



Pearson

Sustainability performance data & targets overview 2018

Environmental, social, and governance (ESG)
performance data
Progress on 2018 targets
Targets for 2019 and beyond

Environmental, social and governance performance data

	2016	2017	2018
Governance and ethics			
Raising concerns			
Total number of concerns raised & investigated	107	87	80
Human Resources Matters	61 (57%)	32 (36%)	25 (31%)
Financial irregularities or violations of our policies	46 (43%)	51 (58%)	55 (69%)
Terminations & separations	20	12	2
Code of Conduct			
Percentage of employees completing code of conduct certification or training	N/A	99% (for all certification processes)	100%
Labor practices and decent work			
Our employees			
Total average number of employees for the year	32,719	30,339	24,322
Total number of permanent employees, as of 31 December		99%	96%
Permanent contracts – male		38%	38%
Permanent contracts – female		62%	62%
Total number of temporary employees, as of 31 December		3%	4%
Temporary contracts – male		34%	30%
Temporary contracts – female		64%	68%
Total full-time employees		83%	79%
Full-time – male		41%	41%
Full-time – female		59%	58%
Total part-time employees		16%	18%
Part-time – male		24%	24%
Part-time – female		75%	76%
Employees by geography, total average for the year			
North America	16,841	16,295	14,113
Core	5,664	5,291	5,192
Growth	9,868	8,268	4,521
NA	346	485	496
Employee gender diversity			
Total male	40%	39%	38%
Total female	60%	61%	62%
Female leadership			
Board positions held by women	30%	30%	30%
Percentage of women on Pearson's executive total		18%	9%
excluding enabling functions		0%	0%
Senior leadership ¹	32%	30%	31%
VP, as of 31 December		41%	43%
Director, as of 31 December		47%	48%
Manager, as of 31 December		51%	48%
Percentage of women in technology roles (IT/engineering)		24%	34%
Percentage of women employees in revenue-producing roles		55%	65%
Percentage of promotions received by women		59%	59%
UK median gender pay gap		15%	14%

1 Two reporting lines from the Chief Executive.

Environmental, social and governance performance data continued

	2016	2017	2018
Employee age representation, all as of 31 December			
Under 30 years old		6,052 / 20%	4,165 / 15%
30-50 years old		17,960 / 58%	16,465 / 60%
Over 50 years old		6,864 / 22%	6,890 / 15%
No date		10 / 0.00%	105 / 0.38%
Employee age by gender			
Under 30 years old			
Female		3,928 / 13%	2,614 / 36%
Male		2,111 / 7%	1,510 / 5.47%
NA		13 / 0.04%	41 / 0.15%
30-50 years old			
Female		10,811 / 35.01%	9,954 / 36%
Male		7,114 / 23.04%	6,468 / 23%
NA		35 / 0.11%	43 / 0.16%
Over 50 years old			
Female		4,270 / 13.83%	4,468 / 16.17%
Male		2,479 / 8.03%	2,418 / 9%
NA		115 / 0.37%	4 / 0.01%
Turnover			
Turnover rate, total average for the year	26% (US and UK only)	8,413 / 26% (global)	11,024 / 37% (global)
Voluntary turnover		5,185 / 16% (global)	5,101 / 20% (global)
Involuntary turnover		3,228 / 10% (global)	5,923 / 17% (global)
Turnover by region			
Core		648 / 2%	780 / 3%
Growth		2,318 / 7%	3,346 / 11%
North America		2,209 / 7%	2,084 / 7%
Other		3,238 / 10%	4,814 / 16%
Turnover by gender			
Female		5,098 / 16%	7,201 / 24%
Male		3,126 / 10%	3,711 / 13%
NA		189 / 0.58%	112 / 0.38%
Turnover by region & gender			
Core			
Female		442 / 1%	509 / 2%
Male		194 / 0.59%	252 / 1%
NA		12 / 0.04%	19 / 0.06%
Growth			
Female		1,333 / 4%	2,183 / 7%
Male		946 / 3%	1,157 / 4%
NA		39 / 0.1%	6 / 0.02%
North America			
Female		1424 / 4%	1,524 / 14%
Male		716 / 2%	560 / 5%
NA		69 / 0.21%	0 / 0%
Other			
Other - Female		1,899 / 6%	2,985 / 10%
Other - Male		1,270 / 4%	1,742 / 6%
Other - NA		69 / 0.21%	87 / 0.3%
Turnover by age group (as of 31 December 2018)			
Under 30 years old		2,479 / 8%	2,943 / 10%
30-50 years old		4,292 / 13%	5,710 / 19%
Over 50 years old		1,642 / 5%	2,193 / 7%
No date			178 / 0.60%

Environmental, social and governance performance data continued

	2016	2017	2018
Turnover continued			
Turnover by gender & age group			
Under 30 years old			
Female		1,561 / 5%	2,007 / 7%
Male		893 / 3%	928 / 3%
NA		25 / 0.08%	8 / 0.03%
30-50 years old			
Female		2,559 / 8%	3,689 / 13%
Male		1,689 / 5%	2,010 / 7%
NA		44 / 0.1%	11 / 0.04%
Over 50 years old			
Female		978 / 3%	1,447 / 5%
Male		544 / 2%	744 / 3%
NA		120 / 0.4%	2 / 0.01%
New hires			
Total number and rate of new employee hires (number of hires/average headcount)		6,153 / 20%	7,053 / 26%
Total number of new hires - female			4,661 / 66%
Total number of new hires - male			2,185 / 31%
Total number of new hires - NA			207 / 3%
New hires by region			
Core		710 / 12%	569 / 8%
Growth		580 / 9%	617 / 9%
North America		2,144 / 35%	2,292 / 33%
Other		2,719 / 44%	3,575 / 51%
New hires by region and gender			
Core			
Female		472 / 8%	346 / 5%
Male		218 / 4%	208 / 3%
NA		20 / 0.3%	15 / 0.2%
Growth			
Female		257 / 4%	331 / 5%
Male		298 / 5%	231 / 3%
NA		25 / 0.40%	55 / 0.8%
North America			
Female		1,549 / 25%	1,752 / 25%
Male		565 / 9%	534 / 8%
NA		30 / 0.4%	6 / 0.1%
Other			
Female		1,589 / 26%	2,232 / 32%
Male		1,040 / 17%	1,212 / 17%
NA		90 / 1%	131 / 2%
New hires by age group			
Under 30 years old		2,242 / 36%	2,303 / 33%
30-50 years old		2,869 / 47%	3,239 / 46%
Over 50 years old		915 / 15%	1,353 / 19%
no date		127 / 2%	158 / 2%

Environmental, social and governance performance data continued

	2016	2017	2018
New hires by age group & gender			
Under 30 years old			
Female		1,359 / 22%	1,517 / 22%
Male		856 / 14%	736 / 10%
NA		27 / 0.4%	50 / 0.7%
30-50 years old			
Female		1,855 / 30%	2,139 / 30%
Male		976 / 16%	1,048 / 15%
NA		38 / 0.6%	52 / 0.7%
Over 50 years old			
Female		631 / 10%	958 / 14%
Male		275 / 4%	387 / 5%
NA		9 / 0.2%	8 / 0.1%
Length of service			
Average length of service for a Pearson employee		6.15	6.75
Average length of service - female		6.06	6.63
Average length of service - male		6.36	7.02
Median length of service - female		3.82	3.8
Median length of service - male		4.08	3.88
Learning and development			
Total hours by all employees	144,561	151,166	95,940
Average hours per year per employee	4.07	4.89	2.63
Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period			
Total		19,436 / 63%	20,577 / 75%
Female		10,840 / 35%	11,756 / 43%
Male		8,493 / 28%	8,592 / 31%
SVP		93 / .3%	91 / 0.3%
VP		363 / 1%	349 / 1%
Director		1,034 / 3%	1,022 / 4%
Manager		2,527 / 8%	2,783 / 10%
Other levels		15,419 / 50%	16,332 / 59%
Employee benefits			
Health and wellness benefits			
Percentage of employees participating in Pearson medical programs	83.4% (US)	82% (US) / 51% (UK)	82% (US) / 53% (UK)
Average percentage of health insurance costs for employees paid by Pearson	80% (US)	80% (US) / 79% (UK)	80% (US) / 82% (UK)
Average percentage of health insurance costs for employees, spouses, and dependants paid by Pearson	80% (US)	80% (US)/82% (UK)	84% (UK)
Financial benefits			
Percentage of eligible employees participating in Pearson's 401(k) Plan	91% (US)	92% (US)	92% (US)
Percentage of employees participating in the Employee Stock Purchase Plan	22% (US)	22% (US)	21% (US)
Percentage of employees participating in the Worldwide Save For Shares Plan – globally except the US		18%	18%
Percentage of workforce below senior leadership eligible for LTIPs	5.30%	5.20%	6.25%
Work/Life balance and lifestyle programs			
Number of employees using commuter benefits	692	600 (US)	691 (US)
Number of employees using Pearson's Employee Assistance Plan	452	390 (US)/239 (UK)	402 (US)
Number of interactions with Pearson's lifestyle programs	14,169	12,709 (US)/10,148 (UK)	11,482 (US)

Environmental, social and governance performance data continued

	2016	2017	2018
Health and safety			
Percentage of H&S standards implemented across all locations ²	67%	82%	92%
Number of H&S audits & advisory reviews ³	45	41	31
Percentage closure of open action audit findings as of 1 January	81%	90%	91%
Number of improvement follow-up actions from audits implemented as 1 January	390	319	885
Number of injuries ⁴	156	112	107
Number of work-related illness cases ⁵	124	99	110
Number of serious incidents ⁶	37	27	21
Number of work-related fatalities	0	0	0
Total incident rate per 100 employees ⁷	1.01	0.77	0.87
Injury & illness rate per 100 employees ⁸	0.38	0.28	0.29
Serious incident ratio ⁹	9%	9%	7%
Workplace inspections reported	2287	2407	849 ¹⁰
Environment			
Greenhouse gas (GHG) (carbon dioxide equivalent) emissions overview (metric tons CO₂e)			
<i>Scope 1</i>			
Gas, fleet and refrigerant loss	19,093	15,691	13,057
<i>Scope 2</i>			
Electricity – location based	77,579	61,047	49,920
Electricity – market based			4,583
<i>Scope 3</i>			
Other	1,359	1,230	721
Business travel	22,708	21,999	22,730
Electricity transmission	5,647	4,418	3,489
Total scope 3	29,714	27,647	21,672
Total Emissions – location based	126,386	104,385	84,649
Total Emissions – market based			4,583
Total GHG/FTE metric tons (CO₂e/FTE)	3.86	2.53	2.59

	2016 (location based)	2017 (location based)	2018 (location based)	2018 (market based)
GHG emissions from Pearson businesses (metric tons CO₂e)				
US	64,590	54,503	44,781	17,301
UK	17,167	12,462	11,112	7,472
China	18,478	11,963	3,461	745
South Africa		12,976	12,047	1,792
India		1,863	2,795	1,438
Brazil		1,530	1,987	1,866
Canada		1,865	1,005	1,005
Australia		2,383	2,170	2,170
Rest of the world (except US, UK, China)	26,150			
Rest of the world (except US, UK, China, South Africa, India, Brazil, Canada, Australia)		4,839	5,291	5,523
Total	126,385	104,384	84,649	39,312
Percent decrease from year to year (for Scope 1 to 3)	14%	-17%	19%	

2 Primary metric for implementation of our H&S management system.

3 Audits conducted by Global Risk Management staff to provide assurance of local compliance with H&S law and policy.

4 Total injuries requiring medical treatment or lost time due to injury. Does not include minor/first aid cases.

5 Includes musculoskeletal disorders, work-related stress, and other illness cases related to work.

6 Internal metric defined as any work-related injury or illness resulting in more than 3 days away from work.

7 Rate of all incidents (including minor) per 100 employees.

8 Rate of injuries/illness related to work, not including minor/first aid incidents.

9 Internal metric designed to measure prevention of serious incidents and active reporting of minor incidents.

10 A significant number of previous year inspections came from WSE sites in Asia, which are no longer part of Pearson.

Environmental, social and governance performance data continued

	2016	2017	2018
Environment continued			
Renewable energy (kW)			
Total solar	2,475	2,265	2,300
Total wind	95	95	95
Total	2,570	2,360	2,395
Environmental reporting measures (Units)			
Net internal area of reporting offices (m2)	858,237	788,506	686,493
Energy consumption measure			
% electricity from renewable sources	100%	100%	100%
Total electricity consumption from renewable sources only (MWh)	154,910	122,224	106,735
Total gas consumption (MWh)	45,855	25,553	20,325
Total fuel oil consumption (MWh)	276	96	23
Total energy consumption (MWh)	201,041	147,873	127,083
MWh/employee	6.1	4.9	5.2
Business travel measure			
Air passenger (km)	163,722,174	152,430,338	109,045,619
Rail passenger (km)	7,496,013	13,893,549	19,524,981
Road (distance, km)	64,318,474	58,254,200	44,552,853
Road (fuel use) (litres)	0	0	0
Road (derived energy) (MWh)	45,071	41,511	34,238
Total GHG emissions from business travel (metric tons/CO ₂ e)	22,708	21,999	22,730
Paper			
Paper used (MT)	43,027 (excludes USA)	95,552	103,758
Waste			
Total waste to landfill (MT)	1,249	1,244	681
Total waste to landfill (MT/FTE)	0.038	0.04	0.028
Water			
Total water consumption (m3)	526,297	530,728	580,958
Total water consumption (m3/FTE)	16	17.5	23.89
Legal compliance			
Reported environmental prosecutions	nil	nil	nil

	2009 (baseline)	2016	2017	2018
CO₂ per employee				
Total tonnes CO ₂ e (location based)	210,306	126,385	104,384	84,649
Total tonnes CO ₂ e (market based)	37,164			39,312
Number of Employees (FTE)	5.66	32,719	30,339	24,322
CO ₂ (tonnes) per employee (scope 1,2- location based & 3)		3.86	3.44	3.48
CO ₂ (tonnes) per employee (scope 1,2 -market based & 3)				1.8

Commentary: This shows a 38% reduction in CO₂e per employee when comparing the location based emissions. This reduction increases to 68% when market-based electricity consumption is taken into account.

	2009 (baseline)	2016	2017	2018
CO₂ per m2 (of building space occupied)				
Total tonnes CO ₂ e (location based)	210,306	126,385	104,384	84,649
Total tonnes CO ₂ e (market based)				39,312
Floor area (m2)	1,360,151	858,237	788,506	686,493
CO ₂ (tonnes) per m2 (scope 1,2- location based & 3)	0.15	0.14	0.13	0.12
CO ₂ (tonnes) per m2 (scope 1,2 -market based & 3)				0.06

Commentary: This shows a 20% reduction in CO₂e per m2 when comparing the location based emissions. This reduction increases to 60% when market-based electricity consumption is taken into account.

Environmental, social and governance performance data continued

	2009 (baseline)	2016	2017	2018
Environment continued				
CO₂ per £m sales revenue (scope 1&2)				
Total tonnes CO ₂ e (location based)		126,385	104,384	84,649
Total tonnes CO ₂ e (market based)				39,312
Sales revenue (£m)		4,552	4,513	4,129
CO ₂ (tonnes)/ Sales revenue (scope 1+ 2 location based)		21.24	17	15.25
CO ₂ (tonnes) per employee (scope 1+2 market based)				4.27

Commentary: This shows a 50% reduction in CO₂e per £m when comparing the location-based emissions. This reduction increases to 85% when market-based electricity consumption is taken into account.

	2009 (baseline)	2016	2017	2018
CO₂ per £m sales revenue (scope 1,2 &3)				
Total tonnes CO ₂ e (location based)	210,306	126,385	104,384	84,649
Total tonnes CO ₂ e (market based)				39,312
Sales revenue (£m)	5,624	4,552	4,513	4,129
CO ₂ (tonnes)/ Sales revenue (scope 1+ 2 location based +3)	37.39	27.76	23.13	20.5
CO ₂ (tonnes) per employee (scope 1+2 market based+3)				9.52

Commentary: This shows a 45% reduction in CO₂e per £m when comparing the location-based emissions. This reduction increases to 75% when market-based electricity consumption is taken into account.

Society

Social contributions¹¹

Every Child Learning				£1.6m
Tomorrow's Markets Incubator			£1.0m (social innovation)	
CAMFED Learner Guides				£0.1m
Project Literacy				£1.7m
Employee Giving				£0.7m
Employee Volunteering				£0.2m
Program Management				£0.4m
Total social contributions		£6.8m	£7.2m	£5.7m
Social contributions as a percentage of pre-tax profits		1.2%	1.4%	1.1%

Volunteering¹²

Employee volunteer hours		14,085	26,611	6,329
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Kiva partnership

Kiva partnership lending		\$1.3m	\$1.8m	\$2.1m
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11 This data has been independently assured against London Benchmarking Group Principles.

See www.pearson.com/corporate/sustainability/reporting-policies.html

12 Volunteering numbers are provided by a third-party provider and have not been independently verified.

	KPI	2017 outtrun v target	KPI	2018 outtrun v target
Safeguarding				
Managing key safeguarding issues				
To manage safeguarding risk, our risk assessment process identifies opportunities to strengthen practice.	Complete 80% of actions	85%	Complete 85% of actions	100%
				2018 H1 2018 H2
We are working to extend the reach of the training program in our direct delivery businesses, which includes 4,000 employees.	Complete 90% of training	90%	Complete 90% of training	80% 97%

Progress on 2018 targets

Area of focus	Target	Timeframe	Status	Sustainability Report Reference*
Pillar 1: Reach more learners				
Improve access and affordability of products and services				
Inclusive access	Enable 3 million students to access more affordable digital course materials from the first day of class by 2019 from a 2016 baseline.	2019	→	p9
Accessibility	Make 100% of our digital portfolio accessible for people with disabilities around the world by 2020.	2020	→	See p14. Although there has been good progress, we have faced challenges and learned a great deal in the process. We will adjust our target going forward.
	Release our updated global accessibility policy.	2019	→	
Social innovation	Embed the incubator and its approach to venture innovation further across the company.	2018-2019	→	p16
	Support four finalist teams that were selected and funded through the incubator's first round through prototype and pilot activities.	2018-2019	✓	p16
	Launch a new call for venture ideas, guide a second cohort of 8 teams through the incubator's initial Explore phase, and select the most promising ones to receive investment for the Validate phase.	2018-2019	✓	p16
Collaborate to reach underserved learners	Certify 5,000 women with BTEC qualifications through our partnership with Camfed by the end of 2019.	2019	→	p23
Pillar 2: Shape the future of learning				
Build skills that foster employability and inclusive economic growth				
	Grow users of the Pearson Career Success steadily to reach 100,000 students by 2020.	2020	✓	p22
	Undertake a review of all our products to understand the extent to which they are teaching and assessing the skills outlined in the Personal and Social Capabilities Framework and the top skills identified in the Future of skills research. Following the review, we will identify gaps and develop a strategy to better integrate these key skills into new and existing products.	2018 and ongoing	✓	p22
Promote education for sustainable development	Complete an internal review to identify opportunities for Pearson to advance education for sustainable development.	2018	✓	p26
	Publicly advocate for and produce a report on the role of the private sector in education about sustainable development in partnership with Business Fights Poverty and others.	2018	✓	p29
Engage in multi-stakeholder research, dialogue, and collective action to solve global challenges	Support external research and thought leadership on topics including refugee education and innovation in education.	2018	✓	p31
	Act as a leader in and participate in multi-stakeholder initiatives and partnerships that promote quality education, lifelong learning, and the role of business in society.	2018 and ongoing	✓	p31
Pillar 3: Be a trusted partner				
Empower and support people				
Human rights	Conduct a human rights assessment	2018	✓	p33-34
	Publish a human rights statement	2018	✓	p33
	Publish a revised Modern Slavery Statement	2018	✓	p34
Safeguarding	Adopt a global policy and supporting procedures on sexual harassment in adult learning centers operated by Pearson.	2018	→	After more detailed internal analysis, we identified a greater need for country-specific policies rather than a single global policy. We have begun a process with our businesses in South Africa and the UK.
	Deliver safeguarding incident management training to senior managers.	2018	✓	







* Pearson's Sustainability Report 2018 is available at www.pearson.com/sustainability.

Progress on 2018 targets continued

Area of focus	Target	Timeframe	Status	Sustainability Report Reference*
Pillar 3: Be a trusted partner continued				
Empower and support people continued				
Safeguarding continued	Strengthen our safeguarding integrated assurance processes.	2018	✓	p35
	Based on the findings of our human rights assessment (see p[XX]), we will strengthen our processes for learners to raise concerns about harassment or abuse by integrating recommendations from the UN Guiding Principles on Business and Human Rights into our safeguarding risk assessment framework for our direct delivery businesses.	2018	✓	p35
Relevant, appropriate, and inclusive content	Establish and roll out a Global Editorial Policy by 2020 to ensure Pearson content is appropriate, effective, and relevant for all learners, for the 21st century and beyond.	2020	→	See p36-37. We have established the policy and continue to roll it out.
	Roll out an online training module ensuring that all employees and editorial business partners who are involved in the creation and review of content have taken and passed the course.	2018	✓	p36-37
	Work with markets around the world to review local editorial guidelines and ensure alignment with the global policy.	2018	✓	p36-37
	Release a business partner version of the policy that is being shared with our editorial third party vendors.	2018	✓	p36-37
	Roll out a process to apply the policy specifically in our higher education courseware business at scale (see p[XX] for more detail).	2018	✓	p36-37
Product safety	Maintain our ongoing target of zero product safety incidents or recalls.	2018	✓	p37
	Onboard two more vendors in the PIPS database.	2018	✓	p37
	Provide training for all of the vendors on using the PIPS database.	2018	✓	p37
Learning and development	Expand the Talent Brokerage Program globally.	2018	✓	p38
	Provide learning and development opportunities for all employees, with a focus on digital talent, skills, and expertise.	2018	→	p38-39
Diversity and inclusion	Extend our reporting on gender pay to cover our global operations by 2020.	2018	→	p40
	Integrate D&I as a mandatory element of organizational goals and scorecards, which link to performance assessment, pay/reward, and ultimately promotions.	2018	→	p40
	Embed diversity concepts and principles into our employee learning.	2018	→	p40
	Implement consistent quarterly reporting on global and national diversity metrics.	2018	✓	p40
Health and safety	Review our Global H&S Management system to be more digital and efficient.	2018	✓	p43
	Undertake a comprehensive review of current global H&S documentation that supports our management system, including all processes, guidance, and resource documentation.	2018	→	p43
	Evolve our Assurance Program to include more proactive reviews and implementation support prior to formal audits being conducted.	2018	✓	p43
	Undertake a comprehensive gap analysis of global incident reporting and management; occupational health risk managing and well-being; ergonomics; and occupational road risk.	2018	→	p43
Volunteering and giving	Invest 1% pre-tax profit in community activities	2018	✓	p45
Protect our natural environment				
Environment	Reduce our Greenhouse Gas emissions by 50% by the end of 2020 using 2009 as the base year.	2020	✓	p47
	Reduce energy use in our buildings on an absolute basis by 50% by the end of 2020 using 2013 as the base year.	2020	✓	p47

* Pearson's Sustainability Report 2018 is available at www.pearson.com/sustainability.

Progress on 2018 targets continued

Area of focus	Target	Timeframe	Status	Sustainability Report Reference*
Pillar 3: Be a trusted partner continued				
Build a sustainable supply chain				
	Introduce a new supplier onboarding system into other geographies beyond the UK, and incorporate additional due diligence questions across a range of non-financial risk issues, including modern slavery.	2018-2019		p51
	Increase our diverse spend with our Global Procurement Category Leads.	2018		p52
	Adopt a corporate policy on supplier diversity, and include supplier diversity language in our RFPs.	2018		p52
	Work with our prime (Tier I) suppliers to integrate diverse utilization goals and spend targets in order to increase our overall diverse spend with the Tier II suppliers that supply goods and services to Tier I suppliers.	2018		p52
Governance				
Code of conduct	Re-certify the Code of Conduct and roll out a training course for all employees.	2018		p55
Anti-bribery	Complete a pilot project for our highest risk third parties with an eye toward rolling out a global approach to third party due diligence that will be implemented in the highest risk countries in the world according to Transparency International's Corruption Perception Index.	2018 and ongoing		p56

* Pearson's Sustainability Report 2018 is available at www.pearson.com/sustainability.

Targets for 2019 and beyond

Area of focus	Target	Continued	New	Timeframe
Pillar 1: Reach more learners				
Improve access and affordability of products and services				
Research on underserved groups	Continue research on the lifelong learner, engaging the broader ecosystem of educators, employers, and policymakers		●	2019-2020
Inclusive access	Enable 3 million students to access more affordable digital course materials from the first day of class by 2019 from a 2016 baseline.	●		2019
Accessibility	Develop and publish a global accessibility policy.	●		2019
Tomorrow's Markets Incubator	Prototype and test three new venture solutions in market.		●	2019
	Design in-market pilots for successful prototypes.		●	2019
	Continue support for the more mature ventures.		●	2019
Collaborate to reach underserved learners				
Every Child Learning	Impact over 25,000 learners in the following ways: <ul style="list-style-type: none"> – 9,500 children will take part in a blended learning program using the math app in schools. – 2,280 children will take part in remedial Arabic to help them catch up with their peers. – 14,700 children will take part in sports for development classes, helping them to develop effective communication skills, build peer-to-peer relationships and gain a sense of belonging. – 360 teachers will receive subject-based training in addition to child protection and psychosocial support training, aiming to provide more effective lessons in a safe and supportive learning environment. 		●	
Pillar 2: Shape the future of learning				
Build skills that foster employability and inclusive economic growth				
Personal and Social Capabilities Framework	Support the authors of Pearson content to integrate explicit instruction in Personal and Social Capabilities.		●	2019
Pearson Career Success	Grow users of the Career Success Program steadily to reach 150,000 students by 2020.		●	2020
BTEC qualifications	Increase the number of BTEC registrations outside the UK, particularly in markets where vocational education is developing	●		ongoing
CAMFED partnership	Certify 5,000 women with BTEC qualifications through our partnership with Camfed by the end of 2019.	●		2019
Promote education for sustainable development				
Engage in multi-stakeholder research, dialogue, and collective action to solve global challenges	Act as a leader in and participate in multi-stakeholder initiatives and partnerships that promote quality education, lifelong learning, and the role of business in society.	●		2019 and ongoing
Pillar 3: Be a trusted partner				
Empower and support people				
Human rights	Offer additional human rights training opportunities for our employees (also included in modern slavery report)		●	2019
Safeguarding	Improving impact evaluation for training programs, to better understand how participation affects staff and learner perceptions about safety.		●	2019
	Develop action plans to address gaps identified through an assessment of how our processes for learners to raise concerns about harassment or abuse in our direct delivery businesses align with the UN Guiding Principles on Business and Human Rights.		●	

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Targets for 2019 and beyond continued

Area of focus	Target	Continued	New	Timeframe
Pillar 3: Be a trusted partner continued				
Empower and support people continued				
Relevant, appropriate, and inclusive content	Establish and roll out a global Editorial Policy by 2020 to ensure Pearson content is appropriate, effective, and relevant for all learners, for the 21st century and beyond.	●		2020
	Incorporate the Editorial Policy into Pearson's Code of Conduct.		●	2019
	Assign the online learning module to new starters in content-facing and contents support functions.		●	2019
	Ensuring that Editorial Policy checkpoints are incorporated into our product development processes.		●	2019
Product safety	Maintain our ongoing target of zero product safety incidents or recalls.	●		2018
Talent	Continue to develop our executive and senior management succession bench with a strong emphasis on looking at opportunities within business line, P&L and country MD level roles for women and diverse talent.		●	2019
	Progress on our journey toward greater pay transparency and what that means to Pearson through education and standardization		●	ongoing
	Provide integrated people solutions that empower the business to drive results, outcomes, growth, and employability for learners		●	ongoing
	Use the outputs from the Innovation Jam and the results of our Organizational Health Survey to create clear, tangible action plans.		●	2019
Diversity and inclusion	Extend our reporting on gender pay to cover our global operations by 2020.	●		2020
	Institute an annual D&I dashboard review and goal-setting session with each business and function leadership team.		●	2019
Health and safety	Complete remaining assessment work in areas of occupational road risk and establish improvement action plans as appropriate by 2020		●	2019
	Implement initial action plans for global incident reporting, documentation, and record keeping, and occupational health coming out of the review beginning in 2019.		●	2019
	Carry out annual H&S audit and assurance program, achieving at least 95% of plan in 2019.		●	2019
	Further assess and establish key performance indicators and other program measurements, with continuing effort to target further alignment with GRI metrics.		●	2019
Volunteering and giving	Invest 1% pre-tax profit in community activities	●		2019
Protect our natural environment				
Environment	Reduce our Greenhouse Gas emissions by 50% by the end of 2020 using 2009 as the base year.	●		2020
	Reduce energy use in our buildings on an absolute basis by 50% by the end of 2020 using 2013 as the base year.	●		2020
Build a sustainable supply chain	Undertake a supply chain review project to assess and improve our approach to managing social, including modern slavery, and environmental sustainability risks, practices and impacts across our supply chain (language from modern slavery report).		●	2019
	Increase our diverse spend with our Global Procurement Category Leads.	●		2019
	Adopt a corporate policy on supplier diversity, and include supplier diversity language in our RFPs.	●		2019
	Work with our prime (Tier I) suppliers to integrate diverse utilization goals and spend targets in order to increase our overall diverse spend with the Tier II suppliers that supply goods and services to Tier I suppliers.	●		2019

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