

## BOARD OF DIRECTORS

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### Chairman

**Glen Moreno**\* chairman, aged 62, was appointed chairman of Pearson on 1 October 2005. He is the senior independent non-executive director of Man Group plc and also a director of Fidelity International Limited and a trustee of The Prince of Liechtenstein Foundation and of The Liechtenstein Global Trust.

### Executive directors

**Marjorie Scardino**\* chief executive, aged 59, joined the Pearson board in January 1997. She trained and practised as a lawyer, and was chief executive of The Economist Group from 1993 until joining Pearson. She is also a non-executive director of Nokia Corporation.

**David Bell** director for people, aged 59, became a director of Pearson in March 1996. In 1998 he was appointed Pearson's director for people with responsibility for the recruitment, motivation, development and reward of employees. He is also chairman of the Financial Times Group, a non-executive director of VITEC Group plc and chairman of the International Youth Foundation.

**John Makinson** chairman and chief executive officer of The Penguin Group, aged 51, joined the Pearson board in March 1996 and was finance director until June 2002. He was appointed chairman of The Penguin Group in May 2001. He is also chairman of Interactive Data Corporation and a non-executive director of George Weston Limited in Canada.

**Rona Fairhead**▲ chief financial officer, aged 44, joined the Pearson board in June 2002, after serving as deputy finance director from October 2001. From 1996 until 2001, she worked at ICI, where she served as executive vice president, group control and strategy. She is also a non-executive director of HSBC Holdings plc.

### Non-executive directors

**Terry Burns**\*†\* aged 61, was the UK government's chief economic adviser from 1980 until 1991 and Permanent Secretary of HM Treasury from 1991 until 1998. He is non-executive chairman of

Abbey National plc and Glas Cymru Limited and a non-executive director of Banco Santander Central Hispano. On 1 October 2005, he was appointed deputy chairman of Marks and Spencer Group plc. He was appointed a non-executive director of Pearson in May 1999 and senior independent director in February 2004.

**Reuben Mark**\*†\* aged 67, is chairman and chief executive of the Colgate-Palmolive Company and a non-executive director of Time Warner Inc. He became a non-executive director of Pearson in 1988. He will retire from the board at the 2006 AGM.

**Vernon Sankey**\*•▲ aged 56, was previously chief executive of Reckitt & Colman plc and is chairman of Photo-Me International plc. He is a non-executive director of Taylor Woodrow plc and Zurich Financial Services AG. He became a non-executive director of Pearson in 1993. He will retire from the board at the 2006 AGM.

**Rana Talwar**†•▲ aged 57, was previously group chief executive of Standard Chartered plc. He is chairman of Sabre Capital Worldwide and Centurion Bank and a non-executive director of Schlumberger Limited and Fortis Bank. He became a non-executive director of Pearson in March 2000.

**Patrick Cescau**\*• aged 57, is group chief executive of Unilever. He became a non-executive director of Pearson in April 2002.

**Susan Fuhrman**\* aged 61, is dean of Penn Graduate School of Education at the University of Pennsylvania. She is a member of the Board of Trustees of the Carnegie Foundation for the Advancement of Teaching and a member of the Council for Corporate and School Partnerships of the Coca-Cola Foundation. She became a non-executive director of Pearson in July 2004.

\* A member of the audit committee.

† A member of the personnel committee.

• A member of the nomination committee.

▲ A member of the treasury committee.