

Questionnaire for 2021 HAA Elected Director Candidates

Inigo Sanchez-Asiain, MBA 1990

1. How important should diversity be at Harvard? What strategies should the University pursue to address diversity? (Please discuss specific programs and policies, including Ethnic Studies and faculty hiring, tenure, and advancement, if you can.)

Diversity is at the forefront of collective intelligence. The ability of a society to extract its very best relies in its capability to include a diversity of minds and personalities to enrich its approach to offering solutions to our world's problems. Homogeneous minds and personalities offer linear solutions, diverse minds and personalities offer exponential solutions. Harvard as an institution with the responsibility and mission to educate the leaders of tomorrow should hence promote diversity as a way to impulse better solutions to our world's problems.

Moreover, diversity shows respect for human differences. We live in a world that is extremely diverse and we must all be conscious of such plurality. And showing respect for such diversity implies equality and inclusion. Equality and inclusion of all human beings no matter believes, gender, race, religion, political orientation, physical abilities, sexuality among other differences. Harvard as a role model in world education must be at the forefront of such respect, promoting diversity in a way that simply reflects the composition of our world today in equal terms, and it must be our task to guarantee that this is promoted at Harvard as such.

Myself being an international student and a latin alumnus, I have experienced not only the importance of being included, but also how valuable my different thinking was to the mainstream of thought when at Harvard.

As for the strategies that Harvard should pursue to promote diversity, these should be in all fronts: from student admissions and class composition, to faculty and staff selection, to the structuring of programs and syllabus, to the support and advise to Alumni post Harvard, as well as to the composition of governance bodies.

2. Please state your views on affirmative action and race-conscious admissions.

Having defended equality of all individuals -including race, gender, religion, believes, sexuality, physical abilities etc.- as a superior belief and a right in itself, if the composition in the leadership of today's society does not reflect the composition of the society as it is, such equality is not being respected, so it means we are mismanaging the process of inclusion and action should be taken to correct such unbalance.

Inertia of centuries of non-inclusion of several minorities according to gender, race, religion, sexuality or physical abilities should be counter balanced in today's world as still unconscious bias affects human decision making in a silent, non-conscious way.

3. What do you think Harvard's role should be in creating a more equitable, inclusive, and just society? For example, please share any thoughts on divestment from fossil fuels and the prison industry and on the role of the Harvard University Police Department, issues of concern to current students.

Leaders lead by example. And leaders have the ability to impact on others and hence an immense responsibility. Harvard being the leading University in the world in educating leaders, has the obligation and responsibility of being a role model. It will lead and it will be followed. Therefore, if we believe in -and want- a more equitable, inclusive, and just -and I would add sustainable- world, we must ensure that Harvard becomes a more equitable, inclusive and just institution itself.

Harvard also takes pride of educating citizens and citizen-leaders for our society. How our leaders are educated today will shape our society tomorrow. Harvard role must be to better educate the leaders of the world in a way that they become conscious and defend a more equitable, inclusive, just and sustainable society.

And Harvard is its Students as much as its Alumni. Hence our responsibility relies both on Campus -through the Overseers and governing bodies-, as well as in Society - through the Harvard Alumni Association-. Harvard's role is to lead by example, and the roles of the governing bodies and the HAA are to ensure that Harvard goal's defend a more equitable inclusive, just and sustainable world.

4. What steps have you taken to bring diversity and inclusion to Harvard, to your workplace, and/or to an organization that you have been involved with?

As an international student with latin origins, having travelled widely across the world, I have always -since I was a student- brought this diversity to all thoughts and discussions along the years.

I have, by now, been widely involved in the HAA. First as the President of the Club of Spain where during my tenure we expanded the Board to incorporate diversity in gender, age -recent grads- and School precedence -one member to represent each School-. We also increased the number of active members from 80 to 300 -many of whom where millennials- out of a community of c.1000. I was then asked to serve as Regional Director for Europe at HAA for three years where I promoted interactions among Clubs encouraging further diversity of thought and cultures. I co-chaired the committee that developed the *Leadership Succession Plan* active today which promotes diversity and inclusion and just governance among Clubs and SIGs.

At my workplace, in Portobello -company I founded 10 years ago and where we help *Building Industry Leaders*-, we have always recognised the long-lasting value that ESG

brings to our portfolio companies and to society as a whole. Hence, we were among the first in the industry in Spain to create an ESG Department to raise the awareness and promote the implementation of environmental, social, and corporate governance issues in all the portfolio companies in a recurrent manner.

Finally, as Leading Independent Board member at Grifols Plasma, we recently promoted the creation of the Sustainability Committee to impulse Environmental, Social and Corporate Governance (ESG) consciousness within the company and its stakeholders. As a note to mention, Grifols has been admitted in the Dow Jones Sustainability Index last month.

5. If elected, would you be willing to meet occasionally with the leaders and/or memberships of the groups below during your tenure?

Indeed, I would be willing to hold such meetings. I have already engaged/joined the Coalition for a Diverse Harvard and the Harvard Latino Alumni Alliance, and spoken to Shirley Cardona and Lulú Curiel from the Harvard Latino Alumni Alliance so as to better understand the HLAA goals and needs. I would be pleased to meet the other leaders to further understand the specific actions that each organization is taking, and in turn have them promoted within HAA.

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