

Exchanges at Goldman Sachs: The Case for Investing in Black Women

Margaret Anadu, Global Head of Sustainability and Impact, Asset Management Division

Melissa Bradley, Managing Partner, 1863 Ventures

Gizelle George-Joseph, Global Chief Operating Officer, Goldman Sachs Research

David Solomon, Chairman and Chief Executive Officer

Host, Jake Siewert

Jake Siewert: This is *Exchanges at Goldman Sachs* where we discuss developments currently shaping markets, industries, and the global economy. I'm Jake Siewert, Global Head of Corporate Communications here at the firm.

Goldman Sachs recently announced a new investment initiative of more than 10 billion dollars to advance racial equity and economic opportunity by investing in Black women. Today we'll explore the topic of investing in this drastically underinvested group of people in a three-part episode. First, we'll talk about the gaps that Black women face and actions to address them as outlined by Gizelle George-Joseph and her colleagues in Goldman Sachs Research in a new report they put out entitled "Black Womenomics." After that we'll discuss the One Million Black Women Initiative and the firm's efforts around racial equity with Goldman Sachs Chairman and CEO David Solomon and Margaret Anadu, the firm's Global Head of Sustainability and Impact in our Asset Management Division. And finally, Margaret, herself, will speak with Melissa Bradley, an advisory councilmember of the One Million Black Women Initiative and Managing Partner of 1863 Ventures about her personal experience as a Black woman helping build communities for entrepreneurs. Thank you all for joining us for this conversation.

To kick us off, I'll start with Gizelle to discuss the "Black Womenomics" report I just mentioned. Gizelle, welcome to the program.

Gizelle George-Joseph: Thank you so much, Jake.

Jake Siewert: So, let's start with the wealth gap among Black women. Talk about how big the gap is and the main drivers behind it.

Gizelle George-Joseph: So, Black women face a 90 percent

wealth gap. If we look at single Black women, for instance, their median net worth, and that's sort of everything they own minus their debt, in 2019 was just \$7,000. Versus single white women at \$85,000. And single white men at \$92,000. Our team's analysis showed really that lower levels of Black earnings accounted for two thirds of the average wealth gap. And the remainder really explained by a variety of other factors. We're talking about education, access to capital, and access to financial information.

If we look at earnings gap, for instance, Black women experience a 35 percent hourly earnings gap relative to white men. We also saw that Black women's ability to remain employed tends to really fall much more sharply during a recession. And it takes longer to recover. And we saw that again on Friday when the Labor Department reported that the unemployment rate for Black women in February rose, despite a generally stronger than expected report.

Jake Siewert: So, let's talk about trends. What does the data show about how the earnings gap for Black women trends over the last several decades? And are we making any progress to close it? Or what does the data show us?

Gizelle George-Joseph: The data shows that progress in closing the gap is, actually, it has stalled in the last couple of decades. In the 1980s we had seen a narrowing in the gap. For example, the wage gap between Black women and white women was about 5 percent. That number is now 15 percent. And those factors that contribute to that are a lot harder to measure. So, we're talking about racial discrimination here, differences in school quality, differences in career opportunities. And even differences in social networks. And then we also see that Black women remain overrepresented in lower paying industries and occupations. So, it's not a great trend.

Jake Siewert: So, you talked about this wealth gap. Describe the relationship between the wealth gap and some of the broader economic disadvantages Black women face from education to healthcare to access to capital and beyond that.

Gizelle George-Joseph: I mean, all of this is just so complicated and it's all sort of interrelated. There are some critical factors that are foundational in building wealth. And in most of these categories, Black women tend to be among the most disadvantaged groups. So, if we take education, for example, Black students often attend a primary or secondary

school that are, on average, less funded and frequently segregated. We're talking six decades after Brown v. Board of Education. And 70 percent of Black students still attend a school where the majority of students are non-white. One of the stats that we leveraged from our chief economists Jan Hatzius' research in the top of mind on investing in racial equality, we put that out last summer, it really sort of encapsulates the whole story.

Infants of all races show the same cognitive ability. I'll just [UNINTEL] that for a second. But then Black children in the US start to fall behind around age two simply because of uneven opportunities. And then that gap just continues to grow. Black women are also less likely to have a basics they need or even get the access they need. So, for example, a third of the homes where Black women live are estimated to be unhealthy. Black women have three times, three times the pregnancy related mortality rate than white women. And Black business owners are 20 percent less likely to fund via startups or for bank business loan.

I mean, all of this has really broad repercussions for Black women with really large negative effects on college graduation rates, the labor market, and, ultimately, our life outcomes.

Jake Siewert: So, when you think about these gaps, I mean, and the fact that some of them are growing and getting worse, you know, some people might throw up their hands. But we're in the solutions business. What are the public and private investment opportunities that could help close some of these gaps for Black women?

Gizelle George-Joseph: I mean, closing the gaps really requires a commitment across both public and private sectors. It's really sort of all of us in society coming together on this. And so, we offer a broad list of actions in the research report.

I should say that none of this is exhaustive. And we also present these recommendations with the caveat that any efforts to actually address any of these issues have to be done with the engagement of Black women. So, I'll say that first.

But in the study, we focus on the power of private capital in driving change. And we highlight a few strategies that really get at more of the structural barriers that have limited Black women's progress. So, I'll talk about sort of quickly the four

that we're focused on.

One, it's using private capital to reduce barriers to college education. That would really increase graduation rates for Black women. And then help to narrow the educational achievement gap that we saw. Number two is providing access to capital for Black women business owners. And that would help reduce dependence on more expensive forms of credit, which we often saw Black women use. And then reducing dependence also on personal savings. And that would help in just grow long-term wealth. Number three, it's increasing financial education for Black women. Overall, financial wellness just impacts everything, right, from the ability to make better day to day living and budgeting decisions and into managing, just, risks of financial pitfalls. And then number four, it's sort of a catch all category that we're calling, just, investing in Black communities. I mean, we cannot understate the value of living in a safe neighborhood with suitable childcare, the ability to access quality healthcare. Those things are so basic and so essential. And they're needed not just to ensure that Black women can maximize their potential, but really to save lives.

Jake Siewert: So, Gizelle, a lot of facts and figures at your fingertips. Let's talk stories. What is your personal story about how you ended up researching "Black Womenomics" at Goldman Sachs?

Gizelle George-Joseph: So, I am from a small island in the Caribbean. I joke with my friends here at Goldman that it's in our Constitution to tell people about the country because it's so small. But I came to the US almost 22 years ago for college. And you know, while Dominica is much less rich than the US from a GDP perspective, a lot of the disadvantaged faced by Black women in the US actually does not exist on the island because the vast majority of people are Black. In fact, you know, a woman, a Black woman was the Prime Minister of the island for essentially the first 15 years of my life. So, the reality of what it means to be a Black woman here in America has really been a long learning process for me.

And so, just given my experience, I'm just so proud of our long history in the research department. As I said, I've been at the firm for almost 16 years, and we've written on the topic of Womenomics in research for more than 20 years. This idea that, and the data confirms it, that investing in women is not just a fair thing to do, but that it's good for business and it's good for the economy.

And we actually, the term was coined by Kathy Matsui. So, I'll give a shout out. She was our Chief Japan Portfolio Strategist. And she wrote the first piece on Womenomics about 20 years ago, 23 years ago I think, 1999. So, for me as a Black woman, I was just really thrilled to work with Jan Hatzius and Daan Struyven and Dan Milo on our Global Economics team to be able to deliver this kind of work on Black Womenomics for the firm.

Jake Siewert: Well, Gizelle, thank you for joining us today. And thank you for the research that you've done.

Gizelle George-Joseph: Such a pleasure, Jake. Thank you.

Jake Siewert: I'm now joined by David Solomon, the firm's Chairman and CEO, and Margaret Anadu, who was recently named Global Head of Sustainability and Impact in our Asset Management division. Margaret is also one of the leaders of One Million Black Women, the investment initiative we announced last week that we're going to discuss in more detail right now.

David, from the moment you became CEO, you put a big focus on building diversity within the firm. And since last summer, you put a major focus on promoting racial equity outside the firm through efforts like our fund for racial equity and some of the lending that we're doing to support minority and underserved business owners. How do you see this initiative, One Million Black Women, advancing what we're already doing to promote racial equity, both inside and outside of the firm?

David Solomon: So, I appreciate it Jake. And happy to be with you and Margaret today.

As we came out of the events of the summer, we spent a lot of time trying to think about how Goldman Sachs could really make a difference to close some of the gaps that have been deeply rooted in society for a long time. And one of the things I did personally was I went out and tried to talk to a number of our Black partners to try to think about ways that we could use our resources, our platform to make a real difference.

And, you know, I was thrilled when Margaret, Dina Powell, Asahi Pompey came to me and said, "Hey, we have an idea of how we could make a real sustainable investment over time in trying to close a bunch of the economic gaps that exist, in particular, with Black women. Black women are important, not just because, you know, Black women deserve support. You know, big gaps that

affect Black women. But Black women are the heart of Black families. They support Black families."

And as we dug into-- and Margaret, Dina, Asahi and the team started doing research, they recognized the research that was done that there were significant gaps. And we thought that our experience with programs we've built in the past taught us that we could use our resources, our capital and and our convening ability to get investments directed in a way that could close some of these gaps. And the more research we did, the more we saw that there was a real benefit to economic growth by doing that.

And so, you know, out of some of those ideas, Margaret, Dina, Asahi, and a broader team have developed this platform which we're now very proud to be rolling out. But it's the start of a journey to try to really have a broad impact on closing some of the economic inequality that exists in the Black population here in the United States.

Jake Siewert: Thanks, David. Margaret, David referenced the research. Our colleague Gizelle George-Joseph, who's in our research division laid out all the opportunity gaps that Black women face in this country from wealth, education, to health and many, many more. How is this initiative designed to try to address some of those really damning statistics and really move the needle?

Margaret Anadu: You know, I think what's really noteworthy about the challenges that Gizelle highlighted, in addition to, of course, just the severity of the disparities facing Black women, is just how wide ranging they are, right? These are issues that literally touch Black women at every stage of their lives from, you know, where they go to the doctor, where they live, how they learn, you know, how they work. And so, with that complexity, the challenge in front of us was how we as an organization could contribute in all of these spaces in a way that's true to who we are, and I think even in more importantly, in a way that leverages our particular strengths and expertise.

And so, when you consider the solutions that have been proven to narrow the opportunity gaps that as Gizelle mentioned, you know, we think that capital is an important ingredient in every single one. And so, that's why we're leading with investing. And why the 10 billion dollars of capital is so important to what we want to achieve.

For example, if we want Black women to have better access to healthcare throughout their lives, we have to invest in the facilities locally that provide that care. Right? That's capital. If we want to see the entrepreneurial spirit of Black women fully actualized, we have to ensure we're providing the funding that those businesses need to scale. That's also capital.

You know, Gizelle talked about the poor condition of housing that many Black women live in today. Right? We have to invest in better, more affordable housing. Again, that's capital. And so, you know, even challenges like narrowing the digital divide so that Black women can research and apply for new jobs or, you know, in this moment we're in, ensure their kids can learn virtually. That requires capital investment in infrastructure that's lacking in many Black communities. And so, those are just a few examples.

But stepping back, we know that we can drive real impact in addressing these challenges when we marry the power of investment, right, and that's when we can lean into businesses and expertise from across our entire firm, with the partners and leaders from these communities, you know, especially Black women leaders that we're going to have around the table with us.

Jake Siewert: So, Margaret, some might hear the name and say, "Why specifically one million Black women?" We did we use the number a million Black women? And why include a number at all?

Margaret Anadu: So, stepping back to what we're focused on here, right? Racial inequality. Gender inequality. And of course, just the intersectionality there. Right? These are massive, complex challenges. And so, we wanted to stay grounded and not lose sight of why this all matters. And at the end of the day, it's the impact that these challenges have on individual people. And so, you know, this is about making a difference for a mother, a daughter, a neighbor. And so, when you step back, the cost of racial and gender inequality, of course, it's significant in the context of our society and our economy. But it's also just the sum of opportunities of individual people that they're not having. And that's one by one. And so, in order to center the inherently personal nature of this initiative, again, starting on day one, right, this is the beginning of a journey, you know, we named it as simply as we could. And so, from that, you know, the name One Million Black Women was created.

And of course, there's also a legacy there. Right? When we launched 10,000 Women focused on women entrepreneurs around the world and 10,000 Small Businesses to spur economic growth here in the US, we held ourselves accountable to those targets, those human targets. And it served us well. And so, similarly here, we want to hold ourselves accountable. You know, we've added two zeros. One million is certainly ambitious. But importantly, we think it's achievable.

Jake Siewert: David, another round of skeptics might say, "Why is a public company getting in this space?" And you know, there's always been a fine line around when to speak out on issues that might not seem directly related to the business of investment banking. But a lot has changed in this past year. Talk a little bit about how you would explain to a shareholder or potential shareholder why the firm's dedicating resources: capital and time and our people, to an initiative like this.

David Solomon: Well, for a long time we've talked about, you know, the responsibility we have as an organization to help the communities in which we operate in. And to make sure that we're finding ways to use our platform to accelerate economic growth. If you look at the purpose of this organization, you know, the purpose of our organization is to advance sustainable economic growth and opportunity. And when you think about it, some of the things we've done historically, you go back to 10,000 Women, if you look at 10,000 Small Businesses, what we've learned. And now we turn our focus to One Million Black Women. We are trying to find ways to use our resources to make sure we are expanding sustainable economic growth in the communities that we operate in. By the way, that's good for all of us. That's good for the world. That's something that Goldman Sachs tries to do with respect to all of our activities.

Now, you highlight, Jake, how things have changed over the course of the year. What I'd say is the lens over the course of the year that we really tried to operate in is we've amplified, really, three primary things we've had to do. We've had to take care of our people. Make sure they're safe and we protect them. We've had to ensure that in this difficult time for our clients and our customers that we are serving them well and taking care of them. And we know that we can't do either of those things if we don't support the communities that we're involved in, especially during, you know, this time when so many of the disparities have only been amplified.

So, I think one of the things the pandemic has done is it's

really amplified a lot of the disparities and the gaps that exist in society. And I think it's important for us to use our resources to advance economic growth. And by the way, this is good for our country. This is good for the world. If we can close these gaps, Gizelle's research shows that we can increase GDP by 300 billion dollars a year by making progress on closing some of those gaps. That doesn't include the broader, [UNINTEL] impacts of those improvements that can also drive further economic growth. So, I think this is highly aligned with Goldman Sachs' purpose. And it's using our resources in a very, very constructive way.

Jake Siewert: So, Margaret, let's stay on this theme of the relationship to our core business. You ran the Urban Investment Group here at the firm. And that group for those who don't know is focused on deploying capital into community economic development, with a particular emphasis on minority communities. How does this initiative build on that work that you've done as an investor?

Margaret Anadu: Sure. I mean, to your question, the work that we've been doing investing in underserved communities, not only give us the expertise and the foundation for this initiative, but specifically it's taught us a lot about the what and the how. You know? So, I'll start with the what. As a result of being investors in predominantly Black communities across the country for the last two decades, we've gotten the chance to see some really impactful solutions. And importantly, how to make some of these investments scale, how to make them work even better. And then when things aren't working and we're not seeing the impact we want to say, how to course correct and really improve what we're doing. And so, that's taught us a lot about, what, specific interventions we want to see, what specific investments we should be backing. And that's across all of these themes from the work in housing to education to healthcare access, really across the board.

But equally as important is the how. And by that, I mean how you both identify and then implement those solutions. And we've realized that to be good investors that could really create long-term value in these communities, we had to work with the experts in those communities. And in communities, those experts are long-term community members. It's local policy makers. It's the small business community. It's the high school principals. You know? We learned that when you listen to and you learn from and when you can really invest alongside these partners, it's really the only way forward because ultimately to maximize that

impact there has to be a seat at the table for the people whose lives you're trying to impact.

So, bringing it back to One Million Black Women, it's these lessons that we've learned over decades across hundreds of transactions across the country, that's really why we're centering Black women, their voice, as we invest this capital. And we know by approaching it this way, it's how we can make a really meaningful difference.

Jake Siewert: So, David, you know, for better or for worse people pay a lot of attention to what happens at Goldman Sachs. You know, you urged employees inside the firm to look up and acknowledge what's happening around us, both inside and outside the firm. How do you hope our stepping into this space and this initiative helps us look up and listen to the voices to Black women?

David Solomon: Well, when you look at how this program is being established and what we're doing, I think one of the most important things that we learned from 10,000 Women and 10,000 Small Businesses is to find people who are living these experiences and to talk to them and to listen to them to help us better understand how we can improve lives and improve economic activity.

And so, if you look at a lot of the investment we're making and how we're thinking about a variety of these things, we're starting by getting a very, very potent advisory council, powerful advisory council, that is filled with Black women that can help us make sure we're talking to the right people, understanding the right issues, really to your point, Jake, looking up and listening. And I think that will help us make better decisions. And therefore, have better impact on the ultimate result we're trying to drive.

Jake Siewert: Finally, to both of you, looking back on the year, specifically when it comes to conversations around racial equality, what do you think will stay with each of you as a leader going forward?

Margaret Anadu: I think there are probably two things that will stay with me. You know, the conversation around racial equality is, as an important one, it's also a difficult one. It's also one that's really personal, right, for people. People on our teams. On our clients. And so, I think being able to communicate about it in a vulnerable way, in an open way is

really important. Because no matter how difficult these challenges are, we're not going to get anywhere until we start to talk about it more and really understand people's perspectives. And I've seen that from my peers at Goldman, obviously David's leadership on the topic. And I hope we continue that.

I think we're having conversations that, quite frankly, would have felt unimaginable five years ago, ten years ago. And so, I think that's going to be an important thread on how we continue to make progress.

Jake Siewert: How about you, David?

David Solomon: I think, Jake, the last year has been very challenging for everybody in so many different ways. You know, I think the events of last June around George Floyd's death and the discussion it prompted inside the firm, as Margaret highlighted, I think I learned a lot by really trying to have conversations that I haven't had with my Black partners and and colleagues before. And that's educated me. You know, even though I've been very focused on D & I and inclusion broadly, I saw a different side to some of these issues. And you know, I think that's carried forward for me a broader understanding, a broader sense of responsibility, and a broader desire to try to figure out how our organization and our resources can have a broader economic impact.

Jake Siewert: Thanks, David and Margaret. I will now turn it over to you, Margaret, for a discussion with Melissa Bradley.

Margaret Anadu: Thanks, Jake. Welcome, Melissa. Melissa, you're a managing partner of 1863 Ventures, which is a business development program for Black and brown entrepreneurs, and also a co-founder of venture-backed Eureka, a coaching community that helps founders of color grow their businesses. You're also an advisory council member of the One Million Black Women initiative that we've spoken about on this podcast at length. Melissa, welcome to the program. We'll talk about your personal experiences and your work building communities for entrepreneurs.

Melissa Bradley: Pleasure to be here.

Margaret Anadu: Melissa, we just heard from our CEO, David Solomon, on the role that leaders can play in advancing racial equity. You've spent more than 20 years as a leader helping

entrepreneurs reach their potential through your organizations 1863 and Eureka. Tell us how you got started and what personally drew you to this space.

Melissa Bradley: Well, first, thank you for having me and extremely excited about this initiative. Supporting Black women and communities of color is very personal obviously as a Black woman and growing up in a community and in a family that did not have a lot of resource. And in the world of capitalism, that is very challenging to show up at school and be the kid who had nothing. So I truly believe that business for a long time was my pathway to success.

But after entering corporate America I realized that probably wasn't going to work out for me since I don't really like taking orders, and I don't like wearing a suit. So it was time for me to think of some other options. And being the arrogant and confident person I was, graduated from Georgetown with a finance degree, I went to the SBA to pitch a business on financial services. And I sent my plan in advance. This was all before the lovely email and texting. And I showed up and the woman said to me, "We cannot give you a loan for three reasons." And I said, "Okay, well, let's go. Three reasons, that's better than I expected. I thought it was going to be like the paper was going to be bleeding. Let's go."

She says, "You're Black. You're a female. And I don't know any successful Black women in financial services." Well, first, I hope that she can see you because clearly she'd be way wrong. But second, it was appalling to think that I wasn't going to get a loan not because of a bad business plan but because of her perceptions of me and my potential.

So when I got to the bottom of the building, I said if I ever get successful I never want this to happen to another Black woman. And so most of my life has been through nonprofits and for-profits and investing focused on helping Black women but usually Black and brown communities in general to create their own wealth, whether it's through 1863 Ventures, where we're de-risking startup founders to help them become CEOs and scale their businesses, through with the various funds that I run or am associated with in making investments explicitly in Black women, and then also, with Eureka, creating a tech platform that actually allows us to hopefully get to millions of folks to be able to help their businesses scale and grow.

And I would say that this focus on Black and brown, it's

important to note it's not just because I'm Black, but when you think about the statistics as a finance person, the fastest-growing businesses being created in this country are by Black women. And the fastest-growing businesses once [UNINTEL] are Latinx businesses. So it makes complete sense that from an economic perspective on how to improve the economy, we begin to focus on those who are creating the most businesses.

And then we also know small businesses create the most jobs. And so for me it's not just a moral issue but it's also an economic one when you think about the prosperity and security of this country in the short term and the long term.

Margaret Anadu: I mean, you've clearly spent your entire career building communities for what you call these New Majority entrepreneurs. How have networks and communities helped you in your career journey? And what role can they play for Black women in accessing that important capital and opportunities?

Melissa Bradley: I think networks for me have been important, whether it has been networks like Black Student Union when I was campus, the NCAAP chapter, to now alumni relations groups to sitting on boards of directors. When I think about our count election, all the political groups that were organizing and helping people get out the vote, I think networks are literally the continuation of the Underground Railroad for the Black community where there's an opportunity for those who are in leadership to bring the collective along.

I think it's important also to note I was having a conversation with a gentleman named Sy, who is the COO of Honey Pot. And Honey Pot is obviously a well-known company founded by Bee, that was part of the Target campaign and also the scandal where people said, "How dare Target put a Black person out there?" And he and I were having a very frank conversation about just what does it mean to be a successful Black entrepreneur in this country. And we said one of the challenges we face is that capitalism is very individualistic and solo-istic. Black people operate in a communal sense. We are inherently driven by community.

And so there is this inherent tension where people say, well, entrepreneurs is a solo sport. Entrepreneurship is not a solo sport for Black people. It is about how do I help myself, but more importantly how do I create jobs for folks who are not as fortunate as me? How do I create jobs for those brothers and sisters who got caught up in the system? How do I create wealth

so that I can take care of my sister's kids, my cousin's kids, give back to my church, and help support the local youth group?

So I think networks are just inherent in terms of who we are. It has been part of our collective success. And moving forward, I think they provide anchors and touchstones for us in times of challenge and also an opportunity to help uplift us so that we can find success in our personal journeys.

Margaret Anadu: You know, Melissa, given all that, I'm sure that one of the most devastating statistics from our Black Womenomics report for you and probably, you know, of course doesn't surprise you shows that only 0.5% of single Black women in this country own their own business. Already that's a full 24 times lower than for single white men. I mean, as we think about the broader goal of advancing prosperity for Black women and quite frankly their communities, why does that matter so much?

Melissa Bradley: Well, I think the statistic in and of itself is challenging because I think we can all attest to the vulnerability of having a job particularly in COVID and the massive layoffs particularly impacting all women but Black women. You know, entrepreneurship provides a level of security. It provides a fall back. And for some it's actually been the patching and the cash flow smoothing between jobs that have ebbed and followed or been retired from or forced out from or ruffed from. So I think entrepreneurship, I mean, I think about any community that identifies as Black or Afro, from the concept of Susus [sp?] and sharing money and giving money and having collective giving to make sure that the one person is successful, all are successful.

I think entrepreneurship has always been that signal effect of being able to say how can we create our own wealth and prosperity? And honestly, I think it's easier to start a business than it is to buy a home, which let's be clear has always been a linchpin of wealth creation in this country. And we have been locked out literally because of systemic racism and legislation and then locked out because of the discrimination of banks.

So I take that money and say, eh, it's low. It's probably lower than I think. I don't know if it respectfully captures the unregistered entrepreneurship that takes place in our communities, if it captures the side hustle, so to speak, that people have in our communities. But I think that, you know, it

is a number that I do expect to grow as we know that entrepreneurship writ large is already growing post COVID. I think for Black women, at least through 1863, a lot of our entrepreneurs are Black women who were in corporate America and retired. They said, "Look, I hit the glass ceiling within 5-7 years. It's time for me to move on."

So I take the number as a data point, as a moment in time. I think it is not an exemplar of where the potential in growth is for Black women and entrepreneurship because anecdotally I see people signing up and starting a business every single day and actively seeking capital.

Margaret Anadu: So, you know, Melissa, you're on the advisory council here. We've made it very clear we need to listen. Tell us, what can we be doing to make the most significant impact in the space?

Melissa Bradley: Well, I think you did the first thing. You know, I will say, as I shared, my phone, my texts are blowing up from people I talk to every day to people I haven't heard from in 20 years or even since I was in undergrad. And so I think the most important thing you could do is to signal that this is important.

I think this is significant for a couple reasons. I'm a finance major, so I think first of all the \$10 billion -- I'm going to put philanthropy on the side because respectfully that's already happening and other people are doing that. But the \$10 billion from an asset management firm, I mean, like, if people do not get the significance of that then we're really in trouble. Because what you have done is not just signaled that's a large number, but you've signaled that you actually believe that there is that much investment potential in our community.

Now, I know that and you know that from your time running Urban Investment Group, but most of those dollars come in the form of gentrification when you talk about housing and pushing us out. Most of those come in jobs relocating, companies relocating to the suburbs and people like me can't get there. And so I think really putting a number on that, to signal the \$10 billion, that is the largest we've ever seen. We've see a lot of \$100 million this, \$100 million that, but I think 10 billion, that was the most important thing.

I think the second thing was that it was holistic in nature. I sit in the world of entrepreneurship. I see new initiatives

every day. I'm also blessed to be a homeowner. I'm also blessed to be an investor. I don't know that anyone has ever thought about me holistically as a mother of six, as a person married -- happen to be married to another woman -- a person who is a professor, a person who cares about my kids' education, a person who had a stroke last year and now has subsequent challenges. No one has ever looked at my well-being holistically from a housing, health, education, and professional perspective. This is for me the first time in 52 years that I have seen a program that says the Black woman is the epicenter of not just their own community but of an entire nation, and we need to respect them and provide the support in all aspects of their life because they're a human being. They are not just domestic work and people need to care about child care. They are not just a health care work and people need to care about do they get vaccinated or not.

We are people who take on the burden of our families, of our families' families, and of an entire community. And we need to be invested across the board. Otherwise, what good is it if I'm a successful entrepreneur and I can't get the COVID vaccine? I mean, it's just absolutely absurd. And so the extreme interconnectedness and implications of not being able to have access to all you need to be a successful human and a healthy individual has actually undermined how we have been able to advance as a community because we have been overinvested or over indexed in some and underinvested and under indexed in others and we've come out negative. And this is a chance for us to be right size as a community, as our value, and actually change the narrative around the power of Black women.

Margaret Anadu: Melissa, thank you so much for being on the program. And more importantly, thank you for being on our council with this initiative. It was a pleasure to talk to you.

Melissa Bradley: My pleasure and thank you.

Jake Siewert: Thank you again to our guests Gizelle, Margaret, David, and Melissa. That concludes this episode of *Exchanges at Goldman Sachs*. Thank you for listening. And if you enjoyed the show, we hope you subscribe on Apple Podcasts and leave a rating or a comment. And please tune in later in the week for our weekly markets update for more on the latest in markets.

Recorded on March 9, 10, 12, 2021.

This transcript should not be copied, distributed, published or reproduced, in whole or in part, or disclosed by any recipient to any other person. The information contained in this transcript does not constitute a recommendation from any Goldman Sachs entity to the recipient. Neither Goldman Sachs nor any of its affiliates makes any representation or warranty, express or implied, as to the accuracy or completeness of the statements or any information contained in this transcript and any liability therefore (including in respect of direct, indirect or consequential loss or damage) is expressly disclaimed. The views expressed in this transcript are not necessarily those of Goldman Sachs, and Goldman Sachs is not providing any financial, economic, legal, accounting or tax advice or recommendations in this transcript. In addition, the receipt of this transcript by any recipient is not to be taken as constituting the giving of investment advice by Goldman Sachs to that recipient, nor to constitute such person a client of any Goldman Sachs entity. This transcript is provided in conjunction with the associated video/audio content for convenience. The content of this transcript may differ from the associated video/audio, please consult the original content as the definitive source. Goldman Sachs is not responsible for any errors in the transcript.