perspective as someone who works exclusively with families of wealth, I see family interaction, increased family interaction, and more opportunities really to create closeness. Families that engage in philanthropy together tend to be more aware that Fidelity—rather than family wealth is a means to an end.

They use their wealth to accomplish family goals, as opposed to the wealth just being the objective in and of itself. And I'd also say that they're typically further down this path of really understanding that they're part of a family wealth system, where family wealth—or family members really influence each other. And they obviously influence their family wealth, but they don't ignore the fact that their family wealth also influences them and their decisions. So Ally, really at the end of the day I'd say families have more relationship capital, they have better communication, and they really have better holistic outcomes.

**ALLY:** High praise. So you both have such great stories on families who have done just what you've said. They've done the work that we're going to lay out here, and they are seeing how it pays off for them, or paid off for them. Rebecca, share a story from one of your donor families.

**REBECCA:** Sure. So one family I'm working with right now, the dad spent his whole career building his business, really successful, and he sold it, and as part of that he funded a donor-advised fund. And when he came to me he said, "I want to give away this money but I really want my adult daughters to be involved. I want them to have a leadership role and I think we can do it all together." And the daughters have not done a lot in philanthropy. They haven't—they're not what I would call experienced philanthropists.

But they're all teachers in public schools and they have this incredible expertise about what's needed in the classroom, what's needed in education, how can we get our kids a better education. And so we've been having these conversations as a family both about their vision and their mission and then how they want to give away this money. And I think the dad has been kind of blown away. Like he's seen this incredible expertise that his daughters bring to the table and how their passion fits into they want to give away this money. It's just brought them closer together. And this is a family that was already close. When I talk to them on Zoom I see grandkids, toddlers popping up saying hi to Papa all the time. But they don't have necessarily these deep conversations on a day-to-day basis.

**ALLY:** Yeah, what a neat opportunity for the dad to see his daughter through this different lens. We talk about dad to daughter. But Marshall, you have a story about a grandmother not only wanting to deepen her relationships with her grandchildren, which are spread out, but also helping them to connect with each other.

**MARSHALL:** Yeah, so one of the multigenerational families that I work with was looking for a way to create closeness with that third generation, so the grandchildren of the initial wealth builder. And this is a family that was starting from a position of solid family communications and interaction, but as is often the case, the grandchildren physically are spread out all across the United States. And so the initial wealth builder here, the grandmother, had this stated goal of doing something to connect with her grandkids. But she also wanted them to increase closeness with each other. And so together with one of her children we landed on the establishment of a charitable vehicle. In this case a donor-advised fund that would be initially funded with Grandma's assets but would be distributed out to the charities by the grandchildren. And so as time went on additional funding was made by the children of the wealth builder. So the kids could continue to distribute these assets to charity. And I would say key to the success of this family interaction is that one of the granddaughters is out there routinely gathering input from her cousins and each year they come up with a strategy to distribute grants out to the charities that they agree upon. And I wouldn't say this is a one and done situation, it's really an annual process, and it's created all of these opportunities for them to engage together around a common goal.

**ALLY:** It's interesting. I want to thank the two of you because you inspired me to start having some of these conversations with my children and then my larger family. And I ended up, I text with my family a lot, I'm from a big crazy Irish family, and I have a mom and siblings text chain and then I have nieces and nephews or the grandkids text chain. So I texted them both to ask, "If you had \$10 million to give away, how would you go about it? What would you think about?" And it prompted these really interesting conversations getting to deep issues, particularly the side conversations, that I would never have had on any given Tuesday. So thank you both for that.

**REBECCA:** Ally, I love that, and that's exactly what we see.

Well, one, I love that you're doing it by text. How tech-savvy is that for the next gen? But often we see exactly what you're describing, that it's that second generation who really recognizes hey, I would love it if my parents or the older generation could connect with my kids in this deep way, and also make those connections across the family branches, cousins coming together just as Marshall was saying. So your family is doing it.

**ALLY:** Yeah, we're starting. We'll have to get more from you guys. But every example we've told is of families—not mine, but the families you guys have talked about—is how they've done the work and they're reaping the rewards of the work. But for folks listening here and watching here, I want to get to the work itself. Rebecca, what's the first conversation families should be having if they want to start giving together?

**REBECCA:** I always tell families to start with values, because sometimes they start to worry oh, gosh, what if we don't want to fund the same things, what if we have differences in how we want to do our funding. But when it comes down to their basic fundamental beliefs, the values that they hold as a family, we find a lot of overlap. Values are not just handed down from generation to generation, they're cocreated through the whole experience a family has together. So naturally you see a lot of overlap in what even among generations people hold dear. And so defining those at the beginning you really lay a solid groundwork for how to work together on future aspects of your giving.

**ALLY:** Well, it's interesting because I would think people know their values on a big V high picture kind of way. But do families always come to you with that value system hyper defined so that they're ready to give from their values? Is that always? Or do you have to help them home in sometimes?

**REBECCA:** Not typically. People kind of naturally have it in their minds. They know what their values are. But rarely have I seen families who have really defined it, who have talked about it, who have put it on paper or collectively come up with joint values that they've put on paper. And so I have a lot of tools that I use with families to help them do this. A couple of them you can see on the screen. One of my favorites are these photo cards. So families come together and there's a whole deck of cards. Everything that represents education to health care to homelessness to living a good life and connecting among generations, anything you can think of. And they look through the deck and they pick out the photos that are really meaningful to them. It's particularly a great exercise for younger members of the family or for folks who are kind of visual thinkers. And it allows them to really define their values and talk about them in a way that they probably haven't before in a very intentional way.

**ALLY:** Yeah, it's interesting, I almost want to hit pause here for a second because I think it gets us to an interesting space of family versus individual. So if I'm the wealth creator or wealth builder and I've launched this process I might think to myself or say it out loud, "It's my money, I've built it, I should be the one to have the first weigh-in or the biggest weigh-in or the final say." Marshall, how do you help families to map out a plan and then with wealth builders and wealth creators what do you encourage them to have a conversation with themselves if they're wrestling with their role?

**MARSHALL:** Yeah, Ally, I think you've really nailed it there. They do need to have a conversation with themselves because sadly the wealth builder in so many cases thinks in terms of this parent-child hierarchy. But if you want people really to embrace vision you need to have them feel invested. So the conversation they need to have with themselves is this. Am I ready to evolve out of that parent-child hierarchy and move into a place more of mutuality in the relationship? Another question would be am I ready to accept my children and others as my peers.

Because well, let's face it, peers listen to each other, they don't give mandates, and there's room for everyone's voice and views regardless of hierarchies like age or gender or birth order or role in the family or even over the power to make the ultimate decisions.

**ALLY:** Yeah, I can see a wealth builder creator saying, "Yes, I want everyone to be invested, I want to hear voices, but I still want some control on who gets a vote." What's the difference between having a voice and having a vote?

**MARSHALL:** Yeah, it's a good point. Many times that first generation is worried about losing control. But giving the second generation a voice in the decision making process is not the same as giving them a vote. I recently facilitated a family meeting that occurred only after the wealth builder got his mind around that concept. We then moved on to the question whose voices do we want to hear. And in this case they decided to include their children but not the spouses of their children, which then led to a conversation about the intended versus unintended consequences of holding the family meeting without inviting all of the impacted people. There's a spectrum here of difficulty. On the spectrum of family conversations that you can have with prenups and end of life and who gets what, family philanthropy is on the easier end. It can be a great place to practice what we call cocreation.

**ALLY:** Interesting. You said earlier about hierarchy and I think of my own family. We don't acknowledge it, we don't talk about it, but everyone's at the table so to speak figuratively and literally and we typically tend to sit in the same spots at the table. And my oldest brother whether it's through their birth order or anyone's financial status, how do you help families navigate breaking the mold if they need to or want to of that traditional family hierarchy so that maybe other people could explore roles?

**MARSHALL:** Yeah, that's good, I've found that generally in family there is someone that I consider to be the family system leader. And while it can be, it doesn't have to be the primary wealth builder in the family, or that person at the head of the table, Ally. The family system leader will see the whole picture, not just their own viewpoint. They'll encourage participation and the sharing of opinions even when those opinions may not line up with their own. They understand that hey, if we dictate these decisions they may not be embraced. They need to understand to cocreate where everyone in the family wealth system has an opportunity to influence the process but also the outcome.

**ALLY:** Yeah, it's interesting. When we're talking about family, we're not just necessarily talking about one subset so to speak. It could be grandchildren down the line, cousins, aunts, uncles. Rebecca, I know Fidelity has done a lot of research on how people see philanthropy, particularly through the generations, in how they give, how they live, just the whole system of philanthropy. Drill down on that data for us a little bit so we can understand.

**REBECCA:** Sure. Fidelity Charitable, we do a lot of research on this, and last year in our “Future of Philanthropy” report, we asked people, “Do you consider yourself a philanthropist?” Thirty-five percent of baby boomers said, “Yes, I’m a philanthropist.” But 74 percent of millennials said the same thing. So we see a huge difference in how the younger generations think about this. And we see that also in millennials and Gen Z, the next up-and-coming generations, in how they think about all aspects of their life. So everything from the job they take and what the values are of the company that employs them to how they use their buying power, what they spend money on, what are the companies they support through that, to how they use their money in investments. Impact investing is a hugely important thing for these generations. And we’re really seeing this conversation move from being charitable giving to charitable living, and really becoming part of all aspects of the younger generation’s lives.

**ALLY:** Yeah, that’s interesting. Marshall, you have a story of how that worked for a father and daughter.

**MARSHALL:** Yeah, the data that we just saw, I absolutely see truth in the data. I see it playing out in real-life situations. I have a lot of older clients that enjoy giving money to their favorite organizations. But I’ve also found that my younger clients are more interested in making sure that their investments are supporting causes that interest them and that they’re giving their time to organizations that impact the world in ways that are important to them. But the interesting thing for me is that sometimes those approaches can intersect. So I have one of my first generation clients that routinely gives to an organization that helps people make significant life changes. And he and his daughter recently attended an event together. The organization was putting it on to give their donors more of a hands-on approach to philanthropy. In this case the client doesn’t really talk a lot about the financial side of philanthropy, things like donated appreciated assets or timing a gift to coincide with a big income year or making qualified charitable distributions from his IRA. All of which he does, but doesn’t really talk about those things with his daughter. But they do discuss their common ground on issues that are mutually important to them.

**ALLY:** Yeah, common ground. I think we’ve told a lot of great stories about families having great outcomes. But we’re talking about family so let’s get real. Everyone’s coming at it particularly when you deeply care about something or you’re passionate about a cause. And then you mix in family dynamics. It’s not always going to go smoothly. I think we’re all picturing someone in our family that is a challenge. So Marshall, how do you help families figure out the importance of how they talk to each other? What do you tell them?

**MARSHALL:** Yeah, if there’s tension there’s probably emotion lurking. It’s just right there beneath the surface. So that’s usually an opportunity to have a meaningful engagement. It’s really an opportunity. My experience, I’ve found that there is rarely tension when people understand the circumstances that have occurred in someone else’s life that make them care enough about an organization to make them want to share their family resources, whether we’re talking about money or time, with the organization.

So I think about it like this. Nobody I know likes paying taxes and nobody I know likes to see their portfolio fall when markets go down. In fact they can have a very adverse reaction to those things. Something else that has a similar net financial effect is giving wealth to charity.

But the feelings associated with giving assets to charity are significantly different than paying taxes or suffering through a bear market. Even though all three of those things reduce your net worth. You feel great about giving to charity, and why? Because something has happened in your life, something impactful, that makes you feel joy when you're giving to that organization. So Ally, I'd say if there's tension there think of it as a door and behind that door is an opportunity to create closeness.

**ALLY:** Well, let's dig into that a little bit. Oh, Rebecca, go ahead.

**REBECCA:** I see this all the time with families. We naturally think of families as bringing tension, but there is a ton of opportunity there. I worked with one family a few years ago where the adult kids were just coming into the philanthropy. The parents had led it for years and years but were getting older, it was time for the kids to step up. But the kids were so different from one another. One was a really gifted artist who had dedicated her life to her art and it was amazing to see. And another was kind of a numbers person who was going to be taking over the family business. And when they got together to talk about how they could do their philanthropy together, they didn't even use the same communication style. I felt like we were talking about different things. But we spent a lot of time with that family working through those conversations and issues. And what we found is that underneath the surface and all those issues they all had a collective passion for the environment. Being outside was important to them. They were a family that hiked, they all had been involved with different environmental organizations. And it brought them together and they were able to do something together in the end that felt really satisfying to all of them.

**ALLY:** Yeah, Marshall you had said engaging the doors. How do you get that door open to lay some of this stuff bare?

**MARSHALL:** I like to encourage families to get to the point where they choose to disclose the why behind the gift. But I had a client who was quite passionate about giving to organizations that protect animals and animal rights. And one of the people that was very very close to him was almost bothered by his philanthropic focus. His loved one was someone who felt there's so many people in the world that can benefit your wealth, why animals? And so there's that friction, that door that you can walk through. And that led the wealth builder to sharing his story about being pressed into service in World War II, being captured by enemy forces, and seeing the atrocities of war and what human beings are capable of doing to other human beings. And with time he found joy in the companionship of animals. Mostly dogs. And his passion for protecting animal rights grew. And in his words he would say animals would never do to their own kind what he saw people doing to other people. And as we step into someone else's life experience we suspend the thought that their viewpoint is right or wrong and we simply arrive at understanding. So if there

is tension there there's likely a deep story and it's a story that can be told for generations and will help loved ones empathize with each other.

**ALLY:** Yeah, everything you said really gets to figuring out how to surface that why. That your veteran was able to share the why. How do you help people get there and get comfortable and get confident in sharing that so other people in their giving circle or their family can understand that why, Marshall?

**MARSHALL:** Yeah, it really comes down to thinking about your wishes. Let me just say wishes are—they're aspirational. They're intimate. They're the inspiration behind our goals. And when it comes to family philanthropy we can ask ourselves what is your wish for your family or for this process. And the funny thing is oftentimes people have trouble articulating their wish so sometimes it's easier to start with the question, what's your fear? Virtually everybody can articulate their fears. And the flip side of every fear is a wish. So with the fears identified you can move on to what's your wish for the process, for your family, for the giving, what's your wish for the next generation engaging in these discussions. From there you can build some guiding principles around how you'll approach conversations and make decisions.

**ALLY:** Interesting. It does—all of this sounds half charitable giving advisement and half therapy. Rebecca, it feels like a lot for families to handle on their own or navigate on their own.

**REBECCA:** It really is, and that's why it can be helpful to have someone like Marshall in the room. Whether it's an investment adviser or a philanthropic adviser or you're talking about a trusted longtime family connection. Having someone else to help lead you through these conversations can keep everyone on their best behavior and help you put aside older grudges and move through the conversations. Because once you've done what Marshall described, once you define that wish and that fear, then you can start to get into what's our family vision for the world, what's our mission statement for our philanthropy, where do we want our philanthropy to go. And then you can start organizing yourselves thinking about family roles and like governance structures. You're seeing on the screen our Fidelity Charitable FamilyForward guide. I use this all the time with families because it's a hugely helpful resource. It has a slew of tools.

Everything from how do you write a mission statement, to how do you figure out who's going to play what role in the family's philanthropy, to how do you systematize your giving so that it's done over time in an organized way. And once you get through all that, you're doing that work, and you're organizing yourself, then you get to the really fun part of how do we do good philanthropy. You can start thinking about research and resources out there and understanding how your dollars can be transformative.

**ALLY:** Yeah, it's interesting. Marshall, I've heard you talk about the importance of being in dialogue and having these conversations at different points in your life because you're going to, you're

going to need to. So how important is it for families to have these conversations not only about charitable giving but other things and flex that muscle so to speak?

**MARSHALL:** Yeah, it's super important. Dialogue is a process of talking through topics, build shared meaning. It's a specific activity used to strive for understanding and alignment and ultimately intimacy. Now you're basically exploring each other's perspectives and experience. So some of those skills include monitoring your tone of voice and noticing when your buttons are being pushed and basically not ignoring that check engine light when emotions start to flare. One skill that I've found that wealth builders really need to build muscle memory around is to create space with doubt. So using language like what would you think about X, or I'm not sure if this is right but maybe we could do Y or Z, or I wonder if there's value in thinking about it this way. You can also use words like can and might and often may, maybe. Using that sort of language can help others feel comfortable about sharing their opinion. And that's absolutely necessary for cocreation. I've found that family giving can be a training ground for practicing these skills of dialogue, especially when the wealth builder has provided a pool of assets for other family members to give to charity. Because you don't stand to benefit financially you're slightly less connected emotionally. And that gives you a chance to practice dialogue. So Ally, I'm a skier. And before I tip off the icy black diamond runs with moguls it's good to get the legs warmed up a little bit and get the gear checked out on a blue groomer type of run. And engaging around family philanthropy can be that warm-up act before tackling more difficult topics.

**ALLY:** Yeah, that you know are going to come. Rebecca, anything to add on the skills building?

**REBECCA:** I agree completely with Marshall, and I love that slide. Those are such important skills. I would just toss in one more skill that I work a lot with families on, and that is active listening, which is the idea that you're listening to learn and you're listening to understand. And you're not listening to challenge or debate or respond to, which is kind of naturally sometimes the tendencies we have with our families. In the back of your mind as soon as your dad says something you're going to have to disagree with him and make an argument. But really going that next level and trying to understand what the person is saying.

**ALLY:** Yeah. We've talked about having these conversations in different stages of life. Rebecca, I want to pull you in again because you were talking about a family with young kids that maybe were not really thinking about—excuse me. Think about philanthropy with young kids, Girl Scout cookies and doing good things for others. But this led to like some deep conversations between the parents and their kids, really base level about philanthropy.

**REBECCA:** Yeah. Here we've mostly been talking about adult children. But I think people don't always realize that young kids can handle some of these conversations and it can help bring the family closer together as well.

I work with one donor. He's built several \$1 billion companies and sold them and been really successful. But he and his wife are very committed to making sure their young kids who are elementary school and middle school age don't grow up in a world where they see their privilege as the only way of being. They want them to understand that there are people out there having a very different experience. So every week they take their kids and they volunteer at the local food pantry. And he was telling me one day that it's just allowed them to have conversations on a much deeper and more connected level. So one day on the way home one of the kids asked about having a car, and was trying to struggle with the idea that well, how could you not have a car to come to the food pantry, what would that mean for you.

And it was something that the child had never encountered before. And they were able as a family to really talk about well, why wouldn't you have a car, what would that mean for your life. Have some of these deeper social conversations in a way that might not otherwise happen.

**MARSHALL:** Yeah, I'll just chime in here as well. Those family conversations are fabulous. After going through a similar process of giving everyone a chance to share their opinions and allowing everyone to cocreate the outcome, I had one client make this comment. She said, "We're close anyway, but having these conversations gives us a deeper level of connectivity. And this has opened up a new dimension in our relationship. We're having conversations that we don't usually have."

**ALLY:** Yeah, that's everything. I want to stick with stories for a minute. Rebecca, I love the story you tell, because it's really about—you shared like living the giving. This story is about donors who adopted their children. I love this one.

**REBECCA:** This is one of my favorite philanthropic couples ever. A couple that sold their business and really dedicated their lives to philanthropy. This was their profession, they were working at it. But they had a number of adopted kids from all over the world. And it informed so much how they did their giving. They thought about where their kids came from, what their lives would have been like, who their communities were, what was important to those communities. And it shaped how they thought about giving away their philanthropic resources.

Geographically where they were giving often aligned with where the kids were from. But also how they engaged those communities, what was important to those communities, how to give those communities a voice in what they were doing. And they're really, honestly, skilled and amazing philanthropists who have had a huge impact, but at the same time for their kids who are now adults it was this wonderful way to honor who they were and where they were from. And I think for the kids to see the parents doing that and thinking about that so carefully it brought them even closer together.

**ALLY:** Yeah. When they're seeing their gift at work, or they started to see their gift at work when their kids were little and they got to see through that lens the entire time, what other ways have

you seen and can you share with folks so they can understand ways that they can connect with their charitable giving but also share it with their family?

**REBECCA:** Yeah. We often see older generations writing letters to younger generations that talk about what they do with their philanthropy and why it's important and that wish Marshall was talking about for what they want future generations to carry on. We often now see them making videos on their phones.

The new version of the letter, where they can really talk about their own legacy that they hope to leave. And then we see beyond all these conversations we've been talking about, we see hands-on work. So families volunteering together. Families getting together to raise money for a charity that they care about. It really becomes a family affair and brings the generations together in this nice way.

**ALLY:** That's lovely, that's lovely. I think what's really struck me as we've had these conversations is we've talked this whole time about doing the work, honing in on the vision, navigating everyone's feelings and inputs, creating a mission statement. But what we haven't talked about is choosing a charity. Why do you think that is, Rebecca?

**REBECCA:** Picking which organization or organizations you're going to support is hugely important. This is a really important task. But by having these family conversations first, you really lay a groundwork for doing philanthropy well. You know how to work together. You know what the structures are going to look like. And it's not like you have to put any current giving on hold to do this. You can fly the plane while you're building it. You can keep doing your giving and have these conversations. But then when you get to the point of giving the dollars away together, you'll already have gone through deep conversations to identify where they should go, and you'll be able to better identify which organizations are right for you.

**MARSHALL:** Yeah, and my thoughts here are around building two things that can continue beyond your life. So first from a financial planning perspective, you can create a structure that outlasts you. Family foundation or donor-advised fund that is left to successor electors who can then carry on that family legacy of giving. And then secondly and maybe more importantly from a family story standpoint, you can share intimate details about the why behind the decision to give. And actually I find it rather common for families not to share what they're doing philanthropically. And it's a missed opportunity. I think of them as these beautiful but untold stories. As an example one of my clients has made major gifts to his alma mater over time and he's done that because he's reflected on how education and how the connections he made at the university were really paramount to his success. But he's not yet told his children that he made the gifts. And more importantly he hasn't shared the why behind the gifts. So sharing the why can become part of the stories that are told about you long after you're gone.

**ALLY:** That's so true. It's beautiful to see how all of these families have passed their messages down. But as you say, Marshall, with that one example, it's ongoing work. But great practice for bigger conversations down the road. As we near the end of our time together—it's gone so quickly—I want to ask each of you. If families were leaving this conversation with one thing, Rebecca, what would you want that to be?

**REBECCA:** I always say to families, "Don't be intimidated by this." They're worried that by having these deep emotional conversations they're going to open Pandora's box and oh my gosh, you can't put it back in. But when you're talking about these issues it can only bring you closer together. You get to know your family in a new and more wonderful way that might surprise and delight you. And you just might change the world while you're doing it.

**ALLY:** So take the chance. Marshall, how about you?

**MARSHALL:** Well, like Rebecca is saying, philanthropy is all about impacting the world around us. But it can also impact our families. Charitable giving can be an important part of the family wealth system, can be a catalyst to create closeness and to set the stage for families to have more difficult conversations later on. So while we look outward for the impact we're making on the world, perhaps we should also look inward to see if our giving is furthering our family goals. And Ally, can I share a wish with the group here?

**ALLY:** Absolutely, I hope you do.

**MARSHALL:** Yeah. The wish I'd like to share is this. I hope our listeners here today will consider sharing the why behind the charitable gifts that they're making with their families and then also that they would give their loved ones a voice in the philanthropic process.

**ALLY:** Well, you've certainly given folks a lot to think about and a to-do list. Which has been terrific. This has just been a wonderful conversation. Thank you so much to Rebecca Miller from Fidelity Charitable. Thanks, Rebecca.

**REBECCA:** Thank you, Ally.

**ALLY:** And Marshall Baker from Fidelity Investments for being with us.

**MARSHALL:** Thanks, Ally.

**ALLY:** And thank you too to our audience for tuning in. We hope you've taken away some good tips and that it was helpful. But please note we're not leaving you hung out to dry. We know we're always here to help. So look at the bottom of your screen. There's a button on the bottom right-hand corner that says Download. So you can download today's presentation. You can access the links and URLs. And all the content shared in this presentation. And if you're interested in following

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The Certified Wealth Strategist® (CWS) utilizes a blended learning approach that includes instructor-led training, 13 Wealth Management Issues study guides, online mastery exams, conversation skill builders, and eLessons. The learning experience culminates with a Capstone Project: a written document demonstrating a sustainable framework that applies the new knowledge and skills to the practitioner's business. To be eligible, a candidate must have received a degree from a four-year accredited school and have three years of client-centered experience in the financial services industry.

Services from the Fidelity Center for Family Engagement are currently available on a limited basis.

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