



Asia
Society

GLOBAL
TALENT
INITIATIVES

2017 Asian Pacific Americans Corporate Survey



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



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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 centers in New York, Hong Kong and Houston, and offices in Los Angeles, Manila, Mumbai, San Francisco, Seoul, Shanghai, Sydney, Washington, DC and Zürich.

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as of September 2017

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As of September 2017

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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**



The 8th 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*

At a Glance

Top 10 challenges listed by APA employees

(by relative frequency):

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Lack of role models 2. Professional growth 3. Career development 4. Reaching senior level 5. Glass ceiling | <ol style="list-style-type: none"> 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):

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Advancement opportunities 2. Career development 3. Work-life balance | <ol style="list-style-type: none"> 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% vs 24% Female APAs are significantly less likely to occupy senior leadership roles than male participants



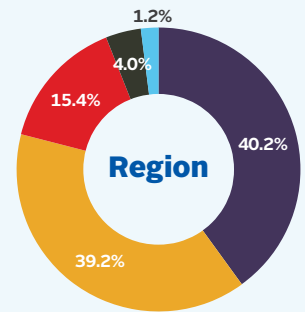
54% vs 63% East Asian participants are far less likely to be on leadership track than South Asian participants



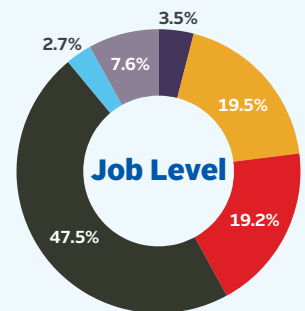
APA millennials report significantly higher workplace favorability than earlier generations.

Demographics:

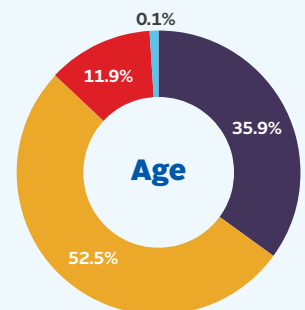
- South Asian
- East Asian
- Southeast Asian
- Multiple Regions
- Pacific Islander



- 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)



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

The population 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.”¹ which is “expected to continue its growth trajectory, rising 150% between now and 2050.”² 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.³ 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>

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. **Bamboo ceiling**
6. **Cultural differences**
7. **Communication skills**
8. **Language barrier**
9. **Unconscious bias**
10. **Comfort zone**

The presence of a “bamboo ceiling”⁴ is evidenced by the Top 10 challenges that APA participants listed in response to the open-ended question, “What is the biggest professional growth and development challenge you face as an Asian Pacific American employee at your company?”

A careful review of these responses revealed the complexity of the problem. First, APA employees’ cultural upbringing shapes their attitudes and behaviors. In terms of cultural value dimensions, Asian cultures tend to be high on collectivism. Asian cultures prefer to embed individuals within a larger group and discourage group members from standing out, whereas U.S. culture rewards accomplishments that make individuals stand out (Hofstede, 2001). Influenced by their cultural upbringing, APA employees may be shy about tooting their horns when they should. Moreover, Asian cultures tend to be high on power distance, or the extent to which inequality among persons in different positions of formal power is viewed as a natural (and even desirable) aspect of the social order (Brockner et al., 2001; Hofstede, 1980). In a group led by a supervisor, APA employees are more likely to follow and less likely to speak up. As a result, they can be *perceived* as less engaged, less enthusiastic, and less committed.

Second, Asian employees may have an *expectation* of how they should behave as Asians. As reflected in some of the participants’ responses, some APA employees are already aware of their proclivity to be acquiescent and the challenges associated with this tendency. However, because they have internalized what it means to be “Asian,” it is not easy for them to suddenly behave like a “non-Asian.” This is analogous to forcing an introvert to act like an extrovert.

Third, explicitly or implicitly, others may have an *expectation* of how APA employees should behave. That is, non-APAs may have internalized the stereotype that APAs should be acquiescent and unassertive. Thus, APA employees may face a “double bind”: If they do not speak up, they may go unnoticed and thus fail to progress in their career. But if they do speak up, others—both non-APAs and other APAs included—may punish them (consciously or unconsciously) for behaving in a “non-Asian” way.

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

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**

Text analysis also revealed the Top 5 criteria for APA employees when selecting an employer. Complementing the Top 10 challenges, it is telling that “advancement opportunities” and “career development” are considered even more important than “work-life balance,” “company culture,” and “compensation benefits” among APA employees. These results again underscore how critical it is for APA employees to have career advancement opportunities, and they suggest a key area of improvement for APA employers. In recruitment, companies should be prepared to highlight what they have to offer with respect to career advancement opportunities.



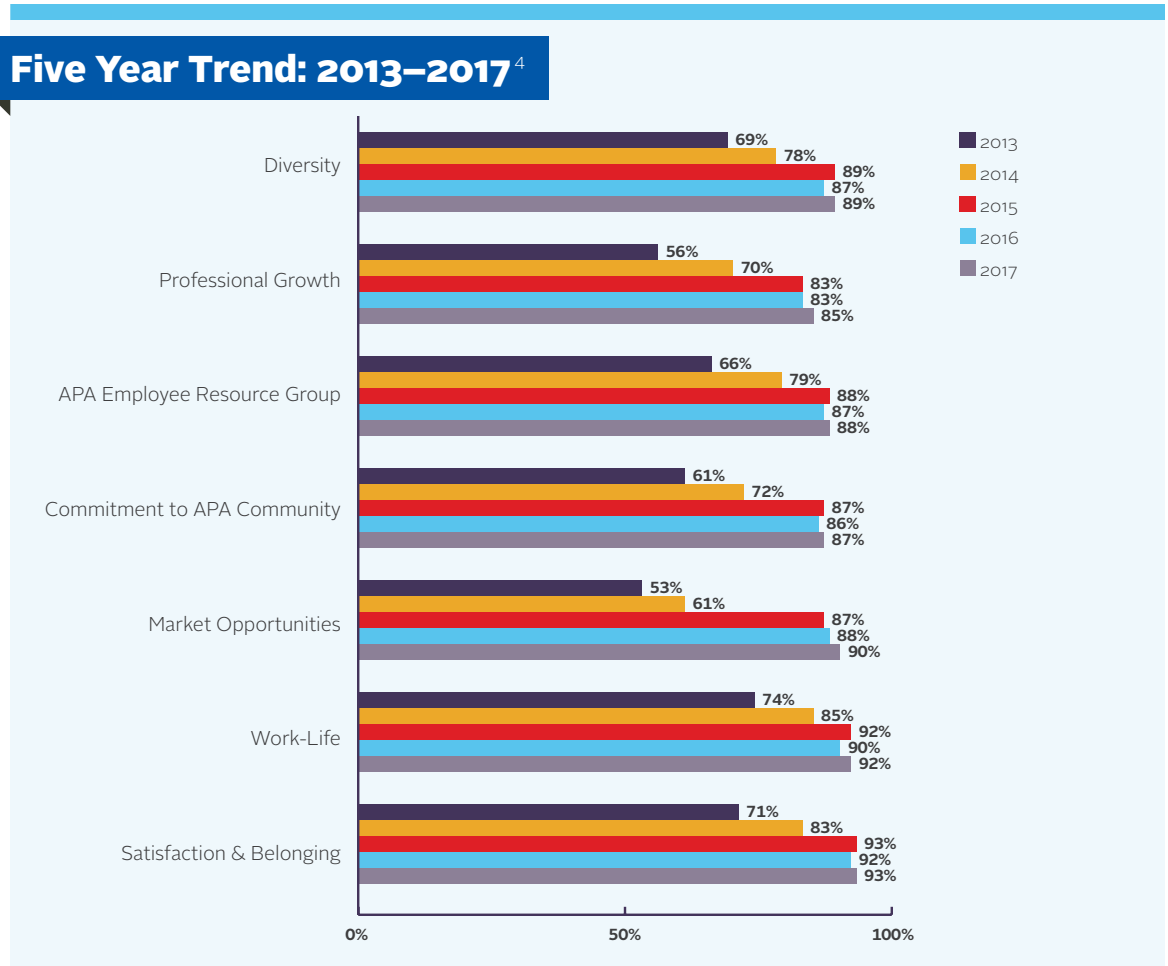
2017 Diversity Leadership Forum participants during MSNBC and NBC News Anchor Richard Lui's keynote on how high-impact storytelling can be one of the most important characteristics of a prosperous career.

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.



⁵ 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.

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.⁶

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.

⁶ <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.⁷ 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.



Mehmood Khan, Vice Chairman & Chief Scientific Officer, Global R&D, PepsiCo addresses the 2017 Diversity Leadership Forum participants on how talent diversity is driving innovation at PepsiCo.

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

APA Employee Favorability by Gender

Among 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.”⁸

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:

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

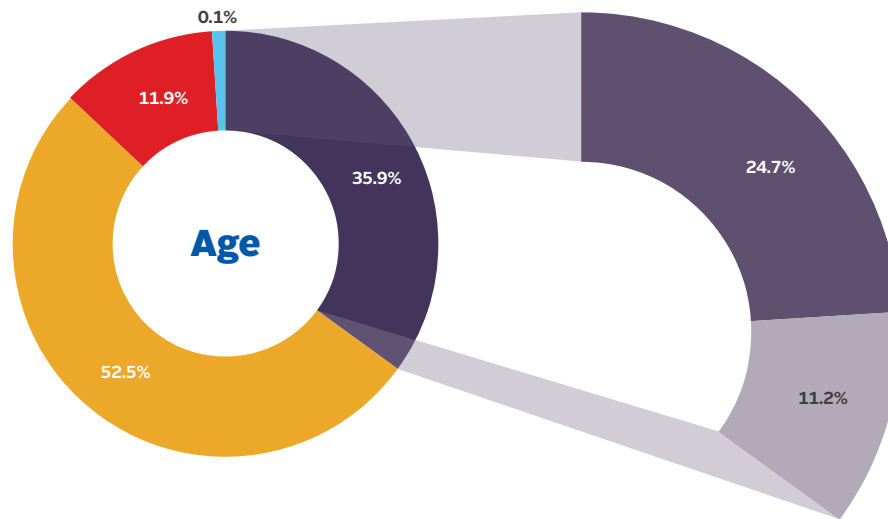
Best Practice Company: Medtronic

“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.”

⁸ Crosby, F. J. (1982). *Relative deprivation and working women*. Oxford University Press.

APA Employee Favorability by Age

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



This 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

career development

development opportunities
growth opportunity
growth opportunities
life balance
Career growth
company culture
compensation benefits
competitive pay

FOR MANAGERS—Valuable skills for APA Millennials

ownership
flexibility
patience
technology
learn ethic
hard attitude
team

Advice for APA Millennials

"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."

MAUREEN GLENNON, CHEVRON

	Favorability on Professional Growth
Baby Boomer (1946–1964)	77%
Gen X (1965–1981)	75%
Older Millennial (1982–1989)	81%
Younger Millennial (1990–2000)	82%

Net of other factors, younger APA employees tend to report more favorably on work-life balance. In particular, younger APA employees reported significantly higher favorability on “I feel recognized for my individual strengths, not based on stereotypes,” and “My company supports and is accommodating of my cultural/religious traditions and needs.”

This 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:

Differences between APA Millennials and Earlier Generations

“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.”

BRIAN CHEZ, CREDIT SUISSE



Vice President of Multicultural Affairs at Marriott International Apoorva Gandhi; Kevin Chen, Tech Lead Information Technology, Enterprise BTO at Freddie Mac; and Rebecca Garcia, Program Manager at Microsoft, co-founder CoderDojo NYC, and founder, Geekgirlweb, uncover ways that Gen Xers and Millennials can come together to implement new ideas that will solve real business problems at Asia Society's 2017 Diversity Leadership Forum.

APA Employee Favorability by Time in the U.S.

	About 5 yrs or less	About 10 yrs	About 20 yrs	About 30 yrs
Diversity	92%	94%	91%	82%
Professional Growth	84%	83%	78%	72%
APA Employee Resource Group	91%	91%	88%	85%
Commitment to APA Community	90%	90%	87%	81%
Market Opportunity	90%	90%	87%	83%
Workplace & Work-Life	93%	92%	91%	89%
Satisfaction & Belonging	93%	94%	94%	92%

APA Employee Favorability by Time with the Current Employer

	<1 year	1 year	2–4 years	5–9 years	10+ years
Diversity	93%	88%	88%	85%	88%
Professional Growth	88%	80%	78%	74%	75%
Commitment to APA Community	91%	87%	88%	86%	89%
Market Opportunity	86%	83%	86%	83%	88%
Workplace & Work-Life	91%	85%	86%	84%	87%
Satisfaction & Belonging	93%	92%	90%	88%	91%

Net of age and other factors, APA employees newly arrived in the U.S. reported higher work favorability on almost all dimensions. As APA employees work in the U.S. for longer, their work favorability tends to decline. As time elapses, APA immigrants might realize that they face a “bamboo ceiling” and that their effort might not easily help them move up the leadership ladder. As a result, their work favorability may diminish. Indeed, we see that the most significant difference across the “time in the U.S.” category is “Professional Growth”: Whereas 84% of the APA employees who arrived in the U.S. less than 5 years ago reported favorably on professional growth, this number drops to 72% for those who arrived in the U.S. about 30 years ago. Relatedly, whereas 90% of the APA employees who arrived in the U.S. less than 5 years ago responded favorably about their company’s commitment to the APA community, this number is only 81% for those who arrived in the U.S. about 30 years ago.

In a similar vein, APA employees' work favorability on "Diversity" and "Professional Growth" diminishes as they work longer for the current employer. For "Professional Growth," whereas 88% of those who have worked with their current employer for less than a year responded favorably, this number is a mere 75% for those who have worked with their current employer for 10 years or longer. This result again hints at the possible existence of a "bamboo ceiling."⁹

These findings highlight the importance of boosting the work favorability of APA employees who have worked in the U.S. and with their current employer for a significant period of time. Organizations should ensure that these APA employees feel that they have a voice and that the company cares about their well-being and professional growth. Whether it is through ERGs or other programs, organizations should ensure that these seasoned APA employees do not sense a bottleneck in their career path.

APA Employee Favorability by Industry

	Financial Services	Information/ Media/ Communications	Utilities/ Energy	Consumer Products/ Retail	Manufacturing	Professional Services
Diversity	92%	84%	79%	85%	84%	90%
Professional Growth	81%	70%	79%	73%	73%	85%
APA Employee Resource Group	91%	89%	86%	82%	87%	89%
Commitment to APA Community	89%	88%	87%	77%	87%	86%
Market Opportunity	89%	82%	83%	84%	84%	89%
Workplace & Work-Life	92%	88%	96%	87%	92%	90%
Satisfaction & Belonging	94%	93%	92%	91%	95%	92%

In terms of industry, survey results revealed that APA employees in financial services tend to report the highest levels of work favorability. For example, 92% of APAs in financial services indicated favorability for "Diversity," versus only 79% of APAs in utilities/energy. Similarly, 81% of APAs in financial services indicated favorability for "Professional Growth," versus only 73% of APAs in consumer products/retail.



2017 Best Asian Pacific American Award vases on display.

⁹ Hyun, J. (2005). *Breaking the bamboo ceiling: Career strategies for Asians*. Harper Collins.

Moving Forward

The 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.

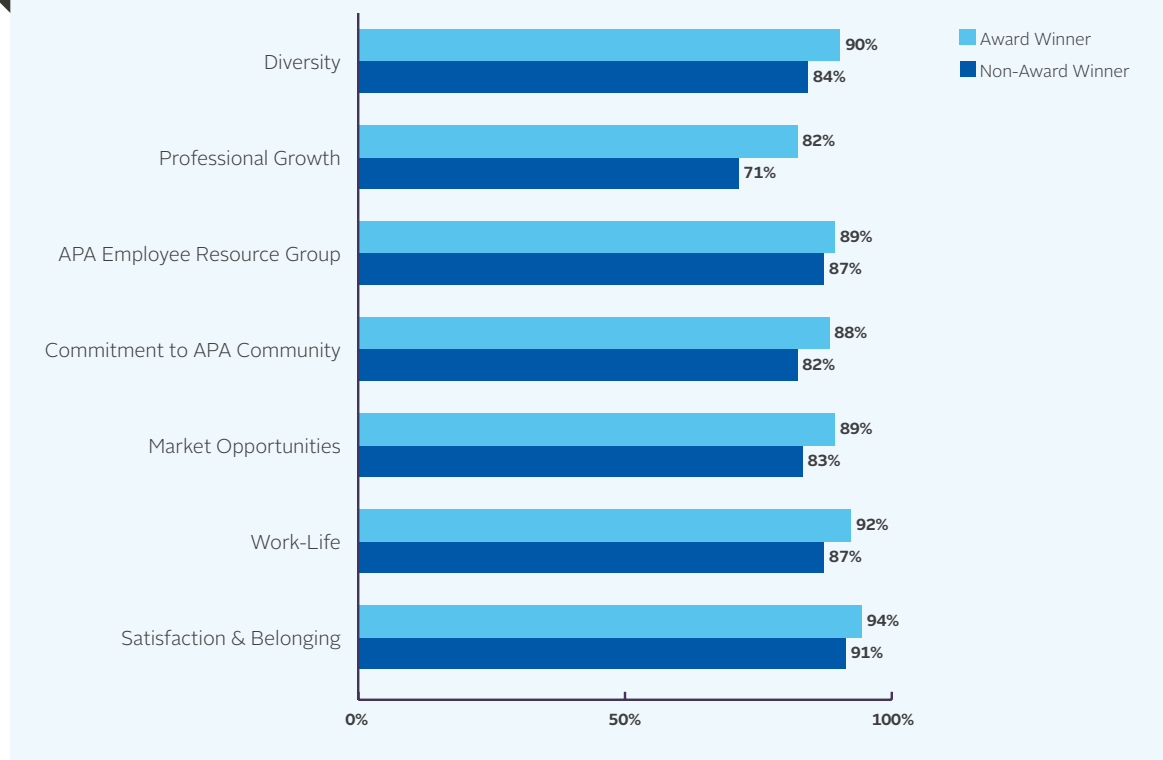


MSNBC and NBC News Anchor Richard Lui discusses why the number of boardroom executives who are of Asian descent is low and how high-impact storytelling can be one of the most important characteristics of a prosperous career at the 2017 Diversity Leadership Forum.

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).

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
Credit Suisse
Goldman Sachs

Retention

KPMG
IBM
Medtronic

Employee Growth & Advancement

Medtronic
Freddie Mac
General Electric
Goldman Sachs
KPMG

Profit & Loss Leadership Development

Goldman Sachs
Chevron
KPMG
Medtronic

APA Employee Resource Groups

KPMG
BNY Mellon
Chevron
Goldman Sachs
Medtronic

Market Opportunities

KPMG
Medtronic
General Electric
Marriott

Community Commitment

General Electric
Chevron
Medtronic

Sponsorship

General Electric
KPMG
Marriott

Promoting APA Women

General Electric
KPMG
Marriott
Medtronic

LGBT Asians

BNY Mellon
General Electric
Chevron
KPMG
Telstra



Representatives of the 2017 Best Practices Companies with award judges.



Representatives of the 2017 Best Asian Pacific American Employer Award winners and award judges.

What Do the Best Companies Do?

1. Recruitment & Selection

Ideas for promoting recruitment & selection excellence:

- Participate in conferences and events organized by recognized professional development organizations to brand the firm as an employer of choice for APAs
- Create and fund scholarship programs for APA students that can tie into internship or co-op programs for talent pipeline
- Create partnerships between employee resource groups and recruitment and selection programs at the intern and experienced hire levels

★ KPMG (Best of the Best)

KPMG's Future Diversity Leaders program offers scholarships and internships each year to about 75 high-achieving ethnically diverse students, inspiring them to pursue careers in business. Students who successfully complete their internships and maintain a high academic standing can earn full-time KPMG job offers. KPMG's Asian Pacific Islander Network (APIN) members actively serve as mentors to interns and full-time new hires. In 2016, 34% of APIN members submitted referrals, and 5% resulted in firm hires. Many KPMG chapters participate in regional conferences and events to brand KPMG as an employer of choice for API students.

Credit Suisse

In line with Credit Suisse's "Grow Your Own" strategy of recruiting and developing junior talent, its Asian Professionals Network (APN) has partnered with the firm's Graduate Program and Campus Recruitment team to recruit high-potential APA candidates. In the summer of 2016, APN participated in on-site events targeting the Summer Intern population to generate greater awareness of the goals and activities of its network, and plans to reach out to Asian American student networks in future campus visits to forge connections early in the recruitment process. Further to this, APN is looking to formalize a partnership with Credit Suisse's Experienced Talent Acquisition to collaborate on hiring efforts for experienced professionals.

"The APN has workshops and training sessions specifically designed for summer and junior analysts to practice and reinforce a wide range of soft skills. Many of our events, including NegotiAsians workshops and Language & Culture series, are facilitated by past participants volunteering their time and unique points of view. By emphasizing on peer learning and continuous engagement with current members, we are able to promote early-career involvement and help identify and grow future champions for the network while addressing specific knowledge and skill gaps."

EDWARD CHEN, LEAD TALENT DEVELOPMENT FOR APAS

Goldman Sachs

Goldman Sachs established the Summer Intern Champions Council, with the goal of closely tracking the performance of diverse full-time eligible interns to increase representation in the full-time analyst class of recruits.

2. Retention

Ideas for promoting retention excellence:

- Conduct annual employee engagement surveys and focus groups to gauge the perspectives of APAs and provide them the opportunity to share feedback
- Collaborate with employee resource groups to address APA employees' feedback
- Implement an online, real-time dashboard that monitors headcount, turnover, and promotions by gender, ethnicity, level, and geography (as applicable)

★ KPMG (Best of the Best)

A Key Performance Indicators (KPIs) web-based tool enables leadership to monitor progression of goals related to the diverse talent pipeline down to the business unit level. The tool provides historical reference and current statistics on headcount, turnover, and promotions by gender, ethnicity, level, and geography.

KPMG conducts an annual Employee Engagement Survey that provides employees with an opportunity to share feedback concerning the firm's work environment. The survey gives leadership the opportunity to understand the perspectives of diverse groups, including Asian Pacific Islander Americans. In addition, KPMG's Asian Pacific Islander Network Advisory Board leverages survey results from KPMG's annual Employee Engagement Survey, to develop an action plan and initiatives that address feedback from API employees and APIN members. In 2016, 86% of APIN employees stated that they are proud to work for KPMG, and 85% view the firm as a great place to build a career.

IBM

IBM's Asian Executive Council is co-chaired by two Asian General Managers and is composed of five additional Vice Presidents, and receives oversight from an Asian Senior Vice President and an HR Vice President. The council is currently sponsoring a mentoring program for Asian Employees who are Executive ready in the next 18 months, pairing them with Senior Asian Executives and creating a network for them. IBM has done demographic analysis to determine where the largest IBM Asian populations are in the U.S., as well as evaluating the performance level of these employees. Asian Business Resource Groups are led by employees who are passionate about helping other Asian employees succeed and become role models for incoming talent.

Medtronic

Medtronic provides opportunities for the “voice of customer” (VOC) of their employees. One such opportunity was to create a large focus group at the firm’s first Asian Leadership Summit. Participants spent time in cross-functional teams, identifying their top priorities and reporting out on requested areas of focus for the work of the Asian Network. By combining VOC with the Asia Society survey and demographic data about their workforce, Medtronic has been able to focus their efforts by creating several work streams around these retention topics. One work stream is a new workshop being developed with the Asian ERG to help employees learn how to determine and then voice their aspirations. Another work stream initiative is identifying pathways for Asian employees to move from technical jobs into roles that provide more customer-facing experiences.

Cognizant that an important factor for retention is employees feeling connected to their communities, Medtronic has launched a program called Project 6 to reinforce this connection. This initiative, held annually in June, is Medtronic’s month-long global push for employee volunteerism. The Greater Asia Pacific region has held 30 volunteer activities in eight different countries. For example, in Japan, over 40 marketing communication employees across five business units came together, in person and remotely, to work with the Japan Chronic Disease Self-Management Association and the Patient Speakers Bank (PSB).

“Medtronic makes sure that each employee has a clearly articulated career aspiration—which becomes a part of their documented conversations with their manager. We are training managers to work with their employees and come up with clearly defined career aspirations. As a matter of fact, our CEO Omar Ishrak, every quarter and definitely every year, randomly picks people’s individual plans from the organization to see if the career aspirations are clearly articulated or not.”

**VIPUL SHETH,
VICE PRESIDENT OF CORPORATE QUALITY**



Asia Society Vice President of Global Partnerships Christine Davies moderates a panel with Manolet Dayrit, Partner, KPMG; Austin Fernandes, Managing Director in Global Markets Technology, Credit Suisse, and Amy Rosen, Country Managing Director & General Counsel, Telstra. Winners of the 2017 Best Asian Pacific American Employer Awards discuss the strategies they used to attract and retain Asian talent at the 2017 Diversity Leadership Forum.

3. Employee Growth & Advancement

Ideas for promoting employee growth & advancement excellence:

- Establish training and rotation programs for APA employees to increase their workplace efficacy
- Coach promotion-eligible APA employees to accelerate their development
- Select high-potential APA employees for instructor-led development programs

★ Medtronic (Best of the Best)

Medtronic provides programs for employees and leaders to grow and develop through new hire leadership development programs, cross-cultural experiences, and expatriate assignments across borders. One such program, Leadership Development Rotation Program (LDRP) has been in place for many years and is primarily targeted at hiring recent MBA grads for marketing positions that include international assignments. Medtronic currently has 39 participants in the LDRP program, with 28% of those being of Asian descent. During the past four years, 16 global assignments were filled by LDRP participants, with 31% of those assigned to participants of Asian descent.

Another example of diversity-focused development is the Asian Efficacy course, which has been offered for the past 14 years. This is a professional development program specific to APA employees and designed to help employees of Asian descent to understand how their cultural experiences impact their leadership style and how to leverage their strengths to reach their aspirations. In the past five years, more than 160 APAs have attended a Medtronic Efficacy course, resulting in positive participant feedback and indicating a high level of skill transfer on the job.



Sophia Khan, Senior Director Global Inclusion Diversity and Engagement at Medtronic discusses the importance of building market opportunities and providing mentorship programs in promoting and developing Asian Pacific American Leaders.

Freddie Mac

Freddie Mac sponsors a group of employees each year to earn their Master of Science in IT from a local top university, with full funding. In addition, its DIRECT program prepares high-potential directors 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). Most notably, Freddie Mac continues to make considerable strides to increase Asian representation at higher levels. Currently, 15% of Executives and Senior Level Officials are of Asian descent (up from 12% in 2015).

Other programs, like the Asian Executive Presence Seminar and Ascend Executive Insight Series, sponsored by Freddie Mac's ASIAN ERG, are supporting the advancement of APA employees. The ASIAN ERG co-sponsored a Dress for Success Event with the Rising Leaders ERG, to show examples of dressing professionally, targeting new college analysts. A panel of senior leadership shared their personal stories and insight into why dressing for work leads to success.

"Regarding APA growth and advancement, we hold our leaders accountable. It is their responsibility to build the pipeline and make sure that a diverse group of individuals are being developed for the next opportunity. The intention is for leaders to actively develop their direct reports so that when an opportunity presents itself, they have a ready bench. With the focus on leaders ensuring a diverse pipeline we don't expect to hear 'I don't have any APA employees ready for a stretch assignment or promotion!'"

STEPHANIE ROEMER, DIRECTOR OF DIVERSITY & INCLUSION

General Electric

GE's Asian Pacific American Forum (APAF) mission includes growing and developing world-class leaders. Programs are designed specifically to meet the professional development needs of APAF members. In 2016, these leadership development programs attracted about 1,000 participants. APAF has developed programs focused on building APA talent skill sets, preparing APAs for leadership roles, and giving exposure to senior leadership roles. Last year, APAF's Communication Skills team delivered six Assertive Communications workshops and rolled out Elevator Speech—Speed Networking sessions aimed at better positioning APA talent to take advantage of the next opportunities in developing their careers.

APAF's biennial Global Symposium delivers job enhancement and career development events and activities. In 2016, over 750 APA attendees participated in career and functional workshops and seminars in Cincinnati, on topics such as Navigating Careers at GE, Unwritten Rules for Success, Decision Making, and Business Strategies. The symposia are planned and executed by APA employees who go above and beyond their day-to-day responsibilities to deliver a top-notch event.

Goldman Sachs

Goldman Sachs offers targeted development initiatives that include high impact events designed to promote sponsorship opportunities, provide visible role models, encourage commercial development and networking, and comprehensively acknowledge the issues that can affect individuals in targeted populations at various points throughout their career life-cycle. Through a number of talent development programs, such as the Women's Career Strategies Initiative (WCSI) for associate women and the Vice President Leadership Acceleration Initiative (VPLAI), Asian professionals are provided with exposure to senior leaders across the firm and group sponsorship. Asian women who participate in WCSI are able to leverage their Senior Divisional Champion as sponsors while participants in VPLAI enjoy roundtables with business leaders where they have the opportunity to share their impact on the business, make connections, and secure potential sponsors. In 2016, Asian women made up 39% of the WCSI class and Asian professionals comprised 28% of the most recent VPLAI global class.

One of Goldman Sachs's main initiatives that address career advancement is the "Managing Director Leadership Acceleration Initiative" (MD LAI), which aims to strengthen participants' leadership and strategic thinking skills and provide them with access to a network of global peers and the senior-most leaders at the firm. This year it touted a global class that included Asian professionals representing 16% of the group. In addition, it had the highest number of Asian professionals promoted to partners this year. Asians represented 13.7% of the promote class, resulting in accretive representation for the Asian population at the most senior levels of the firm.

"As part of our Asian Pacific American History and Heritage month celebration, we typically host a session in which we brand one of our partners to provide career perspectives, and discuss their journey at the firm."

ASSOCIATE, GLOBAL TALENT DEVELOPMENT TEAM

KPMG

In 2016, 56% of promotions into and within KPMG's management were diverse, and 18% of those promoted to manager or above self-identified as Asian Pacific Islander. Through Partner Pipeline discussions, KPMG's Diversity Advisory Board engages in a review of diverse promotion-eligible managing director and partner candidates. Its Executive Coaching program provides one-on-one coaching and assessments designed to accelerate professional development for diverse high-potential management viewed as prospective managing director and partner candidates. Additionally, select APIN members attend the KPMG Executive Leadership Institute for Women, a quarterly forum that provides practical instruction on developing deeper skills to achieve a higher level of success.

In addition, KPMG's Asian Pacific Islander Network (APIN)'s Talent Development Committee establishes scalable leadership and professional development offerings. The Leadership Development Series provides instructor-led programming tailored to high-potential APIN senior managers and directors. Currently, 163 professionals from the KPMG U.S. firm are on assignments at KPMG member firms in the Asia/Pacific region and in India.

4. Profit & Loss Leadership Development

Ideas for promoting profit & loss development excellence:

- Enlist C-level management sponsorship of high-performing diverse employees on track to P&L roles
- Offer customized leadership development programs to address unique challenges facing APA employees on track to P&L roles
- Establish a leadership development rotation program for onboarding and integration of diverse and talented new recruits

★ Goldman Sachs (Best of the Best)

As part of the Asian Talent Initiative, 10 partners hosted individual roundtables with participants. The objective of the roundtables was to get to know the population, provide a forum for networking where vice presidents share current challenges they are facing in their day-to-day roles, and discuss career advice and tips that have been helpful to the sponsor. 51% of Goldman Sachs's Asian Talent Initiative participants sit in a P&L role. Conversations during these roundtables have had direct positive impact into participant's careers and have enhanced their self-advocacy and executive presence.

51% of Goldman Sachs's Asian Talent Initiative participants sit in a P&L role.

Chevron

Chevron's flagship program for advancing and developing its Asian talent is the Stanford-Chevron Asian Leadership Program. Recognizing the unique challenges faced by professionals of Asian descent during the course of their career, Chevron worked with experts from Stanford University's Advanced Leadership Program to design a customized leadership development program for a select group of its young APA and Asian national employees. Every year, senior management identifies high-performing Asian employees who have the potential to take on expanded, senior-level technical/business leadership roles for participation in the week-long workshop. Among many topics, the workshop includes a 360 evaluation of leadership skills, case studies on negotiation and communication, expert lecturers on Asian business, and Chevron executives who engage participants on the importance of diversity to Chevron's business in Asia.

KPMG

KPMG's Lead Partner Academy offers emerging lead partners classroom sessions, augmented by coaching and mentoring from current lead partners. The academy aims to enhance skills in building trusted client–advisor relationships. APA employees made up 10% of the 2016 class.

Medtronic

Medtronic provides opportunities for new employees within Marketing, Business Development, and Strategy roles through the Leadership Development Rotation Program (LDRP), which is a key component of Medtronic's talent management strategy for early career talent. The focus of this program is to offer an onboarding and integration vehicle for top MBA talent into identified functional areas at Medtronic. The program framework combines structured functional job rotations with intentional development and networking activities to provide broad exposure to this large, diverse company, while still offering a valuable cohort approach during the time in the program. The current program has 39 participants, of which 28% are of Asian descent. There are currently 69 leaders (manager and above) at Medtronic who are alumni of this program, and 28% of those are of Asian descent.



Sophia Khan, Senior Director Global Inclusion Diversity and Engagement at Medtronic; Donald Fan, Senior Director Global Office of Culture, Diversity and Inclusion at Wal-Mart; Rekha Rao, General Manager, Professional Oral Care at Colgate-Palmolive; and Suzanne Yao, Managing Director and Associate General Counsel at Goldman Sachs talk about ways employees can climb up the company ladder in today's diverse, global, and technologically savvy work environment at the 2017 Diversity Leadership Forum.

5. APA Employee Resource Groups (ERGs)

Ideas for promoting employee resource groups (ERGs) excellence:

- Hosting forums and networking events to bring together diverse ERGs and C-level leadership to cultivate diversity awareness
- Operate ERGs as formal entities with missions, visions, strategies, operations, and support functions
- C-level support of ERGs through collaboration, sponsorship, and board participation

★ KPMG (Best of the Best)

KPMG's Asian Pacific Islander Network (APIN) increased membership by 26% and now has over 2,800 members and 21 chapters. APIN is led by the APIN Advisory Board (APIN AB), consisting of senior API and non-API partners who currently serve in various U.S. and global leadership roles. The Asian Pacific Islander Network Advisory Board meets quarterly and connects monthly to review the Network's progress towards firm-wide and APA priorities. For the third consecutive year, APIN's Leadership Development Series (LDS) invited API senior managers and directors, including APIN members and non-members, to a one-day development program focused on executive presence and leadership values.

BNY Mellon

BNY Mellon's Asian Leadership Forum (ALF)—a group within IMPACT, the company's multicultural business resource group—functions like a heritage-specific steering committee. ALF comprises senior APAs who surface APA needs, opportunities, and challenges. ALF members are invited to select networking events with executive leadership, such as BNY Mellon's Signature Leadership Forum, the flagship diversity recruitment and retention program. ALF members planned/produced several events, including:

- Chief Risk Officers Summit—chief risk and compliance officers discussed diversity's significance in managing risk in highly regulated industries.
- Myths of Asian Leadership—APA leaders debunked myths of the APA corporate experience.

Chevron

The Asian Employee Network (AEN) and the Filipino Employee Network (FEN) are part of 12 employee networks at Chevron. AEN has about 3,600 members, while FEN has about 1,200. AEN and FEN are active in the Asian community through partnerships with local non-profits, as well as through Chevron's Humankind community volunteering program. AEN and FEN also partner and collaborate with other Chevron employee networks to provide networking, cultural diversity awareness, and career development opportunities. To reach multiple generations and work experiences, AEN partnered with the XYZ Network (generations X, Y, and Z) and Boomers Network for a networking event for relatively young employees and near-retirement employees. AEN hosted "Diversity Perspectives" and "Cultural Lunch & Learns," which provided an informal forum for open dialogue between management and employees, and focused on educating employees about different perspectives of what it is like to work in Asian countries where Chevron operates. AEN also has

sponsorships from Chevron executives (for example, the President of Chevron Pipeline and Chevron's Chief Technology Officer) who advise AEN leaders on programming and the promotion of AEN within Chevron, speak at AEN events as Keynote Speakers or Panel Speakers on various topics—from career development to inclusion and diversity—as well as provide financial support.

Goldman Sachs

The Asian Professionals Network (APN) was formally launched in October 2001 to enrich the professional development of Asian employees. This network serves as a bridge for the recruitment, retention, development and promotion of Asian professionals and is also a channel to share ideas, raise awareness and create a sense of collaboration and community. In the past year, membership in the APN increased by 9%. At the beginning of each year, the network plans a conference for the members of their leadership team. All sessions are intended to provide a forum for discussion on the strategy and areas of focus for the year. 54 professionals attended the 2016 Network Leadership Conference.

In 2016, the APN hosted their first annual town hall featuring a panel between Chief Diversity Officer and Global Head of Talent. The conversation focused on the firm's diversity strategy, talent priorities and Asian pipeline efforts. More than 300 professionals attended. In celebration of Asian Pacific American Heritage Month, the network organized a series of events including:

- Networking Event “Chá Time:” A network gathering featuring chá (tea) from several regions across Asia Pacific attended by 150 professionals.
- Partner Perspectives “Journey Within Goldman Sachs:” The global co-head of the Securities Division and member of the Management Committee shared his thoughts on building a successful career at Goldman Sachs with 283 professionals.
- Asian Pacific American Heritage Month Fireside Chat: As part of the new series of events launched by diversity recruiting, the firm invited 72 external professionals to a session at GS to get to know this external pipeline and build connectivity.

Medtronic

The Asian Network (AIM) is centrally funded and led by high-potential Vice Presidents / Directors, who are selected by the CEO and Chief Human Resources Officer. AIM sets strategy across Medtronic U.S., and sponsors the Asian ERGs, known as AIM hubs. AIM hubs are very active ERGs, with more than 1600 members and 12 chapters. AIM has three main objectives: A = Accelerate Asians into leadership at all levels; I = Inspire a confident and vibrant Asian community (Bring Asia to Medtronic); M = Medtronic's growth in Asia (Asian employees based in the U.S., support the growth in Asia). The AIM network has established eight work streams to accomplish these objectives. The work streams and some of their key accomplishments last year include: Career Development—differentiated development for Asians (Lean-In Circles for Asians); Coaching and Mentoring (portal for matching Asian employees to mentors); Annual Signature Event; Asians in Customer Facing Roles; Asian Physician Association and Asia Society Partnership (strong partnership with Indian, Pakistani, Bangladeshi and Chinese physician associations in the U.S.); and External Branding.

6. Market Opportunities

Ideas for promoting market opportunities excellence:

- Provide opportunities for global immersive experiential learning to accelerate global market knowledge and cultivate cultural competence
- Organize firm-wide forums and symposiums to showcase the unique expertise and capabilities of global markets
- Bilateral exchange of business intelligence and market access between U.S. and global markets

★ KPMG (Best of the Best)

The Asian Pacific Islander Network (APIN) and local ERGs focus efforts on enhancing KPMG's external visibility in the marketplace. For example, the Chicago APIN chapter hosted a market-facing panel discussion on Cyber Security with industry leaders, external speakers, and over 100 participants. The Denver chapter hosted an "East Meets West" event for a fireside chat discussion with the Asian Chamber of Commerce and several prominent KPMG clients and partners. In Atlanta, APIN invited several premier KPMG clients as panelists and guests to discuss race and gender in corporate America. Most local chapters host Lunar New Year and Asian Heritage Month celebrations, which are open to all partners and employees, to enhance awareness of the cultural and global diversity represented within the API community.

Several members of the APIN Advisory Board hold prominent leadership positions designed to strategically manage the U.S. business needs of companies that have operations in India, China, Japan, and other emerging markets, and vice versa for U.S. companies conducting business in Asian markets. As a founding partner of the US Business Leadership Network's (USBLN's) Disability Supplier Diversity Program, KPMG trains its employees to assist USBLN with certifying businesses as disabled-owned minority vendors. In 2016, KPMG utilized 40 API suppliers, with payments totaling \$51.6 million.

★ Medtronic (Best of the Best)

The Medtronic Global Innovation Fellows Program is designed to give top talent at Medtronic access to critical accelerated learning experiences, in order to lead in all parts of the world. In the past, participants have worked in India and China to understand the needs of the customer in those countries. Participants in the Global Innovation Fellows program partner with the public sector to address health care for the world's most underserved populations. Through immersive experiential learning and skilled service, they are able to advance the company's understanding of underserved populations and concepts of innovation, while providing employees with a unique opportunity to impact global health. There are currently five Fellows of Asian descent participating in the program, and one of their current projects is taking place in India.

Medtronic's AIM Twin Cities Hub organizes EMBTS (Emerging Market Business and Technical Symposium) annually, whereby expertise and capabilities in Medtronic China and India R&D centers is highlighted throughout Medtronic. These events are co-hosted from the U.S. and China or India, and are telecast worldwide through Medtronic TV. The AIM network has played a vital role in identifying large organized Asian physician organizations and partnered with them over the years.

General Electric

In 2016, GE's Asian Pacific American Forum (APAF) delivered its second Customer & Collaborator Summit in Cincinnati; about 200 GE customers and business partners networked and participated in roundtables, panel discussions, TED talks, booth exhibits, workshops, and seminars. In addition, GE's Social Entrepreneurship, Education & Development program (GE SEED) provides an opportunity for APAs to participate in corporate citizenship and social entrepreneurship, and develop marketing and selling skills that will help develop employees' sales, marketing, and advertising skills and efforts in both the Asian and APA markets.

Through ACE (APA Commercial Excellence), GE provides APAs with training in commercial innovation and strategy development and gold standard marketing. In 2016, 120 GE employees participated in 23 projects that were sponsored by senior executives and tied to business priorities. Participants learned new domains and delivered tangible business impacts through these projects.

Marriott

Marriott offers Culture Days for associates with country overviews, best practices, and field trips to "taste, smell, see, hear, and feel" the culture. In 2016, Marriott offered the first such program for its customers. "Strengthen Your Cultural Competence!" was an exclusive, one-day VIP culture day in Kansas City, held by Marriott. More than 30 of the firm's customers and sales associates participated in networking and learning with other local business professionals. Attendees signed up for sessions on the cultures of India, Japan, China, and Germany. Activities/workshops included: Indian Networking Breakfast, Communicating Across Cultures, India Culture, Japan Culture, Japanese Power Lunch, China Culture, German Culture, and International Wine Tasting and Pairing.



KPMG representatives receiving the 2017 award for Overall Best Employer for Asian Pacific Americans.

7. Commitment to APA Community

Ideas for promoting commitment to APA Community excellence:

- Provide APAs with opportunities for community engagement through skill- and knowledge-based volunteer programs
- Social investment in philanthropic programs and donations to charities serving the APA community
- Support of APA youth through educational scholarships, career awareness and development programs, and internship opportunities

★ General Electric (Best of the Best)

A key focus of Asian Pacific American Forum (APAF) in 2016 was GE Social Entrepreneurship, Education & Development program (SEED), a community engagement model that provides opportunities for GE APAs to participate in corporate citizenship and social entrepreneurship. SEED volunteers share their professional expertise with college entrepreneurs identified by The Resolution Project (RP). GE SEED currently has 34 volunteers supporting more than 12 Resolution Fellow teams in five Asian countries. GE was the first corporate partnership for RP and serves as an advisor for additional partnerships.

Igniting Minds™, an APAF program launched in 2009 and aimed at improving students' confidence in STEM subjects and fostering interest in STEM careers, continued to garner strong engagement in 2016. GE piloted *Igniting Minds™ Lite*, launching the program at its first international site (Dubai) and developing a new suite of Science lesson plans. To date, about 2,000 students have participated in *IM*.

Chevron

Chevron supports the APA community through its philanthropic matching program and social investment initiatives. Chevron employees have donated tens of thousands of dollars to APA causes. AEN and FEN also sponsor a volunteer event for members each year on behalf of Chevron, to engage with the community on various philanthropic causes. AEN focuses on increasing the number of APAC leaders in the pipeline for management and executive positions through development of skills.

Chevron supports AEN/FEN members' participation at conferences, diversity summits, leadership development programs, and tailored partnership programs with Asia-focused non-profits, to learn and network with other APAC community members representing various industries; share successful experiences, concerns, and best ERG practices; and grow their leadership skills.

Medtronic

HealthRise India was launched in 2015 to improve diabetes and heart disease diagnosis, management, and control. Projects are underway in Udaipur, Rajasthan, and Shimla, Himachal Pradesh. Teams completed a needs assessment in these communities to better understand the barriers to care, service delivery gaps, and community needs and opportunities. And local partners are now working to screen, diagnose, and treat patients, as well as strengthen local health systems. In FY17, HealthRise screened over 20,000 patients, trained 1100 providers, and developed an electronic health record system in partnership with the state of Himachal Pradesh.

In Fiscal Year 2016, Medtronic, with substantial support from AIM and the APA community, responded to the Nepal Earthquake and Chennai Floods by providing more than \$905k in financial and product support. Employees gave over \$60k through a matching grants campaign, which was doubled with Medtronic Foundation's match. Through numerous grants and programs, Medtronic's combined philanthropic investment in the Asia/Pacific and China Regions exceeded \$5 million.



Moni Miyashita, Senior Advisor and Partner at Innosight, sits down with Naveen Agarwal, Chief Customer Officer at Prudential Financial; Teddy Cho, Head of Markets and Corporate Treasury Technology at BNY Mellon; and Janice Lin, Senior Executive and General Manager, Sourcing at GE Aviation; to discuss how to create new markets while perceiving disruption not as a threat but as an opportunity at the 2017 Diversity Leadership Forum.

8. Sponsorship

Ideas for promoting sponsorship excellence:

- Provide group coaching to diverse employee groups to facilitate future sponsorship opportunities
- Facilitate diverse high-performing employee access to C-level managers for relationship building, advocacy, and sponsorship
- Select diverse high-performing managers for customized leadership development programs that include stretch assignment, job shadow, and special project opportunities

★ General Electric (Best of the Best)

GE's APA sponsorship efforts center around two key initiatives: APA Women (APAW) and Pipeline to Asia (PTA). APAW, now in its third year, is a best practice among all Affinity Networks at GE. In 2016 across the company, the APAW team engaged 36 executive-level coaches to lead small (less than 10 member) pods in a journey to improve skills for enhanced sponsorship opportunities.

For 2017, APAW will refresh the overall structure, approach, and content to focus around the new GE Beliefs. Business leaders and HR managers will nominate executive-level APA role models to lead new sessions at the hub level, coach 10–12 targeted women in a group setting, use GE's performance development tool to collect insights, set individual goals and pulse progress, and lastly partner with its Business Diversity Leaders to promote APA women. It is the leadership team's intent to further engage with key external partners, including Asia Society, to develop coaching and training to continue to develop early-career APA women.

PTA is fueling GE's growth in Asia and MENAT regions by generating, identifying, and sharing interests from APAs with region leaders looking for talent. The PTA team continues to build a strong network with HR and functional leaders in India, China, and ASEAN to share information on employees eager to move to Asia regions. Assigned PTA Buddies assisted with navigating career opportunities and general advice for next steps, while HR region leaders were on the lookout for matching the right candidate for the right role at the opportune time.

KPMG

Both KPMG's Leadership Development Series and Leadership Insights Summit programs provide opportunities for high-performing API senior managers/directors and managing directors to expand career development skills and obtain direct access to partners for relationship building, advocacy, and sponsorship. In 2017, the Asian Pacific Islander Network (APIN) will launch a partner outreach program to offer individualized promotion readiness coaching to select APA senior managers/directors and managing directors.

The Diversity Advisory Board (DAB) and Functional Vice Chairs facilitate Partner Pipeline reviews of diverse promotion-eligible managing director and partner candidates to discuss readiness, retention risks, career profiles, and sponsorship. The APIN Advisory Board identifies and recommends API talent that they personally mentor and sponsor. The DAB also provides opportunities for executive coaching to high-potential diverse professionals to further support their career advancement.

Marriott

Marriott's Emerging Leader Program (ELP) is a key pillar of its Americas Diversity and Inclusion strategy to increase the numbers of women and minorities in leading roles. ELP participants are high-performing, front-line leaders, senior leaders and other management associates who have demonstrated the ability to excel to higher levels of responsibility. A unique aspect of ELP is bringing together emerging talent at various career stages who have a broad range of tenure. Participants are exposed to a year-long customized, cross-discipline, cross-brand leadership development experience that includes stretch assignments, job shadows, cross-brand experiences, and task force/special projects.



Credit Suisse representatives receiving the 2017 award for Best Employer for Sponsorship.

9. Promoting APA Women

Ideas for promoting sponsorship excellence:

- Provide small-group coaching to APA women to facilitate future sponsorship opportunities
- Establish mentoring programs for APA women
- Facilitate high-performing APA women access to C-level managers for relationship building, advocacy, and sponsorship

★ General Electric (Best of the Best)

In 2013, GE's Asian Pacific American Forum (APAF) launched its banner initiative, APA Women, to foster the development, promotion, and retention of female APAs through a variety of mentoring sessions, virtual and on-site training, visibility opportunities, and networking events. In 2016 across the company, the APA Women team engaged 35 executive-level coaches to lead small (less than 10 member) pods in 21 regions in a journey to improve skills for enhanced sponsorship opportunities. The original program and curriculum, part of the APA Women Campaign called "Are you Sponsorable?", had a loosely defined framework around executive presence, communication, work habits (networking and working smart), and GE 360 (what's happening in GE and the world). Now in its 3rd year, the program had 11 pods impacting 127 APA Women.

In 2017, the APA Women team will refresh the overall structure, approach, and content of the initiative to focus around the new GE Beliefs. APAF business leaders and HR managers are being asked to nominate executive-level APA role models to lead new sessions at the hub level, coach 10–12 targeted women in a group setting, use GE's performance development tool to collect insights, set individual goals and pulse progress, and lastly partner with its Business Diversity Leaders to promote APA women.

"Our 'Leadership Practices' course is specifically designed to develop, empower and retain female leaders at GE. The premise is that sometimes women face barriers differently than men as they are advancing their careers. Participants have a unique opportunity to connect with a community of GE women, thereby forming a powerful coaching network of colleagues and a support system that enhances opportunities for success."

NANCY DUNN, DIVERSITY PROGRAM LEADER

KPMG

KPMG's Executive Leadership Institute for Women provides enhanced leadership development training for partners and senior managers, enhancing the connectivity women have within the marketplace. As part of KPMG's sponsorship with Ascend, KPMG selects two high-performing API women to attend the Executive Insight for Pan-Asian Women, designed to help mid-level Pan-Asian female managers/directors address challenges as they rise in their organizations. KPMG also hosts the KPMG Stacy Lewis Rising Stars Invitational, an annual leadership program for high-performing women senior managers and directors. 19% of the participants in the program were Asian Pacific employees.



2017 Diversity Leadership Forum emcee Apoorva Gandhi, Vice President, Multicultural Affairs at Marriott International, Inc. welcomes this year's participants.

Marriott

Seventeen years ago, Marriott 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. Over the years, the firm has seen consistent growth in the numbers of women in all leadership categories. Today in the U.S., women comprise 55% of Marriott's workforce and hold 59% of manager positions.

Medtronic

Medtronic's Asian Descent Network leadership team includes four female leaders who ensure that the firm's recommendations and strategies address the needs and priorities of Asian Women. Medtronic's Women's Network (MWN), a global resource group, has a vision to improve Medtronic's ability to attract, develop, retain, and accelerate the advancement of women. 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. The MWN hub in Japan has been in place for three years and began their work by surveying employees, gathering executive sponsors, and launching a number of initiatives focused on the career development needs of women in Japan.

Many of the MWN programs are provided virtually and made available to employees around the world. In addition, the Women's Network works in collaboration with many of the firm's other Employee Groups. For example, currently MWN and AIM hubs are partnering the mentoring pilot program to make it easier for mentors and mentees to connect to one another. In addition, local ERGs provide a variety of programs that are available for the development of both men and women. One recent example is the launching of a Minnesota-based discussion series, which features guest speakers, including successful Asian Pacific American women at Medtronic, combined with breakout discussions that allow employees to gain insight on key lessons while networking with colleagues and company leaders.

10. LGBT Asian Employees

Ideas for promoting Asian LGBT Employee excellence:

- Create a firm-wide network of Asian LGBT employees that sponsors professional development, networking, and educational events
- Provide a platform for collaboration and effort coordination between LGBT and other ERGs, including women and APAs
- Lead research initiatives to gather insight on attracting and engaging Asian LGBT employees

★ BNY Mellon (Best of the Best)

BNY Mellon's shared values are its North Star, uniting employees worldwide and guiding the company's public voice. As a Human Rights Campaign "Best Employer," scoring 100% on the Corporate Equality Index (CEI) for 10 consecutive years, the company takes to heart its ability to improve lives through investing for LGBT+ employees and the broader LGBT+ community. BNY Mellon's equal rights advocacy efforts in the U.S. include signing open letters opposing anti-inclusion legislation and supporting gender identity language within civil rights law. Internationally, BNY Mellon signed the Diversity Charter Ireland and an open letter in Australia for marriage equality, and adopted the Hong Kong Code of Practice against Discrimination in Employment on the Ground of Sexual Orientation. BNY Mellon is one of only two Fortune 500 companies that reference sexual orientation and gender identity in board diversity statements.

★ General Electric (Best of the Best)

Founded in 2005, GE's GLBTA (Gay, Lesbian, Bisexual, Transgender & Ally Alliance) consists of multiple geographic and virtual chapters in 28 countries and well over 100 cities around the globe, with more than 60 chapters and over 6,300 members worldwide. The chapters sponsor professional development, networking, and educational events providing members a unique opportunity to meet and share ideas with senior leaders.

As a member of Asia Society's Global Talent and Diversity Council (GTDC), GE has representation in the recently formed LGBT and Asian Allies Committee (AAC), whose purpose is leveraging and engaging LGBT & Allies at Asia Society's corporate member firms. The AAC is entrusted to plan and develop local and national diversity leadership activities at Asia Society. Through the firm's leadership engagement, GE will be coordinating efforts with its GLBTA and APAF networks to ensure that employees are fully engaged and take advantage of development opportunities. To date GE has cohosted a networking event (Leo Bar event) with the LGBT community at Asia Society's corporate HQ in New York City, and one of its up and coming executives, Alisha Kalb with GE Aviation, was a featured speaker on a 2Q 2016 webinar themed "Engagement Collaboration—The Intersections of Asian Americans, LGBT, and Millennials."

"What matters to GE—what matters to us—is everyday inclusion of our employees and engagement and a safe place for them to come and work. Therefore, in each country we have made a conscious effort to ensure that our employees feel included. For example, our program was launched in Japan after 11 months of due diligence, and in Singapore after 18 months of due diligence. . . . For every employee that opted into our LGBT network, we will find a way to support them."

DEBBIE COHEN

Chevron

Chevron PRIDE is Chevron's Lesbian, Gay, Bisexual, Transgender and Allies Employee network. The letters in PRIDE stand for "Promote Respect, Inclusion & Dignity for Everyone". Chevron's PRIDE network is the longest existing employee network (15+ years).

The network played a key role in Chevron attaining a 100% rating in the Human Rights Campaign Foundation's Corporate Equality Index since 2005, and was recognized as "Employee Resource Group of the Year" by the Out & Equal Workplace Advocates, a national LGBT organization.

Chevron has been named as one of the "Best Places to Work" by the Human Rights Campaign from 2006 to the present, in part because of the ongoing efforts of the network in helping build a LGBT inclusive workplace.

LGB and T: Transgender @ Chevron, a guidebook on transgender workplace issues, was recognized as a "best practice" by the Human Rights Campaign—and since being published on their website, has been used by several companies (including Ernst & Young, Shell, and Toyota) to create their own transgender guidelines.

KPMG

pride@kpmg is KPMG's network for LGBT employees and partners and their straight allies. The Network is led by KPMG's Pride Advisory Board (PAB) and the Pride15 (P15), a leadership council of emerging LGBT leaders established to help execute national priorities and initiatives. 10% of the board is made up of API individuals. Additionally, 23% of APIN members are also members of the pride@kpmg network, and 14% of the pride@kpmg network is API. To support career development, each P15 member is provided a PAB mentor for personalized coaching to ensure that participants fulfill their professional aspirations. The PAB also created a database of mentors who identify as LGBT or an Ally. Annually, KPMG hosts a two-day pride@kpmg conference, which focuses on LGBT issues, advocacy, safe spaces, and authenticity, and includes speakers ranging from key KPMG leaders, PAB members, and clients.

Telstra

Telstra initiated a global "Spectrum" LGBT employees and allies network in 2008, now with over 2000 members throughout the world. It has conducted "Bias, Interrupted" training for over 1,000 employees. Telstra has been partnering with Midsumma, Australia's premier LGBT arts and culture festival since 2011. It is also a global supporter of Wear It Purple Day, an annual event for awareness to stop bullying based on sex, sexuality, and gender. Within the company, Telstra fosters an environment free of unlawful discrimination, harassment, and bullying. Its parental leave policy applies equally to all employees irrespective of LGBT status. Telstra is also a strong and public voice supporting Marriage Equality in Australia.

About the Survey & Methodology

The *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.

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 Blazeovski is committed to providing rigorous, yet accessible, program evaluations that are sensitive to cultural and contextual factors, designed to build internal evaluation capacity, and are meticulously tied to a program's underlying mission statements and objectives. Company areas of expertise include research design, survey development, advanced statistical analysis, K-12 performance data analysis, positive youth development and career pipeline program evaluation, achievement motivation, cross-system collaboration and 21st century skill development.

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Demographic Overview of Participants

For 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



HBO Senior Vice President of Legal Affairs Meeka Bondy speaks with Boxed CFO Naeem Ishaq; Omar Nagji, Lead of Healthcare Partnerships at Lyft; John Sheldon, Senior Vice President of Innovation Management at Mastercard Labs; and Karen Sumberg of Americas Diversity, Google, about the skill sets and leadership traits required to adjust to market shifts and leverage them for innovation at the 2017 Diversity Leadership Forum.

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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:

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

 AsiaSociety.org/Global-Talent-Initiatives

 Diversity Leadership Forum

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**CELEBRATING 10 YEARS
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Goldman
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