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, and Washington, DC.

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CHAIR EMERITI
Maurice R. Greenberg
Charles R. Kaye
2015 Asian Pacific Americans Corporate Survey

Executive Summary
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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Senior Consultant
Greatheart Consulting
David Reid
Director of Global Talent Initiatives
Asia Society

*Indicates Former Co-Chair
In 2007, at the behest of Asian American leaders amongst its Corporate Members, Asia Society launched Global Talent Initiatives (GTI) to leverage its public voice in the area of global talent and diversity leadership. GTI’s global platform accesses a vast pool of intellectual capital on the latest trends and thought leadership impacting Fortune 500 human capital leaders. Through its Talent and Diversity Councils in New York and Hong Kong, the annual Diversity Leadership Forum, Asian Pacific Americans Corporate Survey, Best Employer Awards, and many programmatic activities, GTI powers Asian talent and showcases their company’s thought leadership to the Asian marketplace.

The Asian Pacific Americans Corporate Survey, now in its sixth year, 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.

“The annual APA report that follows has become a valuable point of reference for not only our D&I team but also for leaders in various functions of our business and ERGs,” says Eugene Kelly, Worldwide Director, Global Diversity & Inclusion, Colgate-Palmolive Company. Kelly adds that, “the report always sits nearby as a powerful reference tool providing recently reported data, statistical analysis and meaningful insights from employees of corporations/organizations that are established leaders in the D&I space.”

Participating companies receive confidential top line reports on their own data benchmarked against the aggregate across six dimensions: 1) Diversity, 2) Professional Growth, 3) Employee Resource Groups, 4) Commitment to the APA Community, 5) APA Market Opportunities and 6) Work-Life. They are immediately able to discern which dimensions 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 implement.

In this year’s survey, we saw a 35% increase in employee responses. We made some adjustments that allowed us to look more closely at two critical employee engagement areas, namely Asian Pacific American Employee Resource Groups and Employee Sponsorship. We also created an award category for each to acknowledge companies who demonstrate leadership, commitment and excellence in these areas. Additionally, we added this Executive Summary as a standalone item this year. It will be a powerful and insightful guide during and beyond your 2015 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 (LEAP), specifically Matthew 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 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 GTI team at Asia Society, whose unswerving dedication to managing the logistics on this project, not only kept each of the many pieces moving along, but also assured that the survey team never lost focus or missed a deadline. 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.

David Whitelaw Reid
Director of Global Talent Initiatives
The Asian Pacific Americans Corporate Survey, now in its sixth year, is the most comprehensive voice for Asian Pacific American (APA) employees, representing a range of America’s Fortune 500 companies across industry sectors. The survey is also an opportunity for executive leaders to present strategic actions specifically targeted towards APA employees, resulting in 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 statistical analysis; an online survey was made available to APA employees whose companies participated in this 2015 Asian Pacific American Survey. The online survey Likert scale was revised this year from a five-point to a six-point scale by removing “neutral” as the middle choice and replacing it with the options of “somewhat disagree” and “somewhat agree.” One-on-one interviews were conducted with a subset of the company executives participating in the study. The quantitative data from the online survey and the qualitative interview data were synthesized for analysis and interpreted to create this report.
Executive Summary

Many Fortune 500 Companies Are Losing Business Opportunities: Why Aren't They Fully Engaging Asian Pacific American Employees?

If there is one headline to sum up the main takeaway from this study, it is that Fortune 500 companies are missing business growth opportunities and that the answer is right in front of them. In fact, this survey illustrates that the Award winning companies in the 2015 Asian Pacific American Corporate Survey outperform Non-Award companies by 21% in terms of engaging APAs in building Asian market business. This 21% represents the difference between how favorably Asian Pacific Americans (APAs) view their organization at Award winning versus Non-Award winning companies. This means lost opportunity, far less penetration in domestic and international Asian markets, and APA employees who will only stay for so long before finding an organization that will bring them into strategic conversations.

The domestic and global business market is a competitive landscape, with looming pressure to increase margins, decrease internal operational expenses, and attract top talent. Much attention is focused on current and emerging Asian markets to lead organizations into the next evolution of business prosperity and growth. In fact, global microfinance projections expect global markets to achieve 15–20% growth, with the Asia Pacific market leading all other regions and expanding by 20–35% in 2015.1 At the same time, the Asian American market is the fastest growing in the U.S., with buying power expected to reach $1 trillion by 2017.2 A sizeable community of Asian Pacific American employees are part of this market—in fact, across all participating companies in this study, APAs make up 15.2% of the total work population. The trouble is that, when asked, APA employees at top Fortune 500 companies report that management does not engage them to their full potential when it comes to strategic business initiatives—both within the organization and in the outside consumer world. Why is this happening, and what can be done to fulfill the need of APAs to feel their point of view is valid and necessary? Since 2010, Asia Society has embarked on a journey to understand the composition of the APA workforce, analyze APA employees’ perception of U.S. based companies on numerous work dimensions, and determine what motivates them to perform at their peak.

2 2013 Nielsen Pop-Facts Update Demographics
Demographics

The 2015 Asian Pacific Americans Corporate Survey provides another year of insightful information about APAs working in America's Fortune 500 companies, and is unlike any other publication. Aside from capturing APA favorability regarding their company's performance in specific dimensions, details about the participants' background was also collected. The APA survey participants were asked to identify information in the following ways:

- Age, time in the U.S., age of arrival, APA generational status, and region of origin
- Industry, area of work, job level, job level category, and time with current employer
- Sexual orientation, veteran, disability, and education status

This year saw a **35% increase in APA employee responses** year over year. The demographic make-up in this year’s survey reflects an evenly balanced gender distribution, with Millennials making up nearly half of all respondents. Five Asian regions are reflected, with participants identifying as:

1. East Asian (41%),
2. South Asian (38%),
3. Pacific Islander/Filipino (9%),
4. Southeast Asian (8%)\(^3\),
5. and Multiple Regions (3%).

Almost half (43%) of the surveyed employees have been in the U.S. 30+ years, with 59% having arrived in the U.S. at the age of 21 years or older. The largest percentage of participants are first generation/immigrants (75%) and hold either a Bachelor’s (39%) or a Master’s (48%) degree.

The good news is that Diversity, Work-Life, and Satisfaction & Belonging are consistently high among all APA groupings; Professional Growth favorability falls near the bottom of the list. Time in the U.S. reflects similar trends identified in the Age category—the longer a person has been in the U.S. the more favorability diminishes, especially for APA employees who have either been in the U.S. for 30+ years or were born in the U.S.

\(^3\) Note: Southeast Asia refers to Indonesia, Malaysia, Vietnam, Laos, Cambodia, Thailand, and Singapore; South Asia comprises India, Pakistan, Bangladesh, and Nepal; East Asia refers to China, Japan, and Korea; Pacific Islanders and Filipinos are grouped together due to sample size.
EXECUTIVE SUMMARY

**Region**
- Southeast Asia
- South Asia
- East Asia
- Pacific Islander/Filipino
- Multiple regions

**Age**
- 18 to 29
- 30 to 39
- 40 to 49
- 50 to 59
- 16 to 69

**Generational Status**
- First Generation APA
- 2nd Generation APA
- 3rd Generation APA
- 4th Generation APA
- Other Generational Status

**Age of Arrival**
- Less than 13 years old
- 13 to 20 years old
- 21 or older

**Time in U.S.**
- About 5 yrs or less
- About 10 yrs
- About 20 yrs
- About 30 yrs or more
- OR born in US
In previous Asia Society Corporate Surveys, East Asians have scored lower favorability compared to all other groups, but not this year. Individuals who identify as “Multiracial” have replaced East Asians as registering lower favorability in every dimension. This movement in favorability may be a result of companies taking specific measures to address the needs of East Asians, a result of the demographic mix completing the 2015 survey, or a combination of both.

Four Generational Values in the Workforce

<table>
<thead>
<tr>
<th>Generation</th>
<th>Born</th>
<th>Values / Characteristics</th>
</tr>
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<tbody>
<tr>
<td>Traditionalists/Silent</td>
<td>1925–1945</td>
<td>Patriotic, loyal, Faith in institutions—one company career, Military influenced, top down approach, Value logic and discipline, Don’t like change, Want to build a legacy</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>1946–1964</td>
<td>Idealistic, Competitive, Question authority, “Me” generation, Money, title, recognition, Want to build a stellar career</td>
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<tr>
<td>Generation “X”</td>
<td>1965–1980</td>
<td>Eclectic, Resourceful, Self-reliant, Distrustful of institutions, Highly adaptive to change and technology, Need balance between work and personal life, Flexible and motivated, Want to build a portable career</td>
</tr>
<tr>
<td>Generation “Y” / Millennials</td>
<td>1981–Present</td>
<td>Globally concerned, Realistic, Cyber literate, Personal safety is number one concern, Value diversity / change, Been involved entire life, Want work to be meaningful</td>
</tr>
</tbody>
</table>

Distinguishing factors

- 16% are aged 18–29 years (Millennials/Gen Y); 34% are aged 30–39 years (mix of Millennials/Gen Y and Generation X); 33% are aged 40–49 (Generation X); and 17% are aged 50–69 (Baby Boomers)
- 51% have been in the U.S. between 10 and 20 years; 43% have been in the U.S. 30+ years or were born in the U.S.
- 59% arrived in the U.S. at the age of 21 years or older
- 93% identify as first (76%) or second (17%) generation APA
- The majority of all participants identify either as East Asian (41%) or South Asian (38%)

Things to consider

- Embrace the optimism of first generation APAs and Millennials and provide clear focus for skill building with feedback, career path opportunities, and linkages to the APA community
- Provide intentional leadership development and support for the 40–59 year age group with methods for building APA community impact
- Engage third and fourth generation APAs and Baby Boomers in knowledge sharing through operational and personal means
- Address and embrace cultural values

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**Industry Sector**

- Communications / Technology (18%)
- Consumer Products (7%)
- Financial Services (4%)
- Medical Product Dev & Manufacturing (53%)
- Other Sector (Insurance & Energy) (18%)

**Job Level**

- Production / Hourly Employee (non-union) (21%)
- Production / Hourly Employee (union) (19%)
- Administrative / Clerical (3%)
- Professional / Technical (3%)
- First-level Manager (3%)
- Mid-manager / Director (2%)
- Executive / Officer (48%)
- Other Job Level (27%)

**Years With Current Employer**

- Less than one year (10%)
- One year to less than two years (32%)
- Two years to less than five years (27%)
- Five years to less than ten years (20%)
- Ten years or more (11%)

**Area of Work**

- Customer Service / Care / Support (7%)
- Engineering (5%)
- Finance / Accounting (7%)
- Human Resources (5%)
- Information Technology (25%)
- Legal (10%)
- Marketing / Advertising (4%)
- Maintenance / Operations (2%)
- Production (5%)
- Research & Development (5%)
- Sales (3%)
- Risk Quality (1%)
- Other Area of Work (18%)
Diversity, Work-Life, and Satisfaction & Belonging all register in the 90th percentile. Compared to last year, overall trending scores have improved, as addressed in the Dimension Analysis section of the full report—with certain caveats. The lowest favorability is in Professional Growth across all job levels. Admin/Clerical and Executive/Officer indicate high favorability in virtually every category. Production/Hourly (union) workers score the lowest in every dimension except for ERG; also, Professional Growth comes in at 41% Favorability among Production/Hourly union workers. Professional/Technical, First-Level and Mid-Manager/Director also report lower favorability for Professional Growth.

Engineering provides a colorful profile of favorability. Favorability for Diversity (78%) and Professional Growth (58%) lag behind most other groups, yet Work-Life and Satisfaction & Belonging are in the 80th percentile, equivalent to all other “Area of Work” breakouts. (Sales reports Diversity favorability at 78%—the same as Engineering.) Customer Service, Finance/Accounting, and IT on average favorably score every dimension near the 90th percentile.

Employees in their first year of employment report high favorability in all dimensions. However, favorability numbers begin to go down around the second year mark, with a significant drop in Professional Growth from 80% favorability in years 2–4 to 71% in years 5–9. By the time APA employees reach the 5+ year mark, all favorability ratings appear to remain stagnant through the duration of their career, as favorability is relatively the same for the 10+ years group.

**Distinguishing factors**

- Over half of all survey participants come from the Financial Services sector (53%) followed by Communications/Technology (18%) and Consumer Products (18%)
- The split between senior leader and non-senior leader track is nearly equal
- Almost half of all survey respondents represent Professional/Technical (48%) positions, with First-Level Managers (21%) and Mid-Manager Levels (19%) comprising the bulk of other job levels
- Nearly half are Finance/Accounting (25%) and Information Technology (24%) professionals, with representation ranging from 1% to 10% in all other areas
- 59% of all participants in the employee survey have been with their current employer 5 or more years

**Things to consider**

- Focus on Diversity, Work-Life, and Satisfaction & Belonging, because high favorability scores in these dimensions correspond to higher favorability in other dimensions
- Continue to develop and grow executives, as this demonstrates investment
- Offer ways to give employees control over their time
- Connect Production and Medical Product Development and Manufacturing to the APA community
- Develop leaders by offering professional skill building for individuals moving from technical to managerial roles
- Give internal facing roles (e.g., Admin, IT) professional development attention
- Concentrate efforts on reaching employees in the 2–4 year range as favorability declines noticeably by year 5
Across the dimensions, LGBT survey participants record equivalent or higher favorability scores compared to the Straight/Heterosexual population, except for Work-Life. Diversity received an 80% favorability score among military veterans, compared to 88% by non-veteran APA employees.

All dimensions except for ERG show significantly lower marks among APAs with a disability, particularly in the Work-Life dimension (57% favorability for APAs with a disability, compared to 90% for all other groups). The highlight is that ERG favorability is slightly higher among employees with a disability.

Bachelor’s/Master’s degrees reflect similar favorability across all dimensions. APAs with a high school education report lower favorability in Commitment to APA Community (71%) and APA Market Opportunities (72%)—trailing all other groups by a margin of 10% or more.

**Distinguishing factors**

- 97% of all APA survey participants identified as Straight/Heterosexual, and 3% as Lesbian, Gay, Bisexual or Transgendered (LGBT)
- 3% identified having military veteran status
- 2% identified having a disability
- 48% have a Master’s degree and 39% a Bachelor’s degree

**Things to consider**

- Continue to focus on the LGBT community—favorability scores indicate progress
- Implement programs focused on the needs of military veterans—with more military returning to the workplace this need will continue
- Customize Professional Growth for people with disabilities—almost half of those surveyed do not see Professional Growth opportunities
- Make Commitment to the APA Community and APA Market Opportunities available to all—APAs with a high school diploma communicate room for improvement
APA Employee Engagement Across The Dimensions

Compared to 2014, favorability among survey participants is on the rise in every category. These upward shifts are positive indicators that companies are doing the right things. While trends are headed in the right direction, deeper examination into survey responses exposes opportunity areas. For Fortune 500 company executives to fully develop APA employees as invaluable and strategic assets to the organization, actions must be specific and meaningful.

Note: Employee Resource Groups category is new this year.

An optimistic interpretation might suggest that when pressed to select between “Somewhat Agree” versus “Somewhat Disagree,” survey participants erred on the favorable side of the equation. This is encouraging to some extent, since there are an equal amount of choices for survey respondents to unfavorably rate their organization. Only time will tell the true meaning of these scores and those to follow in subsequent surveys.

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Diversity

Don’t Render Me Invisible

A constant throughout this report is that APAs are not fully brought into the critical strategic conversations, from market opportunities to internal activities like recruiting and retention. Survey participants indicated that most companies are getting the words right by having an inclusive mission statement supported by policies that promote a fair and equitable workplace. In fact, the favorability numbers for reported APA executive leaders have moved up into the 80th percentile, yet giving APAs equitable representation at the Board of Directors falls far behind at 66% favorability.

Where do things begin to fall apart? At the point when survey questions ask about the following:

- **12% do not** capitalize on the perspectives and talents of APA employees to achieve organizational objectives;
- **13% do not** have observable APA role models;
- **13% do not** report APAs with clear P&L (profit and loss) responsibilities; and
- **34% do not** report adequate APA representation on the company’s board of directors in the company—in fact, survey participants at Non-Award winning companies show that **57% do not have adequate APA representation**.

**What does this mean? Missed opportunity…**

Moving Forward

Outwardly recognize the uniqueness that APAs bring to the workplace, and invite them into critical strategic discussions. But don’t stop there! Position the CEO and Board at the helm to drive diversity initiatives, and do more of the following:

- Proactively monitor diverse representation at all levels within the organization. Do this via Diversity and Inclusion dashboards that pull current employee demographic information for leadership succession planning
- Establish an APA buddy program for new hires or employees transferring in from other locations
- Create competitions for strengthening diversity and inclusion in market development strategies
- Focus formal and informal activities on relationship building—essential to long-term career progression
- Customize programmatic efforts to assist APAs at significant career junctions (e.g., coaching APAs on the value of building relational capital with colleagues)

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**Missed opportunity:**

69% of Award winning companies have APA representation on their company board – only 43% of NON-Award winning organizations
Professional Growth

I Need Available and Strategic Learning Opportunities

Investing in the workforce via training and learning opportunities is the most noticeable way an organization can demonstrate investment and care. Overall, participant favorability scores are high in the 70+ percentile. However, survey questions that narrow in on specific programmatic efforts promoting APAs in business-oriented tasks, global experiences, and initiatives towards leadership skill building specific to their needs do not fare as well. In fact, companies doing it better are at the 76th percentile compared to other organizations at the 50th percentile—a 26% difference and another missed opportunity. A recent study demonstrated that the top three activities that help engage an internal audience (employees) are workshops (35%), the intranet (29%), and social media applications (25%). The best avenue for tackling personalized professional growth is to offer development opportunities and start doing it through Employee Resource Groups.

What does this mean? Talent is not growing...

Moving Forward

Embrace the cultural values that impact APA behavior in the course of work. Educate APAs on the necessity of skill building to augment the uniqueness they bring to their work. And don’t forget the other side of the equation by actively engaging managers, supervisors, and leaders in learning initiatives to educate them on the unique cultural perspective that APAs bring to the workplace.

- Offer APA leaders challenging rotational assignments and Profit & Loss (P&L) experience
- Ground employees in company culture, arm with skills, and actively manage progress
- Develop robust curriculum around technical, business, and leadership skills available in live, web-based, and online library formats
- Create opportunities for APAs to shadow leaders and learn what it means to be in that role

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6 http://universumglobal.com/2020outlook/
Employee Resource Groups (ERG)

Listen To Me, Reflect on What I Say, and Act

Never, in the course of this survey, have companies received a 99% favorability rating for any one question, but this year two questions received a 99% favorability: ERG support, and how much APAs care about the success of their company.

Initially formed as supportive affinity groups for individuals sharing common interests, ERGs have now evolved into strategic corporate forums. ERGs extend a positive and supportive environment for employees to engage one another, tackle myriad topics, and access skill building experiences. The companies that do it right are finding that ERGs are a successful channel for company leadership to personally interact with, and identify, high potential APAs whom they might never have met otherwise. By developing a community among like-employees, in this case APAs, organizations are realizing the results, which may explain the 99% favorability rating.

However, there is a lot of room for companies to leverage this forum that APA employees value so highly. Specifically, 88% of Award companies involve APA ERGs for business innovation and growth strategy, compared to 69% of Non-Award companies—a 19% difference. And, when it comes to consulting APA ERGs for talent recruitment and development, 84% of Award companies are viewed favorably by APA employees versus 63% of Non-Award companies—a 21% difference.

What does this mean? Not engaging talent...

Moving Forward

Bring in the leadership, because not only does supporting ERGs recognize invested resources, but ERGs give leaders at all levels opportunities to engage, listen to the messages, reflect on APA insights, and take action as a result of that dialogue.

- Recognize ERG initiative with awards
- Focus ERGs to tackle membership, business development, and talent development initiatives
- Include ERG leadership in corporate diversity and business strategy committees
- Promote ERG activities in major publications (impacts on recruitment and business development)
Commitment to the Asian Community

Giving Back Matters to Me — A Lot

Giving back to the community matters a lot, especially to the APA community. Across all survey participants, the feeling is that companies are doing well at supporting and encouraging volunteerism—at the 90th favorable percentile. With the influx of the Millennial generation composing a larger portion of the workforce at 36%,7 this is important, because 55% of Millennials decide whether or not to join an organization based on its commitment to philanthropy.8 But not all companies are equal when it comes to support for the APA community.

The disparity between top performing companies and all the rest is at the level of financial support and the extent to which company activities are business relevant and not just celebratory towards heritage holidays and events. According to survey participants, Award companies outshine Non-Award companies by 15% to 19%, depending on the question. For example, when asked about financial support for APA community-based and nonprofit organizations, employees at Award companies gave an 89% favorability rating compared to 74% at other companies—a 15% difference. And when it comes to business relevant activities with the APA community, Award companies received an 85% favorability compared to 66% favorability among Non-Award companies—a 19% difference.

What does this mean? The APA community is waiting...

Moving Forward

Invest in APA employee retention. The linkage to Asian communities outside the workplace is a major influencer when it comes to APAs accepting a job offer and remaining as a contributing member.

- Support APA team-based projects with local non-profit organizations
- Target domestic and international APA communities that align with the business
- Get involved with APA professional organizations
- Make a commitment to the local community and incorporate this commitment into the organization’s mission
- Match employee contributions to APA charities and nonprofit organizations

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7 Retrieved from http://www.kenan-flagler.unc.edu/executive-development/custom-programs/~/media/DF1C11C05D874D0A8097271AED8662.ashx
APA Market Opportunity

I Am the APA Market—Invite Me into APA Business Strategy

The good news is that overall favorability has jumped by 20–30 percentage points for each survey question regarding APA involvement in APA market strategy. In terms of image, 93% of all participants said their company has a positive image among APA consumers and customers. However, when asked about engaging APAs in company strategy, favorability begins to slide. A 21% difference exists between Award and Non-Award companies when employees rate the following statement: My company encourages the participation of Asian Pacific American employees in market/business development activities, such as client development, marketing, and advertising in the Asia Pacific. The result: 86% of Award winning companies, compared to 65% of Non-Award companies, involve APA employees in APA Market Opportunity activities.

What does this mean? Missed revenue...

Moving Forward

Give APAs voice. To make a meaningful impact in domestic and international Asian markets, companies will need the voice of those who best have cultural understanding of the markets. Focusing on building comprehensive strategy in these markets will benefit every entity in the equation: APAs will naturally build their business acumen and leadership abilities, businesses will experience penetration in Asian markets because they understand customer cultural nuances, and APA communities will view these companies with greater favorability given the earnest measures employed to meet their needs.

- Invite APA employees who are on rotation from other offices to talk about the Asian market in their home location—invite visiting organization leaders to do the same
- Support ERG leaders to serve on marketplace boards, committees, and other related organizations
- Inform employees about opportunities and risks of emerging and growing Asian markets
Workplace and Work-Life

Continue to Recognize My Personal Needs

Companies are doing it right when it comes to Work-Life! Favorability marks moved up about 10% with each question in this dimension. Nearly every question in this dimension is at the 90th percentile—questions about feeling recognized for individual strengths, feeling that APA employees’ cultural/religious needs are supported, and that they are able to bring their authentic self to the workplace. By making a concerted effort to promote an accepting and supportive environment for APA employees, companies are communicating an underlying message that by bringing their whole self to work employees are giving their all, and companies are surely seeing the results.

Managers, supervisors, and leaders must take responsibility and learn more about the impact of Asian cultural values in the workplace. For example, APAs are often described as quiet in the context of team meetings. Viewed through a U.S., Western lens, one might assume that this behavior demonstrates a lack of engagement or interest, or even arrogance, when in fact silence could be a demonstration of the cultural value of respect. The table below, developed by a Leadership Education for Asian Pacifics, Inc. (LEAP) faculty member, identifies seven commonly observed Asian cultural values that have potential for limiting one’s career, particularly when others in evaluative roles do not understand these cultural underpinnings. However, these same cultural influences also have the ability to enhance career effectiveness. When leaders make the effort to understand core Asian values, the impact can be quite powerful for all involved when tackling challenging business problems.

<table>
<thead>
<tr>
<th>Career Enhancing</th>
<th>Asian Cultural Values</th>
<th>Career Limiting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good team player, works well with different people</td>
<td>Harmony</td>
<td>Avoids conflict, unassertive</td>
</tr>
<tr>
<td>Respectful and loyal to boss(es)</td>
<td>Respect for Authority</td>
<td>Reluctant to disagree or challenge</td>
</tr>
<tr>
<td>Sensitive to the feelings of others</td>
<td>Concept of Shame</td>
<td>Too concerned with appearances, fearful of high risks</td>
</tr>
<tr>
<td>Not boastful of achievements</td>
<td>Humility</td>
<td>Doesn’t get/take credit for contribution</td>
</tr>
<tr>
<td>Reliable, results-oriented</td>
<td>Hard Work</td>
<td>Inefficient, limits opportunities for social interaction/networking</td>
</tr>
<tr>
<td>Calm, level-headed</td>
<td>Emotional Restraint</td>
<td>Not spontaneous, “inscrutable”</td>
</tr>
<tr>
<td>Open to new ideas, resourceful</td>
<td>Learning</td>
<td>Danger of being too narrowly focused</td>
</tr>
</tbody>
</table>

What does this mean? Personal touch really matters...

Moving Forward

Attend to the personal aspects of their life. APA employees want to bring their whole and authentic self to work. Remember, APAs have a life outside work, and the more everyone engages in conversation, the more informed everyone will be in making the right decisions about how to best work with one another. Life obligations for APA employees are typically dealt with by compartmentalizing them—making them distinct and separate. Colleagues, supervisors, and leaders need to foster open dialogue, ask questions, and offer their own experiences to open the channels for communication.

- Hold senior leadership accountable for success of newly promoted APA leaders
- Never stop communicating—provide options for APA employees to interact with leadership and continually share ideas
- Build recruiting, training, promotion, and retention of women and APAs into management bonus structure
- Whether in the traditional training room or on rotation in another location for a duration of time, link the learning to their cultural values and stimulate conversation around the parallels, differences, and strategies for successful navigation
**Overall Satisfaction & Belonging**

*I Choose to Be Here*

Feeling a sense of belonging, particularly for the Millennial generation, means experiencing genuine caring from colleagues and leaders. The concept of care has different connotations from one person to another. Observable through the *Demographic Analysis* and messages found in the *Best Practices* section of this report, care is felt when APAs experience a personal touch through individual mentoring, timely and insightful feedback, and opportunities for career growth and stretch assignments. Here, care harkens to deep conviction of working for a company that represents what APAs stand for—one's success is the culmination of everyone's success (collectivistic versus individualistic) expressed through genuine trust and authenticity. The nice takeaway is that **99% of APA employees care about their company's overall success.**

*What does this mean? Invest in mentoring, sponsorship, and coaching...*

**Moving Forward**

Recognize that APAs have a choice and that success is a key motivator, meaning the company's success is a contributing factor. Organizations will benefit from acknowledging differences and engaging in conversations about cultural influences. The point is to proactively make the choice to embrace APAs for what they bring to work, so that they feel comfortable choosing to take the risk of sharing their whole self at work.

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**Mentoring, Sponsorship, Coaching**

Mentoring, Sponsorship, and Coaching fill a critical role in APA career development, growth, and advancement by adding a personal dimension. Demonstrated care by way of genuine communication, challenge, and support, and customized language (APA specific) is critical to the success of any such program initiated and offered to APAs. But some surprising themes emerged...

**Mentoring**

- Employees in the 60+ age group report declining involvement, which is a warning sign considering the Baby Boom brain drain in the coming years—reverse-mentoring is a possible solution here

**Sponsorship**

- Up to the age of 39, favorable participation rate is close to 80%, but at **age 40 years and upwards** favorability begins to decline and never recovers, hovering at about 66%
- Only 10% of employees aged 60+ years engage in sponsorship, while all other age brackets range from 21–28% involvement
- Only 17% of LGBT employees report that sponsorship is APA specific, compared to Straight / Heterosexual employees reporting higher favorability at 30%
- Only 8% of employees with a Disability say sponsorship is APA specific to their needs, versus 31% of all other employees
- **Pacific Islanders / Filipinos** report 17% participation (lowest) compared to all other self-reported ethnic origins who participate in sponsorship ranging from 24–34%
- Nearly 80% of **all executives** indicate involvement with sponsorship
Top 3 APA Employee Engagement Drivers

What matters most that drives APAs to give their fullest when working for an organization?

#1 Work-Life
Company recognition of individual strengths, accommodation for cultural/religious needs, respect for individuality, and involvement with APA employee resource groups.

#2 Professional Growth
Provisions for growth and development, including rotational global assignments and Profit & Loss (P&L) experience.

#3 Diversity & APA Employee Resource Groups
Diversity—Commitment to promoting and supporting a visibly diverse workplace culture. APA Employee Resource Group—Programs, policies, and procedures that support Asian Pacific Americans through a designated Employee Resource Group (ERG).

Final Thoughts

Fortune 500 Companies, and all companies for that matter, are missing business growth opportunities when the answer is right in front of them. APA employees well understand their value and the opportunity ahead—they are proactive and want to be engaged and contribute to their company’s profitability and success. The messages are known, and proven methods to increase APA employee engagement impacting the bottom line are visible for all to see in this report. No more waiting, the time for U.S. business to engage APAs has been here for awhile now, so act.
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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

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Established as a boutique consulting firm 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.

Survey Production Team

Mirae Baik, Associate, Global Talent Initiatives, Asia Society
Juliane Blazevski, CEO & Senior Consultant, Hypothesi LLC
Johnny Chau, Principal & Designer, re:creative
David Reid, Director of Global Talent Initiatives, Asia Society
Laurie Rendon, Copyeditor
Grace Toy, Sr. VP of Administration and CFO, Leadership Education for Asian Pacifics, Inc. (LEAP)
Matthew Woolsey, Director of Leadership Programs, Leadership Education for Asian Pacifics, Inc. (LEAP)
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- Demonstrate Asian/Asian Pacific American star power and emerging / high potential leaders, and unleash the power of employee networks at your company through leadership coaching, training and resources for building an open and diverse culture
- Promote and showcase best practices to the Asian marketplace

Contact us at GlobalTalent@AsiaSociety.org
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Asia Talent and Diversity Council (ATDC)

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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Carmen Ting
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Marjorie Lasky
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Talent Acquisition, Asia Pacific
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Heather Wang
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GE

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