
Our social impact

The single most important contribution that Pearson can make to society is to equip people with the access and skills they need to progress. Our commitment to efficacy, (p38) is the means through which we will achieve this.

Learning empowers people, and it defines our company purpose. Acting responsibly is central to achieving this purpose and to our business strategy, and how we deliver is as important as what we achieve.

It shapes the decisions we make, the culture and values we promote and sustain, the relationships we foster, and the ways we treat our planet. Ultimately, operating responsibly helps us to better deliver outcomes for people, and to better meet the expectations of all of society.



Robin Freestone Chief financial officer
(and board member responsible for corporate responsibility)

Our social impact strategy

In 2014, we reviewed and redefined our social impact strategy. We have identified three organising ideas that structure our reporting:

Standards

Our standards work sees us continue to invest in our people and to work hard to reduce our environmental footprint.

Impact

We plan to make a significant contribution through campaigning and programme activity with a particular focus on literacy.

Innovation

Through innovation we will partner to help find solutions to some of the biggest unmet educational needs.

Overview

Our commercial success is dependent on us operating in a responsible way. We report our approach and the progress we are making across five areas:

Standards		
1	Our responsibility	See p47 →
2	Our values and behaviour	See p48 →
3	Our relationships	See p49 →
4	Our planet	See p52 →
5	Our performance	See p53 →

Also in this section:

Impact: Project Literacy

Social innovation

We will report on our progress in all these areas in our 2014 Social Impact report available on pearson.com/social-impact

Standards

I. Our responsibility

Definitions

Pearson has adopted a broad definition of responsible business and has established a set of commitments across a range of social, community and human rights principles to:

Ensure that our products and services are inclusive, appropriate in content to the age, location and ability of the learner, and are easy and safe to use and access

Respect and protect how we use and share data entrusted to us by learners and our customers

Inform, support and equip colleagues to work collaboratively

Encourage and reward high performance, nurturing talent and creating a culture where all are able to realise their individual potential

Provide a **safe and healthy workplace** for our employees and the learners of all ages we directly serve

Extend our commitments on labour standards, human rights and environmental responsibility to include our suppliers and business partners

Provide opportunities for Pearson people to be good citizens and to get involved in their local communities

Deliver against our targets on our response to climate change and to make more efficient use of resources.

Responsibility at Pearson

Environment and supply chain



Climate change

Responsible resource use

Responsible procurement

Orange = part of our risk and compliance agenda. See p71 →

Based on these commitments, the broad ‘responsible business’ issue map for Pearson is set out below. It reflects a series of priorities that are common across many sectors and individual companies. These are the issues that we focus on when thinking about responsible business.

Some of these issues are central to our business success; others may be small based on our commercial operations but have the potential to significantly affect our impact and reputation. The priorities in orange already form part of our risk and compliance agenda described on p71. The relative significance of issues varies based on country operational, political and regulatory environments as well as learner expectations. The premise of our social impact strategy is that, in moving towards a single operating company model, this is underpinned by clear, consistent, global policies and standards across the entire responsible business agenda.

Governance

Corporate responsibility cannot be separated from our business and reputation. Our board of directors has ultimate responsibility for considering issues of responsibility as part of setting business strategy.

The reputation & responsibility committee, a formal committee of the board provides ongoing oversight, scrutiny and challenge across the entire responsible business agenda. In addition, the board considered a detailed review of the corporate responsibility strategy at the June 2014 meeting. [Learn more on p78](#) ➔

The Pearson executive drives implementation of business strategy, including our response to the key issues and opportunities we face.

This year, we established a single responsible business leadership business council to oversee the development and implementation of our overarching responsible business strategy on behalf of the board. It is chaired by our chief corporate affairs officer and comprises senior executives from across the global business.

Stakeholders

Public and private sector customers regularly seek information from us about how we go about our business, while many learners and employees want to understand our approach to sustainability. Socially responsible investors, and non-governmental organisations look at issues such as supply chain standards and ethics. Our approach to responsible business is informed by the priorities and views of our many stakeholders.

People 	Learners 	Communities 	Values and governance 
Corporate culture and values	Affordability and pricing	Active citizenship	Tax
Diversity and inclusion	Editorial independence and integrity	Campaigns and partnerships	Ethical conduct (Code of Conduct)
People recruitment and development	Appropriateness and accessibility of content	Political engagement	Combatting corruption (Anti-bribery and corruption)
Remuneration and compensation	Safeguarding and protection		
Health & safety	Data privacy and security		

Standards continued

2. Our values and behaviour

Pearson employee survey

In 2014, Pearson put in place a new organisational structure for the company that reflects our aim to shift from a portfolio of businesses towards a single operating model with standard systems, clear accountability, a flatter, more meritocratic culture and quicker decision-making.

Change can be both exhilarating and inspiring, but also brings operational risk. We recognised this and throughout the year we continually tracked reaction to change to understand how best to support our people.

Most notably, we asked colleagues to tell us how they felt about working at Pearson, and over 24,000 people completed the engagement survey. We then shared the findings. The key messages are outlined in the next column.

Code of Conduct

Our values are reinforced by our Code of Conduct that covers among other things, individual conduct, learners, employees, community, the environment and our social obligations. We make sure everyone is aware of the Code and this forms part of the induction process. This year, we started a process to review the Code to make sure that it provides the level of guidance and case study support that our employees need to live by the standards we set for ourselves. The updated Code will be circulated early in 2015 to everyone working at Pearson and they will be asked to confirm they have read it, understand it and provide a check that the company complies with it.

Issues and concerns

We operate a free, confidential telephone helpline and website for anyone who wants to raise a concern and we have a clear non-retaliation policy in place to encourage people to share the issues they have. In 2014, we had 112 concerns raised through the ethics reporting process. These were investigated and where possible the outcome shared with the whistleblower. This year, as in most years, the majority of the concerns related to HR practices. Material concerns raised are reported to the Pearson audit committee.

Pearson employee survey: Our people told us...

1 That our purpose to empower human progress through learning was clear and compelling, and that our focus on efficacy is improving our products and services. Over 90% of our employees agreed that the work of Pearson to improve the lives of others was important to them. But, we could do more to be clearer about how we achieve that purpose and how it translates into every day planning and investment.

2 That values and behaviour are critical to our success. We responded to feedback from the survey through a global programme of focus groups and consultation with the executive team to look at our current values to be brave, imaginative and decent in light of our organisational structure. Our aim was to understand how we could help our people to apply, bring alive and extend the values as the touchstone on how we behave, act and work together.

3 That in this time of change, our leaders and managers could do more to communicate more often and more clearly their expectations of working together in a more joined-up way. We will set a performance goal for each Pearson executive member to improve on the results of the 2014 survey and will continue to support teams and support leaders to be role models for our values and behaviours as they embed new ways of working. Our performance assessment process has been identified as a means to embed our values and behaviours and help people create clear career paths.

4 More work is needed to express how the new structure works and to challenge that it is helping deliver for learners. Consequently, we are doing more work on the Pearson brand to clarify who we are and how our products are effective at improving learning in ways that promote human progress.

3. Our relationships

Helping learners to learn and progress is both the focus of our business strategy and the single most important contribution we can make to society.

Learners and customers

Our section on efficacy describes the commitments and progress we are making on our responsibilities towards the learner. A global challenge is to extend access to affordable quality education.

An important new way of working introduced this year is the Pearson product lifecycle framework for managing all Pearson products, services and platforms. This introduces a common language and vocabulary to help us take a view on investing in our products. This is part of a wider focus on product and customer experience that will allow us to better listen and respond to what our learners and customers need. As part of this approach, we introduced the Net Promoter Score system into Pearson, one of the most recognised methods for measuring customer loyalty. We used this to assess how customers viewed some of our most important products, along with a global brand survey through which we will measure ourselves annually.

As we increasingly own and operate learning institutions, so we are active in serving learners of all ages including children, young people and vulnerable adults. This introduces new responsibilities to safeguard and protect

the best interests of our learners – providing a safe, supportive and age-appropriate learning environment whether in a classroom or online. This year, we adopted a global policy on safeguarding and protection and appointed a new head of safeguarding to lead this important new area of work.

Our people

We continued our focus on our broader responsibilities as an employer. During the year:

We introduced for the first time a single global approach to performance assessment. This is designed to help our employees know what is expected of them and to incentivise people to act consistently with our values and business strategy. We cascaded goals from the top down with the executive team sharing their 2014 objectives with all employees.

We consolidated the use of Milo as our single platform to deliver training, to provide access to learning and development, and to support performance assessment. This is the first time that Pearson has used a single platform for these activities.

Employees completed approximately 110,000 courses, with the new 'one Pearson – Exploring how we work' being the most popular. Through Milo, we delivered a new global employee induction called 'Welcome to Pearson', popular programmes on 'Efficacy for Everyone', and a suite of management modules on performance conversations. Employees and managers also used Milo to record their individual goals, monitor their progress, and assess their performance.

Arizona State University – Starbucks – Pearson

In June, ASU and Starbucks announced a unique partnership to offer opportunities for the more than 100,000 Starbucks employees to access affordable higher education.



ASU online offers Starbucks employees who work more than 20 hours a week affordable access to over 40 undergraduate degree programmes in a service powered by Pearson.



100,000

Starbucks employees to access affordable higher education

40

Undergraduate degree programmes

Standards continued

3. Our relationships continued

2 As part of our commitment to helping our employees be safe, resilient and productive, we introduced a common global incident reporting system for health & safety. Our overall goal is to achieve zero harm to employees, working hard through training and communication to prevent incidents before they occur. Our performance is reviewed by the audit committee.

3 We made sure that our people understand how we are doing as a company, including how world and sector trends might affect them and the business. We provide comprehensive, relevant information including presentations, messages and webinars with senior executives and consult where appropriate so that we can learn and take into account the perspectives of our people. In developing our brand strategy, we opened a survey to all our employees with 13,000 sharing their views on the direction we should take.

Diversity and inclusion

We are committed to attracting, retaining, engaging and developing the best people. We know that creating and sustaining an inclusive work environment is critically important, offering equal opportunity from the boardroom down regardless of race, gender, gender identity or reassignment, age, disability, religion or sexual orientation.

On gender diversity, we continue to seek to support women to advance in management and senior roles. We remain an enthusiastic supporter of the 30% Club which brings together chairs and CEOs who work to

encourage a better gender balance across their companies. During 2014, we actively supported the Mentoring Programme set up by the 30% Club which provides talented mid-career women access to cross-company, cross-sector mentoring. At board level, Pearson appointed Elizabeth Corley as a non-executive director and has exceeded the target to have at least 25% female directors ahead of the 2015 timeframe set by Lord Davies.

We also supplemented the diversity toolkit launch last year by launching Women in Learning and Leadership (WILL), a global employee network in Pearson. To date, over 2,000 employers have joined as members of WILL chapters around the world. The ambition of the 12 chapters established in 2014 is to proactively drive change in support of women at Pearson.

At the end of 2014, 58% of our global workforce was female. Women represent 35% of our senior leadership team. The gender balance based on our organisational structure can be seen in the table below.

We continued to progress on supporting the Lesbian, Gay, Bisexual and Transgender (LGBT) community at Pearson. During 2014, Spectrum was launched as a global employee resource network dedicated to support the advancement of LGBT colleagues across Pearson. Pearson again received a perfect score of 100% in the 2014 Corporate Equality Index recognising excellence in corporate policies and practice in supporting LGBT employees in the US, administered by the Human Rights Campaign. In the UK, we are members of the Stonewall Diversity Champions programme.

Diversity performance (as at 31 December 2014)

Women in Pearson (%)	2013	2014
Board of Directors	22%	30%
Senior leadership team (two reporting lines from the CEO)	31%	35%
All employees	57%	58%
Employees by gender (number)	Men	Women
Board of Directors	7	3
Senior leadership team (two reporting lines from CEO excluding Executive Board Directors)	64	35
All employees	17,064	23,470

Community investment

Total community spend	
2014	£14.4m
2013	£11.4m
2012	£11.5m
2011	£13.1m
2010	£10.5m
2009	£7.7m

Disability forms part of our wider commitment to equal opportunity. We work to ensure that appropriate policies, procedures, training and support are available for people with disabilities to ensure fair access to career opportunities to realise their talent.

Supply chain and partners

Pearson purchases goods and services valued at over £2bn each year. This total includes our investment in research and development of new digital products and services as well as advances to authors. Pearson was a founder signatory to the UN Global Compact in 2000. We were clear from the outset that we would use our influence with our suppliers to improve standards for their employees and the communities in which they operate. Ever since, we have monitored our performance against both the Global Compact principles and a set of commitments we made to them, reporting annually on our progress. The scope of the UN Global Compact covers labour standards and human rights, combatting corruption as well as environmental responsibility. Specific clauses relating to these standards are an integral part of our contracts for key suppliers. These standards include the rejection of forced and compulsory labour, a respect for diversity, a minimum age to work on Pearson projects and compliance with employment laws and regulations.

Communities

Not for profit partners help us to extend our reach and impact helping further learning – especially for the most disadvantaged or hard to reach – in ways that are complementary to our business objectives. We therefore partner with a number of charitable organisations, and for a decade, the Pearson Charitable Foundation has been the largest of these.

During 2014, we reviewed our community investment activity and concluded that we could greatly increase our impact by adopting a more integrated approach that places social impact at the heart of the business model. The Pearson board approved in June 2014 a new strategy which established increasing literacy rates worldwide as our anchor social impact campaign issue for the next five years. Our section on Project Literacy explains more about our new strategy. In 2014, our community investment was £14.4m, or 2% of pre-tax profits.

As part of this review, we assessed our existing charity partners and their fit with our new approach and strategy. A number of these, most notably, the Pearson Charitable Foundation, no longer align with our approach. Therefore, as of 2015, Pearson advised it would no longer fund the Foundation as the primary vehicle for its philanthropic and community activities. Having been informed of this change in its funding, in November the Foundation board of directors passed a resolution to wind down its operations and to close at the end of 2014. Pearson worked with the charity to ensure that new partners were found wherever possible for the Foundation programmes.

Standards continued

4. Our planet

We believe that better education is crucial to building a better world. To be passionate about a better world goes further and we recognise a shared responsibility to protect the natural resources needed to deliver learning today.

Climate change

Pearson continues to be climate neutral for our directly controlled operations, a commitment we first achieved in 2009 and have maintained ever since. We have set ambitious targets to reduce our operational emissions by the end of 2020 and we work with employees and suppliers to measure and reduce carbon emissions in our value chain – from sourcing of raw materials to the transport and distribution of our products.

We continue to maintain our commitment to climate neutrality through carbon reduction, purchase of renewable energy, renewable energy generation at our sites and the purchase of carbon offsets. We have also started working on a carbon footprint analysis of our book publishing in the US and UK to help us target the most effective reductions.

Highlights of our activities include:

Pearson retained global certification against the Carbon Trust Standard. We were the second ever organisation to secure the standard which recognises leadership in measuring, managing and reducing year-on-year carbon emissions.

We maintained our record of purchasing 100% of the electricity we use from green power. That represented over 186,000 MWh of electricity in 2014.

We opened a new solar installation at our distribution centre in South Africa. We now have invested in renewable energy generation at five sites and have 2.6 Megawatts of wind and solar assets installed.

Pearson is certified against ISO14001 in the UK and Australia. Our Hudson Street offices in New York became the latest to secure LEED certification, an internationally recognised mark of environmental excellence in facilities management. Pearson occupies 740,000 square feet in LEED certified buildings.

Pearson invests in forest-based carbon offsets for any part of our climate footprint we cannot reduce or avoid through other means. Since 2009, this programme has seen over 1,000 hectares of forest protected in Canada, Colombia, Costa Rica, the US and the UK.

Our approach to managing other materially important emissions – such as embedded carbon dioxide in purchased raw materials as well as business travel by air – are detailed in our 2014 Environment report.

Environment highlights

↓22%

Our target was to reduce our operational emissions by 20% the end of 2015, based on a 2009 base year. We achieved a 22% reduction in 2014, in part due to the creation of Penguin Random House.

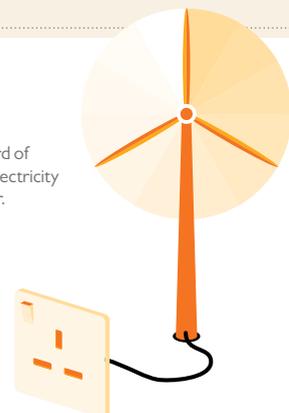
ISO14001

Pearson is certified against ISO14001 in the UK and Australia.

Green power

100%

We maintained our record of purchasing 100% of the electricity we use from green power.



Material use: forests

As a purchaser of paper and newsprint for our books, magazines and newspapers, security and sustainability of supply are very important to us. Paper use remains a priority environmental issue and we continue to focus on sustainability sourcing and being more efficient in how we use paper. We:

First adopted and publicly disclosed our paper environmental sourcing policy in 2003

Collect and map data on the forest of origin, certification systems applicable and recycled content for the papers we purchase

Talk about our guidelines with our key paper suppliers when we meet and as part of our contract discussions

Discuss our approach to paper purchasing with customers, environmental groups, investor analysts and other interested parties

Hold Forest Stewardship Council (FSC) chain of custody certification, allowing books to carry the FSC label for our businesses in North America

Are members of industry bodies dedicated to responsible forest management. We have been members of the WWF forest and trade network for over a decade and are a founder member of PREPS – the publishers database for responsible environmental paper sourcing – which we use across our global business.

Visit pearson.com/environment to learn more →

5. Our performance

Our social impact ranking

One way we assess how we are doing as a responsible business is to maintain our position in key indices and benchmarks of social responsibility.

Index/year	2011	2012	2013	2014
Dow Jones Sustainability Indices	Global Sector leader	Gold Class	Silver Class	Bronze Class
BITC Corporate Responsibility Index	Platinum	Platinum (retained)	Platinum	Platinum (retained)
Inclusion in FTSE4Good	Yes	Yes	Yes	Yes

Pearson continues to score highly in the Dow Jones Sustainability Indices rating. For the last decade, we have been included in the DJSI World index which includes only the top 10% of companies in each industry and our bronze class rating recognises companies within 10% of the sector leader.

We welcome feedback on this aspect of the company as we do on any other. Please e-mail peter.hughes@pearson.com with any questions or ideas you may have.

Global Greenhouse Gas (GHG) emissions data (Metric tonnes of CO₂e)

Emissions from:	Calendar year 2013	Calendar year 2014
Combustion of fuel and operation of facilities (GHG Protocol scope 1)	30,170	25,027 -17%
Electricity, heat, steam and cooling purchased for own use (GHG Protocol scope 2)	115,548	104,715 -9%
Total	145,718	129,742 -11%

Carbon emissions The scope 1 and scope 2 carbon emissions are calculated according to The Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard (Revised Edition) together with the latest emission factors from recognised sources including, but not limited to DEFRA, the International Energy Agency, and the US Environmental Protection Agency. No material scope 1 or scope 2 emissions have been excluded from the reported GHG emissions.

Intensity ratios:	Calendar year 2013	Calendar year 2014
Scopes 1 and 2 (tonnes CO ₂ e)/ sales revenue £ (millions)	28.1	26.6 -5%
Scopes 1 and 2 (tonnes CO ₂ e)/FTE	3.19	3.17 no change

Impact:

Introducing our flagship campaign

Project Literacy

Pearson is committed to maximising our impact through community investment. In 2014 we reviewed our approach and believe that we can make more of a difference by focusing and campaigning on a single issue that has the potential to transform lives.

A clear focus will allow us to inspire our people to get involved, to harness our products and expertise and to build partnerships and programmes that make a measurable difference.

In June 2014, the Pearson board approved increasing literacy rates worldwide as our anchor social impact campaign issue for the next five years.

Why literacy?

As we fight to end poverty, literacy is critical. With words we can make sense of the world around us, pursue life-changing opportunities and stand up for the rights of others to do the same.

Despite rapid progress in the decade prior, illiteracy rates for adults and children worldwide have hovered at around 800 million since 2000, with 781 million people illiterate today. Of those, 123 million are young people under the age of 24.

We know too that basic literacy is only part of the story. The skills that individuals and economies need to progress and to prosper grow increasingly complex in the face of technology. Functional illiteracy costs the world \$1.19 trillion per year – equivalent to the GDP of South Korea or Mexico.

Campaign goals

Project Literacy sets out to help make this the last generation to be held back by poor literacy. The new Sustainable Development Goals, due to be signed at the United Nations General Assembly in September 2015, will set ambitious goals for education for the next 15 years. We believe that it is within reach to ensure that, by 2030, every child born can grow up to be a literate adult. Furthermore, achieving this will be core to the success of the other development goals.

Pearson's contribution

Literacy is an area of need where we see clear overlap between the opportunity for impact and Pearson's products, expertise and networks. We have significant experience in providing resources to communities around the world that help improve reading and writing skills. Our longstanding heritage in publishing and the history of our community investment makes ending global illiteracy stand out for Pearson as an area in which we can contribute a mix of product, content, employee time, energy and interest to drive impact.

Global demand for literacy



60m

children are not in primary school



781m

people are illiterate today



We envisage Pearson's contribution in three broad categories.

1 We have a role to play in energising the debate around literacy. We will act to identify, celebrate and support good practice to scale, invest in research to uncover new opportunities and to increase the prominence of literacy in national and international policy discourse.

2 We have a responsibility to activate our own business assets and influence towards the thematic and geographic areas where we see opportunity to improve literacy. We will place an emphasis on supporting our employees to participate and contribute to literacy initiatives around the world, with the aim of launching a number of these opportunities midway into 2015.

3 We will invest in partnerships that pursue new innovations in literacy. Where relevant, our product development will also take account of and seek to address barriers presented by poor literacy.

Progress in 2014

Our Project Literacy campaign kicked off in late September with a global listening and awareness raising exercise hosted on projectliteracy.com. We invited individuals and organisations already working to improve literacy to highlight publicly on the website the programmes and projects which inspire them.

We also asked that they share issues where increased action is needed and contribute to our goals by issuing a challenge to us. To date, we've received 181 inspiring literacy submissions via the website.

These projects and challenges are fundamental to informing the new activities, investments and partnerships which we will be announcing in the course of 2015 and beyond. Over time, projectliteracy.com will act as the one-stop shop for the campaign as a whole – sharing research, partnerships and reporting on impact.

In late 2014, we kicked off a first partnership with GOOD.is.GOOD. The partnership has begun by issuing literacy related stories and engaging non-profit organisations who understand the challenges of literacy. It will also bring together Pearson employees and local communities in volunteer work.

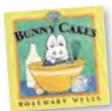
Literacy is an issue on which many different not for profit, community and commercial organisations are already working hard to make a difference. As part of this campaign we will bring the private and public sectors together with a single ambition to accelerate progress and test new ideas.

Visit projectliteracy.com to learn more →

Taking literacy to the next level

Our new social impact campaign – Project Literacy – builds on existing community activity:

Jumpstart's Read for the Record saw more than 2.3 million adults and children join together to read *Bunny Cakes*, by bestselling author and illustrator, Rosemary Wells.



Jumpstart
Children first.



Read for my School doubled its participation rates on the previous year with 212,000 pupils across England together reading 876,000 books. The competition encourages pupils to read as many books as possible in a two-month period drawing from an online free library of books offered by Pearson and Penguin Random House.



We helped Book Aid International support the development of libraries in schools and communities across sub-Saharan Africa. We were the largest donor giving a third of the 1 million books supplied by the charity this year.

For 2015, we will review how we report on our community partnerships in light of our new approach.

Social innovation

Extending access to quality education to the poorest and most marginalised families is a challenge, particularly in the most deprived countries of the world. Pearson is committed to playing our part and is active in helping shape and inform the global debate around education and learning policy. We **represent the private sector and charitable foundations** on the board of the Global Partnership for Education (GPE). Along with representatives from developing countries and donor governments, the GPE aims to strengthen education systems in developing countries. We also **continue to champion the role of the private sector in education** as a founder member of the Global Business Coalition for Education.

Learn more about these activities at:

→ www.globalpartnership.org

→ www.gbc-education.org

Key to our social innovation approach is our belief that commercial solutions can accelerate access to quality education. Uncovering, developing and scaling solutions, especially in places where education standards fall well behind the best in the world, can require us to challenge the way we think about our business.

Commercial solutions might involve new business models, investing in new technology, or testing innovative partnerships or distribution channels.

Social innovation in practice – the Pearson Affordable Learning Fund

The Fund launched in 2012 with \$15 million of capital. It supports education for students from the poorest and most marginalised families, and sets improvements in learning outcomes and market-based returns as conditions of continued investment. The Fund has already invested in innovative education start-ups in South Africa, Ghana, India, and the Philippines. Half of the Fund is currently invested in companies with female CEOs.

In January 2015 we announced a new \$50 million investment, through which we expect to reach millions of additional students and young people by 2020.

In addition – by providing financial backing, good governance, and operational support to education entrepreneurs – the Fund aims to foster and scale innovation throughout Africa, Asia and Latin America. It is also enabling innovation from which governments can learn; the cost per student in the schools in the Fund portfolio is generally lower than in government schools.

Pearson Affordable Learning Fund (PALF)

In December 2013 the Pearson Affordable Learning Fund made a \$300,000 investment in Avanti. Founded in 2010, Avanti helps to prepare students from low-income backgrounds in India (those with an annual family income of \$5,000 or below) for college entrance exams, focusing on the highly competitive career paths of engineering and medicine. Avanti's approach emphasises peer learning, which takes the form of small group work, and concept tests. Alongside our financial investment, we have supported Avanti by reviewing their curriculum and content, teacher

training, and helping to appoint a new board and implement a new governance structure. The results thus far have been extremely impressive – over 40% of Avanti's students placed in the top 1% on the IIT JEE examination in 2013 and 2014, with 100% placing in the top 20%. The IIT entrance exam is considered the world's most competitive, with over 500,000 students taking the exam each year for a university system with only 10,000 annual seats. Avanti costs are less than 25% of those traditional classes, with students charged only \$30 per month.



Learn more at avantifellows.org →