

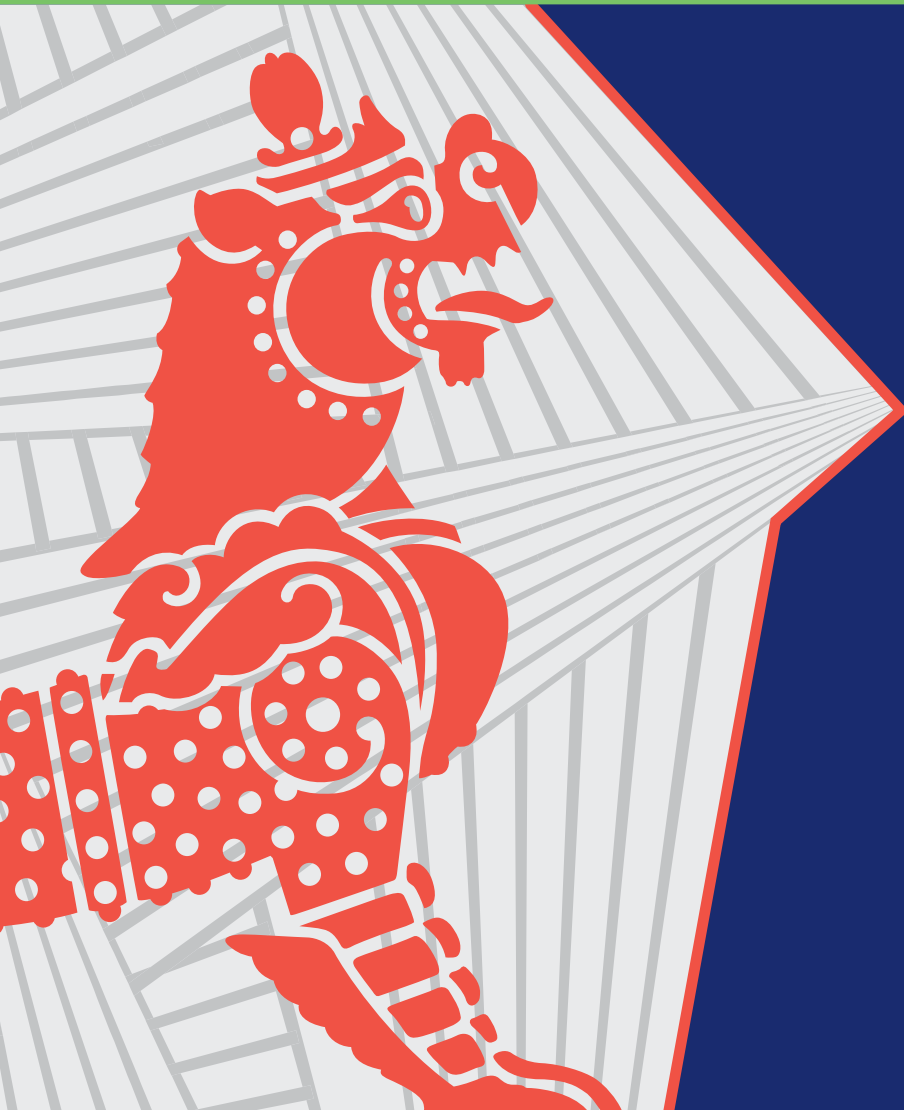


**Asia**  
Society

GLOBAL  
TALENT  
INITIATIVES

# 2019 Asian Corporate Survey

Executive Summary



## **Bucking the Trend:**

Asian Employees' Job Satisfaction  
in the U.S. Workplace





**Asia**  
Society

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TALENT  
INITIATIVES

# 2019 Asian Corporate Survey

## Executive Summary



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# **Bucking the Trend:**

## Asian Employees' Job Satisfaction in the U.S. Workplace



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### About Asia Society

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

Founded in 1956, Asia Society is a nonpartisan, nonprofit educational institution with offices in Hong Kong, Houston, Los Angeles, Manila, Mumbai, New York, San Francisco, Seoul, Shanghai, Sydney, Tokyo, Washington, DC and Zürich.

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as of May 2019

**Purpose of the Council:** To advise Asia Society on how best to leverage its public voice in the area of global talent and diversity leadership, and to regularly share best practices on the leadership challenges their companies face in global talent and diversity.

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# Introduction



**F**or the past decade, Asia Society has pioneered the premier global survey on best corporate practices in equality, inclusion, and opportunity for Asian and Asian Pacific American talent. Companies such as Bloomberg, Goldman Sachs, KPMG, and WarnerMedia have been at the forefront.

Our 10th Annual Asian Corporate Survey sheds light on powerful new ideas and innovative approaches being deployed to address issues and opportunities around Diversity and Inclusion. The challenges are complex, and facing them is vital to the success of today's leading brands and companies. This annual survey raises alarm, documenting a decline in workplace satisfaction among Asian and Asian Pacific American employees. In this report, we showcase the transformational work of companies who are successfully impacting workplace culture, placing Diversity and Inclusion at the center.

This year, we continued to expand the survey, including a new category, "Marketing to Asian Pacific American Consumers and Investors," which spotlights companies who champion diversity through their brands to better connect to the customers and communities they serve.

For the tremendous effort that has gone into creating the survey this year, I would like to thank our Knowledge Partner, Dr. Jackson Lu, Assistant Professor at the MIT Sloan School of Management, and Dr. Juliane Blazeovski at Hypothesi for administering the survey and aggregating vast amounts of data. I also thank the Asia Society team—Erik Hyman, Associate Director for Corporate Partnerships, and C. Nana-Oye Addo-Yobo, Global Talent Initiatives Consultant—for their excellent work in managing this process.

Asia Society was founded by John D. Rockefeller 3rd more than six decades ago to build bridges of understanding between the U.S. and Asia, and we remain deeply committed to advancing inclusion and diversity. More than anything, I thank our community of corporate partners and supporters who remain equally committed—from the leadership of our Global Talent and Diversity Council to the thousands of employees who take this survey each year. None of this would be possible without your support and participation.

**Josette Sheeran**

*The Lulu and Anthony Wang President and CEO*  
Asia Society

# Snapshot

## Key Findings:

Overall trend analysis of the past four years found a noticeable **decrease** in favorability on all dimensions included in the survey:

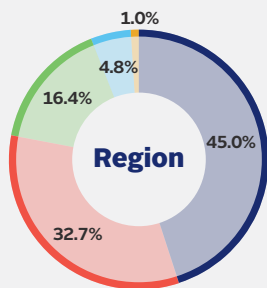
- (1) Diversity,
- (2) Professional Growth,
- (3) APA Employee Resource Groups,
- (4) Workplace & Work-Life Insights, and
- (5) Overall Satisfaction & Belonging.

- APAs indicated **lower** favorability on all five survey dimensions than non-APAs.
- APAs prefer to use **more indirect** and **private** forms of communication.
- APAs are **less likely** to view social networking as congruent with their identity.

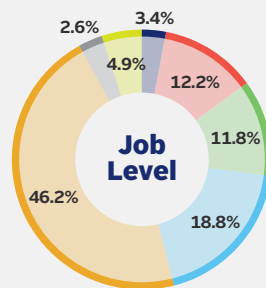
## Composition of Survey Participants:



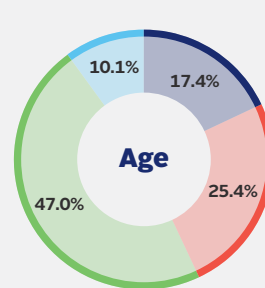
## Demographics of APA Survey Participants



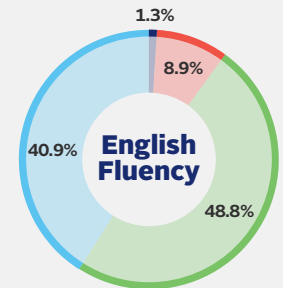
- East Asian
- South Asian
- Southeast Asian
- Multiple Regions
- Pacific Islander



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



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



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

# 2019 Award Recipients

## Best Companies for Asian Pacific Americans

### Overall Best Employer for Asian Pacific Americans

Winner: **DISCOVER**

Distinguished Performance:  
**Buzzfeed, KPMG**

### Best Company Marketing to Asian Pacific American Consumers and Investors

Winner:  **AT&T**

Distinguished Performance:  
**PepsiCo, Pacific Gas & Electric**

### Best Employer for Sponsorship and the Development of Workforce Skills for Asian Pacific Americans

Winner:  **KPMG**

Distinguished Performance:  
**Chevron, Discover**

### Best Employer for Promoting Asian Pacific American Women

Winner:  **BNY MELLON**

Distinguished Performance:  
**Credit Suisse, Marriott**

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

Winner: **BuzzFeed**

Distinguished Performance:  
**Colgate-Palmolive, Credit Suisse**

### Best Employer for LGBT Asian Employees

Winner:  **Goldman Sachs**

Distinguished Performance:  
**BNY Mellon, Marriott**

### Best Employer for Asian Pacific American Employee Resource Groups

Winner:  **human energy**

Distinguished Performance:  
**Cigna, Grant Thornton**



## Most Innovative Practice Citations

### Recruitment & Selection

**Best of the Best: Grant Thornton**

Buzzfeed, Goldman Sachs, KPMG

### Retention

**Best of the Best: KPMG**

Goldman Sachs

### Employee Growth & Advancement

**Best of the Best: Goldman Sachs**

KPMG

### Profit & Loss Leadership Development

**Best of the Best: Chevron**

Boston Scientific

### Asian Pacific American Employee Resource Groups

**Best of the Best: KPMG**

Discover

### Marketing to Asian Pacific American Consumers & Investors

**Best of the Best: AT&T, PepsiCo**

Marriott, Pacific Gas & Electric

### Promoting Asian Pacific American Women

**Best of the Best: Medtronic**

AT&T

### LGBT Asian Employees

**Best of the Best: Grant Thornton**

BNY Mellon, Discover

# Executive Summary

To understand the challenges that Asians face in the U.S. workplace, Asia Society has been conducting an annual Asian Corporate Survey since 2010. As in last year's survey, we continued our effort to collect data from not only over 2,000 Asian Pacific American (APA) employees, but also over 500 non-APA employees. As a result, we were again able to compare the responses from APA participants to those from non-APA participants

This year's survey revealed several important insights. First and foremost, trend analysis of the past four years found a **notable decrease in favorability on all five dimensions included in the survey**: (1) Diversity, (2) Professional Growth, (3) APA Employee Resource Groups, (4) Workplace & Work-Life Insights, and (5) Overall Satisfaction & Belonging. For the full trend analysis, see page 10. This decrease could be due to differences in demographics among survey participants between this year and previous years. For example, the survey this year included a greater percentage of East Asians, who tend to report lower favorability than other APA groups per data from previous surveys. Moreover, this year's survey included a higher percentage of participants who were born in the U.S. or arrived in the U.S. at an early age, who also tend to report lower favorability.

Second, **APAs indicated significantly lower favorability on these five dimensions than non-APAs**. In particular, compared to non-APAs, APAs were significantly more likely to report (1) a shortage of role models, (2) a shortage of executives representing similar cultural backgrounds, and (3) a shortage of board members from similar cultural backgrounds. As in previous years, these results show the effects of the "bamboo ceiling" that APAs face in the U.S. workplace.<sup>1</sup> These results may also be due to the relatively small sample size of non-APA participants, along with the fact that the non-APA sample had a much larger percentage of older employees with longer tenure.

Third, new survey questions that were added to existing dimensions this year revealed that compared to non-APAs, **APAs were more likely to use private rather than public forms of communication**, often preferring to raise sensitive issues in one-on-one meetings rather than in public group settings. These differences may point to Asian cultural norms that value moderation and restraint when it comes to one's self-expression, as well as an aversion to expressing disagreement openly in order to maintain harmony. In addition, survey responses revealed that APAs were **less likely to view social networking as congruent with their identity**.

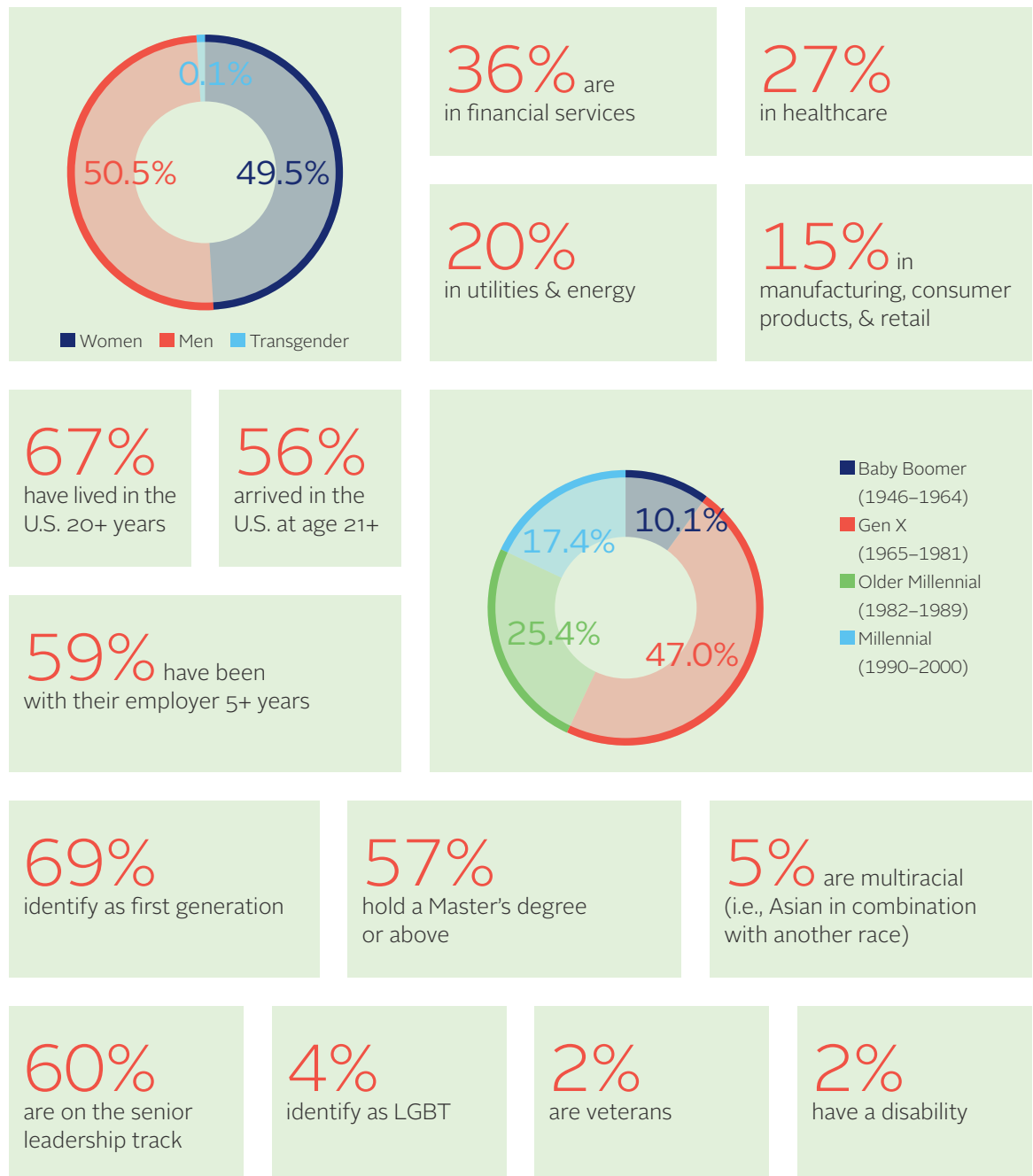
In sum, organizations should continue to endeavor to create a thriving and inclusive environment for Asian and APA talent. By sharing the best and most innovative practices from different companies, this Executive Summary—as well as the full survey report that will be released in Fall 2019— aims to help organizations reflect on how they can overcome the challenges that APA employees face in their respective workplaces.

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<sup>1</sup> Hyun, J. (2005). *Breaking the bamboo ceiling: Career strategies for Asians*. Harper Collins.

# Demographic Overview of Participants

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



# APA Employee Favorability

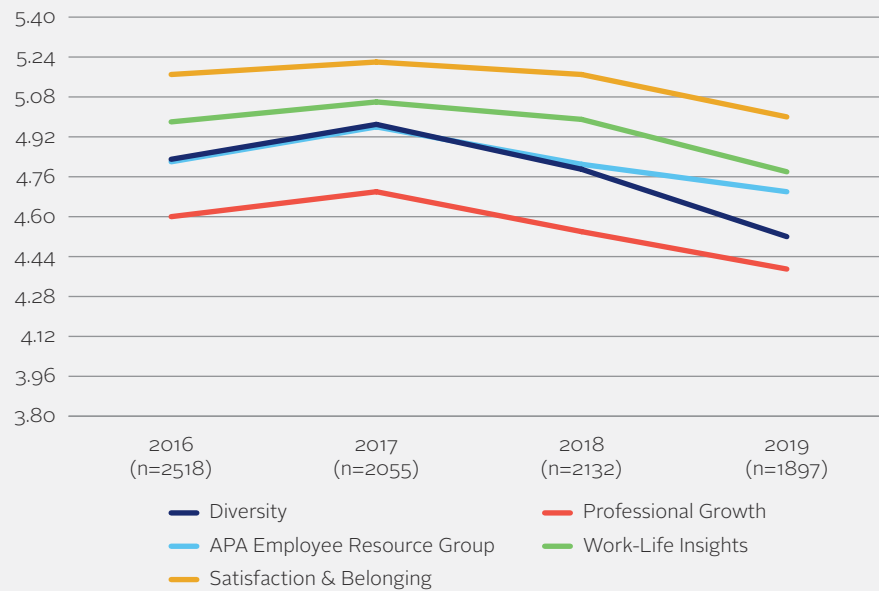
**L**everaging APA talent requires a demonstrated commitment from all levels of an organization, from C-suite leaders to APA employees themselves. Data collection for this annual report involved anonymous online submissions from 2,163 APA employees and 522 non-APA employees working in companies representing multiple industries, along with award applications submitted by representative Talent Officers and Diversity & Inclusion leaders. Survey participants responded to a series of questions on five dimensions: (1) Diversity, (2) Professional Growth, (3) APA Employee Resource Groups, (4) Workplace & Work-Life Insights, and (5) Overall Satisfaction & Belonging.

## Four-Year Trend of APA Employee Favorability

A trend analysis was conducted on the companies that participated in the APA survey for the past four years, which revealed several important insights. First, on a scale of 1 (*strongly disagree*) to 6 (*strongly agree*), none of the five dimensions scored above 5, suggesting that there is much room for improvement. Second, as illustrated in the graph below, this year witnessed a notable decrease on all five dimensions. Importantly, this decrease occurred for many companies that have participated in the survey in each of the past four years, which may be a cause for concern.

### Longitudinal analysis of mean scores across 4 years

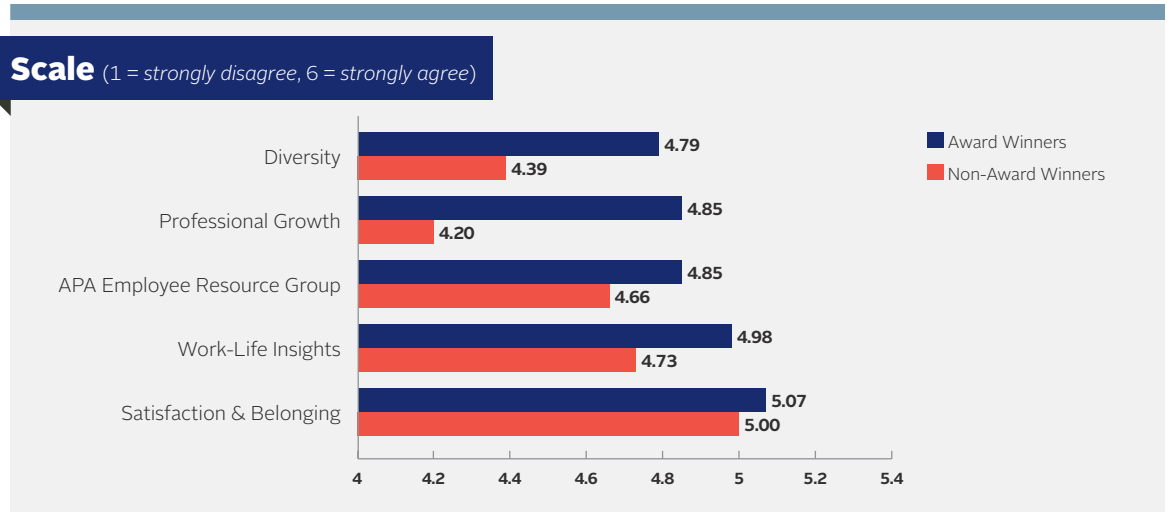
(matched items & companies)\* (1 = strongly disagree, 6 = strongly agree)



Third, “Professional Growth” continues to be the least favorable dimension for APAs, which includes items such as “I feel good about my opportunities for career growth and development with this company” and “My company provides opportunities for high performing employees of my cultural background to gain P&L experience.” Specifically, the mean favorability score was 4.39 out of 6, the lowest of all favorability scores of the past four years.

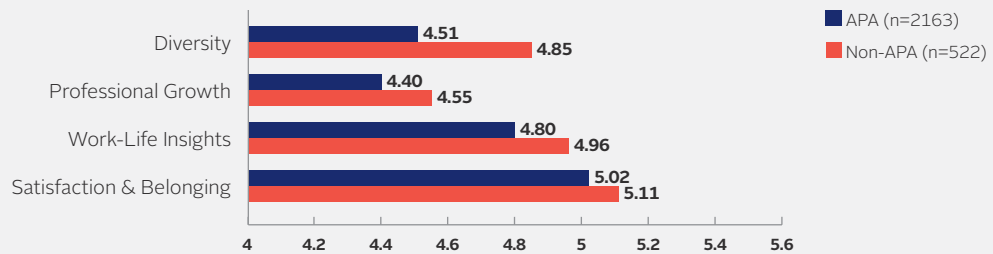
# APA Employee Favorability by Award-Winners vs Non-Award-Winners

The 2019 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, the first place and the two runners-up of the Overall Best Employer for Asian Pacific Americans award significantly outperformed the non-award winning companies in all dimensions, particularly in Professional Growth.

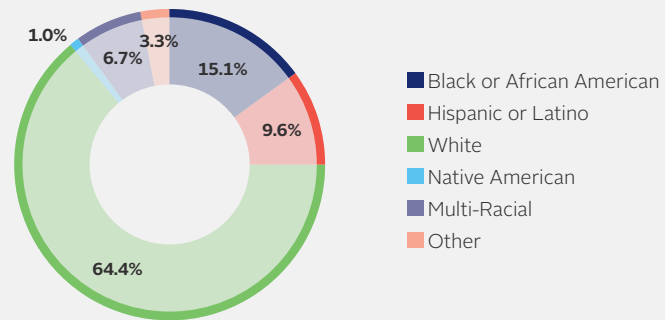


# An In-Depth Comparison between APAs vs. Non-APAs

## Mean Score (6-point Scale)



## Non-APA Ethnicities



**T**his year we continued our effort to collect data from not only 2,163 APA employees, but also 522 non-APA employees. As a result, we were able to compare the two groups on several important measures.<sup>2</sup> As detailed below, **APA participants indicated lower favorability on all dimensions than non-APA participants.**

## Diversity

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

- “There are executives of my cultural background who serve as role models in my company.”
- “My company has executives of my cultural background with clear P&L (profit & loss) responsibilities.”
- “There is adequate representation of individuals of my cultural background on my company’s board of directors.”
- “My company leverages the perspectives and talents of employees of my cultural background in accomplishing objectives.”

*“There are very few senior leaders of Asian descent to aspire to as role models or leverage as mentors. I don’t feel discriminated against as an Asian employee, but at the same time there isn’t anyone similar to me in leadership roles.”*

— APA SURVEY PARTICIPANT

<sup>2</sup> Given the voluntary nature of the survey, the non-APA participants might be non-representative due to self-selection issues. Thus, it is important to interpret these findings with caution and limited generalizability.

## Professional Growth

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

- “My company has formal rotational programs which include P&L (profit & loss), line or operational assignments, in which employees of my cultural background are participating.”
- “My company encourages and provides opportunities for employees of my cultural background to pursue global assignments.”
- “My company provides opportunities for high performing employees of my cultural background to gain P&L experience.”
- “My company provides a wide range of leadership development programs and skill building opportunities tailored specifically for employees of my cultural background.”

Relatedly, APA participants indicated significantly lower overall satisfaction than non-APA participants. For example, APA participants were **less likely to remain with their company if offered a comparable job at another company**. Together, these results suggest that it is vital for organizations to take APA employees’ challenges seriously.

### Action Items:

1. Inquire about the aspirations of APA employees. They may appear content with their current positions, but do they aspire to advance in their career?
2. Help APA employees identify and connect with a role model.

*“Leadership does not have an Asian representation within my organization, as a result I feel there are no coaches or formal mentoring opportunities that I could relate to culturally.”*

— APA SURVEY PARTICIPANT

### Most Innovative Practice Company: KPMG

“KPMG provides numerous opportunities for our Asian Pacific American professionals to participate in mentoring relationships. Our National Mentoring Database allows professionals who wish to serve as a mentor the ability to register their interest and availability. Annually, individuals across the firm nominate their mentors and colleagues for the National Mentoring and Chairman’s Awards to recognize them for going above and beyond in their day-to-day work. KPMG also hosts a *Dear Mentor* newsletter where mentors, leaders, and National Mentoring Award and Chairman’s Award winners respond to user-submitted questions about career success, building relationships, and a plethora of other topics.”

## Work-Life Insights

Moreover, APA participants indicated significantly lower favorability on the following items about work-life cultural fit:

- “My company supports and accommodates my cultural/religious traditions and needs.”
- “I feel comfortable bringing my authentic self to my workplace.”

*“If I brought my authentic self, I would be viewed as an outcast and not part of this culture.”*

– APA SURVEY PARTICIPANT

*“My biggest challenge is connecting with others who can and sincerely want to relate to me and my cultural background.”*

– APA SURVEY PARTICIPANT

## Satisfaction & Belonging

Similar to the results of previous surveys, APA participants indicated significantly lower satisfaction with their companies, as well as a lower sense of belonging. In particular, they were less likely to agree with the following statements:

- “I really care about my company’s overall success.”
- “I am most likely to remain with this company even if offered a comparable job at another company.”
- “I would recommend this company to others of my cultural background as a good place to work.”



# Cultural Differences in Communication Style

To understand APA employees' challenges in the workplace, this year's survey included several questions on communication style. Analyses revealed that APA participants were significantly more likely to use **indirect communication styles** than non-APA participants. For example, APAs were more likely to agree with statements such as:

- "I prefer to raise sensitive issues in one-on-one meetings rather than public group meetings."
- "There are many times when I prefer to express myself indirectly."

Thus, cultural differences in communication styles may contribute to the "bamboo ceiling."<sup>3</sup> For example, Asian cultures dictate that one should express himself or herself with moderation and restraint, and avoid showing disagreement openly in order to maintain harmony. Such a tendency may be interpreted as if APA employees had less to contribute in group meetings, whereas in reality, it reveals a mismatch between their Asian cultural upbringing and the U.S. workplace culture.

*"Our traditional culture of being humble, reserved, and a team player when practiced in a professional setting tends to be misunderstood for being timid, quiet, and lacking in leadership. There needs to be understanding from both sides to make [these cultural differences] work professionally."*

— APA SURVEY PARTICIPANT

*"I'm quiet, but that doesn't mean that I'm not up for the challenge. Upper managers and peers should be aware of and utilize their employees' talents and capabilities."*

— APA SURVEY PARTICIPANT

## Most Innovative Practice Company: Goldman Sachs

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

### Action Items:

1. Rather than "cold calling" APA employees on the spot (e.g., "What's your opinion?"), give APA employees opportunities to prepare their thoughts in advance.
2. Encourage input and feedback through both direct and indirect communication channels (e.g., via email after meetings).

<sup>3</sup> Hyun, J. (2005). *Breaking the bamboo ceiling: Career strategies for Asians*. Harper Collins.

# Cultural Differences in Networking-Identity Congruence

In addition to the questions on communication style, this year's survey also added questions about **Networking-Identity Congruence**. Consistent with anecdotal evidence, analyses revealed that **APA participants were significantly less likely to view social networking as congruent with their identity**. Specifically, APAs were more likely to agree with the following statements:

- “When I network, I feel like I am pretending to be someone I’m not.”
- “To build my professional network, I would have to behave in inauthentic ways.”

In other words, APAs may be less motivated to engage in professional networking—despite its critical importance in providing access to valuable information, key contacts and support, and growth opportunities. Again, such reluctance may originate from the Asian cultural upbringing of keeping one's head down to work on “hard” skills, thus creating a psychological barrier to developing soft skills like professional networking.

## Most Innovative Practice Company: Discover

“A Dragonboat Race made up a part of Discover's festival activities in New Albany, as well as in Phoenix. This race promoted networking among Discover employees as well as with the community, and educated employees on the significance of the Dragonboat Race.”

### Action Items:

1. Frame networking events as “learning circles” in which participants learn from one another.
2. Instead of purely instrumental networking, create networking opportunities based on identity-congruent hobbies (e.g., sports) and activities (e.g., community service).

# Generational Differences

**A**nalyses revealed noteworthy differences between first- and second-generation APA employees. Not surprisingly, second-generation APAs provided more positive feedback than first-generation APAs about their career advancement, and were more likely to agree with survey items such as “I feel good about my opportunities for career growth and development with this company”. This result may be partly explained by the cultural and linguistic advantages of second-generation APAs over first-generation APAs.

However, second-generation APAs actually reported *lower* favorability than first-generation APAs on several important dimensions. Namely, second-generation APAs were significantly more likely to sense the “bamboo ceiling” than first-generation APAs, and less likely to agree with the following statements:

- “There is adequate representation of individuals of my cultural background on my company’s board of directors.”
- “My company has executives of my cultural background with clear P&L (profit & loss) responsibilities.”
- “There are executives of my cultural background who serve as role models in my company.”

Relatedly, second-generation APAs felt less supported by Employee Resource Groups than did first-generation APAs, and were less likely to agree with the following statements:

- “My company supports our Asian employee resource group.”
- “I am an active member of my company’s Asian employee resource group.”
- “My company involves the Asian employee resource group for business innovation and growth strategy.”

Such generational differences may also be due to the higher career expectations of second-generation APAs. Born and raised in the United States, second-generation APAs may expect similar career prospects as those of other racial groups, despite social realities that may prove otherwise. Such discrepancies in expectation can lead to disappointment and frustration; this may have contributed to lower favorability from second-generation APAs on the following two statements about job satisfaction in this year’s survey:

- “I really care about my company’s overall success.”
- “I feel a real sense of belonging as an employee of this company.”

# Marketing to APA Consumers and Investors

**T**his year, Asia Society added a new section on Marketing to APA Consumers and Investors to the corporate application survey, which revealed a number of diverse and innovative practices.

## **Most Innovative Practice Company (Best of the Best): AT&T**

“We understand that Asian countries have multicultural diversity within them and often have multiple official languages. These are among the many reasons we work closely with Asian agencies like AAAZA and ASB Communications to create relevant advertising and marketing programs to reach people regionally and locally—vs. nationally—via various channels and formats. Tactics include print, TV, digital (search, search display), out-of-home (including billboard and bus shelter), email, direct marketing, online video advertising, branding at ethnic grocery stores like Tokyo Central in Torrance, Calif., on-ground marketing events and retail store activations. We create Asian-themed events at AT&T retail stores, participate in related community events and partner with certain associations to sponsor their programs.”

## **Most Innovative Practice Company: Pacific Gas & Electric**

“To educate diverse customers and creating general awareness around gas and electric safety, we placed in-language advertorials and TV infomercials on Asian media outlets. The company has executed multiple advertising campaigns targeting the Chinese, Vietnamese, Korean, Hmong and Filipino segments through traditional and online channels. We continue to implement advertising campaigns highlighting the safety progress we’re making in our local communities. Chinese-speaking and Vietnamese-speaking employees have been featured on print, TV, digital, direct mail, outdoor and social media ads. We offer English, Chinese (Cantonese and Mandarin) and Vietnamese versions of these ads. We also develop customer facing videos in order to provide information on Pacific Gas & Electric’s energy management tools and programs in a simple, easy to understand format. Pacific Gas & Electric has a Chinese web site ([www.pge.com/chinese](http://www.pge.com/chinese)) to improve access for non-English speaking customers to information on energy saving programs, environmental stewardship, financial assistance, and much more.”

# Moving Forward

**T**he APA workforce is anticipated to continue increasing in population as the U.S. economy grows. Findings from Asia Society's 2019 Asian Corporate Survey revealed a noticeable decline in the workplace favorability of APA employees, juxtaposed by the innovative best practices demonstrated by many participating companies this year. In addition, by comparing APA employees and non-APA employees on a variety of important dimensions, Asia Society's 2019 Asian Corporate Survey again identified significant gaps between the two groups.

To help understand APAs' challenges at work, this year we further examined **communication styles** and **networking-identity congruence** as two explanatory variables. Statistical analyses revealed important cultural differences between APAs and non-APAs: APAs were more likely to use indirect communication styles at work, and were less likely to view social networking as congruent with their identity.

In light of these cultural differences, both APA employees and organizations can work together to build awareness to impact change. While APA employees could utilize more direct communication channels, organizations should also strive to create a more inclusive workplace culture and understand how cultural differences may underpin potential challenges that APAs face .

The 2019 Asian Corporate Survey *Full Report* will further dissect the challenges faced by APAs across different domains and provide concrete solutions accordingly. The Full Report will also feature a comprehensive list of innovative practices championed by participating companies as a means to inspire inventive methods of improving APA workplace favorability, as well as to hopefully help reverse the decline in employee favorability illustrated in this Executive Summary's longitudinal analysis on page 10.

To cultivate and leverage APA talent, company leaders must act. It is only when these challenges are overcome that organizations can maximize the gains of a diverse workforce driven in no small part by Asian and APA talent.

# About the Survey & Methodology

**T**he *Asian Corporate Survey*, now in its tenth year, is the most comprehensive voice for Asian Pacific American (APA) employees, representing a range of America's Fortune 500 companies across industry sectors. Executive leadership also presents strategic actions specifically targeted towards APA employees, and the result is a robust narrative supported by quantitative and qualitative evidence. This evidence speaks to the APA employee experience in today's top performing companies, and when examined at a deeper level, reveals why some companies rise above the rest. This survey illuminates APA employee perceptions and lived realities of working in U.S. Fortune 500 companies, resulting in a list of actionable steps—steps every company can take to elevate APA talent driven towards personal, community, and organizational success.

## Methodology

Asia Society retained a third party to collect data and conduct the statistical analysis; an online survey was made available to APA employees whose companies participated in this *2019 Asian Corporate Survey*. The online survey items utilize a 6-point response scale anchored at 1 = "Strongly Disagree" to 6 = "Strongly Agree." Items receiving a "Slightly Agree," "Agree," or "Strongly Agree" response were then categorized into an overall "Favorable" score; the same approach was used for "Unfavorable" scoring. For some areas, survey participants were asked open-ended items to obtain deeper insight (e.g., "What is the biggest professional growth and development challenge you face as an employee of your cultural background at your company?"). One-on-one interviews were conducted with a subset of the company executives participating in the study. The interview and survey data were synthesized for analysis and interpreted to create this report.

## Questions

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

1. **Diversity:** Commitment to promoting and supporting a visibly diverse workplace culture.
2. **Professional Growth:** Provisions for growth and development, including rotational global assignments and Profit & Loss (P&L) experience.
3. **Employee Resource Group (ERG):** Programs, policies, and procedures that support Asian Pacific Americans through a designated employee resource group (ERG).
4. **Work-Life Insights:** Company recognition of individual strengths, accommodation for cultural/religious needs, respect for individuality, and involvement with APA employee resource groups.
5. **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 2019 Asian Corporate Survey

In our quest to seek meaningful and actionable information for readers of this report, we revised the survey and added items about communication style, network-identity congruence, and strength of accent. To reduce the survey length and burden on participants, items related to market opportunities and community commitment were removed from the employee survey. A segment on Marketing to APA Consumers and Investors was added to the corporate application.

## Best Company 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 four 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
- Promoting APA Women
- Support for LGBT Asian Employees
- Marketing to APA Consumers and Investors
- Recruitment & Selection
- Retention Efforts
- Employee Growth & Advancement
- Profit & Loss Leadership Development

To preserve complete anonymity and fairness, four diversity leaders with no affiliation to any of the participating companies served as judges to evaluate each company application under blind review. Judges measured the gap between programming and corporate policies cited in the diversity & inclusion officers' application and the results anonymously submitted by the employees of the respective companies. A third party independent of Asia Society, Hypothesi, conducted the final analysis to determine the winning companies. Jackson Lu, an Assistant Professor at the MIT Sloan School of Management, synthesized the qualitative and quantitative data to generate the insights contained in this report.

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# About Asia Society Global Talent Initiatives

**G**lobal Talent Initiatives (GTI) is a unique global platform for intellectual capital and thought leadership on the latest trends, challenges, and opportunities impacting senior level, Fortune 500 human capital and talent leaders in corporate, civic, and academic organizations. The GTI Platform includes:

**Global Talent and Diversity Council (GTDC):** comprising Chief Talent, HR, and Diversity Officers of Fortune 500 companies, the GTDC advises Asia Society on how best to leverage its public voice in the area of global talent and diversity.

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

**Diversity & Marketing Leadership Summit:** Asia Society's signature two-day conference, the Diversity & Marketing Leadership Summit explores innovation and market opportunities through powering Asian talent, consumers, and investors in the U.S. and Asia. The Summit is made up of three events:

- **Diversity Leadership Forum:** a vital platform for companies to explore best practices around attracting, retaining, and developing Asian Pacific American and Asian talent to gain a competitive edge in the U.S. and global marketplaces.
- **Best Companies for Asian Pacific Americans Awards Ceremony and Dinner:** Asia Society's annual gathering to recognize and celebrate companies who have demonstrated D&I best practices for Asian and Asia Pacific American (APA) employees across a number of categories.
- **Marketing Leadership Forum:** now in its second year, Asia Society's annual convening of marketing and business leaders to share best practices and case studies on how Diversity & Inclusion drives branding, global operations, and market share growth in the U.S. and Asia.

**Best Practices Webinars:** regularly scheduled seminars showcasing best practices on developing Asian and APA talent.

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

To participate in the 2020 Asian Corporate Survey, please contact us at [GlobalTalent@asiasociety.org](mailto:GlobalTalent@asiasociety.org).

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



[AsiaSociety.org/Global-Talent-Initiatives](https://www.asiasociety.org/global-talent-initiatives)



[Diversity Leadership Forum](#)



[@ASDiversity](#)

# Knowledge Partner & Survey Production Team

## Knowledge Partner

Jackson Lu is an assistant professor at the MIT Sloan School of Management. Named one of the World's 40 Best Business School Professors Under 40 by *Poets & Quants*, his research has been published in premier scientific journals (e.g., *Nature: Human Behaviour*, *Proceedings of the National Academy of Science*, *Journal of Applied Psychology*, *Journal of Personality and Social Psychology*, and *Organizational Behavior and Human Decision Processes*) and featured in major media outlets (e.g., *BBC*, *Harvard Business Review*, *NPR*, *New York Magazine*, *The Boston Globe*, *The Economist*, and *The Washington Post*).

## Survey Administrator and Statistical Consultant

### Hypothesi, LLC



Established in 2007, Hypothesi's primary mission is to provide efficient, high quality program evaluation and "just-in-time" data analysis capacity enhancement across multiple industry sectors, with an emphasis on education-related and health & human service entities. Hypothesi's services have expanded to include nonprofit impact assessments, corporate social responsibility portfolio assessment and external grant evaluation. As the founder and CEO of Hypothesi, Dr. Juliane

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

## Survey Production Team

**C. Nana-Oye Addo-Yobo**, *Global Talent Initiatives Consultant, Asia Society*

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

**Erik Hyman**, *Associate Director, Corporate Partnerships, Asia Society*

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

**Jackson Lu**, *Assistant Professor, MIT Sloan School of Management*

**David Reid**, *Former Executive Director, Corporate Programs & Talent Initiatives, Asia Society*

# Notes

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# 2019 Asian Pacific Americans Corporate Award Winners

