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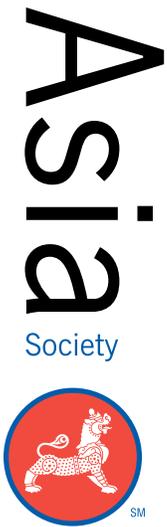
GLOBAL
TALENT
INITIATIVES

2016

Asian Pacific Americans Corporate Survey



Powering Asian Talent:
Leveraging Intersections to
Drive Marketplace Solutions



About Asia Society

Asia Society is the leading educational organization dedicated to promoting mutual understanding and strengthening partnerships among peoples, leaders and institutions of Asia and the United States in a global context. Across the fields of arts, business, culture, education, and policy, the Society provides insight, generates ideas, and promotes collaboration to address present challenges and create a shared future.

Founded in 1956 by John D. Rockefeller 3rd, Asia Society is a nonpartisan, nonprofit institution with headquarters in New York, centers in Hong Kong and Houston, and offices in Los Angeles, Manila, Mumbai, San Francisco, Seoul, Shanghai, Sydney, Washington, DC and Zürich.

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Global Talent and Diversity Council (GTDC)

Council as of May 2016

Purpose of the Council: To advise Asia Society on how best to leverage its public voice in the area of global talent and diversity leadership and how to best serve Corporate Members with their global leadership objectives and to regularly share best practices on the leadership challenges they face in global talent and diversity.

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Introduction



Asia Society's 7th Annual Asian Pacific Americans Corporate Survey has embarked on a bold course this year by including a Roadmap for Executive Leadership, Managers and APA Employees. Armed with the 2016 APA Corporate Survey, Fortune 500 leaders now have a resource rich guide to powerfully attract, develop and promote Asian talent across their organization.

"There is ample evidence proving diversity and inclusion to be a catalyst for innovation, transformation and sustainable financial and economic performance," said Jyoti Chopra, Head of Global Citizenship and Sustainability, BNY Mellon. *"However, having access to current holistic data and insights derived directly from recognized diversity leaders and practitioners across the public and private sectors is the key to transferring this knowledge into impactful outcomes. The APA report empowers us to make evidence-based decisions, advise our businesses and business resource groups and enable BNY Mellon to accelerate progress in this field."*

The Asian Pacific Americans Corporate Survey is a national benchmarking study aimed to fill a critical knowledge gap relating to the growth, development and advancement of Asian Pacific American (APA) employees. The survey encompasses a range of Fortune 500 industry sectors. Its results help to identify which companies are perceived as best at successfully attracting, developing and retaining APA talent and to highlight best corporate practices.

Participating companies receive confidential top line reports on their own data benchmarked against the aggregate across seven dimensions: 1) Diversity, 2) Professional Growth, 3) Employee Resource Groups, 4) Commitment to the APA Community, 5) APA Market Opportunities, 6) Work-Life and 7) Overall Satisfaction. They are immediately able to discern which dimension they are strong in and where improvements can be made. And as the report also includes extensive best practices on these dimensions, companies have actionable solutions to leverage.

In this year's survey, over 3300 Asian Pacific American employees responded, a 30% jump over last year. New this year, we created an award category acknowledging those companies who demonstrate leadership, commitment and excellence in promoting Asian Pacific American women into senior leadership. Additionally, we added the Executive Roadmap to the Executive Summary this year. This will be a powerful and insightful guide to leverage during and beyond your 2016 Diversity Leadership Forum experience.

We would like to thank the team responsible for making this report possible. Our Knowledge Partner, Leadership Education for Asian Pacifics, Inc. (LEAP), specifically Matt Woolsey, Director of Leadership Programs, for his substantial expertise in analyzing the survey data and drafting this report. Special thanks as well to Julie Blazevski at Hypothesi for administering the survey, conducting thorough quantitative analysis, and always going the extra mile to assure excellence at every step of the survey process. And a huge thanks to Mirae Baik on the Global Talent Initiatives team at Asia Society, whose steadfast dedication to the survey process, kept all of us focused and assured every deadline was met. None of this would be possible without the thousands of Asian Pacific American employees who took the survey and the companies who provide us with information on their best practices; we thank them.

A handwritten signature in black ink that reads "David Reid". The signature is written in a cursive, flowing style.

David Whitelaw Reid

Executive Director of Global Talent Initiatives

Powering Asian Pacific American Talent

Companies are not leveraging the full potential of their APA employees:

Professional Growth:



30%

of APA survey participants say their company **DOES NOT** provide extensive leadership development programs and skill building opportunities tailored specifically for APA employees.

25%

of APA survey participants say their company **DOES NOT** offer formal rotational programs which include Profit & Loss, line or operational assignments.

Diversity:



37%

of companies **DO NOT** report representation of Asian and/or APA individuals at the C-Suite level.

Encourage APA employees' professional growth:

Mentorship:



45%

of APA survey participants **ARE NOT** participating in mentorship.

Sponsorship:



41%

of APA survey participants say sponsorship **IS NOT** available.

Coaching:



35%

of APA survey participants with a **PhD/MD/JD** report **NO** coaching availability.

Leadership & Advocacy:

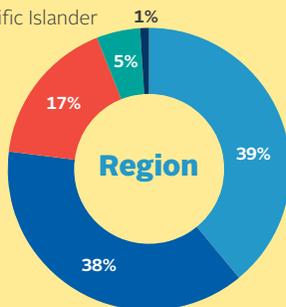


84%

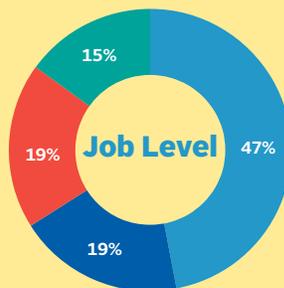
of APA survey participants say their company **DOES** involve the APA Employee Resource Groups for business innovation and growth strategy.

Demographics:

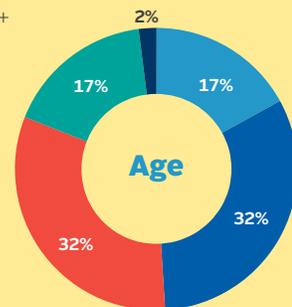
- East Asian
- South Asian
- Southeast Asian
- Multiple Regions
- Pacific Islander



- Professional / Technical
- First Level Manager
- Mid-Manager/Director
- Other



- Under 30
- 30 to 39
- 40 to 49
- 50 to 59
- 60+



Executive Summary

Asian Pacific American (APA) employee representation continues to grow from entry level through mid-management across U.S. Fortune 500 companies. However, very few APAs reach the upper echelons of organizational leadership or Board representation. Why is this? Asia Society's *Asian Pacific Americans Corporate Survey* set out to better understand this segment of the workforce beginning in 2010. Since then, subsequent annual surveys have defined critical components for deeper inquiry into what makes for a favorable working experience from the APA employee perspective. How can APA employees bring their full self to work, contribute to the company's mission and goals, and experience upward career mobility? And, there is the other half to the recipe: **What are the responsibilities of executive leadership to serve as champions, and of middle management to support APAs in realizing their potential to help grow the bottom line?**

Asian Pacific Americans have made tremendous contributions to the advancement, growth, and development of U.S. Fortune 500 companies across multiple industries, business sectors, and markets. Their presence in America's workforce is expected to increase as the U.S. economy grows and immigration projections continue to rise in the years ahead. Asian Pacific Americans "are now recognized as the fastest-growing multicultural segment in the U.S."¹ and are "expected to continue its growth trajectory, rising 150% between now and 2050."² By 2018, APA buying power is expected to increase to \$1 trillion,³ five times as large as that of the U.S. Millennial group (\$200 billion), larger than the entire economies of all but 18 countries worldwide, and larger than the buying power of all U.S. states except California, Texas, and New York, bringing tremendous opportunity affecting corporate bottom lines.⁴

Defining the APA market can be challenging, because APA migration to the U.S. originates from a rather large mass of the world stretching from South Asia to the Pacific Islands. This geographical expanse is important to note, because APA is not a one-size-fits-all label. APAs represent 40 countries, worship myriad religions, and speak hundreds of languages and dialects. At the same time, they are family-focused, have an insatiable passion for technology and digital entertainment, and are focused on the future while maintaining strong connections to their cultural past.⁵ **APA talent offers entry into reaching this massive market, given their diversity of life experiences, cultural customs, approaches to problem solving, and leadership qualities. Yet efforts to develop APA leaders who can harness this burgeoning APA market remain stagnant.**

Tremendous business opportunities awaits, and APA talent is there, eager to help their companies drive marketplace solutions impacting the bottom line—after all, **97%** of participants in this report indicate that they care about their company's overall success. This Executive Summary features the following:

- Action items targeted for Executive Leadership, Managers, and APA Employees;
- Delineators that separate winning companies from others when it comes to achieving higher satisfaction ratings among their APA employees; and
- Demographic overview of the APA population participating in this study.

1 Source: <http://www.nielsen.com/us/en/insights/news/2015/meet-the-fastest-growing-multicultural-segment-in-the-us-asian-americans.html>

2 U.S. Census Bureau, Population Division, "Annual Estimates of the Resident Population 2013 (Race Alone or in Combination)."

3 Selig Center for Economic Growth 2014.

4 Source: <http://www.nielsen.com/us/en/insights/news/2015/meet-the-fastest-growing-multicultural-segment-in-the-us-asian-americans.html>

5 Source: <http://www.nielsen.com/us/en/insights/news/2015/meet-the-fastest-growing-multicultural-segment-in-the-us-asian-americans.html>

Roadmap for Executive Leadership, Managers, and APA Employees

Powering APA talent requires full commitment from all levels of an organization. This section of the Executive Summary contains a brief synthesis of the recommendations found throughout the full *2016 Asian Pacific Americans Corporate Survey*.

Implications for Executive Leadership

#1. Be Visibly Present

45% of APA survey participants do not participate in mentorship

28% of APA survey participants don't have access to career coaching

"Business or leadership mentors are somewhat absent."

– APA SURVEY PARTICIPANT

Action Steps:

1. Task executives to sponsor Employee Resource Group (ERG) activities, and high potential employees to promote cross-ERG interaction and innovative organizational culture building.
2. Communicate that you *want* to hear APA employees, and actively listen by being available and taking action through channels that your talent leaders know to be of high value within the organization.
3. Provide and encourage senior management to participate in training about unconscious bias.

#2. Strategically Measure Performance

11% of APA survey participants do not believe promotions are awarded based on performance and merit, regardless of gender, race, ethnicity, religious beliefs, cultural backgrounds, etc.

37% of companies DO NOT report representation of Asian and/or APA individuals at the C-Suite level

"Identify specific challenges and opportunities for APA employees and provide leadership development that relates to their cultural lens and competencies. To achieve results, leaders must visibly show support and hold people accountable for results that are tied to performance evaluations and compensation."

– DIVERSITY & INCLUSION LEADER, CHEVRON CORPORATION

Action Steps:

1. Create dashboards that measure APA representation in recruitment, hiring, training, and succession planning to reflect the client and customer base that you serve.⁶
2. Benchmark your company's performance against external research (e.g., Asia Society APA Corporate Survey, DiversityInc. Top 50).

#3. Sponsorship

41% of APA survey participants say sponsorship is not available at their company

25% of APA survey participants report that their company does not offer formal rotational programs that include P&L (profit & loss), line, or operational assignments

"Understand career success factors such as 'initiative.' Does 'initiative' look the same for everybody? Culturally, this may not represent itself the same way, so we need to understand this. Of course every employee is different. As leaders, we need to proactively create opportunity for Asian employees. Leaders must be aware of their own cultural understandings."

– FORTUNE 500 DIVERSITY & INCLUSION LEADER

Action Steps:

1. Understand how your personal cultural underpinnings influence the way you view and evaluate others based on their observable behaviors.
2. Learn about Asian Pacific American cultural values and how those values may play out in the workplace.
3. Challenge assumptions about what represents leadership capability and recognize the impact of other leadership styles.

Best Practice Company: GE

During 2015, APAs participated in commercial team competitions across GE's 9 regional hubs to develop apps that solve a specific customer problem or develop a business case judged by GE senior executives. This adventure led to great success because employees were provided an environment to take risks and experiment without making a job change. When employees are not afraid to fail, they grow.

⁶ Source: <http://www.nielsen.com/content/dam/corporate/us/en/microsites/publicaffairs/StateoftheAsianAmericanConsumerReport.pdf>

Implications for Managers

#1. Mentorship

55% of all APA survey participants are mentored,
45% are not

30% of APA survey participants report their company does not provide a wide range of leadership development programs and skill building opportunities tailored specifically for Asian Pacific American employees

Action Steps:

1. Spend time getting to know APA employees through more listening than talking. Invest the time to really understand a person's development interests and career goals.
2. Mentor people who are different from you to build stronger relationships while enhancing your own leadership portfolio.
3. Conduct lunch and learns, attend ERG meetings, facilitate training, and sponsor APA activities and individuals.

#2. Actively Lead

In what ways do you promote your APA employees?

21% of APA survey participants indicate they are not encouraged or provided opportunities to pursue global assignments

20% of APA survey participants are not provided opportunities to gain P&L experience

"To prepare employees for promotion, mentoring relationships are established with people at higher corporate titles than the employee. I have found that this arrangement has little effectiveness ... managers are often too busy or do not care to continue the relationship with the employee beyond the first or second meeting."

– APA SURVEY PARTICIPANT

Action Steps:

1. Stay proactive by mentoring, coaching, and sponsoring APAs by helping them navigate the political landscape and develop networking skills required for career progression.
2. Coach employees on how to articulate their thoughts and aspirations around career goals. Likewise, guide APA employees on how to self-promote their contributions in the most professional and appropriate way.
3. Give APAs assignments around managing their career. Encourage them to attend leadership training (and other professional development initiatives).

#3. Cultural Acuity

11% of APA survey participants do not believe promotions are awarded based on performance and merit, regardless of gender, race, ethnicity, religious beliefs, cultural backgrounds, etc.

11% of APA survey participants do not feel recognized for their individual strengths—recognition is based on stereotypes

"I only feel very suppressed. My upbringing background is very different from the rest of the team, even from other teams in this center. I always feel like because I'm the minority here, I need to adapt to them. I wouldn't mind, but at least try to ask and understand my feelings."

– APA SURVEY PARTICIPANT

Action Steps:

1. Attend training on diversity and inclusiveness specific to leadership behaviors. Be aware of bias, stereotypes, and your own limitations that may negatively impact APA employees.
2. Be aware of your cultural understandings in comparison to Asian cultural values. Ask yourself how your cultural frames may impact the way you measure performance and abilities of others.
3. Be introspective. Actively encourage and collect feedback from others to understand how you are perceived.

Best Practice Company: Medtronic

Medtronic believes that leadership commitment is a critical enabler to building an inclusive and diverse culture. Medtronic CEO Omar Ishrak is the chief sponsor for their diversity leadership networks, including the Asian Descent Network Leadership team (ADNL). The ADNL leadership team is appointed by the CEO and Chief HR Officer, and is composed of leaders of Asian descent at the Director to Vice President levels. Executive Committee members serve as executive sponsors for the networks, ensuring that network priorities receive high visibility and are connected to the business strategy. Mike Coyle, Executive Vice President and Group President, Cardiac and Vascular Group, serves as the current Executive Sponsor for the ADNL. Diversity network leadership teams (Asian, African, Hispanic, and Women) meet regularly with their executive sponsors for coaching and guidance, and meet with the CEO and Chief HR Officer quarterly to identify barriers and opportunities for advancing more diverse talent to the highest level of leadership.

Implications for Asian Pacific American Employees

You are responsible for your career. Doing the work required of you is a necessity, and so are building a network of colleagues throughout the organization, communicating in meetings even when your ideas may not be fully thought through, and actively learning many aspects of the business. Proactively establish your career goals and communicate them with your manager.

#1. Be Visible

21% of APA survey participants are not active members of their company's Asian Pacific American employee resource group

89% of APA survey participants say their company supports and encourages volunteer opportunities and employee volunteerism with Asian Pacific American community-based and nonprofit organizations

Who knows about you outside your immediate work team?

1. Raise your hand, volunteer, and ask for opportunities outside the scope of your designated work (e.g., engage local APA community-based organizations and develop leadership skills). Look for opportunities to be a visible and important to the organization (e.g., become an active member in the APA employee resource group).
2. Understand what it takes to impress and successfully meet the needs of your clients. You serve two kinds of clients: internal (your immediate supervisor and work team) and external (client/customers).
3. Engage and connect with people around the firm in various positions—face time is paramount to building your personal brand recognition and building social capital.

"Be clear about your personal career goals. Where are your interests? What excites you? Do you want to travel? What are your strengths as well as your weaknesses? Understand your areas of opportunity and then develop a personalized plan. Be flexible and don't put all of your focus on just one job, be open to different opportunities."

– DIVERSITY AND INCLUSION LEADER, IBM

#2. Be Heard

45% of APA survey participants do not participate in mentoring activities

80% of APA survey participants who said sponsorship is available at their company do NOT participate in sponsorship activities

What are you doing to communicate your needs?

1. Be proactive and communicate your personal and professional goals with your manager.
2. Attend public speaking training, develop skills required to speak in front of groups, and learn how to communicate with your manager and other leaders with confidence.
3. Seek out a mentor, coach, or sponsor. Remember, it doesn't necessarily have to be someone who you work with directly.

“High performing professionals desire to be challenged and quickly achieve their goals. APA emerging leaders should continuously deepen their business acumen and industry expertise, demonstrate the ability to navigate complex situations, proactively ask for important assignments, and actively contribute to organizational priorities.”

– DIVERSITY & INCLUSION LEADER, KPMG

#3. Become an Expert

92% of APA survey participants indicate their company promotes cross-interaction among all employee resource groups for education, culture, diversity, and business development and advancement

79% of APA survey participants indicate their company encourages and provides opportunities for Asian Pacific American employees to pursue global assignments

16% of APA survey participants indicate their company does not encourage the participation of Asian Pacific American employees in market/business development activities, such as client development, marketing, and advertising in the Asian Pacific American market (15% for Asia Pacific markets)

How are you building a reputation for yourself?

1. Maximize involvement with company ERG groups. Focus on your business acumen. Become a subject matter expert in your field. Be business savvy. Be able to navigate the political landscape.
2. Understand who the clients are, the diverse needs they have, and what they care about. Go back to your manager with ideas that connect to client/customers' diverse needs.
3. Stretch yourself and don't be afraid to explore possibilities, even if you don't feel like you have all the qualifications.

Top 3 Asian Pacific American Employee Satisfaction Drivers

For APA employees, what contributing factors influence their overall satisfaction and belonging in their respective organization?

#1 Work-Life

Company recognition of individual strengths, accommodation for cultural/religious needs, and respect for individual strengths

#2 Diversity

Company's commitment to promoting and supporting a visibly diverse workplace culture

#3 Professional Growth

Provisions for growth and development, including rotational global assignments and Profit & Loss (P&L) experience

This year, the top three satisfaction drivers remain the same as in 2015, with Diversity and Professional Growth swapping spots, although the distinction between second and third place was minimal.⁷ This consistency is quite telling in and of itself—APA employees value respect for their individual strengths working in an organization that is truly diverse, and a place where professional growth and opportunities for upward mobility are a priority.

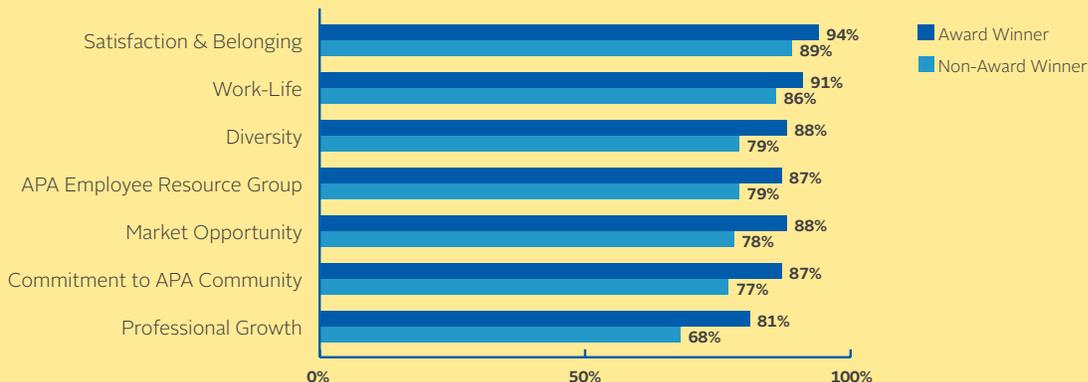
⁷ Relative impact of these two drivers on satisfaction was about the same.

APA Employee Satisfaction Across All Satisfaction Drivers

More than 3,000 Asian Pacific Americans from the companies participating in this study responded to a series of 35 questions based on their professional experiences. Questions were grouped into seven dimensions: Diversity, Professional Growth, APA Employee Resource Groups, Commitment to the APA Community, APA Market Opportunity, Work-Life, and overall Satisfaction & Belonging. From this, submitted data were aggregated and analyzed to tease out the relationship between satisfaction and other variables.

The 2016 **Award Winning companies** were recognized by an independent judging panel for innovative policies, practices, procedures, and initiatives specifically targeted for APA employees. Most notably, organizations not in the Award Winning category lag behind their counterparts by 10% or more in the dimensions of Market Opportunity, Commitment to the APA Community, and Professional Growth. This is important considering the top three satisfaction drivers for APA employees are Work-Life, Diversity, and Professional Growth. Of all the dimensions, Professional Growth is key to how APA employees view their company.

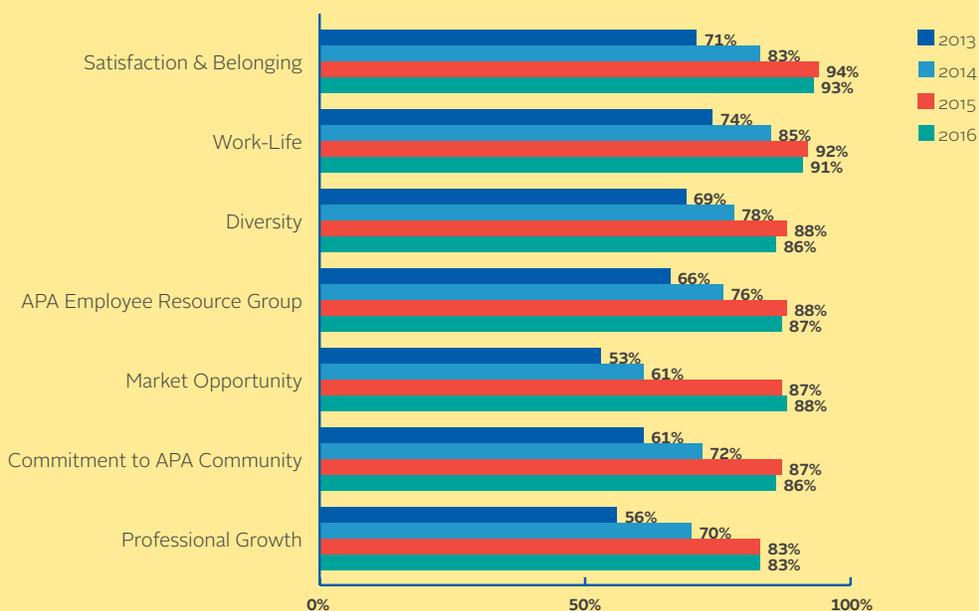
% of Respondents with a Favorable Scale Score by Award Winner (4 or higher on 6-pt scale)



Four Year Trend of APA Employee Favorability

A retrospective view of APA favorability illustrates a rise in every dimension over the past four years. The lowest scores were reported in 2013, and a steady rise ensued in 2014–2015, with noticeable movement in the APA Market Opportunity dimension, before leveling off. This signals a positive response by the companies participating in this study over the years: employers are recognizing APA employees for their value. 2015 and 2016 indicate a leveling of favorability in all dimensions, with Satisfaction and Belonging emerging as the most demonstrable way companies are focusing their diversity and inclusion efforts.

Four Year Trend: 2013 – 2016



Diversity

Commitment to promoting and supporting a visibly diverse workplace culture.

Companies are making great strides in articulating an inclusive mission statement supported by diversity related policies and procedures. On average, 95% of APA survey participants across all companies agree that their company mission is committed to diversity and inclusion. Additionally, 94% agree with the following statement: "My company practices diversity initiatives throughout the organization as much as it is articulated in its mission statement, programs, policies and procedures." Specific populations elicited interesting insights:

- APA women indicate **higher favorability (at 86%)** than their male colleagues (**at 82%**) in the APA Market Opportunity satisfaction driver
- Third and fourth generation employees consistently score **lower** in every satisfaction driver for favorability, compared to all other generations behind them
- The heterosexual population recorded **16% lower favorability** than their LGBT counterparts
- Southeast Asians (**17%** of total sample) and South Asians (**37.7%** of total sample) overall report higher favorability, while East Asians (**38.7%** of total sample) and survey participants who identify as multi-racial (**4.8%** of total sample) overall report lower favorability

As much as organizations are formalizing diversity measures, APA employees signal a disconnect when it comes to how companies specifically engage them. Most notably:

- **36% of APA survey participants do not** report adequate representation of Asian and/or Asian Pacific American individuals on the company board of directors
- **16% of APA survey participants indicate their company does not** report having Asian and/or Asian Pacific American executives with clear P&L responsibilities

Companies are NOT leveraging the full potential of APA talent:

36% of employees do not report adequate APA representation on their company board ... no role models, no perception of career progression

Professional Growth

Provisions for growth and development, rotational assignments (including global), and P&L experience.

Among all organizations participating in this analysis, 85% of APA employees have a favorable view of their opportunities for career growth and development (identical to 2015 ratings). Likewise, support by their supervisors and managers to take part in learning and development (89%) remained at the same level. Since Professional Growth is one of the top three satisfaction drivers for APA employees, this is one satisfaction driver companies can invest in to see quick results.

However, ample opportunity areas are obvious for Award Winning and Non-Award companies, considering that:

Missed Opportunity:

30% of employees overall, and 40% from Non-Award companies, indicate their company does not offer leadership development specifically tailored to APA employees.

- **30% of APA survey participants indicate their company does not** provide a wide range of leadership development programs and skill building opportunities tailored specifically for Asian Pacific American employees. **For Non-Award winning companies, that number jumps to 40%**
- **25% of APA survey participants indicate their company does not** offer formal rotational programs which include P&L line or operational assignments. **For Non-Award winning companies, that number grows to 32%**
- **21% of APA survey participants indicate their company does not** encourage or provide opportunities for Asian Pacific American employees to pursue global assignments. **For Non-Award winning companies, that number increases to 27%**
- **15% of APA survey participants indicate their company does not** provide opportunities for high performing Asian Pacific American employees to gain P&L experience. **For Non-Award winning companies, that number rises to 24%**

Professional Growth opportunities are lagging for the following groups, whose **favorability ratings** fall behind those of other APAs:

- Have a disability (52%) vs. all others (76%)
- Hold a PhD/MD/JD (61%) vs. all others (76%)
- Identify as LGBT (67%) vs. all others (75%)
- Identify as multi-racial (68%) vs. all others (77%)
- Ages 40–59 (70.5%) vs. all others (81%)

Mentoring

- About **55% of all employees** participated in mentoring
- **59% of women** engaged in mentoring, compared to **53% of men**
- Employees **aged 40+** report less involvement with mentoring
- Only 43% of employees with **Military status** and 42% of employees with a **disability** participated in mentoring

45% of Asian Pacific American employees do not participate in mentorship; 41% say sponsorship is not available; 28% don't have access to career coaching

Sponsorship

- Employees are more likely to be sponsored at an **Award company** (65% favorability) versus others (53%)
- Only 8% of employees working in the **Healthcare & Medical industry** say sponsorship is APA specific, while employees in all other industries indicate favorability in the 20th percentile, with the **Services industry** scoring the highest at 34%

Coaching

- 32% of APA employees working at a **Non-Award company** say coaching is not available
- 48% of APA employees with a **disability** do not have access to coaching
- 37% of APA employees who are **not on the executive track** report coaching is not available
- 35% of APA employees with a **PhD/MD/JD** report no coaching availability

Employee Resource Groups

Programs, policies, and procedures that support Asian Pacific Americans through a designated ERG.

ERGs remain one of the most favorable ways (97%) for APAs to connect with each other and the organization, and to engage in educational, cultural, and business activities. Companies are also scoring high among APA survey participants when it comes to the support they provide the APA ERG (financial, resources, etc.) and how companies promote cross-interaction among all employees.

Across all companies, opportunity areas remain:

- **22% of APA survey participants indicate their company does not** consult the APA ERG for talent recruitment and development, and among Non-Award companies this spikes to **30%**
- **21% of APA survey participants do not** actively participate in the company's APA ERG
- **16% of APA survey participants indicate their company does not** involve the APA ERG for business innovation and growth strategy (for Non-Award companies this increases to **21%**)

APA employee resource groups are a valued forum to connect all levels of the organization. 97% of respondents across all organizations have a positive view of APA ERGs

Commitment to the APA Community

Activities that support the Asian Pacific American community through financial support or involvement with outside and non-profit organizations, or that influence policies/legislation.

Award Winner: PG&E

In 2015, PG&E's Asian and Samahan (Filipino) Employee Resource Groups (ERG) continued to build awareness and brand PG&E externally while developing greater visibility in the community. Asian community organizations that PG&E continued to support include:

- Chinese—Self-Help for the Elderly's Longevity Walkathon, Lunar New Year Parade and Thanksgiving Luncheon, Chinatown Community Development Center, Chinatown Community Children's Center
- Japanese—Nichi Bei Foundation's Northern California Tofu Festival.
- Filipino—Filipino American Arts Exposition's Pistahan Festival.
- Vietnamese—Vietnamese American Cultural Center's Community Bill Clinic.
- Hmong—Fresno Interdenominational Refugee Ministries' Afterschool Program.
- South Asian—Maitri and its confidential referral service for victims of domestic violence.

PG&E employees have many opportunities to volunteer and work with organizations in the Asian Pacific community. Volunteers participate in annual cultural events such as the annual San Francisco International Dragon Boat, Lunar New Year, Tet, Cherry Blossom and Moon Festivals. Employees are always present at these events to educate the community on energy efficiency programs and available resources. PG&E employees also play a big role in organically raising funds for college scholarships and to aid 501(c)3 organizations.

The good news is that APA employees report high favorability when it comes to employers' financial support for community-based nonprofit organizations and encouragement to engage in community volunteer activities. While overall commitment to the APA community is favorably viewed by APA employees, companies are not fully engaging APA employees in business-relevant activities (19% unfavorable rating) within their very own community.

APA Market Opportunity

Actions taken to engage APA suppliers, APA employees in market/business development activities.

Why aren't organizations fully engaging Asian employees in business-relevant activities within their very own APA communities?

As the U.S. market pushes forward, so must corporations innovate to keep up with the needs of consumers. The Asian market (domestic and abroad) will continue to fill a prominent role in how organizations transform products and services in meeting market demands. The encouraging message is that 92% of APA employees participating in this survey indicate their company has a positive image with Asian Pacific American consumers and customers.

Considering the influence of the U.S. Asian market now, and future projections, APA employees indicate their organizations can do more. For example, of the organizations participating in this report:

Asian Pacific American employees are eager, but 16% report their company does not encourage APA employees in U.S. domestic market/business development activities

- **17% of APA survey participants indicate their company does not** actively engage and support Asian Pacific American suppliers
- **16% of APA survey participants indicate their company does not** encourage the participation of Asian Pacific American employees in market/business development activities in the U.S. domestic market
- **15% of APA survey participants indicate their company does not** encourage the participation of Asian Pacific American employees in market/business development activities in the Asia Pacific region

Workplace and Work-Life

Company recognition of individual strengths, accommodation for cultural/religious needs, and respect for individual strengths.

Discussions around workplace and work-life, the ability to work from remote locations, and working at an organization with a humanitarian focus are some of the employee expectations becoming more prevalent, particularly with the influx of millennials entering the workforce.⁸ With these motivators comes a preference for working at an organization that treats employees with respect and dignity, and that celebrates individuals for the unique qualities that make a complete human being, not just a talent resource. The Asia Society *Asian Pacific Americans Corporate Survey* has logged a steady upward trend over the years, as APA employees rate their employer favorably when it comes to how they experience their workplace and work-life conditions. Of the APA employees participating in this study:

- **92% of APA survey participants** report that their company supports and is accommodating of their cultural/religious traditions and needs
- **91% of APA survey participants** feel comfortable bringing their authentic self to the workplace
- **89% of APA survey participants** feel recognized for their individual strengths, not based on stereotypes

As indicated in the Diversity section of this report, **11% do not** believe promotions are awarded based on performance and merit, regardless of gender, race, ethnicity, religious beliefs, cultural backgrounds, etc. This runs parallel to **11% not feeling** recognized for their individual strengths, not based on stereotypes.

Overall Satisfaction, Commitment, and Belonging

Employee perceptions about the company experience.

What constitutes workplace satisfaction? Lots of research over the years has tried to isolate specific motivators, factors, and many other elements to define what it takes for employees to perform at their full potential. Consistent with the past few years, companies engaged with this study are doing well at creating an environment to promote high satisfaction, commitment, and belonging. Consider these favorability scores across all organizations:

97% of Asian Pacific American employees in both Award and Non-Award companies really care about the success of their company

- **97% of APA survey participants** report that they care about their company's overall success
- **94% of APA survey participants** would recommend their company to other Asian Pacific Americans as a good place to work
- **90% of APA survey participants** are likely to remain with their company even if offered a comparable job at another company

As mentioned in the Diversity and Work-Life sections of this study, opportunities remain to promote an environment that fully embraces APA employees' individual and cultural needs. **88%** of those surveyed feel a real sense of belonging as an Asian Pacific American employee of their company.

⁸ Source: <http://www.forbes.com/sites/danschawbel/2015/11/01/10-workplace-trends-for-2016/print/>

Moving Forward

Progress is certainly underway, as evidenced by the increasing favorability scores over the years in dimensions pivotal to how APA employees view their workplace experience. The future business landscape dictates the inclusion of all employees to take advantage of the most innovative approaches for recruiting, hiring, and retaining top APA talent. To make this happen, a decisive commitment must be made at the top of the organization for transformational shifts to be realized by all. Additionally, managers and APA employees are equally responsible for engaging in proactive measures that make APA career progression to leadership positions attainable.

- Executives need to be present, strategically measure performance, and engage in sponsorship
- Managers of APA employees need to be mentors, actively lead, and elevate their cultural acuity
- APA employees need to be visible, make themselves heard, and demonstrate expertise

Increasing APA employee satisfaction is linked to how a company recognizes aspects of work and life dimensions, promotes diversity, and offers professional growth opportunities. A four-year trend among companies consistently participating in the *Asia Pacific Americans Corporate Survey* illustrates that when concerted efforts are in place, satisfaction scores reflect positive upward movement. The driver with greatest impact is Work-Life. Embedded across all satisfaction drivers is the role that mentorship, sponsorship, and coaching play in the lives of APA employees, and the call for managers and leaders to fully engage in these aspects.

Companies must do more to roll out programs, policies, and procedures that specifically address the cultural needs of APA employees within every satisfaction driver. Featured best practice company examples in this executive summary offer concrete approaches specific to some of the satisfaction drivers. The *2016 Asia Pacific Americans Corporate Survey* full report will impart many more methods specific to all seven satisfaction drivers designed to fully engage all APAs in strategic organizational goals.

Powering APA talent to their full potential will equip U.S. companies with the right strategies required to permeate domestic and international markets. To do this, APA talent must see the roadmap ahead of them to equally achieve leadership progression within their organization. Take the challenge—*power your Asian Pacific American talent and leverage these intersections of diversity to drive your marketplace solutions.*

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About Survey & Methodology

The *Asian Pacific Americans Corporate Survey*, now in its seventh year, is the most comprehensive voice for Asian Pacific American (APA) employees, representing a range of America's Fortune 500 companies across industry sectors. Executive leadership also presents strategic actions specifically targeted towards APA employees, and the result is a robust narrative filled with statistical and qualitative evidence. This evidence speaks to the APA employee experience in today's top performing companies, and when examined at a deeper level, reveals why some companies rise above the rest. This survey illuminates APA employee perceptions and lived realities of working in U.S. Fortune 500 companies, resulting in a list of actionable steps—steps every company can take to elevate APA talent driven towards personal, community, and organizational success.

Methodology

Asia Society retained a third party to collect data and conduct the statistical analysis; an online survey was made available to APA employees whose companies participated in this 2016 *Asian Pacific Americans Survey*. The online survey items utilize a 6-point response scale anchored at 1=Strongly Disagree to 6=Strongly Agree. Items receiving a "Somewhat Agree," "Agree," or "Strongly Agree" response were then categorized into an overall "Favorable" score; the same approach was used for "Unfavorable" scoring. One-on-one interviews were conducted with a subset of the company executives participating in the study. The qualitative interview data and the quantitative data from the online survey were synthesized for analysis and interpreted to create this report.

Questions

Employee survey and company application documents featured questions specific to the following seven dimensions:

- **Diversity:** Commitment to promoting and supporting a visibly diverse workplace culture.
- **Professional Growth:** Provisions for growth and development, including rotational global assignments and Profit & Loss (P&L) experience.
- **Employee Resource Group (ERG):** Programs, policies, and procedures that support Asian Pacific Americans through a designated employee resource group (ERG).
- **Commitment to the Asian Pacific American Community:** Financial backing and resources for community-based and nonprofit organizations, volunteerism, and activities beyond typical Asian Pacific American heritage celebrations.

- **Asian Pacific American Market Opportunities:** Organizational leaders' understanding of the Asian Pacific American market, willingness to engage APA employee experiences to develop domestic and international Asian customers, and APA employee involvement with Asian market business development.
- **Work-Life:** Company recognition of individual strengths, accommodation for cultural/religious needs, respect for individuality, and involvement with APA employee resource groups.
- **Overall Satisfaction, Commitment and Belonging:** Sense of belonging, caring about company success, and willingness to stay with the company and recommend it to others.

Revisions to the 2016 Corporate Survey

In our quest to seek meaningful and actionable information for readers of this report, we made one change to the employee survey: moving the item "My company actively engages and supports Asian Pacific American Suppliers" from the Commitment to the Asian Pacific American Community dimension to the Market Opportunities dimension. We also added a question to the company application document asking companies to describe the programs, policies and procedures at the company that support Asian Pacific American Women.

Best Employer Designation

Participating companies invited their employees to answer questions in an anonymous online survey. Additionally, each company's respective diversity & inclusion leaders completed an application. A total score was reached for each company, reflecting a combination of the following factors:

- 80% weighting given to employee online response scores
- 20% weighting given to the diversity & inclusion leaders' applications, based on the results of a judging panel composed of five diversity leadership experts

Employers had no access to the database and did not know who completed the survey. Individual applications completed by company diversity & inclusion leaders included a series of questions about demographic details and factors driving company policy, programs, and procedures that support Asian Pacific Americans through:

- Promoting APA Women
- Employee Resource Groups
- Sponsorship
- Diversity
- Market Opportunities
- Recruitment & Selection
- Retention Efforts
- Employee Growth & Advancement
- Profit & Loss Leadership Development
- Community Commitment

To preserve complete anonymity and fairness, five diversity leaders evaluated each company application under blind review. Judges measured the gap between programming and corporate policies cited in the diversity & inclusion officers' application and the results anonymously submitted by the employees of the respective companies. A third party independent of Asia Society, Hypothesi, conducted the final analysis to determine the winning companies. Leadership Education for Asian Pacifics, Inc. (LEAP) synthesized the qualitative and quantitative data to generate the insights contained in this report.

About Asia Society Global Talent Initiatives

Global Talent Initiatives (GTI) is a unique global resource/platform made up of intellectual capital on the latest trends and thought leadership impacting senior level, Fortune 500 human capital and talent leaders in corporate, civil and academic organizations for best talent development practices. The GTI platform includes:

Asia Talent and Diversity Council (ATDC), made up of Heads of Talent and HR Officers of Fortune 1000 level companies, identifies challenges and shares best practices for attracting, developing and retaining diverse talent in the Asia Pacific marketplace.

Five focus pillars: Developing Global Mindset, Gender Equity in Senior Leadership, LGBT, Retention of Gen Y, Mobility.

Global Talent and Diversity Council (GTDC), made up of Chief Talent, HR and Diversity Officers of Fortune 500 companies, advises Asia Society on how best to leverage its public voice in the area of global talent and diversity leadership and to regularly share best practices on the leadership challenges they face in global talent and diversity.

GTDC Asian Allies Committee advances Asian Pacific American leaders by collaborating with/leveraging/engaging LGBT & Allies at Corporate Member firms.

Asian Pacific Americans Corporate Survey, the first ever peer-reviewed, published initiative to exclusively measure the leadership success of Asian Pacific Americans in Fortune 500 companies. Now in its 7th consecutive year.

Diversity Leadership Forum is a two day, annual gathering of Asian line managers from Fortune 500 companies that come together to develop their skills' capabilities as future business leaders.

Best Employer Awards, annually recognizes employers that are successfully attracting, developing and retaining high potential Asian talent. Now in its 7th year.

Best Practices Webinars are regularly scheduled seminars detailing best practices on developing Asian talent.

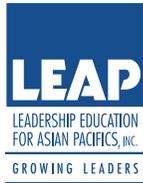
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 AsiaSociety.org/Global-Talent-Initiatives

 Diversity Leadership Forum

 @ASDiversity

Knowledge Partner & Survey Production Team



2016 Asian Pacific American Corporate Survey Report Knowledge Partner

Leadership Education for Asian Pacific's, Inc.

A national, nonprofit organization founded in 1982, Leadership Education for Asian Pacifics, Inc. (LEAP) has a mission to achieve full participation and equality for Asian and Pacific Islanders (APIs) through leadership, empowerment, and policy. Intent on “growing leaders” within API communities nationally and across sectors, industries and generations, LEAP’s core strategic approach is Developing People, because leaders are made not born; Informing Society, because leaders need to know the issues and be a voice for the communities they are representing or advocating for; Empowering Communities, because strong leaders give back to and are grounded in strong, vibrant communities. Guided by the philosophy: “Keep Your Values. Develop New Skills.®”, LEAP believes that Asian and Pacific Islanders can retain their culture, identity and values while developing new and vital skills that will enable them to be effective leaders in their organizations, their communities and the broader society.

Lead Knowledge Partner: **Matthew Woolsey**, *Director of Leadership Programs*, Leadership Education for Asian Pacifics, Inc. (LEAP)



Survey Administrator and Statistical Consultant

Hypothesi, LLC

Established in 2007, Hypothesi’s primary mission is to provide efficient, high quality program evaluation and “just-in-time” data analysis capacity enhancement across multiple industry sectors, with an emphasis on education-related and health & human service entities. Hypothesi’s services have expanded to include nonprofit impact assessments, corporate social responsibility portfolio assessment and external grant evaluation. As the founder and CEO of Hypothesi, Dr. Juliane Blazeovski is committed to providing rigorous, yet accessible, program evaluations that are sensitive to cultural and contextual factors, designed to build internal evaluation capacity, and are meticulously tied to a program’s underlying mission statements and objectives. Company areas of expertise include research design, survey development, advanced statistical analysis, K-12 performance data analysis, positive youth development and career pipeline program evaluation, achievement motivation, cross-system collaboration and 21st century skill development.

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Asia Talent and Diversity Council (ATDC)

Updated as of May 2016

Purpose of the Council: To identify challenges and share best practices for attracting, developing and retaining diverse talent in Asia. The council will impact the private and public sector by promoting and showcasing leading practices and talent solutions to advance diversity and inclusion in the Asian marketplace.

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To learn more on how to get involved on the Asia Talent and Diversity Council, please contact David Reid at DReid@AsiaSociety.org.



*Indicates Global Corporate Member

Notes

A series of horizontal dotted lines for writing notes.

2016 Asian Pacific Americans Corporate Award Finalists:

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Chevron

Colgate-Palmolive

Credit Suisse

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