Nomination: 9198

PMI DNA: Unifying Our People, Powering Our Future

Page: General Information

Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.

Name of Organization/Company

Philip Morris International

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███████████

Additional Contacts

I would also like to have others receive emails about the disposition of our entries.

Page: Entry Information

Entry Title

PMI DNA: Unifying Our People, Powering Our Future

Category

B01 - B67 Achievement > B30 - Achievement in Organizational Culture

Achievement Submission Format

Written Answers

a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required

Philip Morris International's (PMI) purpose is bold and transformational: to lead the future of smoke-free products and consumer goods innovation. Announced in 2016, this vision fundamentally redefined our company's strategy and culture, making a cohesive cultural framework essential to our success.

PMI has been leading the industry's shift to smoke-free alternatives, investing more than $14 billion in research, development, and commercialization since 2008. As of April 2025, 42% of PMI's total net revenues came from smoke-free products—clear evidence of its progress toward over two-thirds of net revenues coming from these products by 2030.

PMI launched the PMI DNA in early 2024—a cultural blueprint co-created with employees worldwide. It defines how employees work together to achieve its ambitions, built around three core values: We care. We are better together. We are game changers. These values guide the behaviors to foster trust, collaboration, and innovation; ensuring PMI remains a high-performing, forward-thinking organization. The PMI DNA will continue to strengthen the culture and drive meaningful progress toward a smoke-free future.

b. Outline the team's or organization's achievements since the beginning of 2023 that you wish to bring to the judges' attention (up to 250 words). Required

Since its launch in early 2024, the PMI DNA has been the driving force behind a positive workplace culture across the company—one where employees feel valued, supported, and empowered to deliver on a shared purpose. Its impact is evident from the employee experience; PMI achieved an 86% Employee Engagement Index score in the fourth quarter of 2024, a one-point increase from the previous year and exceeding external benchmarks.

Codifying our culture
The PMI DNA was co-created with employees worldwide, ensuring it reflects who employees are at their best. It has helped bring PMI's cultural values and behaviors to life, with 94% of employees stating they understand both how and what to deliver.

Strengthening leadership impact
The PMI DNA has also helped leaders prioritize growth, wellbeing, and psychological safety, championing initiatives like the Leaders Café, which fosters open dialogue across the organization. 77% of employees feel that the Senior Management Team acts in ways consistent with the PMI DNA, reinforcing leadership's role in embedding these values into daily work.

Empowering employees to own their growth
Through campaigns like the Growth initiative, in which employees are encouraged to co-pilot their career and create their future through learning and development programs, 83% of employees express satisfaction with career opportunities at PMI. This underscores the company's commitment to fostering internal mobility and professional growth.

By embedding the PMI DNA into everyday experiences, PMI continues to build a workplace where employees feel a deep connection to the company's purpose and are empowered to thrive.

c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the team's or organization's past performance (up to 250 words). Required

The success of the PMI DNA is a testament to its ability to foster employee engagement and alignment with company purpose. Since its launch, the PMI DNA has strengthened the culture, creating a shared sense of identity among more than 80,000 employees and fostering a workplace where employees feel valued, motivated, and empowered to contribute to PMI's smoke-free vision.

The impact of the PMI DNA is evident in the company's employee engagement results, which not only surpass industry benchmarks but also demonstrate significant progress compared to past performance. As of fourth-quarter 2024, 89% of employees are proud to work for PMI—14 points above external benchmarks. Additionally, 86% would recommend PMI as a great place to work, and 88% plan to stay with the company next year, reinforcing the cultural framework's success in cultivating a positive and committed workforce.

Beyond engagement, the PMI DNA has been instrumental in strengthening employees' connection to PMI's transformation. 91% of employees understand how their work contributes to the company's purpose, an increase of 11 points above external benchmarks. Likewise, 77% of employees feel highly motivated in their current role, exceeding industry standards by five points.

These results show that the PMI DNA is more than a cultural framework—it is a key driver of PMI's smoke-free progress, ensuring employees feel connected to the company's mission while fostering an environment of trust, collaboration, and growth. By embedding the PMI DNA into daily experiences, PMI has set a new standard for employee engagement within the industry.

d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional

The supporting materials included in this nomination provide compelling evidence of how the PMI DNA accelerates the company's smoke-free journey, fostering a culture of trust, accountability, collaboration, and psychological safety.

Bylined articles, Q&As, and media coverage—such as PMI's feature in TIME's partnership with Charter and Authority Magazine—demonstrate how the PMI DNA has become a new standard for collaboration and a commitment to impact, growth, and employee wellbeing. These pieces highlight the PMI DNA's role in strengthening leadership, driving employee engagement, and embedding cultural values into everyday experiences.

LinkedIn posts from employees offer further proof of the PMI DNA's resonance across the organization. For example, senior management team members, Scott Coutts and Stefano Volpetti, shared their personal reflections on how the cultural framework shapes their leadership and team culture, reinforcing the PMI DNA's influence at every level of the company The engagement and responses on these posts illustrate how employees are embracing the PMI DNA, seeing it as a meaningful part of their professional lives.

Additionally, Pulse Survey results serve as quantitative validation of the PMI DNA's impact. With 94% of employees understanding its values and behaviors, 89% expressing pride in working at PMI, and 91% feeling clear on how their work contributes to PMI's purpose, results underscore the framework's effectiveness in strengthening cultural alignment and engagement.

Together, these materials paint a comprehensive picture of the PMI DNA's success, demonstrating that it is not just a set of values, but a lived experience that is actively shaping PMI's future.

[REDACTED FOR PUBLICATION]

Would you like to add an additional webpage link?

Yes

[REDACTED FOR PUBLICATION]

Would you like to add an additional supporting document?
No

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I Agree