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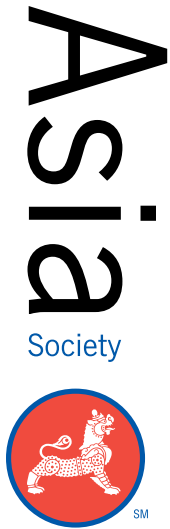
**2017**

# **Asian Pacific Americans Corporate Survey**

## **Executive Summary**



**Decoding the Myth  
of Model Minority:  
Challenges and Opportunities  
for Asian Pacific Americans  
in the Workplace**



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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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# 2017 Asian Pacific Americans Corporate Survey Executive Summary



## Decoding the Myth of Model Minority: Challenges and Opportunities for Asian Pacific Americans in the Workplace

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as of May 2017

**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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# Asia Talent and Diversity Council (ATDC)

as of May 2017

**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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# Introduction

*"To be the best, we must learn from the best. Medtronic aims to be the company of choice for Asian employees, and the annual APA Survey enables us to analyze best practices for hiring, retaining and promoting Asian talent. We welcome the opportunity to learn from these insights and apply them in our own efforts to measure and strengthen our diversity and inclusion programs. The survey outcomes, data analytics and insights in addition to best practice learnings, helped our AIM Network accelerate our work stream actions, resulting in advanced outcomes."*

**- VIPUL SHETH,  
VICE PRESIDENT, CORPORATE QUALITY,  
MEDTRONIC**



**T**he 8<sup>th</sup> Annual Asian Pacific Americans (APA) Corporate Survey continues to be a valuable benchmarking tool to participating companies. This is seen most dramatically through the five-year trend analysis that shows a steady rise in favorability scores across all surveyed employee engagement dimensions. One of the dimensions, Market Opportunities, shows scores increasing the most from 53% to 90% between 2013 and 2017. My interpretation would be that APA employees tend to have growing faith on their competitiveness in the workplace, because during the past few years their visibility/influence in mainstream and cultural confidence have increased, plus the fast growing Asian American market potential and burgeoning economy in their country of origin (particularly India for South Asians, China and Korea for East Asians) are opening up more business opportunities for their companies, hence APA employees tend to leverage their cultural understandings as unique competitive advantages in pursuing career opportunities in the workplace.

As in previous years, the 2017 APA Corporate Survey provides companies with a real time perspective on many nuances that explain why some APAs advance faster than others as leaders. In this Executive Summary, we have included an in depth look at some of these nuances, including those among East and South Asians, among Millennials and older generations, and also between genders. For a more detailed discussion together with award winning best practices, look for the main report, which will follow in a couple of months.

I would like to thank the team responsible for making this survey possible. Our Knowledge Partner, Jackson Lu, a Behavioral Scientist at Columbia Business School, for his academic expertise and fresh perspective on the composition and drafting of this year's report. Special appreciation and our thanks to Julie Blazevksi at Hypothesi for administering the survey, conducting quantitative analysis and for her dedication to this project. And a big thanks to Mirae Baik, Manager of Global Talent Initiatives, for orchestrating all parts of the survey process and assuring all partners and participants stayed on track and on time. I hope you enjoy this year's Report!



**David Whitelaw Reid**

*Executive Director, Global Talent Initiatives  
Asia Society*

# Snapshot

## Top 10 challenges listed by APA employees

(by relative frequency):

1. Lack of role models
2. Professional growth
3. Career development
4. Reaching senior level
5. Glass ceiling
6. Cultural differences
7. Communication skills
8. Language barrier
9. Unconscious bias
10. Comfort zone

## Top 5 criteria for APA employees when selecting an employer

(by relative frequency):

1. Advancement opportunities
2. Career development
3. Work-life balance
4. Company culture
5. Compensation benefits



96% of survey participants indicate that they care about their company's overall success, but only 79% agree or strongly agree that they would remain with their current company even if offered a comparable job.



27% of this year's participating companies have no APA presence in the C-Suite.



19% Female APAs are significantly less likely to occupy senior leadership roles than male participants 24%



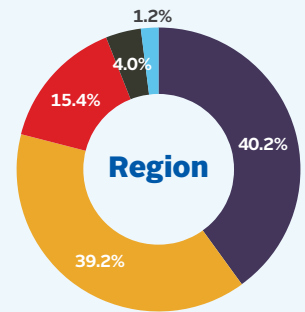
54% East Asian participants are far less likely to be on leadership track than South Asian participants 63%



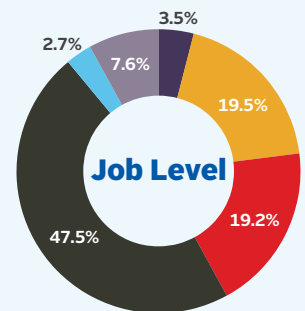
APA millennials report significantly higher workplace favorability than earlier generations.

## Demographics:

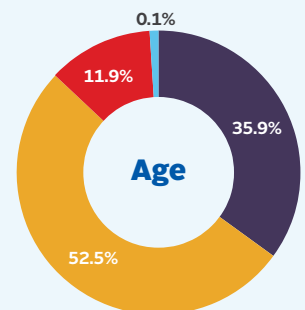
- South Asian
- East Asian
- Southeast Asian
- Multiple Regions
- Pacific Islander



- Executive / Officer
- Mid-manager / Director
- First-level Manager
- Professional / Technical
- Administrative / Clerical
- Production-Hourly / Other



- Millennial (1982–2000)
- Gen X (1965–1981)
- Baby Boomer (1946–1964)
- Silent Generation (1928–1945)



# Executive Summary

**T**he presence of Asian Pacific Americans (APAs) has been rising over the past decades. APAs “are now recognized as the fastest-growing multicultural segment in the U.S.”<sup>1</sup> and are “expected to continue its growth trajectory, rising 150% between now and 2050.”<sup>2</sup> In the U.S., 49% of Asian Americans hold a bachelor’s degree, compared with the national average of 28%. Although Asian Americans only comprise 5.6% of the U.S. population, they account for over 30% of Presidential Scholars and National Merit Scholarships, and in terms of average income, APAs tend to outperform other ethnic minority groups.<sup>3</sup> As a result, they are often known as the “model minority.”

However, it may be precisely because they are viewed as the “model minority” that comparatively little attention—whether in social media or scientific research—has been paid to their well-being and challenges at the workplace. Against this backdrop, Asia Society’s annual Asian Pacific Americans Corporate Survey has been studying the APA workforce since 2010.

While APA representation continues to grow from entry level through mid-management level, few APAs reach the upper echelons of organizational leadership. For example, 27% of this year’s participating companies have no APA presence in the C-Suite. Similarly, a report based on data from Google, Intel, Hewlett Packard, LinkedIn, and Yahoo revealed that whereas Asians make up 27% of employees at these companies, they make up only 14% of executives.

**While APA representation continues to grow from entry level through mid-management level, few APAs reach the upper echelons of organizational leadership.**

This year, we extended our effort not only to examine what APA employees identify as favorable workplace attributes, but also to uncover their specific challenges. Page 4 details the top 10 challenges APA employees face at the workplace. These challenges were identified via text analyses of survey participants’ open-ended responses, and also substantiated by senior diversity officers at various Fortune

500 companies. In addition, text analyses also uncovered the top 5 criteria for APA employees when selecting an employer. It is noteworthy that “advancement opportunities” and “career development” are considered even more important than “work-life balance,” “company culture,” and “compensation benefits” among APA employees.

**96%** of survey participants indicate that they care about their company’s overall success

Together, these findings highlight APA employees’ unfulfilled aspiration to grow and advance in their career. Indeed, although 96% of survey participants indicate that they care about their company’s overall success, only 79% agree or strongly agree that they would remain with their current company even if offered a comparable job. Overall, it is important for APA employers to reflect on how they can better power APA talent through inclusion.

**79%** agree or strongly agree that they would remain with their current company even if offered a comparable job.

1 <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 <http://www.economist.com/news/briefing/21669595-asian-americans-are-united-states-most-successful-minority-they-are-complaining-ever>



# Demographic Overview of Participants

**F**or the purpose of this survey, “APA” refers to individuals of the following ethnic backgrounds: Bangladesh, Cambodia, China, India, Indonesia, Japan, Korea, Laos, Malaysia, Native Hawaiian, Nepal, Pacific Islands, Pakistan, Philippines, Singapore, Taiwan, Thailand, Tibet, Vietnam.

49.2% women

50.7% men

0.1% transgender

51%

aged 39  
and under

62%

have lived in the  
U.S. 20+ years

65%

arrived in the  
U.S. at age 21+

33%

in financial services

21%

in  
technology & manufacturing

57% have been with  
their employer 5+ years

70% identify  
as first generation

56% hold a  
Master's degree or above

15% are multiracial  
(i.e., Asian in combination with another race)

57% are  
on the executive track

4% identify as LGBT

1% are veterans

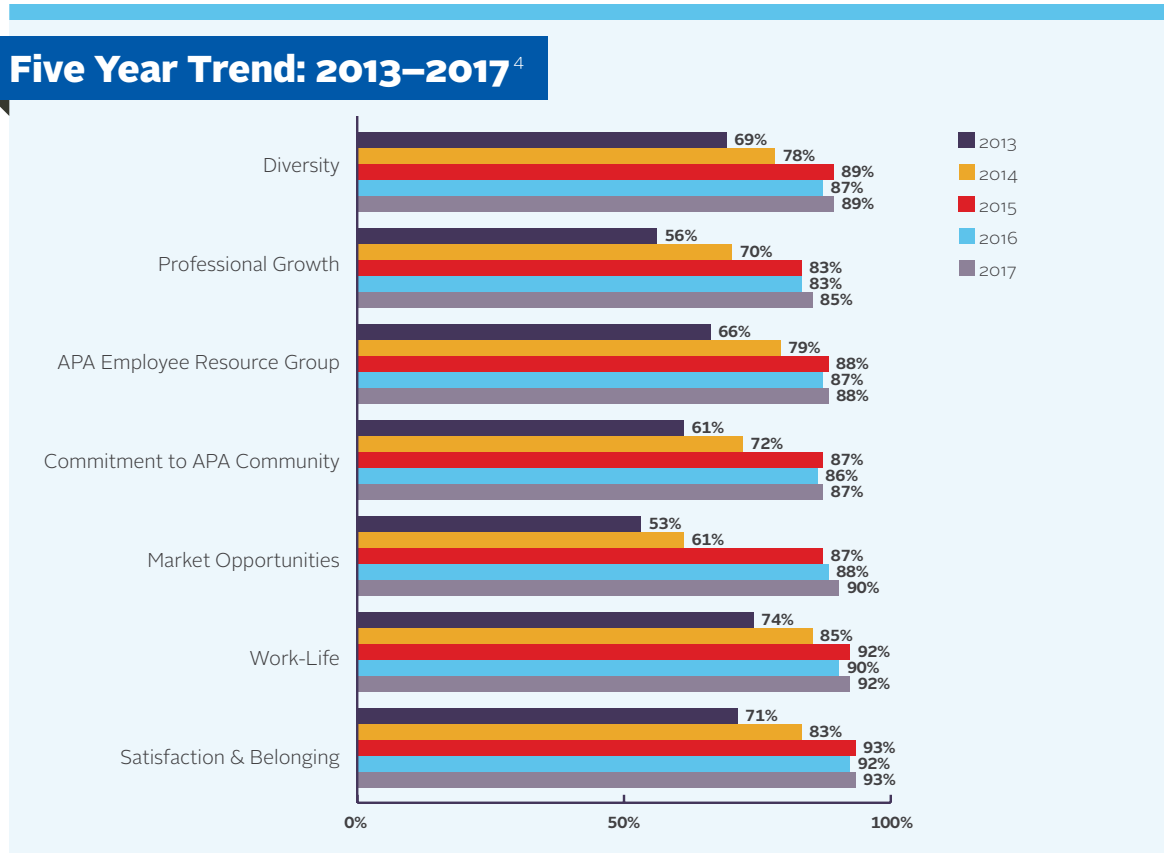
1% have a disability

# APA Employee Favorability

Understanding APA talent requires all levels of the organization to fully commit. Data collection for this annual report involved anonymous online submissions by 2,835 APA employees working in companies representing multiple industries, along with applications submitted by representative Talent Officers and Diversity & Inclusion leaders. Survey participants responded to a series of questions that were grouped into seven dimensions: Diversity, Professional Growth, APA Employee Resource Groups, Commitment to APA Community, APA Market Opportunity, Work-Life, and overall Satisfaction.

## Five-Year Trend of APA Employee Favorability

A trend analysis was conducted on the companies that participated in the APA survey for the past five years. A retrospective view of APA favorability illustrates a steady rise in every dimension.

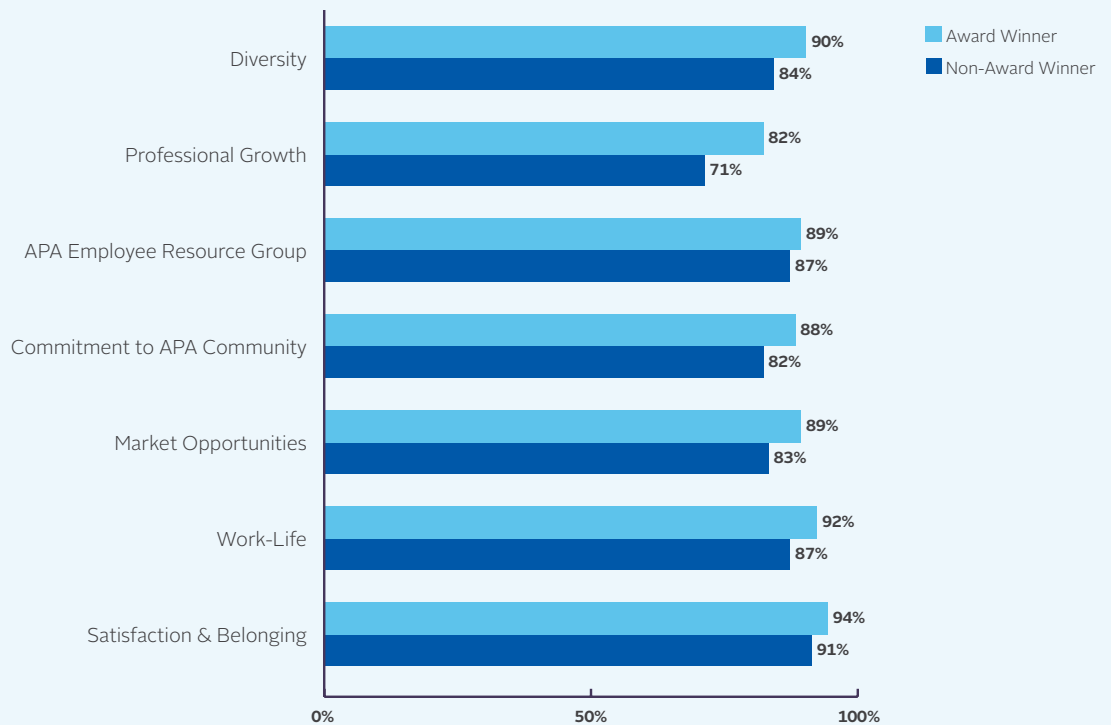


<sup>4</sup> Includes a subset of all companies, only those that participated across all five years of the survey and a subset of items that were represented in all survey versions. While item content was nearly identical, the response scale was revised beginning in 2015, eliminating the neutral category.

# APA Employee Favorability by Award-Winners vs Non-Award-Winners

The 2017 award-winning companies were recognized by an independent judging panel for cutting-edge policies, practices, procedures, and initiatives specifically targeted for APA employees. As demonstrated below, award-winning companies outperformed non-award-winning companies in all dimensions, particularly in Professional Growth (by 11%).

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



### Best Practice Company: Freddie Mac

Freddie Mac provides a wealth of opportunities to help APA and other employees grow in their careers. Each year, Freddie Mac pays 100% of the cost of tuition to a select group of employees to earn their Master of Science in IT from a local top university. DIRECT is a program that prepares high-potential directors to advance to positions of greater responsibility—strengthening their position in the pipeline for promotion or stretch assignments. In 2016, Freddie Mac increased its focus on the selection of diverse candidates for DIRECT with 28% of participants being of Asian descent (up from 17% in 2015).

# APA Employee Favorability by Gender

**A**mong the APA survey participants, there was no significant gender difference in self-reported favorability on any of the dimensions (e.g., job satisfaction & belonging). Despite this encouraging finding, however, APA women still face a glass ceiling: Female participants were significantly less likely to occupy senior leadership roles (19%) than male participants (24%). Moreover, female participants were significantly less likely to be on leadership track (56%) than male participants (61%). These findings are particularly meaningful given that no significant difference was found in education level between the two groups in our sample. In labor economics and social psychology, this phenomenon—although women have lower wages and fewer advancement opportunities, they exhibit a similar or higher level of job satisfaction—is long known as the “paradox of the contented female worker.”<sup>5</sup>

**Female participants** 19%  
were significantly less likely to occupy  
senior leadership roles  
than **male participants** 24%

*“As an Asian American and female—there is a double bind that is felt for this community. If overly vocal, Asian women immediately get called out for being aggressive and non-Asian like etc. The double bind for this group is a challenge. Bringing your authentic self to work without being judged is still an area that the overall industry needs to work on.”*

— APA SURVEY PARTICIPANT

## Action Items:

1. Be introspective. Do female APAs face a glass ceiling at your organization?
2. Inquire about their aspirations. They may appear content with their current job, but do they aspire to advance in their career?
3. Help articulate their paths forward. Have they self-imposed any unwarranted limits?

## Best Practice Company: Medtronic

“Medtronic’s executive leadership and the Board of Directors have set an aggressive goal to increase women and ethnically diverse people in leadership positions. The Asian Descent Network leadership team includes four female leaders who ensure that our recommendations and strategies address the needs and priorities of Asian Women. Medtronic’s Women’s Network (MWN) has a vision to improve Medtronic’s ability to attract, develop, retain and accelerate the advancement of women. This is a global resource group that is very active in all parts of the world. There are currently 11 different MWN hubs in the Asia Pacific Region and three female Vice Presidents who are MWN leaders from this region. This is an active part of the globe for MWN, with events held during 2016 in Singapore, China, Japan, Korea and India.”

<sup>5</sup> Crosby, F. J. (1982). *Relative deprivation and working women*. Oxford University Press.

# An In-depth Comparison between East Asian vs. South Asian Employees

“Asian Pacific American” is a broad category. To gain a deeper understanding of APA employees at the workplace, this year we further compared the two largest subgroups: employees of East Asian descent (39% of total sample) vs. South Asian descent (40% of total sample).

Overall, South Asians reported significantly higher job satisfaction than East Asians. Compared to South Asians, East Asians: (1) felt significantly less sense of belonging, (2) were significantly less willing to remain in the company when offered a comparable job, and (3) were significantly less apt to recommend their company to other APAs.

In addition, East Asians were significantly less likely to agree with the following statements: (1) “My company supports and accommodates my cultural/religious traditions/needs,” (2) “My company provides a wide range of leadership development programs and skill building opportunities tailored specifically for Asian Pacific American employees,” and (3) “In our working group, we capitalize on the perspectives and talents of Asian Pacific American employees in accomplishing objectives.”

This relative dissatisfaction experienced by East Asians may be because of the scarcity of East Asian senior leaders and role models. Indeed, compared to South Asian participants, East Asian participants were significantly more likely to report a shortage of (1) role models, (2) APA executives, and (3) APA board of directors in their companies. Anecdotal evidence—Indra Nooyi at PepsiCo and Ajay Banga at MasterCard—also points to the relative prominence of South Asians.<sup>6</sup>

**Compared to South Asian participants, East Asian participants were significantly more likely to report a shortage of (1) role models, (2) APA executives, and (3) APA board of directors in their companies.**

*“The challenge is very different for Indians and for East Asians. For Indians there is no challenge. For East Asians, they need to overcome more culture barriers, for example, they need to be more confident, be more vocal/ assertive on their opinions, and be braver to challenge authority.”*

— APA SURVEY PARTICIPANT

This concern is substantiated by other data sources. First, East Asian participants were far less likely to occupy senior leadership roles (17%) than South Asian participants (29%). Second, East Asian participants were far less likely to be on leadership track (54%) than South Asian participants (63%). These findings are all the more striking given that on average East Asian participants had a significantly higher level of education.

<sup>6</sup> <http://www.economist.com/news/briefing/21669595-asian-americans-are-united-states-most-successful-minority-they-are-complaining-ever>

Our follow-up interviews with seasoned diversity officers provided valuable insights into the gap between East Asians and South Asians. First, because many South Asians grew up speaking English before coming to the United States, they tend to have an advantage in communication skills. However, similar results emerged when statistically controlling for whether an employee was born in the U.S.—that is, when controlling for the language barrier. For example, U.S. born East Asian participants were still less likely to occupy senior leadership roles (24%) than U.S. born South Asian participants (32%); similarly, U.S. born East Asian participants were less likely to be on leadership track (60%) than U.S. born South Asian participants (70%).

**East Asian participants** 54%  
were far less likely to be  
on leadership track than  
**South Asian participants** 63%

This persistent discrepancy between East Asians and South Asians suggests something more deep-rooted. Due to differences in cultural norms and upbringings, East Asians tend to be less assertive and self-promotional than South Asians.<sup>7</sup> East Asians are more apt to believe that as long as they keep their heads down and work hard, promotion opportunities will come to them. In the U.S. workplace culture, however, “the squeaky wheel gets the oil.” If East Asians do not actively ask for opportunities, their managers may assume that they are happy with the status quo and do not have great aspirations. As a result, there can be a bottleneck for East Asian employees around the upper management level. This shortage of East Asian senior leaders in turn causes aspiring East Asian employees to feel that they have no role model to look up to, yielding a vicious cycle.

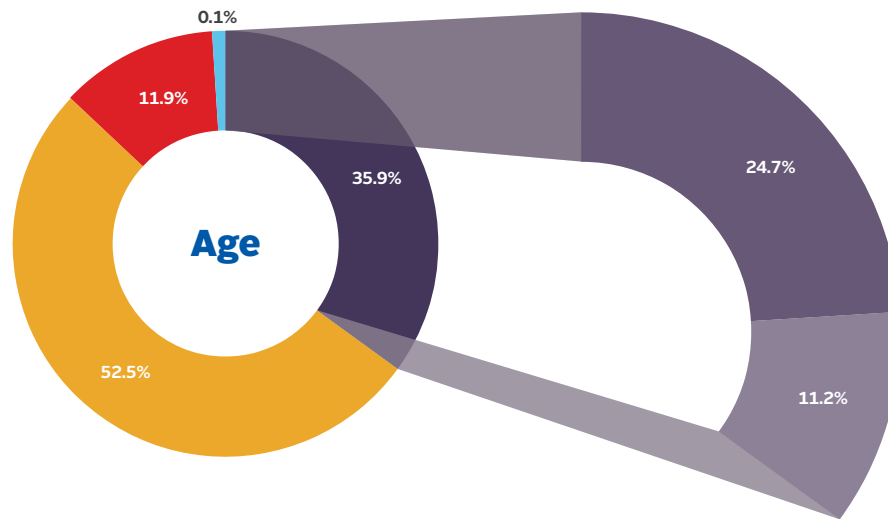
#### **Action Items:**

1. Be aware of nuanced cultural differences among subgroups of APA employees.
2. Reflect on whether East Asians are particularly prone to a glass ceiling at your organization.
3. If APA employees don't speak up, actively and politely ask them to (“What are your thoughts about this idea?”). Let them know that their opinions are highly valued.

<sup>7</sup> <https://geert-hofstede.com/cultural-dimensions.html>

# APA Millennials

- Millennial (1982–2000)
- Older Millennial (1982–1989)
- Gen X (1965–1981)
- Younger Millennial (1990–2000)
- Baby Boomer (1946–1964)
- Silent Generation (1928–1945)



**T**his year, we also expanded the survey to better understand APA millennials. **In the domain of professional growth, millennials indicated significantly higher favorability than earlier generations.** For example, compared to earlier generations, APA millennials agreed significantly more with the statements “I feel recognized for my individual strengths, not based on stereotypes” and “I feel good about my opportunities for career growth and development with this company.” These results may be partly because millennials (30%) were significantly more likely to participate in sponsorship programs than Gen X (22%). Overall, APA millennials tend to have an easier time assimilating into the U.S. workplace culture and promoting themselves at work. These findings were echoed by several senior diversity officers:

**Millennials 30%**  
were significantly more likely to participate in sponsorship programs than **Gen X 22%**

## Differences between APA Millennials and Earlier Generations

*Brian Chez, Credit Suisse: “There are significant differences between millennials and non-millennials, especially in terms of career development. They want constant feedback. There is this desire to rapidly move up the corporate title chain. APA millennials also tend to be better prepared for leadership because they have the expectation that they shouldn’t stay at the bottom. As a result, self-branding and self-promotion are easier for APA millennials. They are more proactive, more willing to put themselves in situations where they may not be comfortable.”*

**FOR MILLENNIALS—Most important criteria when selecting employer****FOR MANAGERS—Valuable skills for APA Millennials****Advice for APA Millennials**

Maureen Glennon, Chevron: "For APA millennials who are looking for their next position or job, I would encourage them to slow down to really think about what they are currently doing in their job and where they are trying to go. Think about what you need to do to get there. I understand that you are trying to get to a different place or position, but have you really taken full advantage of where you are and what you are doing now? Have you reached out to mentors, your supervisor, colleagues, people in different parts of your company, and discussed a path forward to get you to your goals? Have you tried to do everything you can within your current job function to get the most out of your current position, whether that means taking on new projects or assignments, learning and developing new skills, making a real impact, or building your personal brand and reputation within your group? Have you expanded your knowledge, scope, and influence in this position before trying to move on to something else? Get the most out of your current role before you try to leave. Because once you leave, you will not have those same resources and options available to you in the same way, and you want to move on to a new role feeling like you truly did all that you could in your prior role to help move your career forward."



# Moving Forward

**T**he APA workforce is anticipated to continue increasing as the U.S. economy grows. Thus, the future business landscape necessitates the successful recruitment, management, and retention of APA employees. Asia Society is pleased to see that the overall workplace favorability among APA employees has been rising steadily over the past few years. This finding demonstrates that when concerted efforts are in place, positive changes can happen. With this commendable progress in mind, we urge companies to deliberate on how they can *further* help APAs to thrive.

- Executives need to introspect whether APAs indeed face a glass ceiling in their organization.
- Managers ought to examine potential cultural challenges experienced by APA employees. Instead of waiting for them to ask for opportunities, actively reach out to them.
- APA employees should understand what skills and qualities are valued in the U.S. workplace culture. Actively lead when possible.

**The challenges experienced by female APAs, East Asian APAs, and millennial APAs are likely different from those experienced by male APAs, South Asian APAs, and non-millennial APAs, respectively.**

In addition, this year's survey reveals that different subgroups of APA employees may face different challenges: The challenges experienced by female APAs, East Asian APAs, and millennial APAs are likely different from those experienced by male APAs, South Asian APAs, and non-millennial APAs, respectively. The 2017 Asia Pacific Americans Corporate Survey *full report* aims to dissect the challenges faced by APAs across different domains and provide concrete solutions accordingly.

A comprehensive list of best practice examples will be featured to inspire innovative methods of improving APA workplace favorability.

To power APAs through inclusion, company leaders must understand their challenges. It is only when these challenges are overcome that organizations can maximize the gains and minimize the pains of the diversity brought by Asian talent.

# About the Survey & Methodology

**T**he *Asian Pacific Americans Corporate Survey*, now in its eighth 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.

## 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 *2017 Asian Pacific Americans Corporate Survey*. The online survey items utilize a 6-point response scale anchored at 1 = Strongly Disagree to 6 = Strongly Agree. Items receiving a "Slightly 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 2017 Corporate Survey

In our quest to seek meaningful and actionable information for readers of this report, we revised the employee survey, adding items specifically for millennials and those managing millennials at the workplace. We also added a question to the company application document asking companies to describe the programs, policies, and procedures at the company that support LGBT Asian employees.

## 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:

- Employee Resource Groups
- Sponsorship
- Promoting APA Women
- Support for LGBT Asian Employees
- 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. Jackson Lu, a behavioral scientist at Columbia Business School, synthesized the qualitative and quantitative data to generate the insights contained in this report.

# Best Asian Pacific Americans Employer Award Winners

## Overall Best Employer for Asian Pacific Americans



Winner: **KPMG**  
Distinguished Performance: **Goldman Sachs**  
Noteworthy Performance: **Freddie Mac**

## (Global Award) Best Employer for LGBT Asian Employees



Winner: **BNY MELLON**  
Distinguished Performance: **Telstra**  
Noteworthy Performance: **GE**

## Best Employer for Promoting Asian Pacific Americans into Senior Leadership Positions



Winner: **mastercard**  
Distinguished Performance: **Freddie Mac**  
Noteworthy Performance: **KPMG**

## Best Employer for Asian Pacific American Employee Resource Groups



Winner: **Freddie Mac**  
Distinguished Performance: **KPMG**  
Noteworthy Performance: **Goldman Sachs**

## Best Employer for Asian Pacific Americans to Develop Workforce Skills



Winner: **Goldman Sachs**  
Distinguished Performance: **Chevron**  
Noteworthy Performance: **Colgate Palmolive**

## Best Employer for Marketing & Support to the Asian Pacific American Community



Winner: **GE**  
Distinguished Performance: **Medtronic**  
Noteworthy Performance: **Prudential**

## Best Employer for Promoting Asian Pacific American Women



Winner: **Medtronic**  
Distinguished Performance: **Marriott**  
Noteworthy Performance: **BNY Mellon**

## Best Employer for Sponsorship



Winner: **CREDIT SUISSE**  
Distinguished Performance: **GE**  
Noteworthy Performance: **Chevron**

# Best Practices Companies



Medtronic



## Recruitment & Selection

**KPMG**

Goldman Sachs  
Credit Suisse

## Retention

**KPMG**

IBM  
Medtronic

## Employee Growth & Advancement

**Medtronic**

Goldman Sachs  
KPMG  
Freddie Mac  
General Electric

## Profit & Loss Leadership Development

**Goldman Sachs**

KPMG  
Chevron  
Medtronic

## APA ERG

**KPMG**

Medtronic  
Chevron  
Goldman Sachs  
BNY Mellon

## Market Opportunities

**Medtronic**

**KPMG**

General Electric  
Marriott

## Community Commitment

**General Electric**

Chevron  
Medtronic

## Sponsorship

**General Electric**

KPMG  
Marriott

## Promoting APA Women

**General Electric**

KPMG  
Medtronic  
Marriott

## LGBT Asians

**General Electric**

**BNY Mellon**

Telstra  
KPMG  
Chevron

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**Medtronic**

# About Asia Society Global Talent Initiatives

**G**lobal 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 Parity 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.

**LGBT & 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.

**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.

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

Contact us at [GlobalTalent@AsiaSociety.org](mailto:GlobalTalent@AsiaSociety.org)



[AsiaSociety.org/Global-Talent-Initiatives](http://AsiaSociety.org/Global-Talent-Initiatives)



[Diversity Leadership Forum](#)



[@ASDiversity](#)

# Knowledge Partner & Survey Production Team

## Knowledge Partner

Jackson Lu is a behavioral scientist at Columbia Business School. His research has been published in premier journals, including *Journal of Applied Psychology*, *Journal of Personality and Social Psychology*, *Organizational Behavioral and Human Decision Processes*, and *Proceedings of National Academy of Science*. His work has been featured in many different languages by major media outlets, such as *Business Insider*, *Harper's Magazine*, *New York Magazine*, and *The Boston Globe*.

## 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

Blazevski 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 21<sup>st</sup> century skill development.

## Survey Production Team

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**Johnny Chau**, *Principal & Designer*, re:creative

**Jeff Lin**, *Co-Founder*, Admerasia

**Jackson Lu**, *Knowledge Partner*, Columbia Business School

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Asia Society



# Notes

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# Notes

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# 2017 Asian Pacific Americans Corporate Award Winners:



BNY MELLON

