



**Luncheon Program
April 30, 2012
Washington, DC**

**Dina Habib Powell
President of the Goldman Sachs Foundation**

The Impact and Value of Investing in Female Entrepreneurs

Maxine Isaacs: Good afternoon everyone and welcome. Thank you so much for joining us today to honor Dina Habib Powell, and to hear her speak about “The Impact and Value of Investing in Female Entrepreneurs.” This is the fourth anniversary of the Goldman Sachs *10,000 Women* initiative, and what a turnout we have today. Thank you very much for being here, it’s a real tribute to our speaker—thank you, Dina. I’m Maxine Isaacs, chair of the board of the Women’s Foreign Policy Group, which promotes women’s leadership and women’s voices on pressing international issues of the day. On behalf of the Women’s Foreign Policy Group and its board members who are here with us today—Donna Constantinople, Debbie Dingell, Gail Leftwich Kitch, and Ann Korologos—and our indefatigable president, Patricia Ellis—I want to thank you for taking time out of your busy schedule to join us here today. A special thanks to our Corporate Outreach Committee, chaired by Ann Korologos, for arranging for us to be at this beautiful club. In addition to our board members, I also want to recognize the representatives of our Corporate Advisory Council who are here—General Mills, DLA Piper, and Host Hotels & Resorts. Thank you for your support of the WFPG. We have an amazing crowd from all over the international affairs world, which shows the breadth of the WFPG family. I also want to thank our colleagues from the diplomatic community, with whom we work closely on our Embassy Series. And representatives from the US government, thank you so much for being here. April has been a great month for the WFPG. Last Friday, we honored UN Women executive director Michelle Bachelet at a wonderful luncheon moderated by Judy Woodruff. We also have an exciting schedule this spring, including a program with Jane Harman on “US Policy Towards Syria and Iran.” Our annual Celebration of Women Diplomats will be on June 7th in DC, and we also have an Author Series event with WFPG board member Diana Negroponte. We hope you’ll attend and we hope you’ll join WFPG if you’re not already a member. On each of your tables you’ll see some index cards and that’s how we’ll answer your questions. So, if you have any questions, please write legibly, sign it with your name and affiliation, and pass them forward and then our wonderful moderator, Claire Shipman, will gather them up in groups and try to keep the questions moving. So thank you very much, and I invite you to enjoy your lunch, and we’ll begin shortly.

[Interlude.]

Ann Korologos: I want to welcome all of you here on behalf of the WFPG but also on behalf of the Club. It’s a wonderful club that I’ve had the privilege of being a member of for some time. We’re delighted to honor Dina Powell, a friend of many of us in the room, and president of the Goldman Sachs Foundation and of the *10,000 Women* initiative, to hear about the program and what it has achieved since its inception just a short four years ago, and I think we’ll have our socks knocked off when we hear all she has accomplished. So in a moment I’m going to introduce Dina and today’s moderator, Claire Shipman. After that, we will hear *10,000 Women* graduate Divya Keshav, who has been able to turn around a family business in India thanks to the training she received as part of this wonderful program. For those of you who don’t know, I own an art gallery in Basalt, Colorado, so I am looking forward to her experience to find out how to turn a family business around. [Laughter.] So it’s my great pleasure to introduce our speaker and our moderator.

Dina Habib Powell is president of the Goldman Sachs Foundation and is the global head of Corporate Engagement, where she works to foster economic growth and opportunity globally. Dina also serves as president of *Goldman Sachs Gives*. She joined Goldman Sachs in 2007 after serving as assistant secretary of state for educational and cultural affairs, deputy under secretary of state for public diplomacy, and assistant to the president for presidential personnel in the White House. Claire Shipman is currently a reporter in the ABC News Washington Bureau, where she interviews newsmakers for Good Morning America and reports for Nightline. Prior to joining ABC in 2001, she served as the NBC News White House correspondent, reported for the Nightly News and Today shows, and spent ten years in the White House and Moscow Bureau. I might add that I read today that GMA is beating out The Today Show—it must be because of Claire. In 2009, Claire co-authored *Womenomics*, which explores the value of women in the business world. So please welcome Dina and Claire. [Applause.]

Dina Powell: Thank you so much, Ann, for that warm introduction, and overly generous comments. I'm so delighted to be here today. Ann first asked us to speak to the WFPG several months ago when she heard us talk a little bit about *10,000 Women* and especially about women in the Arab Spring. I was thinking this morning that I have two moles here who work with my husband—Margaret Carlson and Meredith Webster. And I will start by telling you a funny story, which is that I was telling my ten-year-old and six-year-old daughters that I was going to be coming home but I wouldn't be able to take them to school the next day since I was going to see this famous woman, Ann Korologos, at this important lunch. And Kate said to me, "Well, what would they want you to talk about?" And I said, "Well, they want me to talk about *10,000 Women*, and you know all about that program, Kate," since she had just met Divya this past week. And Kate asked "Where are they going to have this lunch, Mom?" And I told her it's at this lovely club in DC, and she just furrowed her brow and said this must be a giant room, thinking all 10,000 Women would be here today. [Laughter.]

I really am so delighted to be here today, and I'm just going to share a few words about the *10,000 Women* program. But I want to say a special thank you to a few amazing people. First of all, how amazing is Ann Korologos? [Applause.] She can go in that category of role models for people like me and so many of us. I cannot tell you how much you have paved the way for so many of us in government, in foreign policy, and the time and temperature. We hold you up on a pedestal and we try really hard to come close all the time, not only because of all that you've achieved but because of how you've done it by bringing so many women along with you. So thank you so much. [Applause.] I also want to say a special thank you to Maxine Isaacs and Patricia Ellis. I'm really so impressed with the work that you're doing and I think, truly, with women in foreign policy, there's never been a more critical time. And I know we're going to talk about that today in terms of women in the economy and national security. But this group—it's just so impressive to see how you're bringing people together to ensure that women's voices really are at the forefront of these policy discussions. So thank you so much.

I have a few friends here who actually have never come to hear me speak, and I'm actually impressed that they did it because I bore them to death all the time. But my really good friend, Ambassador Kristen Silverberg is with us. Don't let that youth and beauty belie the fact that she's served President Bush in so many extraordinary roles, including ambassador to the European Union. She should really be up here telling us what in the world's going to happen in Europe—so thanks for being here. I also want to say a special thank you to a couple of ladies who are on the other side of the aisle, so to speak, and have always been such dear friends. Beth Dozoretz, who came very graciously today. And a woman who I really do think deserves a round of applause for all the work she's done for generations of women leaders in the Arab world, in Afghanistan, and elsewhere, and that's Esther Coopersmith. Thank you. [Applause.]

You know, it's funny, I said the other side of the aisle, but I think this issue of women's empowerment is one of the most non-partisan issues now that we have. And when Kristen and I served President Bush and Secretary Rice, it really was at the forefront of the agenda and it had to be after 9/11. The only allies we could find in so many of the countries in which we were working, especially in public

diplomacy, were mothers—the mothers who were more freaked out, in some ways, by what had happened to their countries and how these terrorists really were home-grown. As mothers, they were literally—I remember being in Egypt and Saudi Arabia and elsewhere and having moms grab our hand and say, “I don’t want my son to go to a madrasa. I want my son to reach his full potential. I wish he could go on to learn English and have a great job.” So it became so apparent that in this huge ideological battle that we faced, that women were really going to be the central focus. And 12 years later, you’re seeing those same women emerge in Tahrir Square in Egypt, you’re seeing them emerge in Tunisia, in Lebanon, all over the world. In Syria, it really breaks your heart how you’re not hearing the voices of women, but when you go to a lot of these blogs, you see that women are out on the streets fighting every day for the freedom to have a country where their children can actually reach their potential.

I think what we’re seeing at this moment now is this convergence that the empowerment of women and girls around the world is not just a nice thing to do, or the right thing to do—it’s an imperative. And Claire eloquently wrote about this in *Womenomics*. I think that while you’ve seen Secretary Clinton and Secretary Rice and Mrs. Bush and Mrs. Obama and so many other women talk about how important it is that we empower women globally, I think finally you’re seeing a lot of men say this is the smartest investment we can make. Robert Zoellick coined the phrase, “Women’s economic empowerment is just smart economics.” I think that so many of us, certainly my bosses at Goldman Sachs, now say that the most effective way to make the case for this is just to say that when they’re part of the economy, there are going to be dramatic increases in growth and dramatic increases in job creation. And that’s not only a smart investment because we want this global recession turned around, but also because an economically empowered woman is directly linked to healthier and more educated families. Once they have that political voice in the community, the whole situation changes.

So I’m really proud that—after my time in government—I went to Goldman Sachs. This was their idea, I have to say, and there have been two seminal pieces of research by our economists organically. One was titled *Womenomics* and one was titled *Women Hold up Half the Sky*, and they both looked at this issue of greater labor force participation by women. They both developed in developing economies, if women joined the labor force, particularly in the form of entrepreneurs and were part of the job creation platform, that GDP would grow—and it looked most dramatically in emerging economies. In some ways it struck me too, if half a society now participates, it doubles the growth. But what’s really interesting to see is all the other benefits that come from that directly. If a woman has five years of primary school education, her children are 50% less likely to contract HIV/AIDS. When the mom is economically empowered, she re-invests all her proceeds that she gets—90% of the income is re-invested into the social welfare of her community. Guess what men spend their money on, by the way? [*Laughter.*] There are three things—it’s actually completely documented. Sex, sodas, and booze. That’s actually in a report that was put out quite recently. So it is what it is, particularly in emerging economies, although that is starting to change. The men that I work with, John Bryan and John Rogers, began to see this correlation and started to say, “What can Goldman Sachs do to make an investment here?” And we launched an initiative called *10,000 Women* four years ago—I can’t believe it’s been that long—to reach 10,000 female entrepreneurs around the world in business and management education. The pragmatic kind—accounting, marketing, what’s a business plan, how do you access capital. In addition to that, links to capital, with partners like CHF International and OPIC and others and mentors from Goldman Sachs, it’s really been extraordinary to see that in these four years, the women that we work with, like Divya, have exceeded our expectations. In 22 countries where we’re working, we’ve already reached 5,800 female entrepreneurs. We’ll reach 7,500 by the end of this year, and 10,000 next year. Our original goal was 10,000 women over five years. It was at the time, and continues to be, the largest investment—\$100 million investment around the world—to invest in these extraordinary entrepreneurs.

I have learned a lot in the private sector, and the most important lesson is that you have to measure everything, so we’ve actually tracked every one of these women in 22 countries. Just last month, the International Center for Research on Women did the first independent assessment of *10,000 Women*, and we’re really proud that they’ve confirmed our data. 80% of the women have increased revenues,

66% have created new jobs, and 9 out of 10 women who have graduated from *10,000 Women* pay it forward by mentoring at least one other woman. So we're really excited about the results.

I want to get to the questions, and I know Claire has a lot to ask, and I'm really excited to talk to you all about it, mainly because I think that, as proud as we all are at Goldman Sachs, the thanks really does go to our partners, our academic and our non-profit partners. And we launched two major new partnerships with the State Department and the Bush Institute. So we're really hoping now, as we think about the next stage for *10,000 Women*, that we're one small part of the global part of this greater global movement. Centering women as the solution to all of the global development challenges and national security issues that we face, and certainly the economic challenges that we face, is certainly the smartest investment that we can make. So thank you all. [Applause.]

Claire Shipman: Thank you Dina. One of the things as I listen to you talk that strikes me about this is that at this moment, I think all of us understand that investing in women is critical and in fact it's obvious. But four years ago, it wasn't as obvious. There has been a convergence really in the last couple of years. How hard was it for Goldman Sachs to decide to jump off the cliff on this issue? Because the data has been around but it's been hard, frankly, to get even US corporations to invest in their own women based on some of the data that we have about women making a difference—a financial difference—at US corporations.

Ms. Powell: That's a really good question, and I will say—and we were kind of early into this space, and it was a big space—when we went in to pitch this to our CEO, \$100 million over five years. A huge amount of that investment would be in the capacity building so we could really leave behind a tremendous amount at each of these academic institutions that we're working with. So we really learned a ton of stuff. What we learned was that there had been a lot of work done at the microfinance space, which is transformative, but that's a very different kind of woman than the woman like Divya, who has a thriving business but just didn't have the tools to take it to the next level. So there was the microfinance and then there was the literally tiny handful of women who had really made it big in a corporation or two around the world. But there was this vast missing middle of that small- and medium-size enterprise owner that could really drive economic empowerment and growth. So we did a year's worth of research. We used The World Bank data, we had our own data—which I think really mattered obviously that we had organically written these two pieces. But I think what was really compelling is that Goldman Sachs tries to say, "What is the smartest investment that we can make?" And it was just really apparent that when you empower women, that leverage is really twentyfold, fiftyfold, so it made a lot of sense. And I think two things have happened. When you look at the Millennium Development Goals, there are eight of them—poverty alleviation, HIV/AIDS prevention and treatment, girl's education—and you cannot fix one of those if women and girls are not central to the solution. So it was just so obvious from a global development standpoint. We were able to say, "You hear all this talk about global emerging markets, but if you take all the world's women who are not currently part of the economy, they make up a larger emerging market than all of the other emerging markets put together." So we always like to say now that women are the next emerging market and we wanted to be this company that got there first and really helped them grow.

Ms. Shipman: So one of the things that has occurred to me as I watch all of the programs that happen now in the State Department, and The World Bank, and the IMF is that investment in women really is a foreign policy issue. It's a way, as you said, not just to economically empower society but also to make it safer and to just pull it out of often a dangerous third world. These partnerships that you have now with the State Department and even this administration in the White House are a unique model. How did you come to that, and what are you hoping to gain by working together with—as you mentioned, you're a bottom line organization, you measure everything. It could be argued that the State Department is to some extent the opposite of that, and a big bureaucracy that is slow-moving. How do you think that will work and what is the goal?

Ms. Powell: Well, I think that we have had enormous success. When we were at the State Department, we really developed a new round of public-private partnerships. I think from a larger perspective, one of the things you realize when you're working in these countries is that government is central, especially in some of the countries that we're working with—that you have to work with the government. You don't have much choice if you're going to make an investment like this. I think increasingly, as I look around the room and see so many people who are involved in the non-profit sector, the public sector, as well as the private sector, we really work in a world now where all three legs of this stool have to be part of a solution or a global development issue—the public sector, the private sector, and the non-profit sector. That's just kind of the world that we live in.

But I'll tell you very specifically how the State Department partnership came about. Ambassador Melanne Vermeer, all of our good friend, was obviously deeply involved in *10,000 Women*. Before she went to the State Department, she had been very involved in helping us develop it. When she became ambassador for Global Women's Affairs, she visited *10,000 Women* global scholars all over the world—she's met Divya—and she was with Secretary Clinton who would often join these roundtables when she traveled. And they were in Pakistan and the foreign minister had just said to Secretary Clinton, "Our biggest problem ultimately is that there are no female entrepreneurs, no female business leaders driving growth, so if we could just have an opening there." So she [Secretary Clinton] turned to her and said, "Melanne, go get some of the 10,000 women and we'll introduce them to the foreign minister." And she told her, "Madam Secretary, Goldman Sachs doesn't have a program with Pakistan." I mean it'd be really hard for us to have a program with Pakistan, we are a private institution. And she said, "Well we need to help them do that." So that's how we launched this program in countries where it would be really difficult for us to select women and how would we know what their backgrounds were, etc. with all of our background checks. So the State Department, Ambassador Anne Patterson was ambassador to Pakistan at the time, and they helped us select the women and vet them. We did something that we only do in this program, which is that they come to the United States for two weeks at the Thunderbird School of Management and then they return.

We had our first graduation—this is a sticky situation—of this group from Pakistan on a Monday and it just so happened Melanne and I were going to speak at the Embassy of Pakistan and it happened to be the Monday after Osama bin Laden had been killed. So it was really interesting because here were these women who were just extraordinary, in the United States at the invitation of Secretary Clinton. They were so proud and felt that the program had really taught them a lot and had networked amongst each other and were going back. And there we stood with the ambassador—very tense, but it was almost like a perfect juxtaposition of what came from the region. That was not what the rest of Pakistan believed and here was this bright new future through the eyes of these women. So it was actually a really moving experience.

Ms. Shipman: Well, I think one of the terrific things about *10,000 Women*, as evidenced by what you're doing now, is that it's nimble. You seize opportunities when you see them. You had a vision when you started, but you're able to be flexible. I wanted to talk a little bit about the Arab Spring. I know you've been in Cairo recently, but how have you been able to take advantage of that as an opening and get involved there?

Ms. Powell: Luckily we were working in Egypt at the American University in Cairo and we had a program there, and we graduated 300 female entrepreneurs from Egypt. I have to say, one of the things when we started—I'm Egyptian, so I knew that the entrepreneurial space in Egypt is not particularly friendly. You have to know somebody and everyone around town knows this, and you had to bribe people and it was not exactly a fair playing field—so I knew the program would be challenging. But there were these extraordinary women and I was there right before the revolution—we had a graduation of 100 of them. There was this very conservative woman, completely covered, who owned a commercial cleaning company. She was so proud that the one time her husband started to respect her was when she started hiring maids basically, training them as well as she could, getting them to work in some businesses and then doing a good enough job. But what was interesting is that what she learned

from *10,000 Women* is that this is your labor force, and if you make them part of your mission and get them excited, you'll have better employees and they'll do a better job. It just had never occurred to her. In Egypt, you know, housekeepers are almost like a part of a lower caste system. So she got them uniforms, she gave them a training program, she created senior staff meetings, so all of them could come to it and feel part of the company. And they were extraordinary and they were so unbelievably motivated. So after she graduated, we helped her get a contract with the biggest tech company in Egypt and it tripled her sales force. She became one of the loudest activists in the revolution but on the positive side, that women should be part of the solution in Egypt. When the Salafis introduced a first bill in the parliament—how depressing is this?—their first bill was to lower the age of marriage in Egypt. The age of marriage in Egypt is already 16, so it was very depressing. They weren't focused on the economy or anything. She led a group of women to talk about how ridiculous that was, and that what they should be focused on was tax incentives for women entrepreneurs. So it was amazing—obviously I had met her, but to watch her go from this shy, retiring, scared housewife to a business leader and now a political activist has been extraordinary. So I absolutely think women are a major part of the Arab Spring. And then she was invited—Mrs. Bush has a wonderful new fellowship program through the Bush Institute that Secretary Clinton has been extremely supportive of—and 20 of them came to the United States and did a whole session here.

Ms. Shipman: I have to say, this isn't a question, but one of the things I've been most struck by also is that women really have an ability to transcend political lines. I think you've seen this with your relationship with this State Department and Secretary Clinton's relationship with Mrs. Bush and it's really heartening. The rest of Washington can learn a little bit from that, if I may editorialize for a minute. Can you take us through some of the very basic opportunities that *10,000 Women* offers for women in certain countries? I know it's varied and the programs are different, but what sort of opportunities are there? How much do you get involved and how long does it last? And how much networking is there afterwards?

Ms. Powell: Sure, and I know you'll hear some of that afterwards with Divya too. But we realized it had to be a very pragmatic program, so it's customized in every country. We try to find a really respected academic institution that delivers a global curriculum—accounting, negotiations, business planning, marketing—in very basic pragmatic modules. It ranges from four to six months and sometimes it's on the weekends. In Cairo we ended up, during some of the disruptions, doing residential programs, so we're flexible that way. I think we underestimated the power of the network. We knew the mentoring and networking piece would be huge, but these women are becoming sisters and working together, giving each other business, becoming an instant marketplace. The alumni association is very, very vibrant, and I think we're seeing that people are so excited to help them—local business women and men—so that's a big part of it. The one quick thing I'll say is that the academic institutions in China, in Brazil, in India, in Afghanistan, are very prestigious, and they weren't accustomed to serving this clientele. They usually serve the elites of their countries. I think the most exciting thing is that they're now saying, "This is what we're supposed to be doing—that we're supposed to be a force for good, not just educating the elites that probably would have been okay already—but looking deep into our country to make a deeper impact."

Ms. Shipman: Questions are flowing in from the audience. This is one I had also, but you have focused on women and, in particular, small businesses to target. This questioner asks, "Is there a third focus to come? Is there something else that *10,000 Women* thinks would be useful but you haven't implemented yet or you're contemplating?"

Ms. Powell: Well, I didn't mention this because the focus today is *10,000 Women*, but after a year of the results coming in, we always knew we wanted to do something in the United States. I see Diane Tomb, by the way, who's just taken over the helm of the National Association for Women of Businesses. And we launched a program called *10,000 Small Businesses* in the US and the UK for men and women, taking that same curriculum here in the US and we work with local colleges and banks. We're in six cities so far, we'll be in nine by the end of the year, and it's really gone well. In this

country, I think you all know 70% of all jobs created in the last ten years were created by small business. So that's been really exciting, and we're obviously thinking about scaling *10,000 Women* as well.

Ms. Shipman: One of the questions I asked Dina beforehand is that this was a five-year program—that was the goal. What will happen at the end of the five years? Is there an exit model? Do you think it will continue? What are you planning to do with the program?

Ms. Powell: Well, we're starting to think about that. We're hoping to build on some of our partnerships because I think we are really proud, thanks to our partners, that it is working and that it is a model that can be dramatically scaled. We don't want to just think about the next 10,000. We want to think about the next 100,000 and beyond. So one partnership—our friends from CHF, as I mentioned—actually OPIC, the Overseas Private Investment Corporation, came to us because they had announced a facility in Monrovia, Liberia after the election of President Johnson Sirleaf. It was a \$30 million lending facility which is very significant. But they were very honest about the fact that, one year in, they had not given out one loan, because the devastation in Liberia was such that there were no women entrepreneurs. There were barely educated women, of course, after all the years of Charles Taylor. So they said, "If you go to Monrovia, we'll give first-in-line status to any graduate of *10,000 Women*." And with CHF we've been able to do that. There, too, we'll have 300 women participate. President Johnson Sirleaf has been at every graduation. And we are—maybe a bit more baby steps—but we see graduates from the program access loans and they really are the only set of entrepreneurs in the country that are getting to the next stage. So those are the kinds of partnerships we're hoping we can explore more of and really think about co-investors to get to the next level.

I'll tell you one sort of personal passion that has emerged is Afghanistan. I just felt like I needed to say, it's so sad to see what's happening in Afghanistan. And not so much on political questions—that's my old job—but what's happening to the women and anything that all of us can do to continue investing. I'll tell you very quickly my favorite story. We work at the American University in Afghanistan and we work with this extraordinary woman, Rangina Hamidi, who owns a company called Kandahar Treasures, where she goes to the most conservative provinces throughout the country, the Taliban-controlled areas, and takes handicraft from women that can't leave their homes still, sells those handicrafts, and then brings the proceeds back. When she came to an event that we had a couple of years ago, she's telling us this story about a woman in Bamiyan—this is where you're reading about the worst atrocities, because this is really where the Taliban have a strong hold—and one day this woman said to Rangina when she came to give her her money, she said, "You know, my husband has never respected me. My husband has never really looked me in the eye, but ever since I've been making a little bit of money, he'll ask me a question or two. Like the other day he said, 'I don't really care about your opinion, but I suppose since we have three daughters, I should ask you whether they should go to one of these heretical, horrible schools that are going up for girls—there shouldn't be schools for girls, but I guess I should ask your opinion.'" And she was telling us this story and we were like, "Did she say, 'Please, please, let my daughters go to school?'" And Rangina said, "Oh Dina, she was much smarter than you. She said to him, 'Well, you know, I've failed you as a wife because I didn't produce you a son. I gave you these three girls who you're going to have to provide three dowries for. But if we force them to go to school, they're going to work hard like me and support you in your old age.'" [Laughter.] And there was this pregnant pause, and he looked at her and he said, "You're right. We will force them to go to school." And sure enough those three little girls are in school in Bamiyan. Obviously, the future of their sons and daughters is reversed forever. It's going to be totally different. Instead of them getting married at 12 years old, they will go through school and have a brighter future. But what's amazing is that their mom, who will never read or write and will never leave her home, used her one moment of power to change the course of their future. She gained that one moment of power by being even just a little bit independent economically. That is what we see around the world, but especially in places like Afghanistan, where it rips your heart out and you know you have to keep going there.

Ms. Shipman: Well one of the questioners asked what countries in Africa you have programs in, and they were wondering about Liberia. But what do you look for? What situation do you need in a country to be able to be involved?

Ms. Powell: Well, a strong academic partner and strong local partners. And if they don't exist, then partners like CHF or Women for Women International or Vital Voices have been extraordinarily helpful because they have chapters there. The most important thing is, this is not an American or global company coming in and saying, "Let us tell you what to do in your country." You have to have global buy-in and tremendous partnership on the ground. Obviously in countries where there is more corruption, it becomes very difficult to operate. Although, we're in pretty challenging places—Nigeria, Zambia, South Africa, Rwanda, Tanzania.

Ms. Shipman: Another person wondered whether a lot of the women you're investing in are working in craft-based sectors, or if it's technology. How does it break down in terms of the sectors women are working in or want to work in?

Ms. Powell: Of course, it depends on the country—obviously very diverse industries. In India, it's manufacturing and it's technology. There are florists—one of Divya's classmates is an extraordinary florist. What's interesting is the consistency of the need. Some people say, "Well, how can you teach a negotiations class that's the same in Kigali, Rwanda as it is in New Delhi, India?" But negotiations are negotiations, and it turns out, by the way, that's the favorite module. We think it's partly because once you learn how to negotiate, you gain so much confidence. We should call it confidence class. But we're seeing that women are leading in industries that men are not as successful in actually—some of the technology companies. In any of the industries where client focus or a good rapport with clients is important, women tend to beat the men out on those things.

Ms. Shipman: And I'd imagine any industry that is new, that doesn't have the entrenched bureaucracy already.

Ms. Powell: That's a very good point.

Ms. Shipman: The Finnish ambassador has a question, in addition to giving you a compliment for your marvelous work, and it's a great question. One of the biggest obstacles in so many countries is the legal—there's just not the legislative support. There aren't the laws that allow women to have land ownership and equal rights. How big of an obstacle is that and is that something that you think *10,000 Women* can be involved in?

Ms. Powell: Well, thank you Madam Ambassador, for that question. Property rights and legal rights are central to the women-owned businesses and the ownership rights that they have and a whole host of other legal rights. Of course, as a private institution we are not involved in advocacy, but a couple of things have emerged in four years. One is that *10,000 Women* is being recognized, so one example is that now when women are going to banks and applying for capital—and Divya's had some colleagues do this—they're asking, "Did you graduate from *10,000 Women*?" Because they're saying, "Oh, Goldman Sachs, they're probably less of a loan risk." There's some sort of impact that way. The way we've been having an impact in helping some of the legal rights is in Lagos, where there's a tremendous amount of challenges right now. We almost pulled out, and when the government heard about that, they came and saw us and asked why we were and it was because women were having such legal challenges. So they actually said, "Don't pull out. We'll put a case officer on it and we'll start helping these women because we know how important it is for the future of the economy that women be a part of it." So we think it's important to recognize that we're not an advocacy organization but we're also saying, "If you don't fix these issues, the program isn't going to work. So if you want to be part of the solution, we're here to invest."

Ms. Shipman: Clever negotiating skills. Another questioner asks, “Do you come up against this stigma a lot, or do these women that you’re helping—that women are just bad at math and economics?” And how do you fight that? Do some of the modules address that? Is it just a confidence issue? How do you deal with that?

Ms. Powell: Well, I think Ann knows. She’s on the board of Microsoft in Aspen, and you know, so many people have looked at this issue in our country—why we don’t channel women and girls into engineering and science and math? So I think it’s a global challenge. But I think one of the interesting things that started to happen is that after the accounting module, women start firing their accountants, and often, those are their husbands. So it turns out they’re like, “I didn’t think it looked right, and now I know and so let me get more involved.” Obviously, they’re completely capable of learning how to manage their finances and they do a very effective job. In Egypt, we now have a group of the women teaching their husbands the accounting so that they have different businesses. So that’s the other extraordinary thing—I know the example from Afghanistan, but we always invite the husbands and the spouses to come to events so that they’re part of it from the beginning. And I think that on this particular question, women feel so much more in control when they know the difference between profit and expense and it’s a liberating feeling to understand your books finally.

Ms. Shipman: You’ve had so much success in various parts of the program, but are there a couple of lessons you’ve learned about what has been the best investment? Is it a certain kind of class? Is there a certain kind of partnership with an institution where, if you were starting again you’d say, “that’s where we really need to put our money because that pays off?”

Ms. Powell: We’ve definitely learned a lot of lessons and are willing to change very quickly, and I do think that’s so important. That’s what’s so important about measuring impact, because you can compare the programs and you can ask—you obviously adjust for country conditions and you don’t expect the same kind of growth in Afghanistan as you do in India—but you do start to say, “I wonder what’s going on.” And a lot of times it’s the quality of the institution or how much mentoring. We knew mentoring was key, for each woman to have someone they could go to, to really personally advise them about what’s important—we realized we had to double down on that. So in addition to Goldman Sachs people who mentor, like Joyce Braboy who’s over here—I want to do a little shout out to my colleague—so many people at Goldman Sachs have been so unbelievably involved. We have a waiting list for both programs for people to participate as business-advisers. But in addition to that, we have business advisers for our top 20%, so when they graduate from the program through Technoserve, a friend of ours, Bruce McNamer, devised a mentoring piece, or business-advising piece. We also had a lot of people when we first started say, “Do you even think there are 10,000 women out there who have businesses that can do this?” Sort of an insulting question, but we said, “Well, we’ll just go out and see.” And now we have a 14% acceptance rate. So it’s harder to get into *10,000 Women*, Maxine, than at Harvard. So we underestimated the demand, and we’re trying to think creatively about how to scale it.

Ms. Shipman: Another questioner asked about partners. How do you find the partners? How do you find the institutions? I guess here and abroad that makes sense. I imagine that since you’re looking at increasing your partners, what kind of vetting do you do? How do you know that some countries are going to be modern enough and really do what you’d like to see done?

Ms. Powell: Well, trial and error, I guess. One of the reasons I think Goldman Sachs had an advantage in this is because we recruit globally from the top business schools around the world, so we had relationships. When we first started, we did have a couple of the elite US institutions say, “Well, I don’t know if I want to work with that university in Rwanda.” So we’d say, “Alright, no problem, we’ll call another.” Now, we have—it’s really been interesting to see how many of the Ivy League schools are now saying, “We’ll cut the costs in half, we’ll do this and that” because their students and their professors really want to be a part of it. I think that’s something else that’s going on right now with initiatives like this. People always ask Lloyd Blankfein, my CEO, “Why did you really do this?” And he says, “You know, the only advantage Goldman Sachs has with our competitors is if I recruit and retain

the best people.” This new generation, and frankly even many of our most senior partners, wants to work for an institution where they can really make a difference. And the universities face that same challenge with their students. This generation—not even generation Y anymore, it’s the “millennials”—is really interested in being part of an institution that’s doing more.

Ms. Shipman: Do you think—does Goldman Sachs think of this as obviously do-good work? Does Goldman Sachs see a direct benefit to Goldman Sachs from this? Do any of the women you’re mentoring and investing in join or become part of Goldman Sachs, or does this company see that there are certain regions where you’re helping to boost the economy and that’s going to benefit the company?

Ms. Powell: Well Divya can talk to this, and I mean, especially our colleagues in India own this program and they’re so proud of it and sort of going back to the idea of people of the firm taking great pride in this. You know, I think also one of the interesting things is that we have this long history. Many of you know the former leaders of Goldman Sachs, Hank Paulsen and John Whitehead and others, who really believe that if you want to build a great company you have to have these great values. So I think this is the next generation of great activities. But it’s not something where you go in and they say, “What is the direct benefit?” It’s part of the culture and the values and it always has been. Although we certainly are rooting for Divya to go public someday and we’d love to take her company public.

Ms. Shipman: Well, with that, I’d like to introduce Divya. Divya Keshav runs Krishna Printernational, a company that makes labels for everything from pharmaceutical companies to the airlines, and it’s a company that your father owns and you took over. And tell us all about how *10,000 Women* helped you double and triple your volume and profits. It’s amazing.

Ms. Powell: I’m actually going to embarrass her a little bit before she goes on. I had the privilege of being with her in Delhi three weeks ago, and I literally embarrassingly burst into tears at how proud her father is of her. He had built this company for 36 years and had decided he was going to shut it down because he just could not go on. And Divya has not only taken it over, but she has created so many new jobs and modernized the company in such an extraordinary way, and he was beaming of pride. [Applause.]

Divya Keshav: It’s such a pleasure to be a part of this wonderful event today, and it’s also an honor to be here in Washington, DC, for the month-long US State Department’s Global Women’s Mentoring Program and to have the opportunity to connect with the other women and girls from around the world to share my ideas on leadership and training. My name is Divya Keshav and I’m the owner of Krishna Printernational, a manufacturing company that produces labels for pharmaceutical and other durable industries. This company, like Dina said, was founded by my father 36 years ago, and in 2008, we were almost on the verge of closing its doors forever. Because this was something I could not bear, I took over the company with the hope of turning things around. But turning things around was not an easy task for me, because I honestly lacked the business skills and also the confidence which was required to allow me to take the company to reach its full potential. And lucky me, I heard of a program that was going to change the direction of my business and my life. I enrolled in the Goldman Sachs *10,000 Women* program and I learned about finance, marketing, and negotiations. At the close of the program, I was quickly able to implement the learnings and whatever I experienced in the program and, since then, in the last three years, my revenues have gone up 300% percent. [Laughter.] I’ve expanded my workforce by 33% and I’m also giving jobs in a growing economy. Also, at the end of the program I was a totally different person. I feel that every woman has the power to change the social, economic, cultural, and political scenario if only she has the faith in herself. This faith came from the program that instilled in me and all my graduate friends. I learned that from my professors and all the other women in my class, and we formed a powerful network, supporting each other every step of the way. I realized that women all over India would benefit from this support, and so I made a promise to myself that I would help other women turn their lives around. To do this, I wanted to start from home. So, I have hired and promoted women employees as the chief operators, which is very unusual in the male-

dominated industry that I'm in. I also instituted generous benefit policies which includes a two-month paid maternity leave. And beyond my business, I've joined a group of classmates to found an organization called Fragrance that promotes volunteerism in disadvantaged local communities. We will extend the spirit of *10,000 Women* by providing education to all the under-privileged girls. In the end, there's a small thing that I'd like to share with you that after the program of all the achievements that I have made in my professional life and in my personal area. I was once sitting with my parents at dinner, and my mother was so proud of what I and my sister have achieved. In India, it so happens that companies are traditionally named as, for example, "XYZ and sons." So my mother was like, "Next time you open a new venture, I want you to open as 'XYZ and daughters.'" [*Laughter and applause.*]

Ms. Shipman: Well, I guess I'm wondering Divya—you talked about the industry not being particularly friendly towards women. What have you encountered among your competitors? Are they looking at you and saying, "How is she doing all this and why are her profits increasing?" And are they getting together to give you a hard time, or are they embracing you?

Ms. Keshav: Oh I think they are embracing me, though they don't know my secret yet. [*Laughter.*] So actually, I faced a lot of gender bias initially when I joined because, from my customers to my employees, who were often 10–15 years elder to me, everybody was like, "Oh, she's a woman. What is she going to do? And she might go farther. She is young, but what is going to happen with the business?" And these are some of the questions that I was not probably ready to answer, but once I was through the program, I knew that I had to put my business on some kind of an automated system so that, even if I'm not there, the business still works. And right now, I'm going to be away for maybe a month from my business and the business is still thriving—and with numbers too. I used to be so scared talking to the high-level management in large embassies that were my clients. But after the program, with the confidence skills and the negotiating skills that Dina was also talking about, I was able not only to get good prices for myself, I was able to get good credit which really helped me a lot with business. And business has shown in numbers, in terms of the growth that has shown. I think sometimes it's better to let your work speak for itself.

Ms. Powell: I want to add just one thing to that, too. When I was mentioning being in Delhi, one of the best decisions we made was to hire a mutual friend of ours, Erin Walsh, who now runs *10,000 Women* in Asia and all of corporate engagement. Again, through our relationship with Secretary Clinton, she asked Erin to meet with this woman who runs an organization called Seiwa and it's an organization that's helping thousands of women start businesses. And even though that's not the focus of *10,000 Women*, Divya and many of her colleagues and our partner, the Indian School of Business, raised their hand and are now taking a version of the curriculum and trying to teach it to a group of women who are just starting a business and helping them grow their businesses. Because, like Divya said, we've got to help that next generation come up so that it won't be the craziest thing in the world that there's a woman in what is a very tough, male-dominated industry, this manufacturing company that she has.

Ms. Shipman: Divya, did it make a difference that the program you were in was specifically for women? Do you think that gave you more confidence when you were studying the business management skills?

Ms. Keshav: Yes, absolutely, because in India there aren't very many programs that, one, just focus on small scale businesses, and second, for women. It's mostly about a general agenda because the program also kept me away from the business. I also had to make it show that it was worth it, but the numbers say it all. And me as a person has changed completely. So, yes it did help me a lot.

Ms. Shipman: And you're married?

Ms. Keshav: Yes.

Ms. Powell: What does your husband think of all this?

Ms. Keshav: Well, I'm here because of his support, definitely. Actually things are changing a lot, because, yes, my husband is supportive but people around are still like, "Oh, you have a successful wife now. So how do you handle all this success?" And they probably put little negative things in his mind. But then, he has a mind of his own, which is he's supportive, and so is my family, which makes a lot of difference.

Ms. Shipman: Do we have time for more questions?

Ms. Ellis: One more.

Ms. Shipman: Well, one of the questions we didn't get to from the audience. What do you think about women graduates of this program—what percentage are focusing on sustainable development, sustainable business, and focus more on environmental issues? Do you see that more heavily among women and in your program?

Ms. Keshav: Actually, yeah, when we joined the program, it was already about sustaining it and taking it to the next level. Because after a point, with women what happens is we reach a plateau in terms of our professional life and we don't know how to take it to the next level. So this program actually helped us make sure that our businesses are sustainable. And as far as the environmentally friendly things are concerned, yes, we are. Earlier it was probably about me, myself, and now it is about the environment and that also includes everything, right—from the employees, and other environmental issues. So we take care of everything now. It's about us as a large family.

Ms. Shipman: Do you find that women tend to be heavily focused on that—your graduates?

Ms. Powell: Yes, absolutely. I mean, she's being so humble, but this organization they started called Fragrance is a non-profit organization that really is helping some of the poorest orphans now in Delhi. And I think you were also asking about the sustainability. Women are really keenly focused on environmental impact, on social impact, and on social enterprise. And we're actually developing a portion of it to actually bring in non-profits that need management training.

Ms. Shipman: Alright, well I'll turn it back over to Maxine. [*Applause.*]

Ms. Isaacs: I want to thank all these terrific women—Dina Powell, Claire Shipman, and Divya Keshav—for your participation today. You have made us a lot smarter and a lot more aware—a lot more hopeful about things that can be done. So thank you very much. Dina, on behalf of Women's Foreign Policy Group, I have just a very small token of appreciation for you.

Ms. Powell: Aw, that's so nice. Thank you. [*Applause.*]

Ms. Isaacs: Thank you all for joining us today and have a wonderful afternoon. [*Applause.*]