



Asia
Society

GLOBAL
TALENT
INITIATIVES

2018 Asian Corporate Survey

Executive Summary



Actions Required:

Overcoming the Challenges
Faced by Asian Employees
in the U.S. Corporate World



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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 major centers and public buildings in New York, Hong Kong, and Houston, and offices in Los Angeles, Manila, Mumbai, San Francisco, Seoul, Shanghai, Sydney, Tokyo, Washington, D.C., and Zürich.

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as of June 2018

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Introduction

“Medtronic is committed to creating a workplace in which every employee can be their best self. Our partnership with the Asia Society has been invaluable in helping us reach the Asian community. Through best practice sharing, the APA Survey, and partner insights, we have made significant progress in advancing our AIM (Asians In Medtronic) Network’s goals of representation and engagement.”

**– SOPHIA KHAN,
SENIOR DIRECTOR, GLOBAL INCLUSION
DIVERSITY AND ENGAGEMENT**



In today’s political climate, Diversity and Inclusion (D&I) can no longer live on paper. The urge and will for American corporates to put D&I into action is growing stronger than ever. While we counsel our corporate partners to walk the talk, we must do the same.

This year for the first time, our 9th Annual Asian Corporate Survey extended its scope from focusing on Asian Pacific Americans (APAs) to including non-APAs who collaborate and champion their APA colleagues, marking our own step forward to elevate the Asian Corporate Survey’s inclusion and insightfulness. Responses gathered shed new light on APAs’ leadership development from multi-dimensional perspectives.

This Executive Summary provides an overview of our survey findings, which concludes that the APA experience in the American workplace remains consistently challenging, and it has come to a critical point where actions from corporate diversity leaders to improve such experiences are not just needed, but required.

The full-length report will be published this summer. Terrific time and energy have gone into the formation of this year’s survey and report, and this has been a remarkable effort to which many have contributed. I would like to thank our Knowledge Partner, Dr. Jackson Lu, Assistant Professor at the MIT Sloan School of Management, and a special thank you goes to Dr. Juliane Blazeovski with Hypothesi for administering the survey. And to Mirae Baik, who has done a phenomenal job at managing the process, keeping stakeholders on track and delivering tasks on time.

It’s your full commitment that produces such outstanding content. A wholehearted thank you for all. Yet, we shall keep improving.

Regards,



David Whitelaw Reid

*Executive Director, Corporate Programs and Talent Initiatives
Asia Society*

Snapshot

Top 5 challenges listed by APA employees

(by relative frequency):

1. Cultural background
2. Professional growth
3. Lack of role models
4. Upper management
5. Communication skills

Top 5 criteria for APA millennials when selecting an employer:

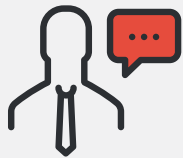
1. Career development (42%)
2. Company culture (23%)
3. Work-life balance (12%)
4. Personal growth (10%)
5. Compensation benefits (9%)

Top 5 valuable traits/skills for APA millennials

(as cited by their managers):

1. Attitude (21%)
2. Technology (19%)
3. Flexibility (18%)
4. Ownership (12%)
5. Teamwork (9%)

32% of this year's participating companies have **no APA presence** in the C-Suite.



APA participants self-reported **being significantly less assertive**.



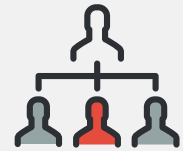
Compared to non-APA participants*

APA participants were significantly more likely to report a shortage of:

- **Role models**
- **Executives**
- **Board directors**

from their cultural background.

*i.e., ethnicities other than APA



Female APA participants are significantly less likely to

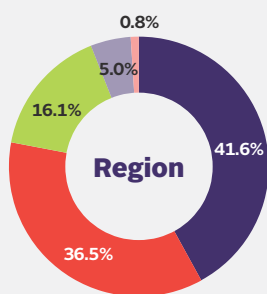
Occupy senior leadership roles:

Female 16%
Male 22%

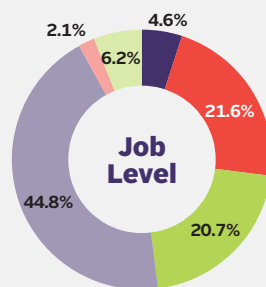
Be on track for senior leadership roles

Female 52%
Male 58%

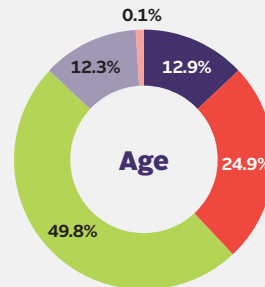
Demographics:



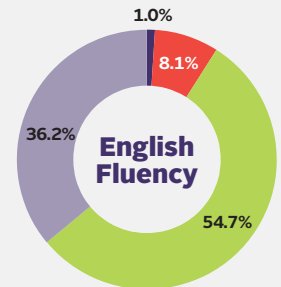
- East Asian
- South Asian
- Southeast Asian
- Multiple Regions
- Pacific Islander



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



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



- Not at all or somewhat fluent
- Moderately fluent
- Very fluent
- Native speaker

2018 Award Recipients

Best Employer Awards

Overall Best Employer for Asian Pacific Americans

Winner: **Goldman Sachs**

Distinguished Performance: **KPMG**

Noteworthy Performance: **Colgate-Palmolive**

Best Employer for Marketing & Support to Asian Pacific American Community

Winner: **Chevron**

Distinguished Performance: **Medtronic**

Noteworthy Performance: **Marriott**

Best Employer for Promoting Asian Pacific Americans into Senior Leadership Positions

Winner: **DISCOVER**

Distinguished Performance: **Goldman Sachs**

Noteworthy Performance: **3M**

Best Employer for Sponsorship of Asian Pacific Americans

Winner: **KPMG**

Distinguished Performance: **AT&T**

Noteworthy Performance: **Pacific Gas & Electric**

Best Employer for Asian Pacific Americans to Develop Workforce Skills

Winner: **Goldman Sachs**

Distinguished Performance: **Chevron**

Noteworthy Performance: **KPMG**

Best Employer for Promoting Asian Pacific American Women

Winner: **Medtronic**

Distinguished Performance: **Marriott**

Noteworthy Performance: **Goldman Sachs**

Best Employer for Asian Pacific American Employee Resource Groups

Winner: **BuzzFeed**

Distinguished Performance: **3M**

Noteworthy Performance: **AT&T**

Best Employer for LGBT Asian Employees

Winner: **Marriott**

Distinguished Performance: **BNY Mellon**

Noteworthy Performance: **Medtronic**

Best Practices

Best Practice Citations

Recruitment and Selection

Best of the Best: Nielsen, Goldman Sachs

KPMG, Prudential, IBM, Medtronic

Retention

Best of the Best: KPMG

Goldman Sachs, Prudential, AT&T, Chevron

Employee Growth & Advancement

Best of the Best: Credit Suisse, Goldman Sachs

Freddie Mac, Medtronic

Profit & Loss Leadership Development

Best of the Best: Medtronic, Credit Suisse

Nielsen, Chevron

Asian Pacific American Employee Resource Groups

Best of the Best: AT&T, BuzzFeed

Chevron, Nielsen, Credit Suisse

Market Opportunities

Best of the Best: Medtronic, Marriott

Chevron, KPMG, Freddie Mac, Goldman Sachs

Community Commitment

Best of the Best: KPMG, Marriott

Medtronic, Walmart, AT&T, Freddie Mac, Proctor & Gamble

Sponsorship

Best of the Best: KPMG

AT&T, Marriott, Proctor & Gamble, Prudential

Promoting APA Women

Best of the Best: Medtronic

Credit Suisse, JP Morgan Chase, AT&T

LGBT Asian Employees

Best of the Best: Marriott, Goldman Sachs

3M, Prudential, Pacific Gas & Electric

Executive Summary

To understand the challenges that Asians face in the U.S. workplace, Asia Society has been conducting an annual Asian Corporate Survey since 2010. In past surveys, almost all participants were Asian Pacific American (APA) employees. This year, we extended our effort to collect data from not only over 2,800 APA employees, but also over 400 non-APA employees.¹ As a result, we were able to compare the responses from APA participants to those from non-APA participants on a variety of important dimensions.

Overall, APA employees indicated significantly lower favorability on most dimensions than non-APA employees. For example, analyses revealed that **compared to non-APA employees, APA employees are significantly more likely to report (1) a shortage of role models, (2) a shortage of executives from their cultural backgrounds, and (3) a shortage of board directors representing their cultural backgrounds.** These results highlight the “bamboo ceiling” that APAs face in the workplace.² Moreover, **compared to non-APA participants, APA participants are significantly less satisfied with the diversity practices and professional growth opportunities in their companies.** Indeed, longitudinal analyses reveal that professional growth continues to be the dimension with the lowest favorable ratings for APAs. APAs are also significantly **less likely than non-APAs to recommend their company to other APAs, and less likely to remain with their company if offered a comparable job at another company.**

Overall, APA employees indicated significantly lower favorability on most dimensions than non-APA employees.

Further mediation analyses suggested that **APA employees were less likely to attain senior leadership positions partly because they were less assertive than non-APA employees.** As one participant pointed out: “Work environment prizes assertiveness. My cultural upbringing prizes humility.” **Due to this cultural mismatch, APA employees may tend to face a double bind:** On one hand, if they act in accordance with their cultural upbringing (e.g. express themselves with restraint or avoid asserting themselves), they may go unnoticed and un-promoted. On the other hand, if they try to act assertively, they may be critiqued for being aggressive and “non-Asian like.”

In sum, contemporary organizations still have much to do to help APA employees thrive in the workplace. By sharing the best practices of different organizations, this report aims to help organizations reflect on how they can overcome the challenges that APA employees face.³

“Work environment prizes assertiveness.
My cultural upbringing prizes humility.”

– SURVEY PARTICIPANT

¹ Given the voluntary nature of the survey, issues concerning participant self-selection might be at play.

² Hyun, J. (2005). *Breaking the bamboo ceiling: Career strategies for Asians*. Harper Collins.

³ The comparative analysis of APA vs non-APA across various survey items represents an exploratory/pilot study for 2018, and will be replicated in 2019 with a larger non-APA sample.

Demographic Overview of APA Participants

For the purpose of this survey, Asian Pacific American or “APA” refers to individuals with ethnic backgrounds from one or more of the following: Bangladesh, Cambodia, China, India, Indonesia, Japan, Korea, Laos, Malaysia, Myanmar, Native Hawaiian, Nepal, Pacific Islands, Pakistan, Philippines, Singapore, Sri Lanka, Taiwan, Thailand, Tibet, and Vietnam.

48.0% women

51.9% men

0.1% transgender

54%
aged 39
and under

65%
have lived in the
U.S. 20+ years

61%
arrived in the
U.S. at age 21+

41%
in financial services

21%
in manufacturing,
consumer products & retail

62%
have been with
their employer 5+ years

68%
identify
as first generation

58%
hold a
Master's degree or above

4%
are multiracial
(i.e., Asian in combination with another race)

58%
are on track
for senior leadership roles

4%
identify as LGBT

3%
are veterans

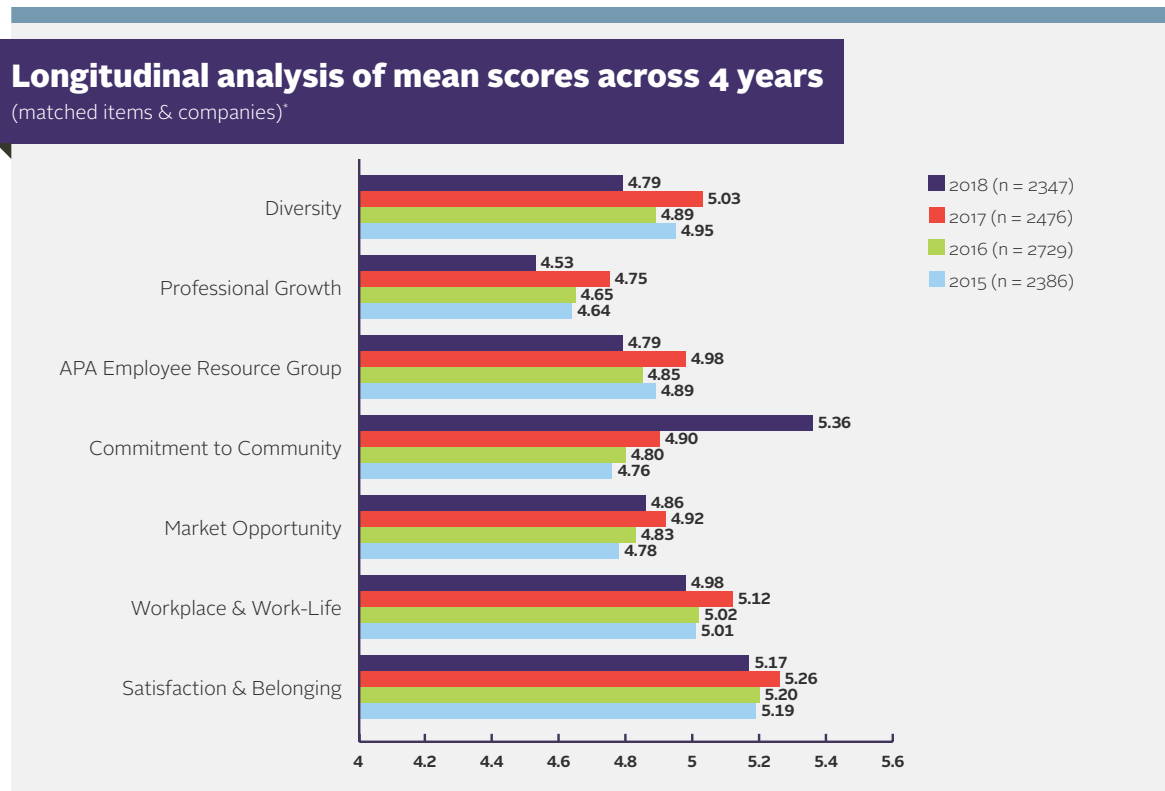
2%
have a disability

APA Employee Favorability

Understanding APA talent requires all levels of an organization to fully commit. Data collection for this annual report involved anonymous online submissions from 2,840 APA employees and 444 non-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 Community, Market Opportunity, Workplace & Work-Life, and Overall Satisfaction & Belonging.

Four-Year Trend of APA Employee Favorability

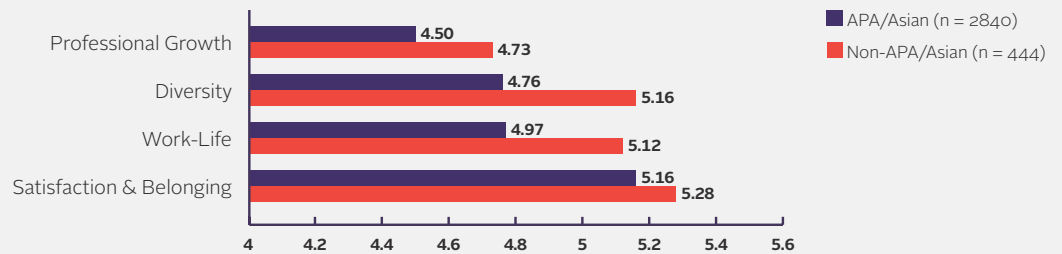
A trend analysis was conducted on the companies that participated in the APA survey for the past four years. As illustrated in the graph, “Professional Growth” continues to be the least favorable dimension for APAs, while “Satisfaction & Belonging” remains the most favorable dimension.⁴



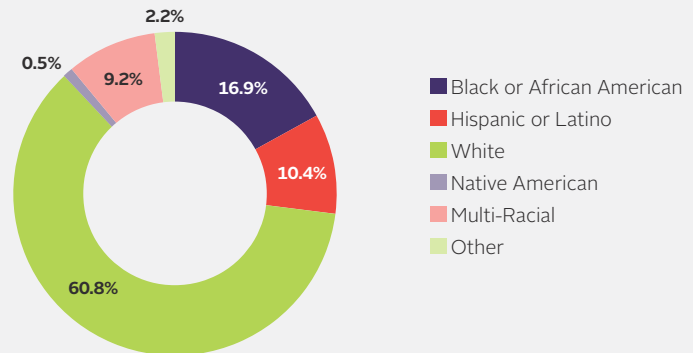
⁴ To expand the survey's scope, where applicable we replaced the phrase “APA employees” with “employees of my cultural background”. (e.g., “My company provides a wide range of leadership development programs and skill building opportunities tailored specifically for *employees of my cultural background*”). Thus, it is important to interpret the following results with caution.

An In-Depth Comparison between APA Employees vs. Non-APA Employees

Mean Score (6-point Scale)



Non-APA Ethnicities



As previously mentioned, this year we extended our effort to collect data from not only over 2,800 APA employees, but also over 400 non-APA employees. As a result, we were able to compare the two groups on a variety of important measures.⁵ As detailed below, **APA participants indicated significantly lower favorability on most dimensions than non-APA participants.**

Diversity

In terms of diversity, APA participants are **significantly LESS likely to agree** with the following statements than non-APA participants:

- “My company practices diversity initiatives throughout the organization as much as it is articulated in its mission statement, programs, policies and procedures.”
- “Our work group capitalizes on the perspectives and talents of employees of my cultural background in accomplishing objectives.”
- “My company supports and is accommodating of my cultural/religious traditions and needs.”

Thus, APA participants feel significantly less comfortable bringing their authentic selves to the workplace than non-APA participants, and perceive that their talents and perspectives are not being fully appreciated or utilized.

⁵ Given the voluntary nature of the survey, the non-APA participants might be non-representative due to self-selection issues. Thus, it is important to interpret these findings with caution and limited generalizability.

Professional Growth

APA participants indicated **significantly lower favorability** on professional growth, and were significantly less likely to agree with the following statements than non-APA participants:

- “I am supported by supervisors and managers to take part in learning and development programs and opportunities I need to be successful.”
- “My company encourages and provides opportunities for employees of my cultural background to pursue global assignments.”
- “My company provides opportunities for high performing employees of my cultural background to gain P&L experience.”
- “My company provides a wide range of leadership development programs and skill building opportunities tailored specifically for employees of my cultural background.”

“We launched APOP at BuzzFeed as an inclusive Asian-affinity ERG whose mission is to ‘meet other employees, grow professionally, and engage in the larger Asian/Asian American community.’”

– EDWIN WONG,
SVP RESEARCH & INSIGHTS AT BUZZFEED

Asian Employees’ Double Bind

Consistent with the results of past surveys, there appears to be a “bamboo ceiling” for APA employees. Compared to non-APA participants, APA participants are significantly more likely to report (1) a shortage of role models, (2) a shortage of executives with the same cultural backgrounds, and (3) a shortage of board directors with the same cultural backgrounds. Importantly, this shortage of Asian senior leaders in turn causes aspiring Asian employees to feel that they have no role models to look up to, creating a vicious cycle.

“Not a lot of representation in the senior leadership to serve as mentors and role models for more junior individuals.”

– SURVEY PARTICIPANT

APA employees also self-reported lower on assertiveness, which is defined as “the capacity to make requests, actively disagree, express positive or negative personal rights and feelings, initiate, maintain or disengage from conversations, and stand up for oneself without attacking another” (McCroskey & Richmond, 1996, p. 92).⁶ Specifically, statistical analyses showed that APA employees were significantly less likely to speak up and share their perspectives when appropriate, significantly less willing to engage in constructive interpersonal confrontations, and significantly less likely to stand their own ground in a heated conflict. **Their lower assertiveness might be attributed to cultural upbringings**, as they were significantly more likely to agree with the following statements: “People of my cultural background tend to avoid showing disagreement openly in order to maintain harmony” and “In my cultural tradition, one should express himself/herself with moderation and restraint.”

⁶ McCroskey, J. C., & Richmond, V. P. (1996). *Fundamentals of human communication: An interpersonal perspective*. Prospect Heights, IL: Waveland Press, Inc.

Further statistical analyses revealed that lower assertiveness significantly mediated the effect of ethnicity (APA vs. non-APA) on senior leadership attainment. In other words, **APA employees were less likely to attain senior leadership positions partly because they were less assertive than non-APA employees.**

"My culture is not as assertive or outspoken as other groups and in the company that moves so quickly, sometimes only the loudest voices get heard."

– SURVEY PARTICIPANT

Best Practice Company: Goldman Sachs

"The firm wide Asian Professionals Network (APN) implements the APN Presentation Skills Boot Camp, where participants were coached on auditorium-style presentations and given best practices for effective presentation delivery. Over the course of eight weeks, participants receive coaching from network leaders and deliver a TED Talk-style presentation to a large audience. This series of events is designed both as an opportunity for members of the network to present their business lines for the knowledge and development of the broader APN population, and as a forum for network members to enhance and elevate their presentation skills."

Satisfaction & Belonging

Perhaps as a result of the lower favorability on the aforementioned dimensions, APA participants feel less satisfied with their companies and less belonging within their companies. In particular, they were **less likely to care about their company's overall success, less likely to recommend their company to other APAs, and less likely to remain with their company if offered a comparable job at another company.**

Taken together, these results suggest that it is vital for contemporary organizations to take APA employees' challenges seriously and enable their success in the workplace.

Action Items:

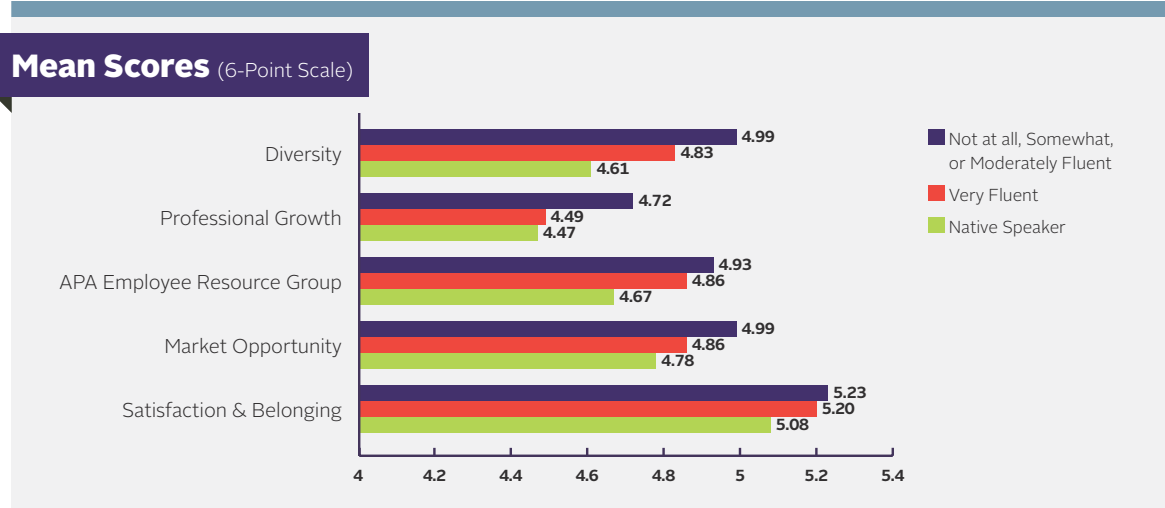
1. Beware of the potential double bind faced by APA employees.
2. Proactively increase the presence of APA senior leaders in your organization.
3. Rather than putting APA employees on the spot (e.g., "Why aren't you saying anything?"), inform them that you value their input and would love them to share their opinions in group meetings.
4. Provide timely feedback via communication channels that are more indirect and less aggressive for APA employees.

What Predicts APA Participants' Satisfaction and Belonging?

Statistical analyses revealed that five key dimensions—**(1) diversity, (2) professional growth, (3) employee resource group, (4) commitment to community, (5) workplace & work-life**—positively predicted APA participants' satisfaction and belonging. These results remained robust when controlling for important covariates such as age, gender, education, time spent in the U.S., and generation status. Thus, to ensure APA employee's satisfaction and belonging, organizations should continue to focus their effort on these dimensions.

English Fluency

This year, we conducted analyses with regard to English fluency (1 = *not at all fluent*, 5 = *Native speaker*) for the first time. As shown below, on average, Asian participants less fluent in English indicated significantly higher favorability on diversity, professional growth, employee resource group, market opportunities, and satisfaction & belonging. These differences might result from Asia-born, non-native English speakers having different expectations about their employers.



Comparing Female and Male APA Employees

Among the APA survey participants, there was no significant gender difference in self-reported favorability on dimensions such as professional growth and workplace diversity. Nevertheless, APA women still face a glass ceiling: Female APA participants were significantly less likely to currently occupy senior leadership roles (16%) than male APA participants (22%). Moreover, female participants were significantly less likely to be on track for senior leadership roles (52%) than male participants (58%). **These results suggest that female APA employees may face a glass ceiling in addition to a bamboo ceiling.**

Consistent with past research, **female APA participants were significantly less assertive than their male counterparts.** Specifically, results revealed that they were significantly less likely to speak up and share their views when appropriate, significantly less willing to engage in constructive interpersonal confrontations, and significantly less likely to stand their ground in a heated conflict. Importantly, mediation analyses suggest that their lower assertiveness may partly explain their difficulty in **attaining senior leadership positions.**

“Effective self-promoting is not something that comes naturally especially for Asian female employees.”

– APA SURVEY PARTICIPANT

Best Practice Company: Marriott International

“Nearly 20 years ago, Marriott International launched the Women’s Leadership Development Initiative to develop a strong pipeline of women leaders, provide opportunities and forums for women to network and build mentoring relationships, and promote work-life effectiveness. Today in the U.S., women comprise 54% of Marriott’s workforce and hold 59% of manager positions.”

Best Practice Company: Medtronic

“We’ve taken a multi-pronged approach to developing women at Medtronic. Differentiated development is provided as a supplement to our leadership development curriculum. Once a female employee is enrolled in the development program they get additional development content that is specific to their needs, (negotiation, resiliency, executive presence).”

Action Items:

1. Be introspective. Do female APAs face both a bamboo ceiling and a glass ceiling in your organization?
2. Launch workshops to address the unique challenges of female APAs (e.g., how to be assertive).
3. Family is especially important for Asian females. Develop special programs to re-assimilate female professionals who are returning to the workplace after maternity leave.

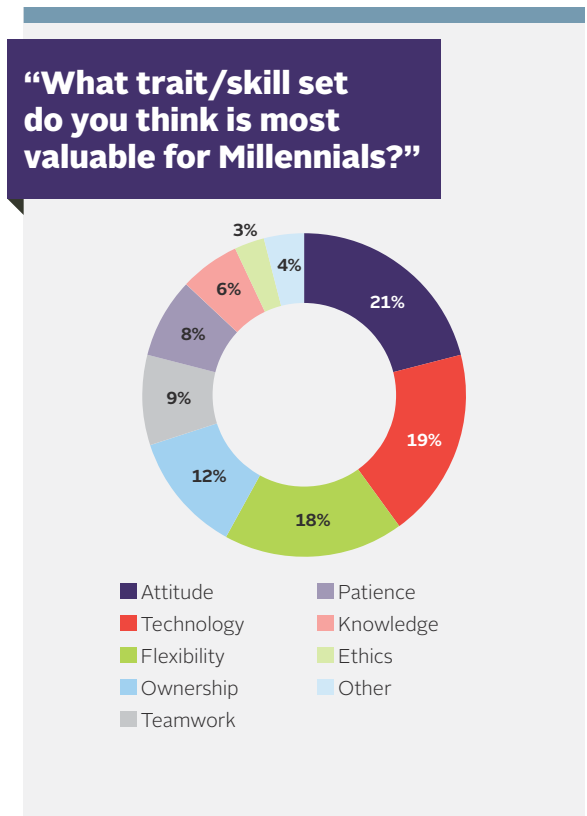
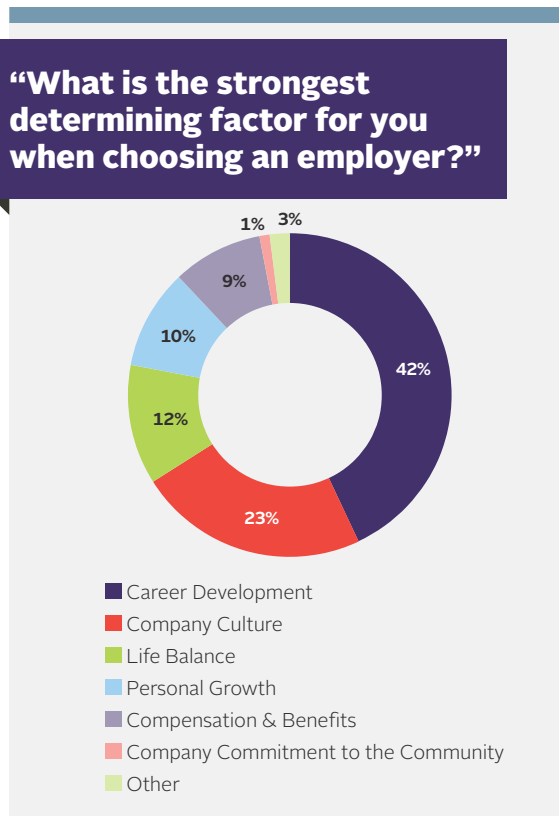
APA Millennials

Extending last year's survey, this year we included two quantitative questions about APA millennials.

First, we surveyed millennials: "What is the strongest determining factor for you when choosing an employer?" As displayed below, the majority of participants chose "career development" as the key determining factor (42%), followed by "company culture" (23%). In comparison, only 9% of the participants chose "compensation and benefits" as the strongest determining factor. These results dovetail with the challenges that APA employees tend to face in the U.S. workplace, such as the "bamboo ceiling" in their career development and the mismatch between their cultural upbringing and the workplace culture. In order to attract APA millennial talent, organizations should focus on providing career development opportunities and cultivate a company culture in which APAs can thrive.

Second, we surveyed the *managers* of millennials: "What trait/skill set do you think is the most valuable for Millennials?"

In light of a fast-changing world, millennials tend to focus on developing technological skills that allow them to work flexibly. Indeed, in our survey, managers chose technology (19%) and flexibility (18%) as two of the most valuable traits/skills for millennials. But more importantly, the majority of the managers (21%) chose "attitude" as the most valuable factor, which tends to be under-emphasized. This result suggests that having a positive work attitude is as important as being tech-savvy and flexible, providing helpful insights for millennials.



Moving Forward

The APA workforce is anticipated to continue increasing as the U.S. economy grows. Although organizations have been exerting effort to improve the well-being and performance of APA employees, they still face many challenges in the workplace. Through comparing APA employees and non-APA employees on a variety of important dimensions, this year's survey of Asia Society identified significant gaps between the two groups.

Research suggests that Asians are more apt to believe that as long as they keep their heads down and work hard, opportunities will come to them. In the U.S. workplace culture, however, "the squeaky wheel gets the oil." **Due to this cultural mismatch, APA employees may tend to**

face a double bind.

On one hand, if they act in accordance with their cultural upbringing (e.g. express themselves with restraint or avoid asserting themselves), they may go unnoticed and un-promoted. On the other hand, if they try to act assertively, they may be critiqued for being aggressive and "non-Asian like." It is important that organizations are aware of this double bind. If a manager's knee-jerk reaction to an assertive APA employee is "What a tough employee for an Asian!" then that manager should stop and introspect: "Would I have thought the same thing if a White male employee behaved the same way?"

The 2018 Asia 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 leverage APA talent, 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 and inclusion of Asian talent.

Due to this cultural mismatch, APA employees may tend to face a double bind.

About the Survey & Methodology

The *Asian Corporate Survey*, now in its ninth 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 supported by quantitative 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 *2018 Asian 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. For some areas, survey participants were asked open-ended items to obtain deeper insight (e.g., "What is the biggest professional growth and development challenge you face as an employee of your cultural background at your company?"). One-on-one interviews were conducted with a subset of the company executives participating in the study. The interview and survey data 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:

1. **Diversity:** Commitment to promoting and supporting a visibly diverse workplace culture.
2. **Professional Growth:** Provisions for growth and development, including rotational global assignments and Profit & Loss (P&L) experience.
3. **Employee Resource Group (ERG):** Programs, policies, and procedures that support Asian Pacific Americans through a designated employee resource group (ERG).
4. **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.
5. **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.
6. **Work-Life:** Company recognition of individual strengths, accommodation for cultural/religious needs, respect for individuality, and involvement with APA employee resource groups.
7. **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 2018 Asian Corporate Survey

In our quest to seek meaningful and actionable information for readers of this report, we revised the survey to be inclusive of both APA and non-APA participants. For example, last year's item "My company encourages and provides opportunities for *APA employees* to pursue global assignments" was revised to "My company encourages and provides opportunities for *employees of my cultural background* to pursue global assignments". To explore *why* APA employees face leadership challenges, we also added an entire survey section on Assertiveness (e.g., "I am willing to engage in constructive interpersonal confrontations") as well as a question on English fluency.

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, six 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, an Assistant Professor at the MIT Sloan School of Management, synthesized the qualitative and quantitative data to generate the insights contained in this report.

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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:

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.

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

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

Corporate Insights Summit is an annual two day event highlighting key thought leadership among Asian talent, consumers and investors. With the steady increase of Asian American economic influence in the U.S., the need for marketing, cultural awareness, and competency for companies engaging the community and their Asian talent is critical. Asia Society's Corporate Insights Summit has three elements:

- Market Place Forum: Learn from industry leaders how to increase your market share of the Asian demographic in the U.S.
- Best APA Employer Awards: Discover top companies being awarded for their best practices in advancing Asian talent.
- Diversity Leadership Forum: Engage executives, managers, and professionals through roundtables, workshops, and panels to successfully advance Asian talent in your company.

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

Asian Employee Resource Group Roundtables are regularly scheduled best practices sessions among Asian ERG leaders from Corporate Insights Summit sponsors.

Contact us at GlobalTalent@AsiaSociety.org



AsiaSociety.org/Global-Talent-Initiatives



[Diversity Leadership Forum](#)



[@ASDiversity](#)

To participate in the 2019 Asian Corporate Survey, please contact us at globaltalent@asiasociety.org.

Knowledge Partner & Survey Production Team

Knowledge Partner

Jackson Lu is an assistant professor at the MIT Sloan School of Management. His research has been published in premier scientific journals (e.g., *Nature: Human Behaviour*, *Proceedings of the National Academy of Science*, *Journal of Applied Psychology*, *Journal of Personality and Social Psychology*, and *Organizational Behavior and Human Decision Processes*) and featured in major media outlets (e.g., *BBC*, *Harvard Business Review*, *NPR*, *New York Magazine*, *The Boston Globe*, *The Economist*, and *The Washington Post*).

Survey Administrator and Statistical Consultant

Hypothesi, LLC



hypothesi

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 21st century skill development.

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Notes

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2018 Asian Pacific Americans Corporate Award Winners



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