

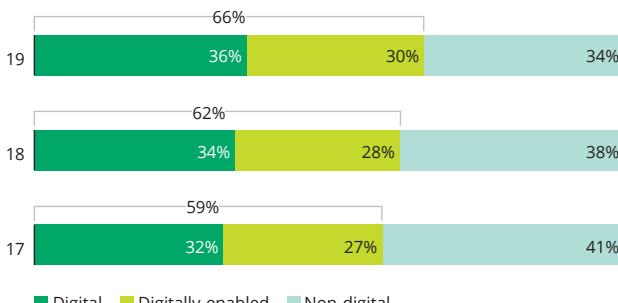
Key performance indicators

Financial measures



Business measures

Digital revenue¹



¹ Excludes GEDU, Wall Street English (WSE) and US K12 Courseware. GEDU was sold in 2017, WSE was sold in 2018; US K12 Courseware was held for sale in 2018 and was sold in 2019.

Digital platforms

- › Launch of the Pearson Learning Platform (PLP)
 - Revel launched commercially with 17 titles in 2019
- › Launch of AI-enabled calculus app, Aida

Simplification

In-year incremental cost savings achieved in 2019	£130m
Annualised cost savings achieved from simplification programme	£335m
Percentage of revenue on one Enterprise Planning Resource (ERP) system	c.80%

Business growth in our key businesses

Virtual Schools

Underlying revenue	+6%
Full Time Equivalent (FTE) students in continuing partner schools	+5%

Global Online Program Management

Underlying revenue	+10%
Enrolments	+6%

Professional Certification (Pearson VUE)

Underlying revenue	+10%
Test volume	+8%

US Student Assessment

Underlying revenue	(1)%
Digital/print test volume %	57%/43%

English

English Courseware underlying revenue	+3%
PTE Academic test volume	+17%

UK Assessments & Qualifications

Underlying revenue	+6%
--------------------	-----

US Higher Education Courseware

Underlying revenue	(12)%
Digital/print revenue split %	63%/37%

Non-financial measures

Talent and employee engagement

p21 ↗

Active Employee Resource Groups	50
Employee Engagement Network meetings connecting employees with the Board	2

Reduce our carbon footprint

2019 vs. 2018

Global greenhouse gas emissions (tCO ₂ e)	80,421	(14)%
--	--------	-------

Improve gender diversity

2019 2018

Female Board members	33%	30%
Female senior managers ²	34%	31%
Female employees	59%	62%
GB median gender pay gap	12%	14%

² Two reporting lines from the Chief Executive.