

THINK AND DO



保尔森基金会
PAULSON INSTITUTE

2020

The Paulson Institute

A non-partisan, independent “think and do tank” dedicated to fostering a US-China relationship that serves to maintain global order in a rapidly evolving world. The Institute identifies opportunities for Americans and Chinese to cooperate, build linkages in areas where interests are shared, and offers thought leadership to stakeholders in both countries.

The Paulson Institute’s focus on US-China is dictated by the reality that it is the most consequential bilateral relationship in the world. The Institute operates at the intersection of economics, financial markets, and environmental protection by promoting market-based solutions to ensure green economic growth.

The Institute produces analysis and intellectual products to decode China’s political economy. It supports market-based solutions to climate change and environmental conservation. It works with financial markets and international financial institutions to implement green lending standards and champion innovative approaches to finance low-carbon growth. And it convenes leading experts to inspire bold thinking and help build a new framework for US-China relations.

Founded in 2011 by former Treasury Secretary Henry M. Paulson, Jr., the Paulson Institute is based in Chicago with offices in Washington and Beijing.

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Letter from the Chairman

In 2020, the world was beset by crises. The coronavirus pandemic upended society in ways that were, just one year ago, unimaginable. The global economy suffered the most severe disruption since the Great Depression. Historic fires and flooding occurred across multiple continents. And an already fraught US-China relationship worsened, amid increasing acrimony and distrust between Washington and Beijing.

What to make of such a tumultuous year? I've drawn a few broad lessons.

The first is that the most serious challenges facing humanity in the 21st century are not contained by national borders. The pandemic demonstrated this point in tragic fashion. But it applies equally to the threats of climate change and biodiversity loss, financial contagion and economic crises, terrorism and nuclear proliferation. These problems are transnational in nature, and so must be their solutions.

Second, we cannot mitigate and solve these challenges without at least some coordination, if not cooperation, between the world's two greatest powers, the United States and China. To be sure, structural dynamics of power will mean our two countries are going to be locked into strategic competition for a long time. And there will be increasing pressure in the coming years to decouple, driven largely by national security concerns. But there are still issues where the self-interest of both countries would be better served by working with one another rather than at cross-purposes.

Third, while 2020 was a year of crisis, it also created an historic opportunity for us to build a better future. For the first time in years, we have a chance to take a fresh

look at what has and hasn't worked in the US-China relationship and chart a more productive course. More broadly, we now have governments committing to spend trillions of dollars to jump start and rebuild their economies in the wake of the pandemic, and there is enormous potential to think long-term about how resources can be redirected to projects and initiatives that will not only create jobs, but also protect nature and change our climate trajectory.

The Paulson Institute has an important role to play in building this future. Since 2011, we have worked to achieve concrete results in the areas where the US and China still have shared interests. We bear no illusions about the significant differences between our two countries, but believe that fostering a more balanced and productive US-China relationship is essential to maintaining global order and managing global risks.

Overcoming the crises of 2020 will be a long and uphill climb, but the Paulson Institute stands ready to do our part. We deeply appreciate your support and engagement with our work and hope you enjoy reading our 2020 Year in Review.

Sincerely,

Henry M. Paulson, Jr.
Chairman, Paulson Institute



Letter from the Executive Director and Vice Chairman

Amid the extraordinary circumstances of 2020, the Paulson Institute maintained an unwavering commitment to our mission—that of fostering a more balanced and productive US-China relationship.

This was no easy task, of course. The US-China relationship has come under increasing pressure in recent years, and the pandemic made things worse. But as tensions rise, it only becomes more important to maintain ballasts that keep the relationship from spinning out of control.

That's what the Paulson Institute provides through our core programs in green finance, conservation, think-tank research, and other key initiatives. We identify opportunities for Americans and Chinese to cooperate, build linkages in areas where our interests are still shared, and offer thought leadership to stakeholders in both countries.

Fortunately, prior to the pandemic, our team at the Paulson Institute was already accustomed to working across continents and time zones while using virtual tools and approaches. And so we quickly adapted our operations and found new ways to advance our work.

In 2020, we published a groundbreaking new report, *Financing Nature: Closing the Global Biodiversity Financing Gap*, in partnership with The Nature Conservancy and the Cornell Atkinson Center for Sustainability. *Financing Nature* sets out the economic case for financing biodiversity and takes a deep look at how much is currently spent and how much is needed to protect the most important biodiversity and the services it provides.

We also launched a major new podcast *Straight Talk with Hank Paulson*, which features our founder, Hank

Paulson, in conversation with global leaders on some of the most important topics in business, public policy, conservation, leadership, the arts, and global affairs. Our Green Finance Center celebrated its two-year anniversary, publishing new research and case studies on green fintech, convening virtual events in China and around the world, and advocating for a greener financial system.

Our in-house think tank, MacroPolo, published a new book, *China's Economic Arrival*, which examines China's rise across multiple dimensions—economic, political, and technological. MacroPolo also published several ground-breaking digital products, delivered leading commentary and analysis, developed new multimedia, and best-in-class research to market participants, corporate leaders, policymakers, and academia.

And our Conservation program continued to promote policies and projects that protect vital ecosystems and biodiversity—focusing on protecting China's wetlands, supporting its development of a national park system, and promoting responsible trade and investment in the area.

In sum, we made the best of a very challenging year. The achievements that you will read about in the pages that follow would not have been possible without the support and engagement of the Paulson Institute's community of stakeholders and donors. We sincerely thank you for your support and look forward to sharing our work with you in the year ahead.

Sincerely,

Deborah Lehr
Executive Director & Vice Chairman, Paulson Institute

2020 Timeline

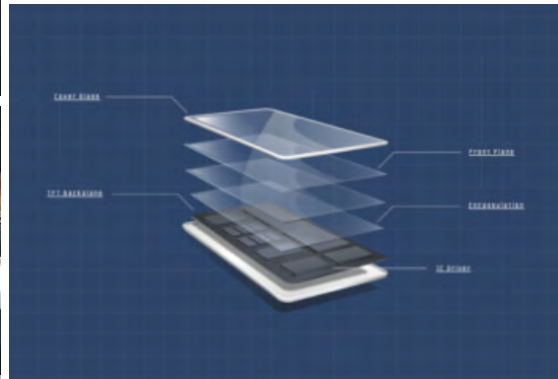
January

- MacroPolo launches *Heartland Mainland* podcast
- Deborah Lehr talks green finance on *BMO Sustainability Leaders*



March

- Rose Niu talks China's National Park System at Wilson Center
- Green Finance Center releases *Fintech Drives Sustainable Development in China*
- Hank publishes "How the 2008 financial panic can help us face coronavirus" in *The Washington Post*
- MacroPolo completes Supply Chain Jigsaw digital project



May

- Green Finance Center marks two-year anniversary
- MacroPolo updates The Committee database



July

- Jianbin Shi publishes "Turning a harmful tide" in *China Daily*
- PI hosts "Biodiversity in the Post-COVID World" webinar



September

- Hank publishes "We need a new asset class of healthy soils and pollinators" in *Financial Times* ahead of the release of *Financing Nature*
- Launches landmark *Financing Nature* report
- Terry Townshend addresses Beijing government on protecting biodiversity
- Deborah Lehr delivers keynote at INCLUSION Fintech Conference



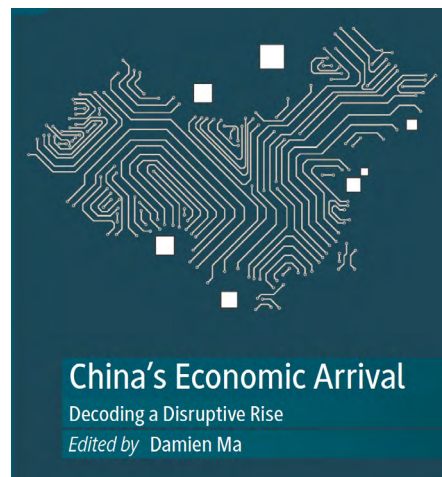
November

- Hank chairs and speaks at the Bloomberg New Economy Forum
- Paulson Prize awards two projects and introduces new sustainability category
- Green Finance Center co-hosted the second Global Fintech Summit with the International Finance Forum (IFF)



February

- MacroPolo publishes *China's Economic Arrival* book
- Damien Ma and Phylcia Wu talk tech, trade, and green finance at BMO Asian Economic Forum



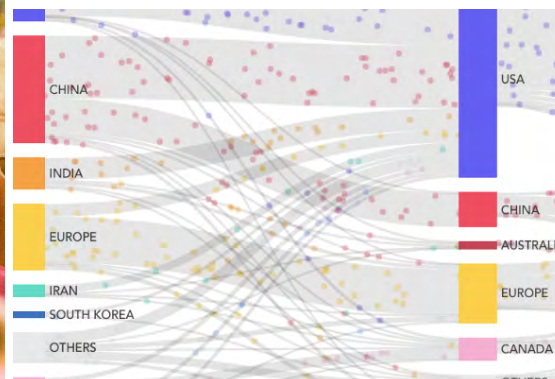
April

- Decoding China goes virtual!
- PI hosts first Decoding China zoominar
- Green Finance Center launches fast fashion series
- Paulson Prize launches via live-stream



June

- Decoding China explores "How Decoupling May Unravel the Full AI Stack"
- MacroPolo launches Global AI Talent Tracker
- Deborah Lehr publishes China carbon market op-ed in *Financial Times*



August

- *Straight Talk with Hank Paulson* premieres, featuring conversations with today's leading thinkers and doers



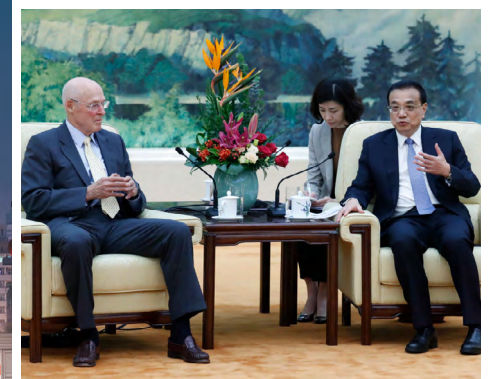
October

- PI joins "Financing Nature: Key Findings and Discussion" webinar
- Xiaojing Gan & Jianbin Shi publish *China Dialogue* op-ed making case for wetland protection
- MacroPolo releases 2025 Forecast covering politics, economics, tech, and energy



December

- Hank publishes "How to Fix Our Relationship With China" in *The Wall Street Journal*
- PI hosts "Economic Competition: Ambition and Pragmatism for the US-China Relationship in 2021" webinar

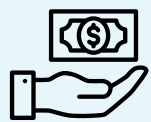


MacroPolo

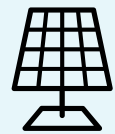
Decoding China's Economic Arrival

MacroPolo is the Paulson Institute's think tank. Based in Chicago, its team of experts and creators provides incisive analysis, creative research products, and insightful multimedia and digital content. MacroPolo is bringing the think tank into the 21st century. The twin forces of digitization of the economy and the democratization of knowledge have created a new central challenge: content abundance. Overcoming that challenge requires research and content distribution to fundamentally adapt and diversify. What truly matter are valuable insights, deep and differentiated analysis, and the foresight to anticipate trends coming around the bend.

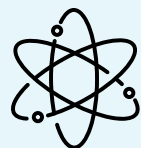
MacroPolo's Core Areas:



Economics



Energy



Technology

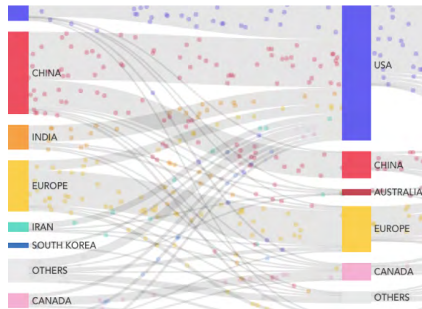


Politics



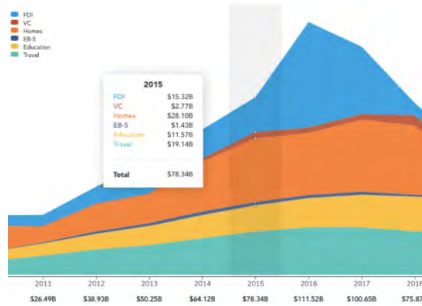
MacroPolo Digital Projects

Covering economics, politics, and technology, MacroPolo's digital projects provide interactive data and analysis on China's economic arrival.



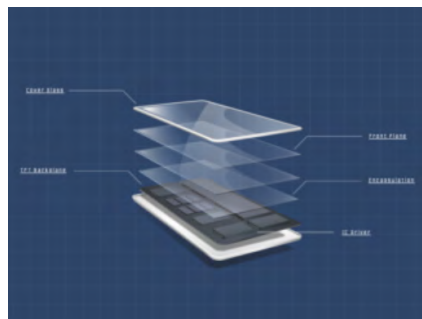
The Global AI Talent Tracker

The application of artificial intelligence technology requires bringing together several key inputs: research and engineering talent, data, computational power, and a healthy innovation ecosystem. Talent is one of the most important—and the most clearly quantifiable—of those inputs. To assess the global balance and flow of top AI scientists, MacroPolo focused on the top AI conference for deep learning and created a rich dataset of researchers with papers accepted at NeurIPS 2019, using that as a proxy for the top-tier of AI research talent.



The China Footprint 2.0

Did the US-China economic relationship peak in the 2010s? MacroPolo's latest data from the "The China Footprint," which tracks Chinese consumption and investment in America over the last decade, show that the more direct and tangible aspects of bilateral economic linkages have been declining since 2016.



Supply Chain Jigsaw: AI Chips

Designed specifically for AI applications, semiconductor chips are indispensable hardware for realizing the full potential of AI. It is imperative for businesses and policymakers to understand the industry and how its supply chain might be exposed to the risks of geopolitical competition. "AI Chips" is the final chapter of the Supply Chain Jigsaw digital book that examines three crucial products—lithium-ion batteries, OLED glass displays, and AI chips—set to reshape tomorrow's global economy.



The Committee (new features launched in 2020)

The Committee already contained bilingual biographical and demographic data for all 373 Central Committee members, which can be filtered or searched based on numerous demographic criteria such as gender and organization. This tool now allows users to see the career overlaps of all full Central Committee members (204), along with the inclusion of their full career histories dating back decades.

Commentary & Analysis

MacroPolo analysts produce regular and insightful commentary, ranging from US-China relations and the Chinese economy to politics and technology issues.

Forecast 2025

A new analytical product "Forecast 2025: China Adjusts Course" answers the question: What kind of China should be expected by 2025? The short answer: A more capable yet more outwardly cautious China. That is, over the medium-time horizon, the forecast sees a China that will be near-majority middle class for the first time, reaches technological parity with Silicon Valley, and nearly achieves peak carbon emissions. But achieving these outcomes will require trade-offs, in this case a China that will likely redouble on domestic priorities and moderate its appetite for global adventurism.

Houze's Two Fen

It may be a truism today that anyone with a stake in the global economy must understand China's trajectory and how economic decisions are made in Beijing. Yet much of the economic coverage remains fixated on whether the Chinese economy continues to be a growth engine. A new subscriber-only analytical product from Research Fellow and economist Houze Song, "MacroPolo Econ: Houze's Two Fen" focuses on where the Chinese economy is going and how to think about it in a post-growth era.

New MP Book

A new book, *China's Economic Arrival: Decoding a Disruptive Rise*, presents a collection of analyses and essays from the MacroPolo team, with original introduction and conclusion by Damien Ma, Director and Co-founder of MacroPolo. As debate over the US-China relationship rages on, it is ever more important to produce empirical, balanced, and thoughtful work that dispenses with generalities and grapples with complexity. At the moment, realistic appraisals of the world's second-largest economy appear to be in short supply—there is simply not enough "China" when it comes to US-China.



Conservation

Uniting Economic Growth

China's rapid industrialization and unprecedented economic growth in recent decades have come at high environmental costs. The Paulson Institute's Conservation program is at the forefront of shaping policies and delivering projects on the ground to help protect, restore, and appropriately value ecosystems and biodiversity.

Conservation's Goals for Ecosystems and Biodiversity:



Protect



Restore



Value



Coastal Wetlands

The Paulson Institute supports China's efforts to protect and restore its critical coastal wetland ecosystems by informing and influencing policy, enhancing capacity, demonstrating advanced technology and methodologies in restoring coastal wetlands, and developing long-term sustainable financing mechanisms for wetland conservation and restoration.



Mangroves

Mangroves are one of the most productive and valuable ecosystems on Earth, but they are being destroyed and degraded as a result of human activities, exacerbated by climate change. In June 2020, we released a joint study with Laoni Foundation and Shenzhen Mangrove Conservation Foundation, which examined issues relating to conservation and restoration of mangrove ecosystems and put forward recommendations for measures and policies for their protection and restoration in China.

The conclusions and recommendations from this study influenced the development of the National Action Plan for Mangrove Conservation and Restoration in China (2020-25), released by the Ministry of Natural Resources and National Forestry and Grassland Administration in August 2020.



Waterbird Habitat Database

Our understanding of waterbirds and their habitats remains partial and fragmented due to a lack of systematic data. To address this issue, we helped develop a cutting-edge waterbirds identification and data collection APP and database—iBirding—launched on June 5, 2020. The data collected will help to highlight the most important wetlands in terms of identifying priorities for legal protection at both the national and provincial levels by the Chinese government, and for scientific research, conservation, and sustainable management of the coastal ecosystem in China.



National Parks

The Paulson Institute has been working in partnership with the National Development and Reform Commission, the National Park Administration, Heren Foundation, and Chinese academic institutions to establish a national park system that draws on international best practices and fits the Chinese context.

Feasibility Study of Using Conservation Easements in National Parks in China

Land tenure is one of the most difficult challenges for the establishment and management of national parks and other protected areas and, in many countries, conservation easement has been one of the most effective mechanisms to address this challenge. The Paulson Institute, in partnership with Law School of Beijing Forestry University, initiated a feasibility study on using conservation easements in China's national parks, providing recommendations for the Chinese government on how to use conservation easements in national parks and other categories of protected areas. This has the potential to significantly reduce pressure on the government's fiscal budget while still allowing local communities to own the land.

Responsible Investment, Trade, and Conservation Finance

We work with strategic partners to develop tools to better inform China about the environmental impact of overseas investment decisions, introduce international experience, and leverage the market's role in incentivizing sustainable practices, as well as unlocking financial resources for conservation.



Growing Momentum for Global Biodiversity Conservation

Over the last few decades, the world has experienced a period of tremendous biodiversity loss, presenting significant economic and public health risks. There is growing scientific evidence that nature loss and degradation increases the risk of zoonotic diseases, and the COVID-19 pandemic has reminded us of the interconnectivity between man and nature. At the same time, there is a greater understanding of the extent to which the global economy relies on nature and the services it provides. The growing awareness of these risks highlights the importance of the 15th meeting of the Conference of the Parties to the United Nations Convention on Biological Diversity (CBD COP 15) as a critical moment for the global community to commit to an actionable blueprint to slow and halt biodiversity loss in the coming decade and beyond. Key to this effort is how to value and finance nature more effectively.

Financing Nature

Closing the Global Biodiversity Financing Gap

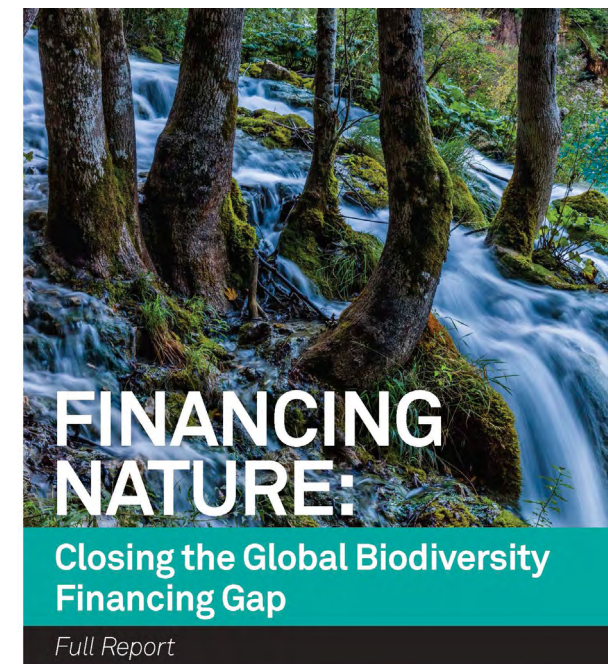
The Paulson Institute, in partnership with The Nature Conservancy and the Cornell Atkinson Center for Sustainability, published a groundbreaking new report entitled: "Financing Nature: Closing the Global Biodiversity Financing Gap", setting out the economic case for valuing nature and financing biodiversity conservation. The report examines how much is currently spent globally on nature conservation and how much is needed annually in the next ten years to protect the most important biodiversity and the services it provides. Together, this analysis reveals the global biodiversity financing gap. Importantly, the report identifies nine mechanisms that have the potential to fill the gap.



In *Financing Nature*, the authors estimated financial flows into global biodiversity conservation in 2019 were between US\$ 124 and US\$ 143 billion. This represents a near-tripling in funding since 2012 but it's important to note that spending on agricultural, forestry, and fisheries subsidies that degrade nature is at least two to four times greater. And that does not include subsidies for fossil fuels.

To reverse the decline in biodiversity by 2030, our analysis suggests that, globally, we need to spend between US\$ 722-967 billion each year over the next ten years. That puts the biodiversity financing gap at an average US\$ 711 billion or between US\$ 598-824 billion (or an average of US\$ 711 billion) per year. That is a large number but, for context, it is less than 1% of global GDP and less than the world spends on soft drinks in a year.

Our report is among the first analyses to include the cost of shifting agriculture, infrastructure, and other high-impact sectors to more sustainable business practices. This is important because, without reforming practices in the sectors degrading nature, the international community won't halt biodiversity loss—no matter how significant actions are in other areas.



Full Report

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The Nature
Conservancy

Cornell
Atkinson
Center for
Sustainability

Green Finance

Transitioning to a Low-Carbon Economy

The Institute's Green Finance Center, established in 2018, promotes market-based solutions that drive sustainable growth, investments, and green standards globally. Its work focuses on China, a dynamic laboratory for innovative concepts in green finance and carbon markets.

The Center supports the greening of the global financial system by moving green finance from a philanthropic niche to the mainstream of markets. The Center is working to support carbon market development in China and provides non-commercial advice to the US-China Green Fund. By focusing on three core areas—carbon, finance, and fintech—the Center aims to promote market-driven solutions to foster a vibrant international green finance market through convening, advocacy, thought leadership, and expertise.

Green Finance Offers Solution that Drive:



Sustainable Growth



Investments



Green Standards



Notable Projects



Fintech 2020 Report

The Fintech Report (March 2020) showcased four case studies outlining the innovative ways fintech is being applied to green finance development in China. The report highlights the opportunities that fintech can ultimately bring to the broader climate and sustainability challenge. It was well received in China, with more than a dozen mainstream Chinese media outlets participating in the rollout.

“The Green Team Speaks to...”

The Green Team Speaks to... is the Green Finance Center’s flagship interview series, which we expanded this year to include podcasts. We had some lively conversations with fantastic guests in 2020 including Michael Sheren, Senior Advisor at the Bank of England and Gillian Tett, Chair of the Editorial Board and Editor-at-large, US of the *Financial Times*.

Global Fintech Summit

To explore the latest trends in fintech, we co-hosted the second Global Fintech Summit with the International Finance Forum (IFF) as part of their annual meetings in November 2020. The event took place in Guangzhou and featured top-tier experts from the United Nations and business leaders from the US, China, and the Middle East participating virtually and in person. The live broadcast was watched by more than a million viewers.

Emerging Trends in Green Finance

We continued to publish blogs and op-eds that highlight the emerging trends in green finance. Some of the topics we focused on this year include: green finance and the fashion industry, China’s green bond standards, fintech, Beijing’s ambitions to become a green finance hub, and more.

Fintech Report

The financial industry is undergoing disruptive changes driven by a new global technological revolution. One aspect of this is the increasing use of financial technologies—or fintech. China is at the forefront of experimenting with fintech-driven green finance innovation, sustainable development initiatives, and low-carbon behavioral transition. The Paulson Institute’s Fintech Report, published in March 2020, showcases four case studies outlining the innovative ways fintech is being applied to green finance development in China.

Case Study I: People’s Bank of China (PBOC) Green Finance Information Management System

Case Study II: Green Finance One-Stop Service Platform of Huzhou City

Case Study III: Green Credit Management System of Huzhou Bank

Case Study IV: People’s Insurance Company of China Property and Casualty (PICC P&C) Remote Damage Assessment and Claim Settlement System for Catastrophe Insurance

Opportunities and Recommendations from the Report:

1. Deploying fintech for the regulation of green finance

The fintech industry’s regulatory technology, or regtech, could begin to advance green finance development. By applying technology to regulatory processes, fintech can improve the efficacy of regulatory measures and reporting mechanisms for green finance regulatory bodies and local governments that are implementing green finance policies.

2. Deploying fintech in green finance institutions

Financial institutions can advance their green business operational capabilities by using fintech to support marketing, environmental risk management, pricing, and logistics management. Facilitating additional identification capacity for environmental risk and developing risk modeling and smart pricing mechanisms for those risks are some ways that fintech could play a role in promoting green finance.

3. Deploying fintech to help greening of industry

For a business to be considered green, it must undergo the process of green certification, which can be a costly endeavor. Fintech can help lower this barrier, and help companies make a green transition by providing green certification and advisory services at reduced costs.

“Green Team Speaks To” Podcast Interview Series

The Green Finance Center’s podcast featured conversations with:



Gillian Tett, Chair of the *Financial Times* US Editorial Board, on the role of green finance and ESG in a green recovery for the global economy.



Johannes Urpelainen, Professor of Energy, Resources, and Environment at the Johns Hopkins School of Advanced International Studies, on sustainable COVID-19 economic recovery and greening the BRI.

Straight Talk Podcast

Meaningful Dialogue

Launched in summer 2020, *Straight Talk with Hank Paulson* tackles some of the most important topics in business, sustainability, leadership, the arts, and global affairs.



“ It’s important to understand the ideas and issues that are shaping the world we live in, but just as important, I want these conversations to help listeners better understand the thinkers and doers driving change today—their backgrounds, their motivations, and how their careers have unfolded. ”

The podcast features PI chairman Hank Paulson in conversation with high-profile guests including former cabinet secretaries Madeleine Albright and Condoleezza Rice, business leaders Ray Dalio and Ginni Rometty, conservationists Jen Morris and John Fitzpatrick, university presidents Larry Bacow and Rafael Reif, economic policymakers Mario Draghi and Ben Bernanke, artistic luminaries Jeanne Gang and Maria Schneider, and many others.

The wide-ranging discussions cover big ideas: How can America productively manage its relationship with China? What role can business play in avoiding future climate disasters? How can America advance its competitiveness and create more widespread prosperity?



From growing up in the Midwest to leading Goldman Sachs and then serving his country as Treasury Secretary, Hank Paulson offers a unique point of view and a life experience unlike many Americans. With *Straight Talk*, Hank brings this experience to his conversations with the world’s prominent leaders and thinkers, exchanging a lifetime of stories and lessons from both the private and public sectors. Each episode reveals compelling viewpoints, topical discussion, and behind-the-scenes stories.

What listeners are saying:



“ One of the most educational podcasts I’ve come across. ”
- Loganlin

“ Hank Paulson is a NATIONAL TREASURE and so is this Podcast. Highly Recommend! ”
- LaurenJeanW



PAULSON PRIZE
— 保尔森奖 —

Paulson Prize Inspiring a Sustainable Future

The **Paulson Prize for Sustainability** is awarded annually to projects in China that provide an innovative and scalable solutions at the intersection of economics and the environment. The Prize aims to address the most challenging climate and environmental issues and shine a light on projects that offer sustainable best practices to China and the rest of the world.



“ We need new thinking, smarter investments, and breakthrough technologies to chart a better course for our planet. That is why the Paulson Prize for Sustainability is more important than ever before.

Henry M. Paulson, Jr. | Founder and Chairman of the Paulson Institute



Behind the scenes of the 2020 Paulson Prize virtual launch event

In the midst of the COVID-19 pandemic this year, the Paulson Prize has created yet another record for applications, with an increase of 20 percent over 2019.

On November 18, the Paulson Institute, in partnership with Tsinghua University, announced the winners of the 2020 Paulson Prize for Sustainability during a virtual streaming award ceremony. In 2020, the prestigious awards went to City Waste Battery Recycle and Reuse Project and Haikou Wetland Protection and Restoration Project in the Green Innovation and the Nature Stewardship categories, respectively.

City Waste Battery Recycle and Reuse Project, managed by GEM (Wuhan) Urban Mine Recycling Industrial Park Development Co., Ltd, was awarded the Prize in the Green Innovation category. The project stood out as it builds a full life-cycle value chain system of power battery collecting, cascade utilization, resource recycling, material processing, and power battery pack remaking. The project represents a successful example of a market-oriented



GEM Urban Mine Recycling Industrial Park, winner of the Green Innovation category, has forged battery recycling partnerships with more than 200 manufacturers.



Paulson Prize Jury representatives visit the Haikou wetlands project, 2020 winner of Nature Stewardship category.

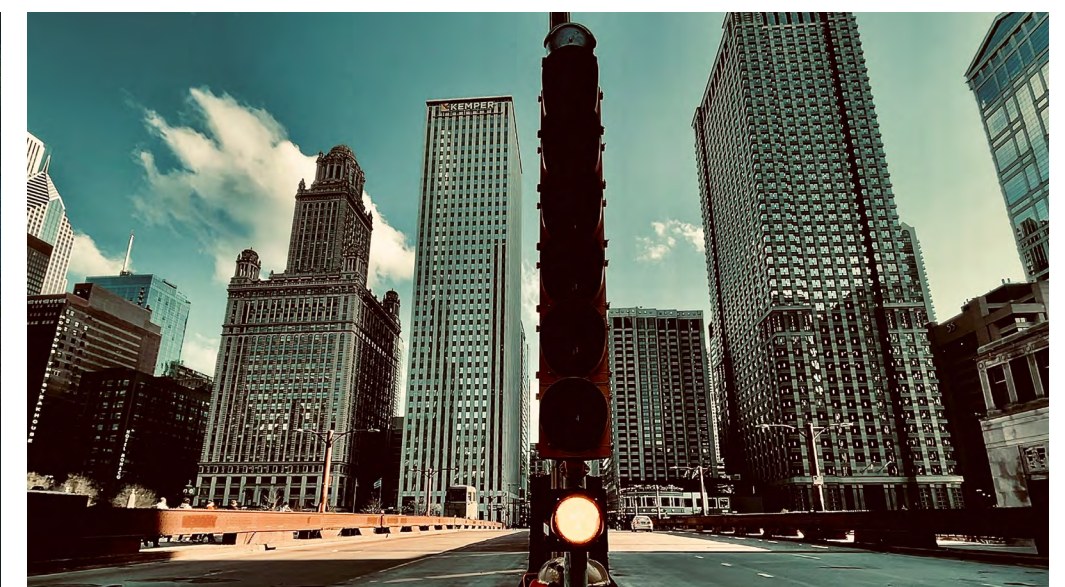
solution to one of the global challenges the world is facing today amid the EV boom—waste battery recycling.

In 2020, the Prize added a second category, Nature Stewardship, created to promote solutions addressing the urgent challenges of ecological degradation and biodiversity loss. Haikou Wetland Protection and Restoration Project, managed by the Haikou Wetland Protection and Management Center, stood out for its “wetland+” protection and restoration model, the innovative public and private partnership in financing mechanism and broad public engagement, which has global significance by setting a great example for many cities in China and other countries.

We want to inspire governments, businesses, and citizens to be good stewards of nature by valuing and investing in the conservation and restoration of China’s natural heritage.

Diverse and Multicultural Our Team

Founded in 2011 by former Treasury Secretary Henry M. Paulson, Jr., the Institute is based in Chicago with offices in Washington and Beijing. Our diverse, multicultural staff brings deep experience to our work from the highest levels of business, government, conservation, and policy.



PaulsonInstitute.org



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