



CSR Asia Summit 2007

Kay McArdle, Goldman Sachs

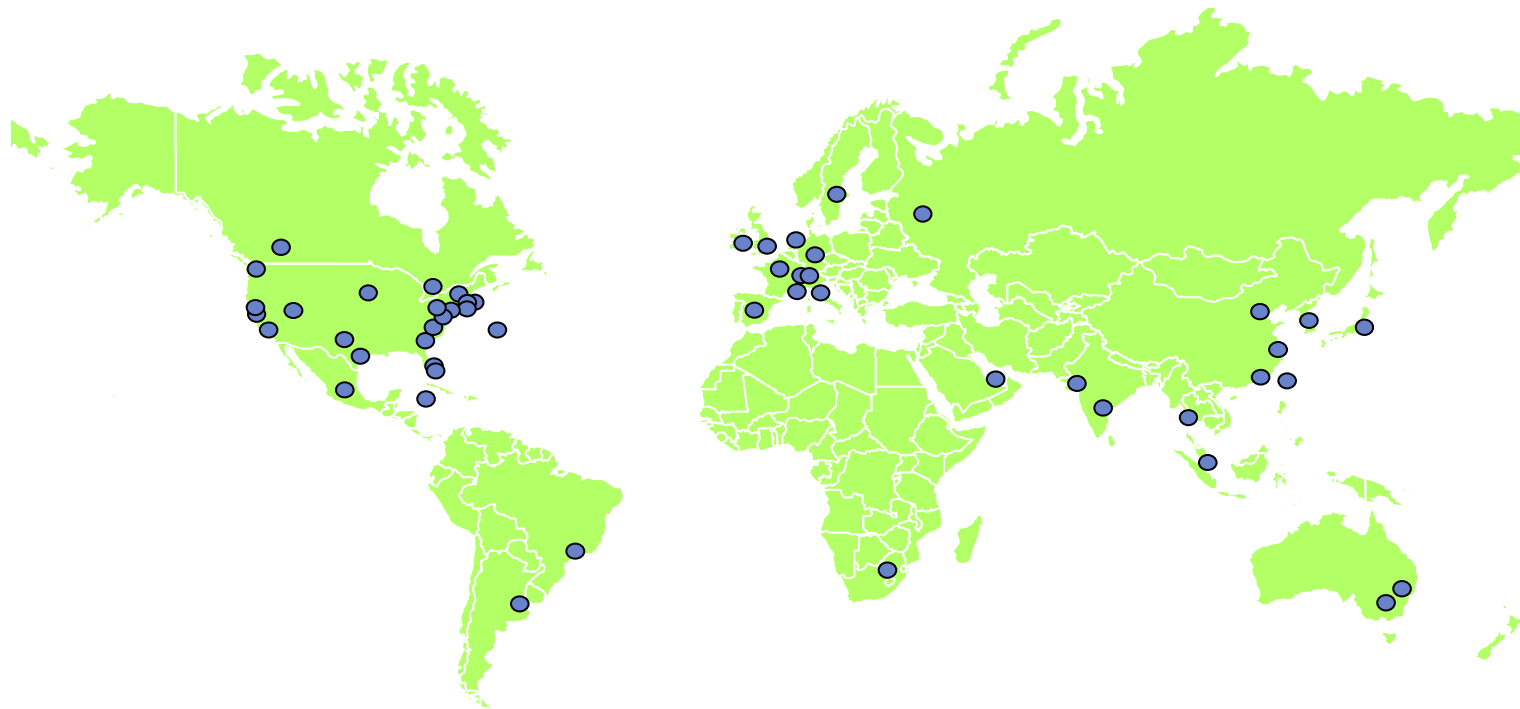
Head of Global Leadership and Diversity for Asia Ex Japan

Nov 1, 2007

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The Goldman Sachs Group

Founded in 1869, Goldman Sachs is one of the oldest and largest investment banking firms. The firm is headquartered in New York and maintains offices in London, Frankfurt, Tokyo, Hong Kong, Bangalore and other major financial centers around the world.



We aim to be the employer, advisor, and investment of choice.



Protected classifications under various EEO laws

	Sex	Race / Ethnicity	Religion	Disability	Age	Nationality / Citizenship	Marital or Family Status	Political Views	Sexual Orientation / Lifestyle
<i>Asia</i>									
Hong Kong	x			x			x		
Singapore		x	x		x	x			
Japan	x	x	x	x	x	x		x	
Taiwan*	x	x	x	x	x	x	x	x	x
PRC**	x	x	x	x					
Korea***	x		x			x	x		
Australia	x	x	x	x	x	x	x	x	X

•*Also: Discrimination on the grounds of class, language, ideology, appearance, facial features, history of union membership is prohibited.

•**Also: Discrimination on the grounds of infectious illnesses and against migrant workers is prohibited.

•***Also: Discrimination on the grounds of social status is prohibited.

The Business Case

Why is Diversity Important at Goldman Sachs?

Goldman Sachs recognizes the compelling business case for diversity. Our commitment to creating and sustaining a diverse work environment is absolute, for three reasons:

For The Firm

For Our People

For Our Clients

Being diverse is not optional – it is what *we must be*

“The firm is becoming more international. The clients that are becoming more and more important to us are more likely to be something other than a white North American male. More of our business will come from businesses and wealth controlled by women, by people of color, by people from the Asian and the European continents.”

Lloyd C. Blankfein

Our Business Principle

“We offer our people the opportunity to move ahead more rapidly than is possible at most other places. Advancement depends on merit and we have yet to find the limits to the responsibility our best people are able to assume. For us to be successful, our men and women must reflect the diversity of the communities and cultures in which we operate. That means we must attract, retain and motivate people from many backgrounds and perspectives. Being diverse is not optional, it is what we must be.”

-Business Principle 7

Diversity at Goldman Sachs – Case Study

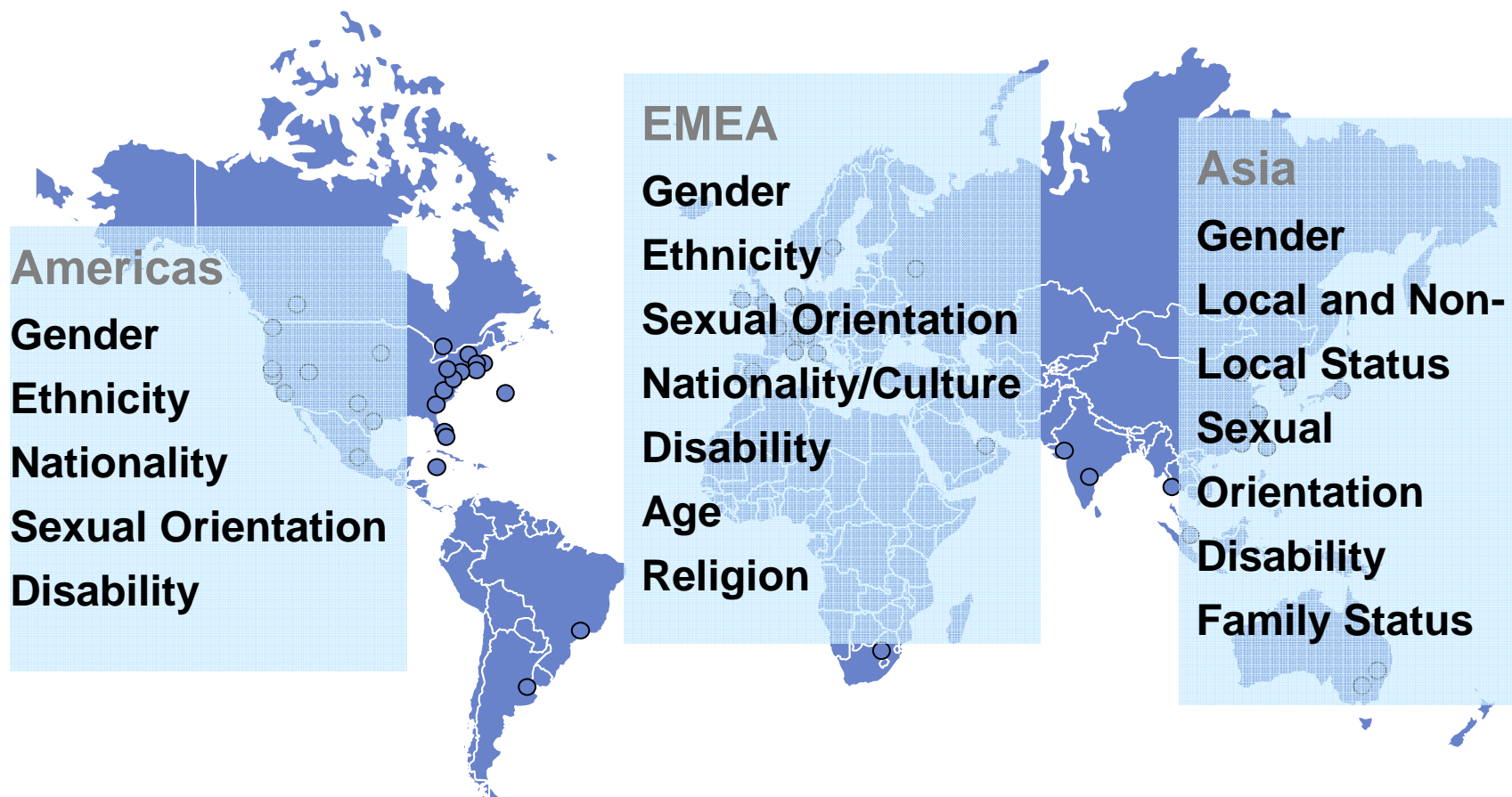
A Committed Track Record



	1990-2000	2001	2002-2006	2006	TODAY
Scope	Firmwide Divisional	Firmwide Regional Divisional	Firmwide Regional Divisional	Integrated, Cross-divisional, Firmwide	Integrated, Cross-divisional, Firmwide
Regional Focus	U.S. Europe	U.S. Europe Asia	Global	Global	Global
Key Initiatives	<ul style="list-style-type: none"> ■ Onsite Back-up Child Care ■ Maternity Leave Policy ■ Women's Network Launch 	<ul style="list-style-type: none"> ■ Diversity Task Force (2001) ■ Establishment of Office of Global Leadership and Diversity 	<ul style="list-style-type: none"> ■ Senior Diversity Leader's Review; Senior Women's Review Initiated ■ Building Pipeline ■ Broad programs to increase retention 	<ul style="list-style-type: none"> ■ Diversity Task Force (2006) 	<ul style="list-style-type: none"> ■ Refreshed focus on diversity ■ Renewed commitment to training ■ Increased emphasis on accountability

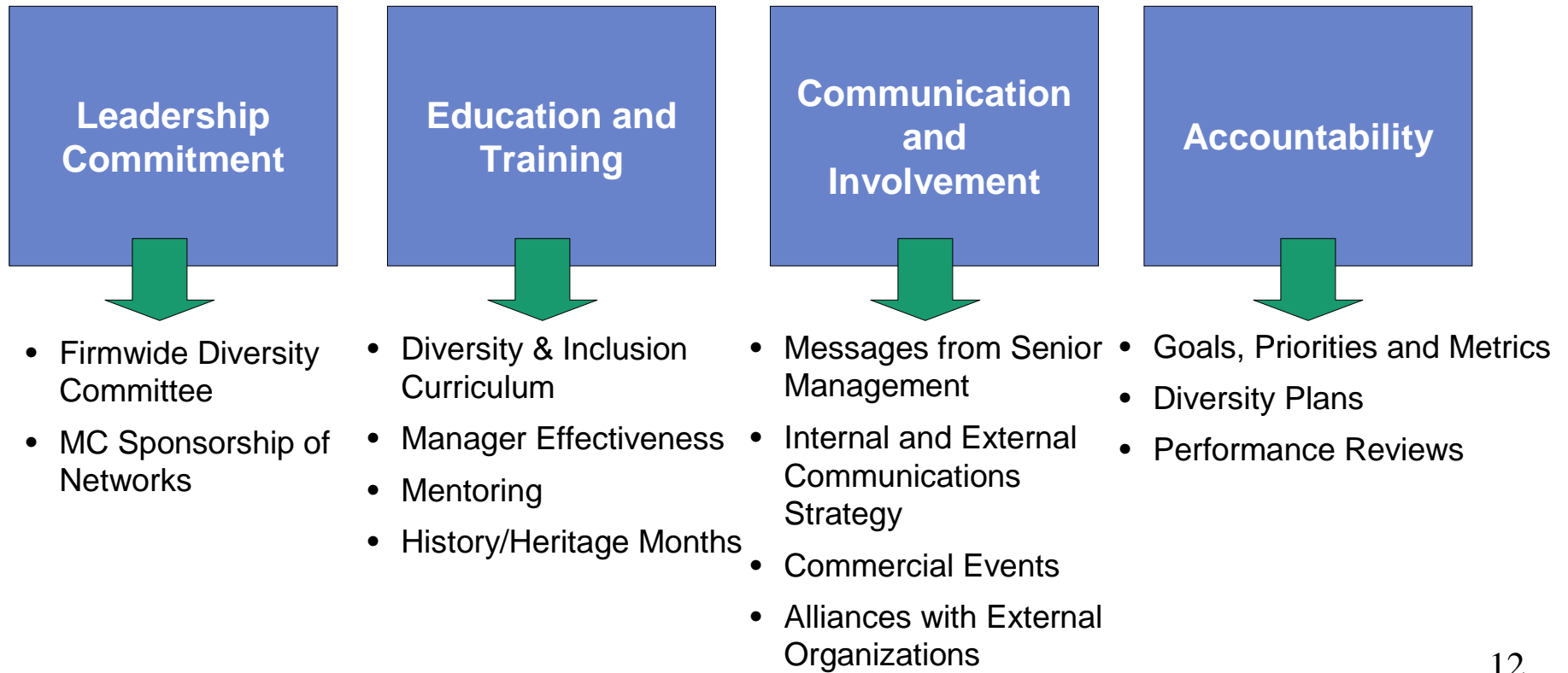
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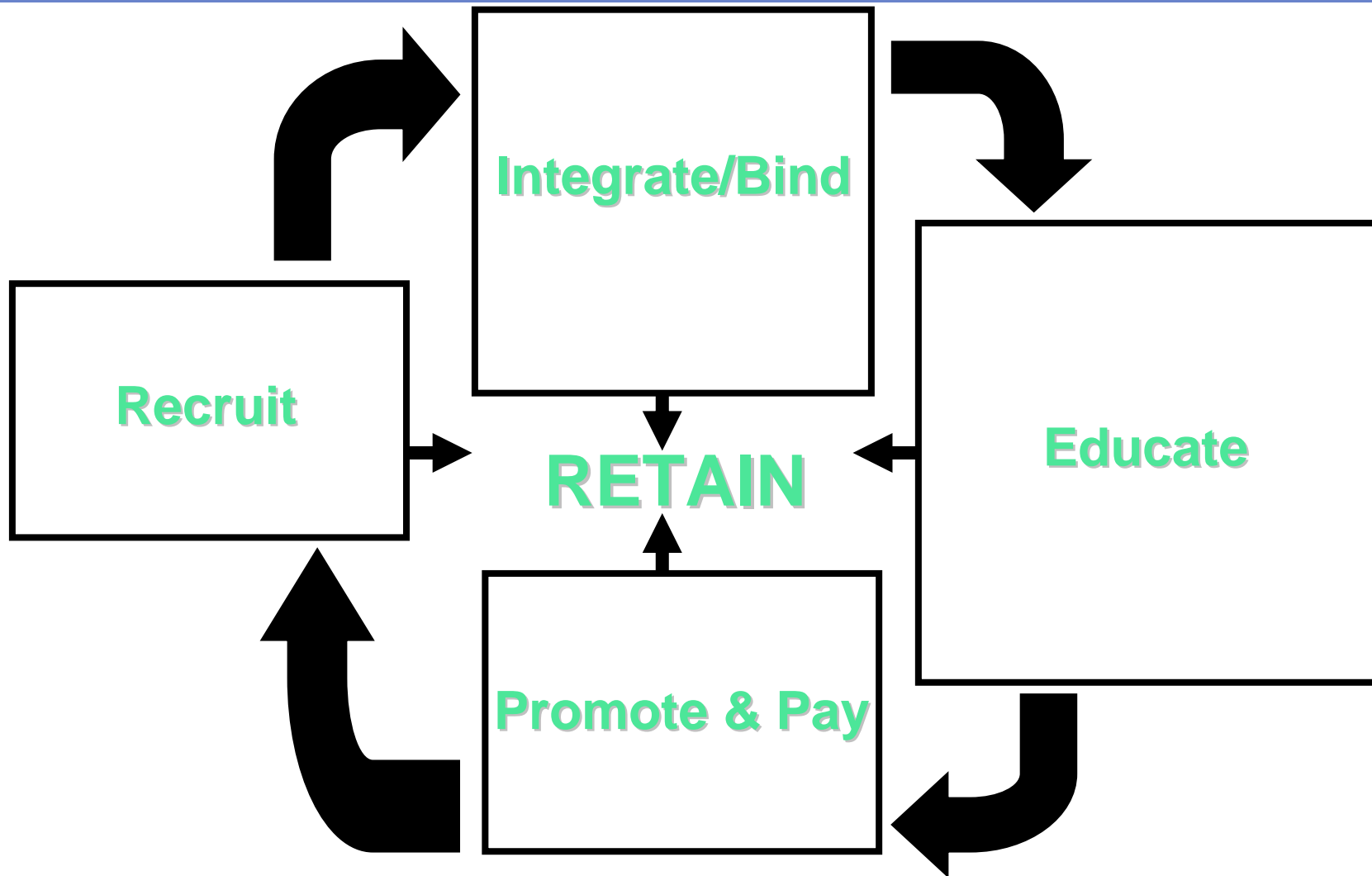
Focal points of diversity varies from region to region...



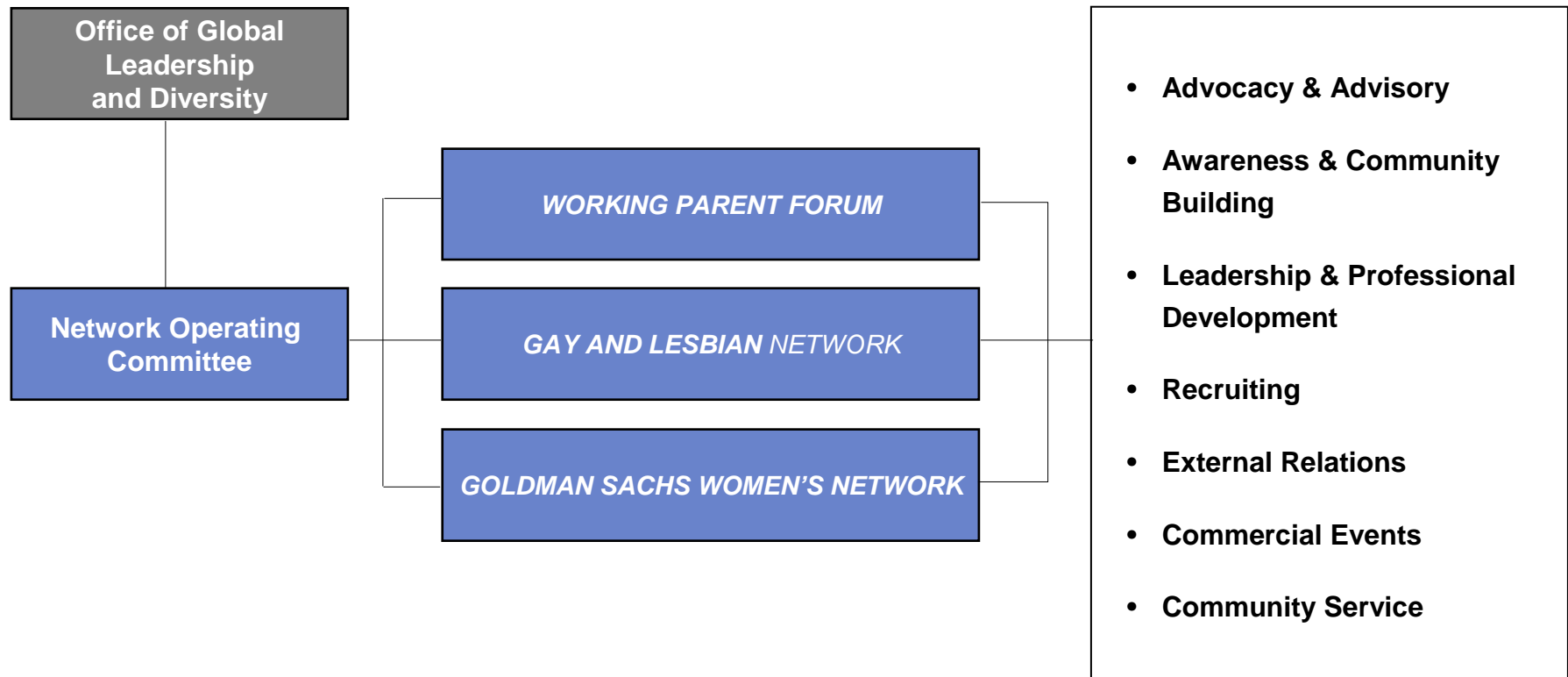
A Holistic Approach

Our strategy is to integrate diversity into our key business and people processes by leveraging key catalysts.





Affinity Networks: Key Strategic Partners in Diversity in Asia



Getting to Yes!

- 1. Leverage senior level support to promote the importance of diversity**
 - ❖ Create opportunities where visible leadership support can be demonstrated
- 2. Align diversity goals with strategic priorities of the firm**
 - ❖ Conduct an annual business planning process
 - ❖ Weave a commercial angle into programming efforts
- 3. Tie network participation to important corporate metrics**
 - ❖ Employee climate surveys
 - ❖ Performance reviews and manager evaluations
- 4. Keep policies competitive and relevant**