

EMPLOYER SUPPORT FOR EMPLOYEE PARTICIPATION IN MOOC-BASED CREDENTIALS

Fiona M. Hollands, Ph.D. Aasiya Kazi, M.Phil. Yuan Chang Ginsberg, M.Ed. Katherine Javier, M.Sc., M.A.

July 2023

HIGHLIGHTS

- Almost 14% (316) of 2,288 learners who completed a MicroMasters or Specialization program were asked to take the courses by their employers. 62% of these completers were located in Asia and 16% in North America. The most frequently represented employment sectors were finance, airlines, and education.
- Employers paid for some or all course fees for 38% of the 316 employees.
- Employers paid for some or all of the time spent on coursework for 30% of the 316 employees.
- Employers contributed to the course fees <u>and</u> paid for some or all of the time spent on coursework for 14% of the 316 employees.
- 46% of employees who were asked by their employers to take MicroMasters and Specializations courses were not supported financially in any way.

Employer Support for Employee Participation in MOOC-Based Alternative Credentials

Introduction

Alternative credentials are non-traditional forms of recognition or certification that individuals can acquire to demonstrate their skills, knowledge, or achievements in a particular field. Unlike traditional academic degrees or certifications which are typically awarded by educational institutions, alternative credentials are often offered via an online learning platform by organizations outside of formal education systems including businesses, NGOs, cultural institutions, or industry associations.

In 2022, <u>Credential Engine identified over 1 million credentials</u> being offered in the US with over 650,000 of these from non-academic providers and 13,000 from MOOC providers. Such non-degree credentials are designed to address the growing demand for specialized skills and the evolving, often peripatetic, nature of work in the modern economy. They can take various forms, such as digital badges, microcredentials, certificates of completion, or industry-recognized certifications.

Alternative credentials are typically more focused on a specific topic or skill than traditional degrees, allowing individuals to acquire targeted skills quickly and efficiently. They may emphasize practical, hands-on learning experiences and involve project-based assessments or competency-based evaluations. Many alternative credentials are also delivered online, making them more accessible to a wide range of learners.

Alternative credentials are gaining prominence due to their flexibility, affordability, and relevance to specific industries or job roles. They provide individuals with the opportunity to showcase their expertise and competence to potential employers or clients, even if they do not hold traditional academic degrees. Alternative credentials can be particularly useful for career changers, individuals seeking to upskill or reskill, or those looking to enter emerging fields where traditional educational pathways may not exist or become quickly outdated.

Employer perspectives on alternative credentials

Fong, Etter, & Sullberg (2023) surveyed over 500 employers in the US about alternative credentials offered by institutions of higher education, adopting the Society for Human Resource Management's (2021) description: "Some common characteristics of alternative credentials are that they take a relatively short time to complete, are focused on specific skills, can be earned consecutively (stacked), are verifiable, are often aligned to industries, and can be delivered digitally." Fong et al. found that almost 70% of the employers surveyed were very or extremely familiar with these types of credentials. Furthermore, 71% indicated that their organization is becoming more accepting of non-degree or alternative credentials in place of traditional four-year degrees.

The majority of the employers surveyed also associated non-degree or alternative credentials with favorable employee characteristics: 76% indicated that individuals who list these types of credentials on their resumes show a willingness for skill development, 63% felt they demonstrate initiative, 60% claimed the credentials clearly communicate competencies and skills, and 56% indicated that they demonstrate the candidate stays up-to-date with content.

Many of the employers reported that they offer employees incentives to acquire additional skills or certifications: over two thirds provide tuition reimbursement, 65% offer an increased likelihood of

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promotion, 45% reimburse the costs of educational materials, and 39% allow release time during working hours for coursework or relevant activities.

Despite the apparently positive disposition of many of the surveyed employers towards alternative credentials, skepticism remains: 46% of employers felt unsure of the quality of education represented by the alternative credential, 42% were unsure what skills and competencies were acquired, and 33% were unsure how well the credential aligned with occupational or professional standards.

Learner perspectives on alternative credentials

Earlier this year, we <u>released a report on a longitudinal study</u> that explored the benefits to learners of participating in MOOC-based alternative credentials. Among 2,300 learners who completed a MicroMasters or Specialization program, a substantial number reported one or more career or work-related benefits:

- ❖ 38% reported improving their job performance
- ❖ 23% reported improving their English language skills
- ❖ 14% reported that the programs help them network with other professionals in the program area
- ❖ 12% reported that the programs improve their applications to a first job
- ❖ 6% indicated that the courses were an important factor for their employer in getting their first job
- ❖ 12% reported that the program helped them improve their application to a different employer
- * 8% reported that the program was an important factor for their current employer in moving them to a different job

For the most part, these benefits are advantageous to the employer as well as the employee. Some of the learners in our study indicated that they were receiving support from their employers to participate in the programs: almost 11% were paid for some or all of their study time. In addition, employers paid all or some of the course fees for 11% of the MicroMasters completers and 24% of the Specializations completers. 5% of learners who completed a MicroMasters or Specialization reported receiving a promotion as a result of earning the credential, 5% reported receiving a pay raise, and 4% received a bonus. Clearly these numbers are substantially lower than those reported by employers themselves in the Fong et al. study. However, the study populations are not directly comparable given the Fong et al. survey only targeted US employers while our study reached learners worldwide.

Data from a <u>follow-up survey</u> we sent to learners a year or more after they had completed a Specialization or MicroMasters credential indicated that 33% of the 67 respondents reported improving one or more work-related skills. For example, 30% improved their knowledge of relevant topics, 25% improved the quality of the work they do, 16% learned new places to look for useful resources and information, and 16% improved efficiency (e.g., being able to identify the most important priorities to focus on). These skills should translate into benefits to employers.

Focus of this brief and intended audience

This research brief reports additional descriptive analyses of data from our study <u>Benefits and Costs of Participation in MOOC-based Alternative Credentials</u>, focusing specifically on the extent to which employers encouraged or supported employees in participating in two types of alternative credentials: Specializations or MicroMasters. These results are based on the responses of 2,288 learners ("completers") who, between 2018 and 2022, completed a MicroMasters or Coursera Specialization and answered a voluntary, 10-15 minute end-of-program survey. Completers took all courses and earned the

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¹ A summary of these results was first reported on <u>Silver Lining for Learning Episode 153</u>: *Micro-credentials and Specializations for the Masses: Alternatives for a Nontraditional Age (June 3, 2023)*.

culminating credential for one of eight programs offered by a private US university or one of two public US universities. Program topics were all related to business, data science, or marketing analytics.

The findings of this analysis can inform organizations and businesses that are looking to upskill or reskill their employees, as well as help online course providers better target specific industries and organizations in their marketing and outreach efforts. They can also inform employees or job seekers about the types of organizations that are supporting employee professional development via online course participation.

Methods

Survey responses from the 2,288 completers were collected between March 2018 and November 2022. Of these, 88% of the learners completed a Specialization, and the remaining 12% completed a MicroMasters. Fifty-seven percent of the respondents indicated that they were employed full-time and/or part-time and/or were running their own business. Respondents were asked several questions about their employer's support for the course. Specifically, they were asked:

- 1) Whether their employer asked them to take the courses
- 2) Whether the employer paid the course fees or contributed to the fees. If so, how much (in US\$ equivalent)
- 3) Whether the employer paid them for some or all of their time spent on the courses. If so, how much (in US \$ equivalent)

Respondents were also asked to name the company or organization with whom they were associated. We categorized the organizations by sector using publicly available online information. Where necessary, we refined our searches by supplementing the name of the organization with the country in which the respondent lived and the job area in which the respondent stated they worked. We validated the sector assigned to American companies against their North American Industry Classification System (NAICS) code. In instances where we could not identify the organization with a high level of confidence we labeled it as "Undetermined."

Findings

Table A1 in the Appendix lists named organizations or sectors which a) asked employees to take Specializations or MicroMasters courses, and/or b) contributed some or all of the course fees, and/or c) paid for some or all of the employees' time on coursework. Organizations listed in green are those who supported a greater number of survey respondents financially in taking these courses than the number they asked to take the courses. Presumably these companies have policies of supporting employees in pursuing professional development opportunities of their own choosing. Organizations listed in red were more likely to ask employees in our sample to participate in the courses than to support them financially. Organizations listed in black appeared to be evenhanded in the extent to which they asked employees in our sample to participate in the courses and supported them financially. Note that results from the self-selected sample in our study may or may not represent organizations' support for all their employees.

Employers asking learners to take the courses

Almost 14%, (316) of the 2,288 program completers reported that their employer asked them to take the MicroMasters or Specializations courses. The vast majority of these 316 cases were participants in business-related Specializations. All other completers chose to take the courses themselves.

141 of 992 (14%) full-time employees and 18 of 149 (12%) part-time employees were asked by their employers to take the courses.

198 of the 316 learners who were asked by their employers to take the courses also provided their country of residence:

- ❖ 62% resided in Asia, primarily in India, the Philippines, or Thailand
- ❖ 16% resided in North America, mostly in the United States

215 of the 316 respondents reported their gender:

- ❖ 52% female
- **❖** 47% male
- ❖ 1% other

The 316 respondents reported a number of employment related benefits which they attributed to completing the courses.

- ❖ 54% indicated that their job performance improved
- ♦ 16% reported earning a job promotion in their current organization as a result of taking the courses
- ❖ 16% reported a pay raise as a result of taking the courses
- ❖ 15% indicated that the courses helped them start their own business
- ❖ 15% reported that the courses improved their applications to their first jobs
- ❖ 14% indicated the courses were an important factor for their employer in getting their first job
- ❖ 11% reported that the courses were an important factor for their employer in moving them to a different job
- ❖ 11% received a bonus for taking the courses
- ❖ 10% indicated that the courses improved their application to a different employer from the one they were working for when they started the courses

The finding that 14% of the respondents who were asked by their employers to take the courses reported that the courses were an important factor for the employer in getting their first job suggests that some employers may be asking prospective employees to take the courses before joining the organization or upon arrival as a condition of employment.

104 of the 316 respondents named their employer, allowing us to categorize these employers by sector. The most common employment sectors identified are shown in Table 1 and their geographical distribution is shown in Table 2.

Table 1. Most common sectors of employers who asked employees to take Specializations or MicroMasters courses

| Employer Sector | % of respondents naming employer in this sector |
|--------------------|---|
| | (n=104) |
| Finance | 24% |
| Airline | 13% |
| Education | 9% |
| Healthcare | 5% |
| Manufacturing | 5% |
| Corporate Services | 5% |
| IT | 5% |
| Insurance | 4% |
| Pharmaceuticals | 3% |

Table 2. Most frequently arising countries in which employees asked by identified employers to take Specializations or MicroMasters courses were located

| Country | % of respondents in this country (n=104) |
|--------------------------|--|
| United States of America | 19% |
| India | 13% |
| Philippines | 9% |
| Indonesia | 8% |
| Nigeria | 6% |
| Canada | 5% |
| China | 5% |
| Thailand | 4% |
| Saudi Arabia | 4% |
| Russia | 3% |
| Ghana | 3% |
| Malaysia | 3% |

Almost a quarter of the respondents who were asked by their employer to take the Specializations or MicroMasters courses, and also named their employer, identified an organization in the finance sector. This is not unexpected given that many of the courses were on business and finance topics. More surprising was the frequency with which airlines were named as none of the courses appeared to be specific to the aviation business. Although the U.S. was the most common country of location for named employers asking respondents to take a Specialization or MicroMasters, it is notable that 56% were located in Asia.

Employers who paid or contributed to course fees

277 of the 2,288 completers (12%) indicated that their employer covered part or all of the course fees: 234 (10%) reported that the employer paid all the fees and 43 (2%) reported that the employer paid part of the fees. 126 of these 277 respondents named the employer or the sector in which they worked. Most of them (111) reported that their employer fully covered the course fees, while 15 reported that the employer paid part of the fees. The most frequently appearing types of employer are shown in Table 3.

Table 3. Types of employer contributing some or all course fees

| Employer Sector | Number of respondents naming employer in this sector | Most frequently named organizations in this sector |
|--------------------|--|--|
| Finance | 33 | Citibank |
| IT | 10 | |
| Manufacturing | 8 | |
| Education | 8 | |
| Insurance | 6 | |
| Healthcare | 6 | |
| Airline | 6 | AirAsia |
| Retail | 5 | |
| Corporate Services | 5 | Cogency Global Inc. |
| Government | 4 | |

Amount of employer contribution to fees in US\$ equivalent

55 MicroMasters completers reported the US\$ equivalent amount contributed by their employer towards the fees. The median contribution was \$1,200.

94 Specialization completers reported the US\$ equivalent amount contributed by their employer towards the fees. The median contribution was \$100.

Employers who paid completers for some or all of their time spent on the courses

211 of the 2,288 completers (9%) reported that their employer paid them for some or all of the time spent on the courses.

130 (almost 6%) of the completers were paid for <u>all</u> of their time. Almost all (125) of these were Specializations completers, 45 of whom reported the amount of payment received from the employer for study time in US\$ equivalent: the median payment was \$100.

81 (3.5%) of the completers were paid for <u>some</u> of their time spent on the coursework. Fifty-nine of these were Specializations completers while the remaining 22 were MicroMasters completers. The median payment received for study time by the 10 MicroMasters completers who reported the amount was US\$1,000.

93 of the 211 respondents who were paid by their employer provided the name or sector of the employer. The most frequently appearing types of employer are shown in Table 4.

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| TUDE 4. IVDES OF EIGH | iover naving emmovees | ior some or all or men | r time spent on coursework |

| Employer Sector | Number of respondents naming employer in this sector |
|--------------------|--|
| Finance | 21 |
| Education | 10 |
| Government | 7 |
| IT | 5 |
| Corporate Services | 5 |
| Healthcare | 5 |
| Airline | 4 |
| Retail | 4 |
| Manufacturing | 4 |
| Biotech | 3 |

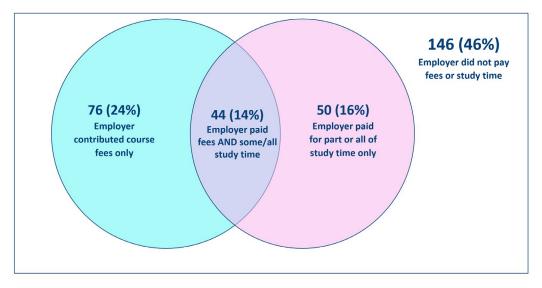
Extent to which employers asking employees to take MicroMasters or Specializations courses supported them financially

As indicated above, 316 respondents were asked by their employer to take MicroMasters or Specialization courses. We investigated the extent to which these employees were supported financially by their employer either through employer contributions to the course fees or pay for study time spent on coursework. Our findings are summarized in Figure 1.

- ❖ Employers paid for some or all course fees for 120 (38%) of the 316 employees
- ❖ Employers paid for some or all of the time spent on coursework for 94 (30%) of the 316 employees
- ❖ Employers contributed to the course fees <u>and</u> paid for some or all of the time spent on coursework for 44 (14%) of the 316 employees

❖ 146 (46%) of employees who were asked by their employers to take MicroMasters and Specializations courses were not supported financially in any way

Figure 1. Employer support for 316 employees asked to take Specializations or MicroMasters courses



Summary

Among our sample of MicroMasters and Specialization completers, the majority chose to take the courses themselves. Employers supported 12% of learners completing a MicroMasters and Specialization by paying or contributing to the course fees. Among completers who named the employer helping them pay fees, organizations in the finance and IT sectors appeared more often than others. Employers also supported 9% of the completers by paying them for some or all of their time spent on the courses. Among completers who named the employer paying them for study time, organizations in the finance and education sectors appeared more often than others.

Approximately 14% of learners were asked to take the courses by their employers. These employers appeared to be based mostly in Asia or in North America. While they operated in a wide range of sectors, financial organizations and airlines were named more often than others. Over half of employees asked by their employers to take the courses reported that their job performance improved. Some (11%-16%) were rewarded with a promotion, a pay raise, or a bonus.

Employers contributed course fees and paid for study time for 14% of employees they asked to take the courses. They contributed either course fees or paid study time for another 40% of these learners. However, almost half the learners asked to take the courses by their employers did not receive any financial support from the employer.

Conclusions

Investment in employee development can be beneficial to both the employee and the employer. For the employee, it can lead to improved skills and knowledge and career advancement opportunities. For the employer, it can lead to a more skilled and knowledgeable workforce, higher employee retention, and increased productivity and profitability. Our analysis suggests that a substantial number of employers, particularly in Asia, recognize alternative credentials as an avenue for staff development. However, the extent to which they are willing to support employees financially in earning these credentials varies with

some employers offering support even when the employee chooses to take the courses, while others ask employees to take the courses and yet provide no financial support either by contributing to course fees or by paying for time spent on coursework. Employers need to establish "co-investment" strategies (see <u>Gallagher, Mosley, & Sanders, 2021</u>) that fairly balance employees' interests in maintaining their competitiveness in the labor market with employers' interests in improving productivity through talent development — without over-investing in employees who might simply take their newly-found skills elsewhere.

Alternative credentials will play an important role in the shift LinkedIn describes as a skills-first² approach to hiring in the labor force. Indeed, a year or more after earning their MicroMasters or Specialization credential, almost 1 in 5 respondents to our <u>follow-up survey</u> claimed that the credential improved their applications to a different employer from the one they were working for when they started the series of courses. Fifteen percent indicated that the credential improved their application to their first job. While this is a promising start, we believe that many employers still need to be convinced of the veracity and value of the skills these credentials claim to endow.

It is in the interests of providers of alternative credentials to communicate the precise skills a learner is likely to acquire from completing the credential, and to devise a means to verify that these skills translate into increased productivity in the workforce. Efforts are progressing towards transparency regarding the skills targeted by alternative credentials, for example, through initiatives such as Credential Engine's Credential Transparency Description Language which has established standards for systematically describing credentials. However, less progress has been made in verifying that the target skills are actually acquired and usefully applied in the workplace. This may be achieved through collaborations in which the credential provider trains a number of employees from an organization that seeks the skills being offered, and the employer compares the employee's ability to contribute before and after earning the credential. If satisfied, the employer could provide an endorsement of the credential for building specific skills.

Further research may be helpful to establish the actual extent to which employers are supporting current or prospective employees in earning alternative credentials given the apparent disparity between the existing reports from employers and employees. If, as our study suggests, some employers are asking employees to earn alternative credentials without offering any financial support, it would be helpful to understand their reasons.

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² "An approach to hiring or internal mobility based on skills and abilities rather than job titles, companies, degrees, and schools" (LinkedIn, 2023, p.36).

Appendix

Table A1. List of organizations and organization types asking employees to take MicroMasters or Specializations courses, and/or contributing to the fees, and/or paying for learners' study time

| Sector | Organization name or sector | Countries in which respondents were located | Asked employee to take the courses | Paid some or all fees | Paid for some or all of the study time |
|------------------------------------|--|---|------------------------------------|-----------------------|--|
| Agricultural products and services | Mahindra Agri Solutions Ltd | India | 1 | 0 | 0 |
| | Airline | Thailand | 1 | 0 | 0 |
| Airline | AirAsia | India Indonesia Malaysia Philippines Thailand | 12 | 6 | 4 |
| Background Screening Services | Checkr | Chile | 0 | 1 | 0 |
| | Biotech company I | USA | 0 | 1 | 1 |
| Biotech | BlueRock Therapeutics | Canada | 0 | 1 | 1 |
| | Biotech company II | USA | 1 | 0 | 1 |
| Charity | Movember Foundation | USA | 0 | 1 | 0 |
| Coffeehouse Chain | Starbucks | USA | 0 | 1 | 0 |
| | Grupo Salinas | Mexico | 0 | 1 | 0 |
| Conglomerate | Siemens Ltd | India | 1 | 0 | 0 |
| | Mahindra | India | 1 | 0 | 0 |
| Construction Services | BAM Infra | Netherlands | 0 | 1 | 1 |
| Corporate Services | COGENCY GLOBAL | USA | 5 | 5 | 5 |
| Cybersecurity | Illumio | USA | 0 | 1 | 0 |
| | University | Canada | 0 | 1 | 0 |
| | US Vietnam Talent International School | Armenia | 0 | 1 | 0 |
| | FPT University | Vietnam | 0 | 0 | 1 |
| | Indian School of Business | India | 0 | 1 | 1 |
| | Mahidol University | Thailand | 0 | 1 | 1 |
| | Stanford University | USA | 0 | 0 | 1 |
| | Die Pädagogische Hochschule Bern | Switzerland | 0 | 1 | 0 |
| | UCA Universidad Centroamericana José Simeón Cañas | El Salvador | 0 | 0 | 1 |
| Education | University of Michigan | USA | 0 | 0 | 1 |
| | Universidad Panamericana | Mexico | 2 | 0 | 0 |
| | Lord Fairfax Community College | USA | 1 | 1 | 1 |
| | Presidency University | India | 1 | 1 | 1 |
| | Public School System | USA | 0 | 0 | 1 |
| | Russellville Independent Schools | USA | 1 | 1 | 0 |
| | CEO | USA | 1 | 0 | 1 |
| | Princess Nourah Bint Abdul Rahman University | Saudi Arabia | 1 | 0 | 0 |
| | Vega Schools | India | 1 | 0 | 0 |
| | University of Ghana | Ghana | 1 | 0 | 0 |

| Sector | Organization name or sector | Countries in which respondents were located | Asked employee to take the courses | Paid some or all fees | Paid for some or all of the study time |
|--|--------------------------------|--|------------------------------------|-----------------------|--|
| Electric Power Generation | Arizona Public Service | USA | 0 | 0 | 2 |
| Engineering and Architecture | IDOM | Spain | 0 | 1 | 0 |
| Engineering and Consulting | SYSTRA | Brazil | 0 | 1 | 0 |
| | CLG | Canada | 1 | 0 | 1 |
| | Clearwell Capital | UK | 0 | 1 | 0 |
| | Axis Bank Ltd | India | 0 | 1 | 1 |
| | Exchange | UK | 0 | 1 | 0 |
| | Family office | Hong Kong | 0 | 1 | 1 |
| | PayTrace, Inc. | USA | 0 | 1 | 1 |
| | TÜRKİYE İŞ BANKASI A.Åž. | Turkey | 0 | 1 | 1 |
| | Financial | Hong Kong | 0 | 1 | 0 |
| | UBS AG | Switzerland | 0 | 0 | 1 |
| | Yielco Investments | Switzerland | 0 | 0 | 1 |
| E-Sports Finance | Citibank | Hong Kong India Indonesia Malaysia Philippines Russia Singapore South Korea Taiwan Thailand United Arab Emirates | 11 | 19 | 10 |
| | Bank | China Indonesia Italy Malaysia Singapore United Kingdom | 4 | 6 | 3 |
| | Bank of Beijing | China | 2 | 0 | 0 |
| | Access Bank | Nigeria | 2 | 0 | 0 |
| | OjirehPrime Financial Services | Nigeria | 2 | 0 | 0 |
| | Bank from Wall St. | Russia | 1 | 1 | 1 |
| | Kapitus | USA | 1 | 0 | 1 |
| | BBVA | USA | 1 | 0 | 0 |
| Fitness centers | Bank Islam Malaysia Berhad | Malaysia | 1 | 0 | 0 |
| Fitness centers | Club Pilates | USA | 1 | 0 | 0 |
| Food and Transportation Services via mobile app | Grab | Singapore | 0 | 1 | 0 |
| Food Services | Foodiction | Ghana | 1 | 0 | 0 |
| Freight | Cargo company | United Arab Emirates | 1 | 0 | 0 |
| Furniture Designs and Manufacturing | Steelcase | Mexico | 0 | 1 | 0 |

| Sector | Organization name or sector | Countries in which respondents were located | Asked employee to take the courses | Paid some or all fees | Paid for some or all of the study time |
|------------------------------|--|---|------------------------------------|--------------------------|--|
| Government | Business Finland | USA | 0 | 1 | 0 |
| | Department of State | Thailand | 0 | 0 | 1 |
| | Government of Canada | Canada | 0 | 1 | 1 |
| | Government | USA | | 1 | 1 |
| | National Geospatial-Intelligence Agency | USA | 0 | 0 | 1 |
| | US Government | USA | 0 | 0 | 1 |
| | Department of Defense | USA | 1 | 1 | 2 |
| | Kaiser Permanente | USA | 0 | 1 | 0 |
| | Demant | Poland | 0 | 0 | 1 |
| | Faculty hospital | Czechia | 0 | 1 | 1 |
| | Curago | Sweden | 0 | 1 | 0 |
| Healthcare Healthcare | STAR Physical Therapy | USA | 0 | 0 | 1 |
| Treatment | Blue Shield of California | USA | 0 | 1 | 0 |
| | Cedars at Cobble Hill | Canada | 1 | 1 | 1 |
| | Diabetes | USA | 1 | 1 | 0 |
| | Myseema | India | 1 | 0 | 1 |
| | Mission to Elderlies Foundation | Nigeria | 1 | 0 | 0 |
| Healthcare Systems | Altibbi | Egypt | 1 | 0 | 0 |
| Healthcare Systems | IKS Health | India | 1 | 0 | 0 |
| Insurance | New York Life | USA | 0 | 1 | 0 |
| Insurance | Hannover Life Reassurance Company of America | USA | 0 | 1 | 0 |
| Insurance | AXA Insurance | Thailand | 1 | 2 | 0 |
| Insurance | Insurance | Greece | 1 | 1 | 0 |
| Insurance | GlobeMed Saudi | Saudi Arabia | 1 | 1 | 0 |
| Insurance | Future Generali India Life Insurance Co. Ltd. | India | 1 | 0 | 1 |
| International Development | Aga Khan Foundation | Tajikistan | 0 | 1 | 1 |
| IT | Perspecta Inc. | USA | 0 | 1 | 0 |
| IT | Everis | Colombia | 0 | 1 | 0 |
| IT | Asesoftware | Colombia | 0 | 1 | 1 |
| IT | Autodesk | USA | 0 | 1 | 1 |
| IT | AppDynamics | USA | 0 | 1 | 0 |
| IT | CI&T | USA | 0 | 1 | 0 |
| IT | Facebook | India | 0 | 0 | 1 |
| IT | Monkimun | Spain | 0 | 1 | 0 |
| IT | Mphasis | India | 1 | 1 | 1 |
| IT | Motion Metrics | Canada | 1 | 1 | 0 |
| IT | Soluntech | Colombia | 1 | 1 | 0 |
| IT | Retail Consult | Portugal | 1 | 0 | 1 |
| IT | Solve It Solutions Private Limited | India | 1 | 0 | 0 |

| Sector | Organization name or sector | Countries in which respondents were located | Asked employee to take the courses | Paid some or all fees | Paid for some or all of the study time |
|---|------------------------------|---|------------------------------------|-----------------------|--|
| IT & Data Science Consulting | g2o | USA | 0 | 0 | 1 |
| Logistics Services | FSI Logistics, Inc. | USA | 1 | 1 | 0 |
| Management Consulting | Alvarez & Marsal | Brazil | 0 | 0 | 1 |
| Manufacturing | Whirlpool | USA | 0 | 1 | 0 |
| Manufacturing | IBM | USA | 0 | 1 | 0 |
| Manufacturing | Schenck USA Corp. | USA | 0 | 1 | 0 |
| Manufacturing | Red Bull | - | 0 | 0 | 1 |
| Manufacturing | Diehl Defence | Germany | 0 | 1 | 0 |
| Manufacturing | Avanceon | USA | 1 | 1 | 1 |
| Manufacturing | Bimbo | USA | 1 | 1 | 1 |
| Manufacturing | Emami Agrotech Ltd. | India | 1 | 1 | 0 |
| Manufacturing | Ternova group | El Salvador | 1 | 1 | 0 |
| Manufacturing | Car company | China | 1 | 0 | 1 |
| Marketing | The Disruption Society | USA | 0 | 1 | 0 |
| Marketing Solutions | PX INC | Panama | 1 | 0 | 0 |
| Materials Science and Manufacturing | Tekni-Plex | USA | 0 | 1 | 0 |
| Media/Entertainment | iHeart Media | USA | 1 | 1 | 1 |
| Military | Military | USA | 0 | 0 | 1 |
| Military | US Military | USA | 0 | 0 | 1 |
| Military | USAF | USA | 1 | 0 | 0 |
| Military Support | Aselsan | Turkey | 0 | 1 | 0 |
| Mobile app publisher and music game publisher | Amanotes | Vietnam | 0 | 1 | 0 |
| Museums, Historical Sites, and Similar Institutions | Houston Zoo | USA | 0 | 1 | 1 |
| Online Food Delivery Platform | ifood | Brazil | 1 | 1 | 0 |
| Pharmaceuticals | Merck KGaA | Poland | 0 | 0 | 1 |
| Pharmaceuticals | NewBridge | Saudi Arabia | 1 | 0 | 0 |
| Pharmaceuticals | Swiss Pharma Nigeria Limited | Nigeria | 1 | 0 | 0 |
| Pharmaceuticals | Biogaran | Nigeria | 1 | 0 | 0 |
| Postal service | USPS | USA | 0 | 1 | 0 |
| Professional Association | IEEE | USA | 0 | 1 | 0 |
| Professional Association | InternetNZ | New Zealand | 0 | 1 | 0 |
| Public Safety | Probation | USA | 1 | 0 | 1 |
| Public Transportation | - | - | 1 | 0 | 1 |
| Regulatory Compliance Services | Matrix Solutions | USA | 0 | 1 | 0 |
| Regulatory Compliance Services | SGS | India | 1 | 0 | 1 |
| Research Institute | TNO | Netherlands | 0 | 0 | 1 |

| Sector | Organization name or sector | Countries in which respondents were located | Asked employee to take the courses | Paid some or all fees | Paid for some or all of the study time |
|--------------------------|--|---|------------------------------------|-----------------------|--|
| Research Organization | RTI International | Jordan | 0 | 1 | 0 |
| Restaurant Operator | Alsea | Mexico | 0 | 0 | 1 |
| Retail | Faire | USA | 0 | 1 | 1 |
| Retail | M.K. Electronics | Bangladesh | 0 | 1 | 1 |
| Retail | OZONE Leotards | USA | 0 | 1 | 1 |
| Retail | Retail company | Hong Kong | 0 | 1 | 0 |
| Retail | Teespring | Pakistan | 0 | 0 | 1 |
| Retail | Indigo Books & Music | Canada | 0 | 1 | 0 |
| Robotics | RE Squared Robotics | USA | 0 | 1 | 1 |
| Social Media Platform | Pinterest | Spain | 0 | 1 | 0 |
| Social Services | PATH Foundation | USA | 0 | 1 | 1 |
| Social Services | Institute for Applied Behavior Analysis | USA | 0 | 1 | 0 |
| Social Services | Batchewana First Nation | Canada | 1 | 0 | 1 |
| Sovereign Wealth Fund | Future Fund | Australia | 1 | 1 | 0 |
| Telecommunications | Millicom | El Salvador | 0 | 0 | 1 |
| Telecommunications | Telia | Azerbaijan | 1 | 1 | 0 |
| Travel/Tourism | Carnival Cruise | Indonesia | 1 | 0 | 1 |
| Travel/Tourism | Seera | Egypt | 1 | 0 | 0 |
| Undetermined | Socba Club | Somalia | 0 | 1 | 1 |
| Undetermined | 400 | South Korea | 1 | 1 | 0 |
| Undetermined | Apj | Angola | 1 | 1 | 0 |
| Undetermined | MHCL | Canada | 1 | 0 | 1 |
| Undetermined | Game | China | 1 | 0 | 0 |
| Undetermined | PHM | Indonesia | 1 | 0 | 0 |
| Undetermined | AS | Philippines | 1 | 0 | 0 |
| Undetermined | Inggris | Armenia | 1 | 0 | 0 |