



Asia Society's 2010 Asian Pacific Americans Corporate Survey Report – Abridged*

*To purchase the full report, which includes best practices and recommendations, contact Asia Society's Kyle Carroll at kcarroll@asiasociety.org or 212-327-9306.

To set up media interviews, contact Asia Society's communications department at pr@asiasociety.org or 212-327-9271.

For more on Asia Society's Diversity Leadership Forum, visit www.asiasociety.org/diversityforum

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President's Message

The Making of a "Best in Class" APA Employer

The idea of a benchmarking survey of Asian Pacific American professionals surfaced early on with Asia Society's Corporate Diversity Council, which is made up of over 25 corporate diversity officers from Fortune 500 companies. Through extended discussions with our council members, our knowledge partners, and our contacts, we realized that there was no independent information available, backed by statistics, to identify key issues on the minds of APA professionals and their employers. Nor was there any information on the best practices of companies that are seen as most effective in their efforts to promote Asian Pacific Americans.

Little has been tabulated about the percentage of Asian Pacific Americans in the workforce or their attitudes toward their employers. What we do know, thanks to a survey last year by LEAP, the percentage of top senior management and board membership at Fortune 100 companies that were Asian American: less than one percent! There was nothing about the experiences of those APA professionals outside of the top one percent in leadership positions.

With the full support of the Council, Asia Society undertook the creation and execution of a study on where APA leaders were on the corporate leadership ladder at Fortune 500 companies, what companies were perceived as best at promoting and developing their APA leaders and what were the best practices that were enabling them to successfully attract, develop and retain APA leaders.

It was an interesting and complex journey. We worked with Questar – an independent research company, to design, administer and analyze the survey, which was distributed to Chief Diversity Officers (CDOs) of participating Fortune 500 companies to disseminate throughout their Asian Pacific American employee base. I would like to especially acknowledge the tremendous dedication, support and hard work of the Survey Steering Committee, Michael Chen, GE Capital, Maurice Cox, PepsiCo, Inc., Geraldine Galloway, BNY Mellon, Nereida Perez, National Grid, Aida Sabo, Cardinal Health, Inc., Todd Sears, Credit Suisse, Amy Shang, HSBC, and Debra Turner Bailey, Corning Incorporated, who guided us at every step.

We completed the first ever of what will become an annual Asian Pacific Americans corporate benchmarking survey. The resulting report is an insightful, fact based portrayal of APAs' leadership development challenges. The report showcases best practices with specific, actionable activities that Best in Class companies use to successfully attract, develop and retain their APA leaders.

I would like to thank my colleague, David Whitelaw Reid, Director of Corporate Relations and Bernadette O'Connell, Asia Society Patron and Chairman Circle Member, for ably leading and managing this groundbreaking study.

As a leading global organization dedicated to promoting partnerships to build a shared future among Asians and Americans, Asia Society has focused on the many dimensions of the Asian American experience for almost two decades, and on the U.S.-Asia relationship since our founding in 1956. This survey and the accompanying Diversity Leadership Forum are seminal parts of our strategy to build a community of leaders in Asia and the U.S to strengthen national and trans-national partnerships. For companies that participated or did not participate this year, I strongly encourage you to participate in the 2011 survey process.

Vishakha N. Desai
President
Asia Society

Asia Society Corporate Diversity Council

As of May 2010



Purpose of the Council

To advise Asia Society on how best to leverage its public voice in the area of diversity leadership and how to best serve Corporate Members with their global leadership objectives. The Council provides a regular forum for members to share best practices on the leadership challenges they face in the US and throughout Asia.

Diversity Council Co-Chairs

Michael Chen

President & CEO
Media Communications & Entertainment
GE Capital

Neddy Perez

Vice President, Inclusion and Diversity
National Grid

Diversity Council Members

Rohini Anand

Senior Vice President
Global Chief Diversity Officer
Sodexo

Ron Glover

Vice President
Global Workforce Diversity
IBM

Todd G. Sears

Director, Americas
Head of Diversity & Inclusion
Credit Suisse

Marilyn F. Booker

Managing Director
Global Head of Diversity
Morgan Stanley

Aynesh Johnson

Vice President, Global Leadership
and Diversity
Goldman, Sachs & Co.

Mark D. Settles

Managing Director
Diversity Recruiting Executive
JPMorgan Chase & Co.

Maurice Cox

Vice President
Corporate Development and
Diversity
PepsiCo.

Eugene Kelly

Worldwide Director, Global
Workplace Initiatives
Colgate-Palmolive Company

Amy Shang

Managing Director
HSBC

Deborah Dagit

Chief Diversity Officer
Merck & Co.

Kathryn Komsa

Vice President, Diversity & Inclusion
Marsh & McLennan Companies, Inc.

Debra Turner Bailey

Global Diversity Officer
Human Resource Director
Global Staff & Business Services
Corning Incorporated

Manolet G. Dayrit

Partner
KPMG LLP

Lance A. LaVergne

Vice President & Chief Diversity
Officer
New York Life Insurance Company

Ali Walji

Vice President & Diversity Officer
Chartis

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Chief Diversity Officer
Citigroup

Stephanie Mehta

Executive Editor
Fortune Magazine

Donna M. Wilson

Vice President
Global Diversity and Inclusion
American Express

Michelle Gadsden-Williams

Vice President & Global Head
Office of Diversity & Inclusion
Novartis Pharma AG

James Ruan

Partner
Pricewaterhouse Coopers, LLP

Melinda Wolfe

Head of Professional Development
Bloomberg

Geraldine Gallashaw

Head of Global Diversity Strategy
BNY Mellon

Aida Sabo

Vice President
Diversity & Inclusion
Cardinal Health

Advisors

Vishakha N. Desai

President
Asia Society

Subha Barry

Philip Berry

President
Philip Berry
Associates LLC

Ted Childs

Principal
Ted Childs LLC

J.D. Hokoyama

President & CEO
Leadership Education
for Asian Pacifics, Inc

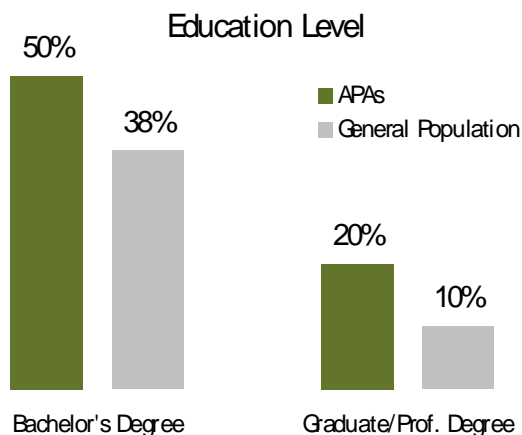
ASIA SOCIETY'S 2010 ASIAN PACIFIC AMERICANS CORPORATE SURVEY REPORT



Asia Society's
2010 Asian Pacific Americans Corporate Survey
has identified innovative practices for
attracting, developing, and retaining
Asian Pacific American employees
and for supporting them to become
corporate leaders.

The Making of a “Best in Class” APA Employer

Asian Pacific Americans (APAs) are the second fastest growing minority group in the U.S., with a population that is expected to grow by 213% over the next 50 years. According to the U.S. Census Bureau, APAs include some of the most educated employees, with 50% holding bachelor's degrees (compared with 38% of the general U.S. population) and 20% holding graduate or professional degrees (compared with 10% of the general U.S. population).



Yet this group of highly educated individuals is conspicuously missing from the C-suite in most Fortune 500 companies. Asian Pacific American employees long for greater opportunities for career growth, for the ability to use their skill sets, and to reach their potential at work. And despite their significant numbers in the workforce and absence in top leadership roles, diversity and inclusion programs often overlook this important segment of the workforce.

Asia Society's *2010 Asian Pacific Americans Corporate Survey* is the first survey exclusively focused on measuring and recognizing corporate leadership and methods to successfully develop APAs working in Fortune 500 companies. The survey reflects the priority of Asia Society's Corporate Diversity Council (made up of over 25 Corporate Diversity Officers from Fortune 500 companies) to provide both quantitative and qualitative data on the Asian Pacific American employee base. In order to do so, Asia

Society has partnered with Questar, a third-party survey vendor, to facilitate a two-part evaluation process. In one part, a targeted employee survey provided Asian Pacific American employees with an opportunity to communicate their experiences around how well their company develops and promotes Asian Pacific American employees and supports APA culture and community. Simultaneously, Corporate Diversity Officers from each participating company described the programs, policies, and activities they are most excited about that support Asian Pacific American employees.

This report provides both a snapshot of where companies excel in supporting APAs and of the obstacles APAs continue to face. The following pages profile how Fortune 500 companies come to be viewed as "Best in Class" by their Asian Pacific American employee base with regard to developing the skill sets that contribute to corporate success. And most importantly how the Best in Class employers overcome obstacles and create value from APA diversity programs*.

**To purchase the full report, which includes best practices and recommendations, contact Asia Society's Kyle Carroll at kylec@asiasociety.org*

INTRODUCING THE BEST IN CLASS

As part of the landmark 2010 Asian Pacific Americans Corporate Survey, four companies were recognized for providing inclusive

workplaces that promote APAs to corporate leadership positions and draw on APA talent to grow their business at home and abroad. This annual survey recognizes best employers from the Fortune 500 in four categories:

- › Overall Best Company for Asian Pacific American Professionals to Work For.
- › Best Company in Promoting Asian Pacific Americans to Develop Workforce Skills.
- › Best Company for Support of the Asian Pacific American Community.
- › Best Company in Promoting Asian Pacific Americans into Senior Leadership Positions.

2010 Asian Pacific Americans Corporate Survey

A two-part evaluation process



Several consistent findings emerged from the Best in Class companies. The survey showed that Best in Class APA employees overwhelmingly care about the futures of their companies and give their employers high marks for diversity efforts. Yet a gap emerges when asked about upward mobility

— or overcoming the so-called bamboo ceiling.

While Asian Pacific Americans have above-average educational accomplishments, they largely feel underrepresented in leadership positions and are less likely to feel they are able to fully employ all of their skill sets or have opportunities for career growth and development. What's more, in an era of globalization, less than one-third of those surveyed felt their company encourages its employees to pursue careers in Asia.

Best in Class companies pull ahead of the pack in their commitment to promoting diversity at all levels of the organization — a finding borne out by the survey results.

What Best in Class Looks Like

The four award winners were selected from a list of 10 Best in Class corporate finalists:

- 3M
- Cardinal Health, Inc.
- Corning Incorporated
- KPMG LLP
- Kraft Foods, Inc.
- Lear Corporation
- MasterCard Worldwide
- McDonald's USA
- New York Life Insurance Company
- PepsiCo, Inc

Best in Class vs. the Rest

There are certain practices that Best in Class companies emphasize that separate them from the pack. For Best in Class companies, the effectiveness of programs or initiatives that the company supplies are reflected in their employee survey results. Companies that provide a structure or set-

ting where APAs feel a sense of belonging find themselves at the top. To achieve this, companies can provide role models either directly through a mentoring or sponsorship program or through opportunities to network with other APAs.

BEST PRACTICES FOR SUPPORTING ASIAN PACIFIC AMERICAN EMPLOYEES

Our research focused on innovative and compelling organizational initiatives that differentiated Best In Class employers in supporting Asian Pacific Americans in the workplace. In doing so, we identified five key areas that best differentiated Best In Class employers from other companies. These are the most impactful areas for driving commitment and engagement among APA employees while providing a supportive environment allowing maximum contribution and growth. How these programs are organized and rolled out makes all the difference. In the Best Practice section of this report, each of the top 10 companies features salient strategies and tactics they apply in successfully developing APA corporate leaders in ways that increase their bottom line as well. Here are some highlights which are explicitly described in the report:

- APA Employee Resource Groups and Networking Opportunities
- Programs to Develop APA Senior Leadership Presence
- Involvement in the APA Community

- Employee Development and Mentoring
- Growth in Asian Markets / Using APAs as Experts

Best Practice Tips

Throughout the report you will find the best practices to implement in developing your own APA program. Topics covered include best practice tips for:

- Asian Pacific American employee resource groups and networking.
- Being involved in the APA community
- Improving programs to develop APA senior leadership presence.
- Employee development and mentoring
- Using APA talent to grow business

SURVEY HIGHLIGHTS

Overall, APA employees feel good about their jobs and their employers. Nearly all (88%) say they care about the future of their companies, and nearly three-quarters (73%) say that they would recommend their companies as good places to work to other APAs. Most respondents also give high marks for their companies' diversity efforts and tolerance within the work environment.

For example:

- 87% agree that their companies' mission statements articulate a commitment to creating and maintaining a diverse workforce inclusive of all groups.
- 85% say that their work environments are free from disrespectful and offensive behavior toward Asian Pacific Americans

- 82% report that their coworkers are aware of and respectful of cultural diversity.
- 80% feel that they are recognized for individual strengths, rather than stereotypes.

Although APAs often feel some support from managers and other employees for developing their professional and leadership skills, they are less likely to feel they are able to fully employ all of their skill sets or to feel they have the opportunities for career growth and development. Specifically, the survey found:

- 69% say they have the ability to use skill sets at work as an APA.
- 65% agree that their company leaders communicate strategies for growth in Asia/Asian markets.
- 62% say their company leaders understand the Asian marketplace.
- 55% agree with the statement that people at their firms capitalize on the perspectives/talents of APAs.
- Just over half, or 51%, say their firms have APA representation in key positions
- 43% said their company draws on APAs to engage customers from Asia/Asian descent.
- 42% report a clear APA presence in senior leadership positions.
- And less than a third, or 31%, say their company encourages employees to pursue careers in Asia.

EMPLOYEE SUGGESTIONS FOR IMPROVING PRACTICES RELATED TO ASIAN PACIFIC AMERICANS

As part of the employee survey, respondents were given the opportunity to respond to the question, “What other ideas do you have for ways your company could support you as an Asian Pacific American employee?”

The report provides specific examples taken from employee responses:

- › Work life effectiveness
- › Improving understanding of APA culture
- › Helping APAs to pursue careers in Asia
- › Increasing feelings of belonging and opportunities to network
- › Diversity in performance management and employee development
- › Creating or sponsoring programs specific to helping APA employees

NEXT STEPS

Companies that have participated in Asia Society’s *2010 Asian Pacific Americans Corporate Survey* are now armed with information specific to the unique strengths and areas for opportunity seen by their APA employees.

Now that participating companies have heard from their employees, it’s important that those employees hear back from their employers. Many organizations find em-

ployee feedback sessions are a great first step in understanding issues, identifying root causes, and generating potential solutions.

By making the survey an annual event, these organizations are able to track change and build a best in class work environment.

For both participating and non-participating companies, this report serves as a resource for data-driven analyses of what matters most to APA employees, and what Best in Class companies are doing to support APA employees in these areas. The topics discussed are great starting points for conversations with employees for companies who understand the importance of reaching out to their APA base.

**If you would like to participate in the next Asian Pacific Americans Corporate Survey, free of charge, please contact: Kyle Carroll at 212-327-9306 or kcarroll@asiasociety.org.*

ABOUT ASIA SOCIETY

Preparing Asians and Americans for a shared future

Asia Society is the leading global and pan-Asian organization working to strengthen relationships and promote understanding among the people, leaders, and institutions of the United States and Asia. We seek to increase knowledge and enhance dialogue, encourage creative expression, and generate new ideas across the fields of arts and culture, policy and business, and education.

Founded in 1956, Asia Society is a nonpartisan, nonprofit educational institution with offices in Hong Kong, Houston, Los Angeles, Manila, Melbourne, Mumbai, New York, San Francisco, Seoul, Shanghai, and Washington, DC.

Asia Society Survey Project Team

David Whitelaw Reid

- *Director of Corporate Relations*

Jeannine Glazewski

- *Director of Special Events*

Nicky Combs

- *Corporate Membership Manager*

Victor Abud Hall

- *Senior Development Associate*

Bernadette O'Connell,

- *Asia Society Patron, Chairman Circle Member*

For more information on Asia Society, please contact Nicky Combs at 212-327-9306

ABOUT QUESTAR

Headquartered in the Minneapolis metro area, Questar holds a reputation as one of the nation's preeminent research firms specializing in employee surveys and organizational research. Established in 1985, Questar counts dozens of the country's best-known and largest organizations as clients, across a diverse range of industries. A leader in serving the needs of global organizations by managing the complexities of surveying in differing cultures, languages, and environments, Questar collects data in 74 countries across Europe, Asia, Australia, and North America, in 50 languages, gaining feedback from over 3 million employees worldwide annually. As a product and thought leader, Questar also excels in the development of specialized instruments for accurate and detailed measurement of employee engagement, leadership, and performance improvement.