

# BARELY A CRACK IN THE ASIAN GLASS CEILING

## *Asian Americans are still under-represented as corporate executives*

In this update, since we began quantitative analysis of the Asian glass ceiling seven years ago, Ascend finds that in 93% of the 124 companies we analyzed, Asians still have not broken through the glass ceiling to the executive level.

### Calculating EPI

For any demographic cohort:

$$\text{EPI} = \frac{\% \text{ executive representation}}{\% \text{ professional representation}}$$

In 2015 Ascend created the Executive Parity Index (EPI) to evaluate equitable executive representation using EEO-1 reporting. The EPI is the ratio of executive vs non-managerial professional representation and provides a simple metric to quantify and compare the effects of a gender or racial glass ceiling. You can find a handy calculator for this on the [Ascend website](#).

“Our analysis is based on the EEO-1 report which all US companies with over 100 employees are required to file annually with the Equal Employment Opportunity Commission, but not required to disclose publicly. Whilst the EEO-1 submission to the government’s EEO-1 Joint Reporting Committee is mandatory, many companies do not make this public on their website and so data is limited. When we published “Hidden in Plain Sight: Asian American Leaders in Silicon Valley” in 2015 introducing the EPI concept, we could only find a handful of companies making their EEO-1 data public. But with increased demand for more corporate diversity information over the past year, additional companies are providing access to their data. Some of the EEO-1 data was collected from the USA Today database, even though the companies are not making it public on the web. Others are making it available “on request” only.

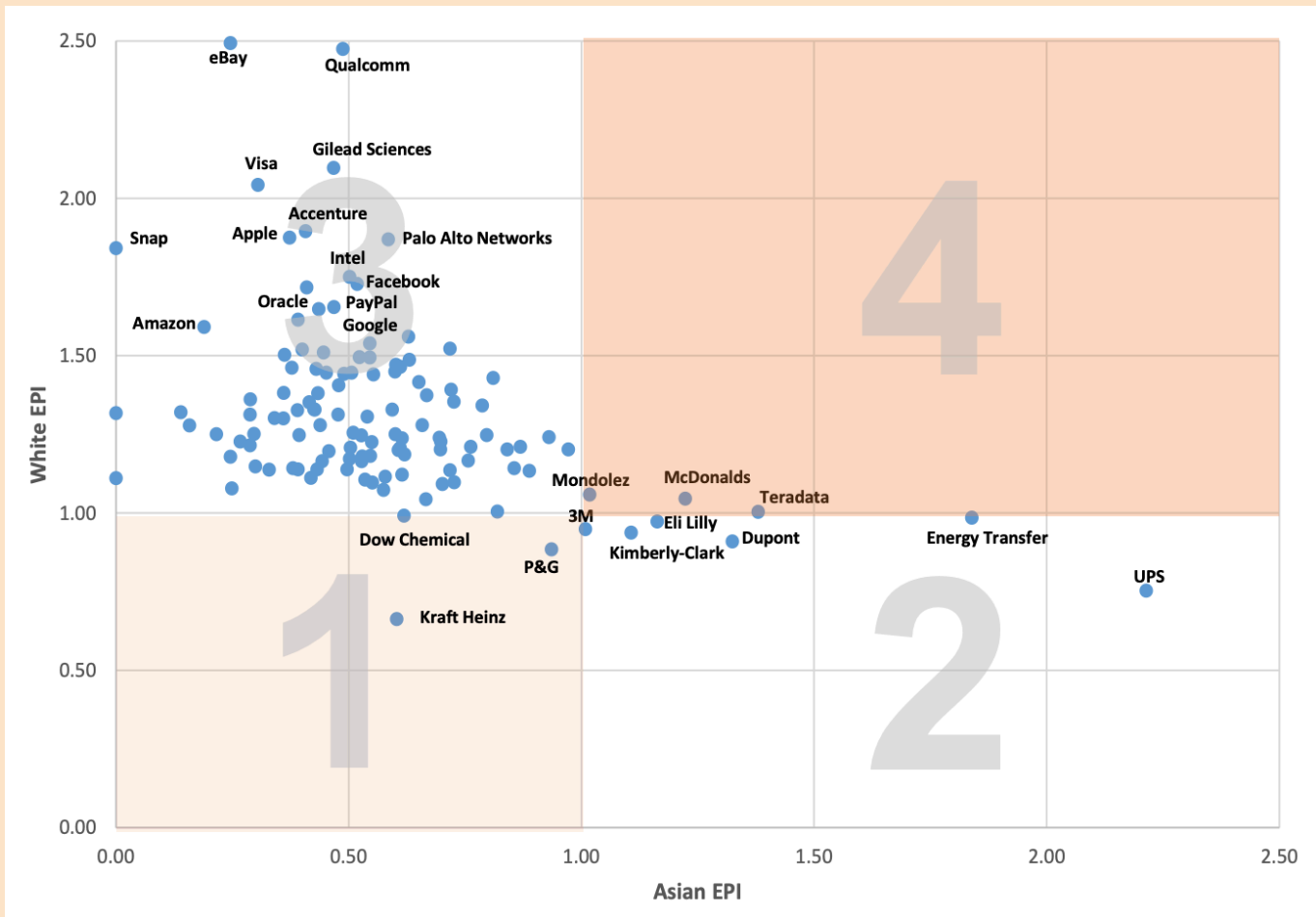
To date, we have been able to collect and analyze data from 124 companies from corporate websites and a [USA TODAY](#) database

In the chart below we've shown a map of all of the EPI data we were able to calculate from the 124 companies we surveyed. "The chart includes a datapoint for each of the 124 companies corresponding to the Asian EPI on the horizontal axis and the White EPI on the vertical axis. For example, Meta/Facebook, identified on the chart, has an Asian EPI of 0.52 and White EPI of 1.73.

Quadrant Key:

1. Both Asian EPI and White EPI below parity
2. Asian EPI above parity, White EPI below parity
3. Asian EPI below parity, White EPI above parity
4. Both Asian and White EPI above parity

**Asians have broken through the glass ceiling in only 9 of the 124 companies we were able to survey**



The analysis confirms the findings from Ascend's earlier work that both in the aggregate (EPI 0.53), and individually in 115 of 124 companies, Asian Americans are underrepresented at executive levels compared to their numbers in the professional workforce.

In the diagram there are only nine companies where White EPI is below 1.0 parity (3M, Dow Chemical, Dupont, Eli Lilly, Energy Transfer, Kimberly-Clark, Kraft Heinz, P&G, and UPS). Overall, White EPI is above executive parity in the remaining 115 companies.

Conversely and coincidentally, Asian EPI is above executive parity in a mere nine companies, (3M, Dupont, Eli Lilly, Energy Transfer, Kimberly-Clark, McDonalds, Mondolez, Teradata, and UPS). In 93% (115) of the 124 companies analyzed, Asian Americans are underrepresented at executive levels compared to their numbers in the professional workforce.

You can find the list of the 124 companies surveyed in the next two pages. Each company listing includes its representation for the White, Hispanic, Black, and Asian workforce in the Professional and Executive levels, along with the resulting EPI.

This table has been ordered to highlight the comparison of White vs Asian EPI findings.

Company	Prof-Hisp	Prof-Wht	Prof-Blk	Prof-Asn	Exec-Hisp	Exec-Wht	Exec-Blk	Exec-Asn	White	Asian	Black	Hispanic
<b>Overall</b>	<b>7.1%</b>	<b>59.2%</b>	<b>7.4%</b>	<b>23.6%</b>	<b>4.5%</b>	<b>76.7%</b>	<b>4.6%</b>	<b>12.5%</b>	<b>1.30</b>	<b>0.53</b>	<b>0.62</b>	<b>0.64</b>
UPS 2020	4.3%	87.2%	4.7%	2.1%	8.6%	65.6%	20.3%	4.7%	0.75	2.21	4.29	1.98
Energy Transfer'20	2.9%	85.2%	6.1%	4.1%	3.2%	83.9%	5.4%	7.5%	0.98	1.84	0.88	1.10
Teradata18	2.9%	69.8%	3.8%	21.7%	0.0%	70.0%	0.0%	30.0%	1.00	1.38	0.00	0.00
Dupont20	4.3%	75.2%	5.8%	13.2%	1.8%	68.4%	8.8%	17.5%	0.91	1.32	1.51	0.41
McDonalds18	16.2%	63.4%	12.5%	6.4%	14.6%	66.3%	10.1%	7.9%	1.05	1.22	0.81	0.90
Eli Lilly 20	4.1%	72.5%	6.9%	14.1%	2.5%	70.4%	8.8%	16.4%	0.97	1.16	1.27	0.61
Kimberly-Clark20	5.0%	81.0%	5.1%	7.3%	11.0%	75.9%	3.4%	8.1%	0.94	1.11	0.67	2.22
Mondolez Intl20	10.2%	72.1%	7.5%	8.3%	10.2%	76.3%	3.4%	8.5%	1.06	1.02	0.45	1.00
3M 2020	4.6%	81.4%	3.4%	8.8%	9.2%	77.2%	4.0%	8.9%	0.95	1.01	1.15	2.02
AETNA18	7.5%	71.9%	12.9%	5.9%	2.0%	86.5%	5.3%	5.7%	1.20	0.97	0.41	0.27
Procter&Gamble20	6.2%	75.1%	6.6%	11.2%	12.7%	66.4%	9.7%	10.4%	0.88	0.94	1.48	2.04
Applied Materials18	6.4%	44.8%	2.9%	44.4%	1.9%	55.6%	0.9%	41.3%	1.24	0.93	0.30	0.30
Pepsico'20	12.6%	64.7%	9.9%	10.5%	10.6%	73.4%	6.0%	9.3%	1.13	0.89	0.61	0.84
TIAA'19	7.0%	64.4%	13.4%	12.4%	4.9%	77.9%	5.4%	10.7%	1.21	0.87	0.40	0.70
HPE20	5.9%	63.2%	5.2%	23.4%	5.2%	72.2%	1.5%	20.0%	1.14	0.86	0.29	0.88
Netflix20	11.8%	56.5%	9.4%	17.4%	5.8%	67.9%	8.8%	14.6%	1.20	0.84	0.93	0.49
Duke Energy20	3.0%	81.1%	10.4%	3.5%	2.3%	81.5%	11.0%	2.9%	1.00	0.82	1.05	0.77
Valero 2020	25.0%	60.7%	3.7%	8.2%	6.7%	86.7%	0.0%	6.7%	1.43	0.81	0.00	0.27
Coca Cola 20	8.5%	57.1%	19.5%	12.8%	12.7%	71.2%	5.9%	10.2%	1.25	0.80	0.30	1.49
Progressive20	9.9%	69.3%	14.3%	4.5%	0.9%	93.0%	2.6%	3.5%	1.34	0.79	0.18	0.09
Metlife20	6.2%	68.0%	11.3%	11.6%	5.9%	82.4%	0.0%	8.8%	1.21	0.76	0.00	0.94
Netapp 20	4.5%	58.8%	4.4%	30.2%	8.6%	68.6%	0.0%	22.9%	1.17	0.76	0.00	1.92
Southern Co 20	3.4%	73.6%	17.8%	3.9%	3.0%	80.7%	12.7%	2.8%	1.10	0.73	0.71	0.88
Microsoft20	6.5%	46.2%	4.9%	39.2%	4.2%	62.5%	3.2%	28.5%	1.35	0.73	0.64	0.65
VmWare20	5.3%	47.4%	3.6%	41.4%	2.1%	66.0%	0.4%	29.8%	1.39	0.72	0.12	0.40
Intuit20	7.3%	48.7%	9.6%	31.1%	0.9%	74.1%	1.8%	22.3%	1.52	0.72	0.19	0.12
HP'21	9.0%	64.6%	4.1%	19.3%	7.6%	73.3%	3.8%	13.8%	1.14	0.72	0.94	0.85
Union Pacific 20	9.9%	75.5%	8.3%	4.2%	6.9%	82.4%	6.9%	2.9%	1.09	0.70	0.82	0.70
Verizon20	7.9%	53.8%	10.7%	24.9%	6.0%	65.9%	8.9%	17.4%	1.23	0.70	0.84	0.77
Prudential20	7.4%	66.5%	9.8%	14.2%	4.8%	79.9%	4.3%	9.9%	1.20	0.70	0.44	0.65
Chevron20	12.2%	61.2%	7.2%	16.8%	8.0%	75.8%	4.1%	11.7%	1.24	0.69	0.56	0.65
Broadcom20	2.5%	45.9%	1.2%	49.2%	2.7%	63.0%	0.0%	32.9%	1.37	0.67	0.00	1.08
MDU Resource18	3.9%	91.1%	0.5%	1.9%	0.6%	95.1%	0.6%	1.2%	1.04	0.67	1.33	0.16
AIG 20	7.9%	63.4%	8.7%	18.3%	2.8%	81.1%	2.8%	12.0%	1.28	0.66	0.32	0.36
Citrix20	13.0%	53.4%	7.3%	24.9%	4.5%	75.6%	1.8%	16.2%	1.42	0.65	0.25	0.35
Cisco20	5.5%	42.9%	4.6%	45.0%	4.3%	63.7%	2.3%	28.4%	1.49	0.63	0.50	0.77
Nvidia20	3.1%	38.7%	1.1%	55.6%	3.2%	60.4%	0.7%	35.0%	1.56	0.63	0.61	1.03
Thermo Fisher'20	5.8%	65.6%	5.1%	20.1%	3.5%	77.9%	4.2%	12.5%	1.19	0.62	0.81	0.60
Dow Chemical'19	7.6%	74.3%	5.7%	11.2%	16.7%	73.6%	2.8%	6.9%	0.99	0.62	0.49	2.18
Lowes20	5.2%	70.4%	11.1%	11.8%	0.0%	79.0%	13.7%	7.3%	1.12	0.61	1.23	0.00
McKesson20	5.6%	65.1%	12.0%	14.3%	5.0%	80.5%	4.4%	8.8%	1.24	0.61	0.37	0.89
Blackrock'20	6.6%	48.7%	6.7%	35.7%	3.0%	71.3%	4.0%	21.8%	1.46	0.61	0.59	0.45
Pfizer20	5.7%	65.9%	6.0%	20.5%	2.7%	79.5%	5.4%	12.5%	1.21	0.61	0.89	0.47
Merck 20	5.2%	63.4%	6.6%	22.6%	4.9%	76.1%	4.0%	13.7%	1.20	0.61	0.61	0.94
KraftHeinz20	7.3%	75.5%	6.9%	8.3%	35.0%	50.0%	10.0%	5.0%	0.66	0.60	1.44	4.81
Uber20	7.3%	42.8%	4.9%	43.1%	7.4%	63.0%	3.7%	25.9%	1.47	0.60	0.76	1.01
BNY Mellon20	5.5%	65.0%	6.4%	20.8%	0.0%	81.3%	6.3%	12.5%	1.25	0.60	0.98	0.00
Airbnb20	7.5%	37.8%	3.5%	47.3%	8.2%	54.8%	6.3%	28.4%	1.45	0.60	1.80	1.09
Allstate 20	9.4%	65.1%	14.5%	8.2%	2.7%	86.4%	4.9%	4.9%	1.33	0.59	0.34	0.29
Palo Alto Networks18	6.3%	34.9%	3.6%	52.2%	2.1%	65.3%	0.0%	30.5%	1.87	0.59	0.00	0.34
Medtronic20	7.2%	71.8%	3.9%	14.7%	5.2%	80.0%	5.2%	8.5%	1.12	0.58	1.34	0.71
Fedex20	4.1%	72.0%	11.9%	10.4%	3.8%	77.3%	11.8%	6.0%	1.07	0.57	0.99	0.91
Amgen20	9.6%	50.7%	3.8%	33.0%	4.3%	73.0%	3.5%	18.3%	1.44	0.55	0.92	0.45
Target'20	5.5%	69.2%	7.9%	13.5%	6.6%	75.9%	7.0%	7.5%	1.10	0.55	0.88	1.21
Wells Fargo	6.3%	67.7%	8.2%	15.0%	2.1%	82.9%	5.5%	8.2%	1.22	0.55	0.66	0.33
Travelers Ins'20	6.8%	75.1%	8.8%	6.2%	2.5%	88.7%	2.5%	3.4%	1.18	0.55	0.29	0.37
Alphabet/Google20	5.8%	42.8%	3.2%	44.9%	2.8%	65.8%	3.2%	24.5%	1.54	0.54	1.01	0.49
BristolMyersSquibb20	7.3%	52.3%	5.5%	32.7%	1.4%	78.1%	2.7%	17.8%	1.49	0.54	0.50	0.19
AbbVie20	7.3%	57.1%	4.7%	28.4%	5.0%	74.6%	3.7%	15.3%	1.31	0.54	0.79	0.69

Company	Prof-Hisp	Prof-Wht	Prof-Blk	Prof-Asn	Exec-Hisp	Exec-Wht	Exec-Blk	Exec-Asn	White	Asian	Black	Hispanic
AEP19	5.5%	80.8%	6.5%	4.8%	3.4%	89.3%	3.8%	2.6%	1.11	0.54	0.59	0.62
TD Bank18	4.8%	74.7%	9.6%	9.0%	2.4%	88.1%	2.4%	4.8%	1.18	0.53	0.25	0.50
J & J 20	8.2%	61.9%	6.2%	21.7%	8.8%	72.1%	6.7%	11.4%	1.16	0.53	1.07	1.07
Bank of America20	7.8%	63.7%	8.1%	18.1%	4.8%	79.4%	5.1%	9.5%	1.25	0.53	0.62	0.62
Goldman Sachs20	10.4%	51.0%	6.9%	28.9%	4.3%	76.3%	3.2%	15.1%	1.49	0.52	0.46	0.41
Meta/Facebook20	6.1%	35.8%	4.1%	49.8%	4.7%	61.8%	4.4%	25.8%	1.73	0.52	1.05	0.77
UnitedHealth20	7.6%	65.3%	10.8%	12.0%	3.6%	82.0%	3.0%	6.1%	1.25	0.51	0.28	0.47
Adobe20	5.3%	51.7%	2.4%	37.4%	4.5%	74.8%	0.9%	18.9%	1.45	0.51	0.37	0.84
ATT20	9.6%	61.2%	14.2%	12.5%	6.8%	73.8%	11.0%	6.3%	1.21	0.50	0.77	0.71
US Bankcorp 20	4.6%	73.1%	6.4%	13.5%	2.6%	85.7%	1.6%	6.7%	1.17	0.50	0.25	0.57
Intel20	7.3%	40.3%	4.3%	45.8%	3.3%	70.5%	3.3%	23.0%	1.75	0.50	0.76	0.45
Altria20	4.6%	70.3%	12.8%	8.6%	7.1%	80.0%	5.7%	4.3%	1.14	0.50	0.45	1.56
Citigroup 2020	13.7%	50.7%	8.5%	25.5%	8.7%	73.1%	3.8%	12.5%	1.44	0.49	0.45	0.63
Qualcomm20	3.9%	24.8%	1.3%	67.7%	2.6%	61.4%	1.7%	33.0%	2.47	0.49	1.28	0.68
Autodesk20	5.2%	54.1%	1.5%	36.4%	3.1%	76.1%	1.3%	17.4%	1.41	0.48	0.84	0.60
AmerisourceBergen20	6.4%	62.8%	12.6%	15.1%	3.1%	82.5%	6.2%	7.2%	1.31	0.48	0.49	0.49
Paypal20	5.8%	39.4%	3.5%	48.9%	6.8%	65.3%	3.4%	22.9%	1.65	0.47	0.97	1.18
Gilead Sciences20	10.3%	33.9%	4.5%	47.6%	2.2%	71.1%	4.4%	22.2%	2.10	0.47	0.98	0.22
Raytheon 2020	8.8%	71.0%	6.0%	11.4%	3.5%	84.9%	4.8%	5.2%	1.20	0.46	0.80	0.39
Capital One 2020	5.7%	54.5%	8.9%	28.2%	3.9%	78.8%	3.3%	12.7%	1.45	0.45	0.38	0.69
JP Morgan Chase'20	10.8%	52.3%	11.8%	22.7%	4.8%	78.9%	5.3%	10.1%	1.51	0.45	0.45	0.45
Ford'20	4.2%	69.9%	7.6%	16.3%	3.6%	81.4%	7.2%	7.2%	1.16	0.44	0.95	0.85
Mastercard20	8.2%	54.7%	7.6%	26.9%	11.1%	70.0%	6.1%	11.8%	1.28	0.44	0.81	1.34
Amazon20	5.4%	43.0%	3.9%	44.8%	4.2%	70.9%	3.6%	19.5%	1.65	0.44	0.92	0.77
Comcast 2020	13.1%	59.1%	9.1%	15.5%	4.0%	81.6%	6.2%	6.7%	1.38	0.43	0.68	0.30
Boeing20	7.4%	69.7%	5.6%	14.2%	3.1%	79.3%	8.4%	6.1%	1.14	0.43	1.50	0.42
Morgan Stanley20	8.1%	57.1%	9.6%	22.5%	4.2%	83.2%	2.2%	9.7%	1.46	0.43	0.23	0.51
Federal Reserve19	5.1%	58.2%	15.4%	19.2%	3.5%	77.3%	9.0%	8.2%	1.33	0.43	0.58	0.69
Electronic Arts20	8.8%	56.4%	3.9%	25.7%	9.4%	75.0%	3.1%	10.9%	1.33	0.43	0.81	1.06
American Tower'20	7.1%	69.7%	5.9%	15.4%	16.1%	77.4%	0.0%	6.5%	1.11	0.42	0.00	2.27
Splunk18	5.3%	56.7%	3.0%	32.1%	3.3%	76.7%	1.7%	13.3%	1.35	0.42	0.56	0.63
Servicenow18	6.7%	44.2%	2.8%	42.7%	1.7%	75.8%	3.3%	17.5%	1.72	0.41	1.18	0.25
Accenture20	11.2%	43.8%	12.5%	29.5%	2.2%	83.1%	2.2%	12.0%	1.90	0.41	0.17	0.20
American Express20	11.4%	48.0%	6.8%	30.8%	4.9%	73.0%	9.8%	12.3%	1.52	0.40	1.44	0.43
CardinalHealth20	7.4%	70.3%	8.1%	11.7%	1.5%	87.7%	4.6%	4.6%	1.25	0.39	0.57	0.21
ColgatePalmolive20	14.0%	54.4%	8.9%	21.1%	17.5%	61.9%	12.4%	8.2%	1.14	0.39	1.39	1.25
Oracle20	6.3%	49.2%	3.7%	37.7%	3.8%	79.5%	0.0%	14.7%	1.61	0.39	0.00	0.61
Biogen'20	5.1%	59.2%	7.7%	26.4%	4.7%	78.5%	4.7%	10.3%	1.33	0.39	0.61	0.92
Caterpillar 2020	6.0%	76.9%	3.7%	12.5%	4.2%	87.8%	3.2%	4.8%	1.14	0.38	0.86	0.71
Walgreens20	5.7%	54.8%	11.7%	25.9%	4.0%	80.1%	4.0%	9.8%	1.46	0.38	0.35	0.71
Apple20	5.6%	42.8%	2.2%	46.9%	0.8%	80.2%	0.8%	17.5%	1.87	0.37	0.36	0.14
Salesforce20	4.6%	52.2%	3.4%	36.5%	3.2%	78.4%	2.8%	13.2%	1.50	0.36	0.83	0.69
CVS18	5.0%	61.7%	9.1%	20.6%	2.6%	85.2%	3.3%	7.4%	1.38	0.36	0.37	0.52
Schwab19	6.9%	68.3%	4.3%	18.2%	2.8%	88.8%	0.0%	6.5%	1.30	0.36	0.00	0.41
Walmart20	5.3%	57.0%	7.1%	25.9%	5.9%	74.2%	8.0%	8.8%	1.30	0.34	1.13	1.12
Exelon'20	4.7%	69.7%	13.9%	9.0%	6.3%	79.3%	10.4%	3.0%	1.14	0.33	0.75	1.33
VISA 20	10.4%	35.1%	5.1%	46.6%	11.0%	71.6%	2.6%	14.2%	2.04	0.30	0.50	1.06
Best Buy 2020	7.1%	75.0%	5.4%	9.3%	2.8%	86.1%	8.3%	2.8%	1.15	0.30	1.54	0.39
GM'20	5.8%	68.3%	6.9%	17.6%	4.2%	85.4%	4.2%	5.2%	1.25	0.30	0.60	0.72
Danaher20	9.6%	62.9%	3.5%	21.9%	2.7%	85.6%	4.5%	6.3%	1.36	0.29	1.29	0.28
Starbucks20	7.4%	58.9%	2.9%	26.2%	1.9%	77.4%	11.3%	7.5%	1.31	0.29	3.96	0.25
Home Depot	7.2%	60.4%	14.9%	14.0%	9.7%	73.4%	10.5%	4.0%	1.22	0.29	0.71	1.34
Abbot Labs 20	7.5%	66.0%	4.8%	17.9%	4.8%	81.0%	3.2%	4.8%	1.23	0.27	0.67	0.64
Boston Scientific'18	4.5%	76.8%	2.6%	13.9%	3.4%	82.8%	6.9%	3.4%	1.08	0.25	2.66	0.77
EBay20	3.2%	31.1%	1.2%	63.0%	4.2%	77.5%	1.4%	15.5%	2.49	0.25	1.16	1.34
LockheedMartin20	9.0%	72.2%	7.6%	8.0%	3.9%	85.1%	7.3%	2.0%	1.18	0.25	0.96	0.44
General Dynamics20	6.1%	72.8%	10.3%	8.4%	1.8%	91.0%	3.6%	1.8%	1.25	0.22	0.35	0.29
BookingsHoldings20	9.5%	53.7%	3.8%	33.0%	4.2%	85.4%	0.0%	6.3%	1.59	0.19	0.00	0.44
ConocoPhillips20	9.1%	74.8%	3.5%	9.4%	0.0%	95.5%	1.5%	1.5%	1.28	0.16	0.43	0.00
Costco18	8.2%	65.8%	4.2%	19.0%	10.5%	86.8%	0.0%	2.6%	1.32	0.14	0.00	1.29
Pinterest18	5.5%	38.0%	4.1%	50.4%	16.7%	50.0%	0.0%	0.0%	1.32	0.00	0.00	3.03
Snap18	4.8%	48.3%	3.0%	39.3%	0.0%	88.9%	0.0%	0.0%	1.84	0.00	0.00	0.00
TJX'20	5.2%	80.4%	3.3%	9.8%	10.7%	89.3%	0.0%	0.0%	1.11	0.00	0.00	2.05

## ASCEND OVERVIEW

The Ascend Foundation educates, conducts research and provides thought leadership that informs our programs, our members, and our partners to enable AAPIs and allies to become better leaders, innovators, role models and catalysts for workplace and societal change. Since inception, the Ascend Foundation has recognized stereotypes such as the model minority myth and its effects on advancement of AAPIs in the workplace.

At the onset of COVID-19, the Ascend Foundation formed the 5-Point Action Agenda with leading organizations and companies championing for diverse communities, by redoubling our efforts to promote inclusion, raise awareness, denounce bias, support communities and give donations. The Ascend Foundation continues to shed light on the disproportionate adverse impacts of the pandemic on diverse communities and the ensuing anti-Asian hate sentiment on the AAPI workforce and at large. Collectively, our goal is to systematically tackle the issues that have surfaced through awareness, education, and forums to share and discuss approaches.

The Ascend Foundation is a 501(c)(3) nonprofit Pan-Asian organization, related to Ascend Inc., the premier Pan-Asian business professional membership organization in North America. Ascend Inc. is a nonprofit organization. “Ascend” refers to Ascend Foundation, Inc. and Ascend Inc., collectively

This report was prepared by Ascend Executive Advisors Denise Peck and Buck Gee for Ascend in May 2022

For the purposes of this paper the terms Asian, Asian American and AAPI are used interchangeably

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