



The New Operating Environment

The Goldman Sachs Global Institute draws on the firm's deep networks and expertise to provide strategic advice and partnerships at the intersection of geopolitics, technology, and markets, helping our clients navigate a rapidly changing world.

Jared Cohen, President of Global Affairs and Co-Head of The Goldman Sachs Global Institute, Goldman Sachs

Jared is president of Global Affairs and co-head of the Goldman Sachs Global Institute. He is a member of the Management Committee and the Firmwide Client Franchise Committee. Jared joined Goldman Sachs as a partner in 2022.

Prior to joining the firm, Jared was chief executive officer of Jigsaw, which he founded at Alphabet Inc. in 2016. In this role, his work focused on applying frontier technology to the greatest challenges facing humanity. Prior to that, Jared was Google's first director of Ideas and chief advisor to Google's chief executive officer and executive chairman Eric Schmidt. From 2006 to 2010, he served as a member of the Secretary of State's Policy Planning Staff and as a close advisor to both Condoleezza Rice and Hillary Clinton.

Jared is a member of and an adjunct senior fellow at the Council on Foreign Relations, an adjunct senior fellow at the Center for a New American Security and also a member of the Trilateral Commission. Jared is also a *New York Times* bestselling author of six books.

Jared earned a BA from Stanford University and an MPhil in International Relations from the University of Oxford, where he studied as a Rhodes Scholar. He speaks fluent Swahili.

George Lee, Co-Head of The Goldman Sachs Global Institute, Goldman Sachs

George is co-head of the Goldman Sachs Global Institute. Before that, he was co-chief information officer and prior to that George was co-chairman of the Global Technology, Media and Telecommunications (TMT) Group and co-head of Investment Banking Division Engineering. Previously, he was co-head of Global TMT. George joined Goldman Sachs as an associate in 1994 and was named managing director in 2002 and partner in 2004.

George serves as chair of the Board of Trustees at Middlebury College.

George earned a BA in History from Middlebury College in 1988 and an MBA from the Wharton School of the University of Pennsylvania in 1994.