



Foster an empowered and inclusive workplace

14

Average number of learning hours per employee

KPI description

We believe that all PMI employees should have an opportunity to engage in learning activities to meet personal and professional growth aspirations, based on intrinsic motivation. This helps to ensure a culture of learning is embedded in the organization, developing new skills and knowledge to the mutual benefit of PMI and our employees.

Understanding how many hours each employee spends learning allows us to understand the extent to which our employees have adopted our learning offers, including offline, online, self-paced learning offers, that support the building of a learning culture.

The KPI reveals average learning hours per employee.

Definitions

Total number of learning hours Refers to the sum of all offline and digital learning hours from the in-scope employee population.

Offline learning Comprises learning activities completed in person. It can take multiple forms, including:

- Corporate, global, and local in-person programs
- PMI funded external learning programs and seminars
- In-field coaching for field force
- Manufacturing training
- On the job training—refers to structured learning activities conducted directly within the work environment, where employees acquire job-specific skills and knowledge by performing tasks under the guidance of a supervisor, trainer, or experienced colleague.

Digital learning Learning activities supported by technology and electronic resources. These can include:

- **Internal content libraries:** Standard format learning resources (in Sharable Content Object Reference Model (SCORM) format) reported via learning management systems (LMS), and nonstandard learning resources such as videos and various online files.
- **External content libraries:** Collections of educational materials, such as online courses, videos, articles, etc., developed by third parties. These libraries can typically be integrated into LMS and include platforms such as Udemy, EdX, Rosetta Stone, Learnlight, and other external platforms defined as having a notable impact on learning hours.

Scope

Included All PMI employees.

Excluded Third-party workers, employees on salary continuation, benefit recipients (retirees or those who no longer have a working relationship with the company).

Calculation methodology

Average number of learning hours per employee is calculated as:

$$= \left(\frac{\text{Total number of learning hours}}{\text{Number of PMI employees}} \right)$$

Estimates and assumptions The calculation considers the employee status at December 31 of the reporting year.

Total learning hours reflect all learning hours captured and reported from January 1 to December 31 of the calendar year.

The learning hours from offline learning or digital learning may include approximate learning time per learning.

Data management

Data on the number of learning hours are collected and consolidated annually before being reported in the PMI's Value Report. This process follows a detailed procedure that defines the calculation method for each type of learning content.