

Sustainability *continued*

Our sustainability performance data

Notes on our data

This report provides a summary of Pearson's business and sustainability governance, strategy, risk management approach and performance for the financial year 2025. Qualitative and quantitative information in the sustainability-related disclosures refers to 1 January 2025 to 31 December 2025, aligned with our financial reporting period.

We have included all Pearson entities in the sustainability-related disclosures, across all material topics and data. The Reputation and Responsibility Committee has reviewed progress against our key areas of responsibility throughout this report.

We continue to provide information about sustainability-related risks and opportunities in line with the Global Reporting Initiative (GRI) standards and the Sustainability Accounting Standards Board (SASB) standards. See our GRI and SASB disclosures here: <https://plc.pearson.com/en-GB/sustainability/our-sustainability-reporting>.

Environmental data: GHG emissions and energy calculation methodology

We calculate our GHG emissions data following the requirements of the GHG Protocol Corporate Accounting and Reporting Standard (revised edition: <https://ghgprotocol.org/sites/default/files/standards/ghg-protocol-revised.pdf>). For scopes 2 and 3, we use the dual reporting methodology (location- and market-based approaches), in accordance with best practice. We use some of the latest emission factors from recognised public sources, including (but not limited to) the UK Department for Energy Security and Net Zero (DESNZ), the International Energy Agency, the US Energy Information Administration, Watershed's Comprehensive Environmental Data Archive (CEDA) and the Intergovernmental Panel on Climate Change (IPCC). We also use the latest global warming potential projections from the IPCC's Fourth Assessment Report (<https://www.ipcc.ch/assessment-report/ar4/>).

In 2025, we updated our 2018 baseline alongside our 2023 and 2024 GHG emissions data, contributing to more granular data insights. An independent third party, SLR, verified and assured this process.

Our energy use data includes fuel combustion and purchase of electricity, heat, steam and cooling consumption in MWh, and vehicle fuel use converted from mileage into MWh using DESNZ conversion factors.

For more information, including a breakdown of our GHG emissions data per category, see SLR Consulting's assurance statement, here: <https://plc.pearson.com/en-GB/sustainability/our-sustainability-reporting>.

Environment

Pearson was not subject to any environmental fines in 2025.

Greenhouse gas (GHG) (carbon dioxide equivalent) emissions overview (metric tonnes CO₂e)¹

	2025	2024 ¹	Notes
Scope 1	3,701	4,094	Our GHG emissions reduction targets include:
Scope 2 (location-based ²)	11,598	13,938	<ul style="list-style-type: none"> Achieve a 50% reduction in GHG emissions across our operations and value chain by 2030 from a 2018 baseline Achieve at least 90% reductions in GHG emissions across our value chain from a 2018 baseline, and meet our net zero target by 2050
Scope 2 (market-based ³)	9	11	
Scope 3 (location-based ²)	248,645	261,700	Our total market-based GHG emissions decreased by 5% and total location-based GHG emissions decreased by 6% from 2024.
Scope 3 (market-based ³)	250,005	263,048	
Total – location-based ²	263,945	279,732	Compared to our 2018 baseline, we have cut total market-based emissions by 43% and location-based emissions by 44%, putting us on track to achieve our target of halving our emissions by 2030.
Total – market-based ³	253,715	267,153	
Total scope 1 and 2 (location-based ²)	15,299	18,032	We have achieved our 2030 target for market-based GHG emissions (scope 2 – emissions from purchased electricity), primarily by downsizing our property portfolio, decommissioning emissions-intensive buildings and shifting to renewable electricity.
Total scope 1 and 2 (market-based ³)	3,710	4,105	
UK scope 1	550	561	Our scope 3 GHG emissions decreased 5% from 2024, primarily by downsizing our property portfolio, decommissioning emissions-intensive buildings and shifting to renewable electricity. We achieved a 43% decrease in scope 3 GHG emissions (location-based methodology) from our 2018 baseline, reflecting our transition to digital supply chains, reduced business transport and distribution operations and adoption of a hybrid working model.
UK scope 2 (location-based ²)	818	831	
UK scope 2 (market-based ³)	6	5	Read more about our net zero strategy and progress in our Climate Action Plan and external assurance report, both accessible here: https://plc.pearson.com/en-GB/sustainability/our-sustainability-reporting .
Total UK scope 1 and 2 (location-based ²)	1,368	1,392	
Total UK scope 1 and 2 (market-based ³)	556	566	
Intensity ratio			
tCO ₂ e/£m revenue (market-based methodology) ³	71	75	
Energy			
% electricity from renewable sources	100%	100%	
Total electricity consumption from renewable sources (MWh)	30,770	36,876	
Total electricity consumption from non-renewable sources (MWh)	0	0	
On-site generated electricity (MWh)	0	216	
Total gas consumption (MWh)	12,610	14,364	
Total fossil fuel consumption (MWh)	13,266	14,813	
Total energy consumption (gas, fuel, electricity, transport and other sources) (MWh)	44,090	51,851	
Total energy consumption UK (gas, fuel, electricity, transport and other sources) (MWh)	5,764	6,058	

1. In 2025, we updated our 2018 baseline alongside our 2023 and 2024 GHG emissions data to reflect methodology changes as well as acquisitions and disposals, contributing to more granular data insights. An independent third party, SLR, verified and assured this process.

2. The location-based methodology reflects the average emissions intensity of what is physically consumed through the grid.

3. The market-based methodology reflects emissions from electricity we have purposefully chosen through the purchase of unbundled EACs and green tariffs. We purchase renewable electricity in countries of consumption wherever possible. Where this is not possible due to market constraints or instrument availability, we purchase from neighbouring countries/regions.

Sustainability continued

	2025	2024	Notes
Resource use			
Paper used (t)	19,720	19,255	We achieved our target to procure our paper from certified sources (FSC, PEFC and SFI) ¹ that set standards for sustainable forest management use. This target will be our minimum standard from 2026 onwards.
% Forest Stewardship Council (FSC)	72%	59%	
% Programme for the Endorsement of Forest Certification (PEFC)	2%	4%	
% Sustainable Forestry Initiative (SFI)	26%	30%	
Waste²			
Total waste generated (t)	2,070	1,754	We note an increase in year-on-year figures and this is due to an improvement in data quality.
% office waste recycled	13%	33%	
Water			
Total water consumption (m ³)	193,537	127,014	We note an increase in year-on-year figures and this is due to an improvement in data quality.

1. Of the paper we purchased in 2025, 83 tonnes were not certified due to local market constraints. This represents 0.4% of all paper purchased across the year.

2. In 2025, alongside our GHG rebaselining process, we updated our 2024 waste data to reflect methodology changes as well as acquisitions and disposals. An independent third party, SLR, verified and assured this process.

Social

Our employees

	2025	2024
Total average number of employees for the year¹	17,062	17,024
Employees by geography (regional representation)²	16,665	17,116
US as of 31 December	8,260	8,821
UK as of 31 December	3,472	3,394
Rest of world as of 31 December	4,933	4,901
Gender diversity breakdown		
% permanent, regular employees	98%	98%
Male	41%	40%
Female	58%	59%
No data	0%	1%
% temporary, limited-term employees	2%	2%
Male	31%	31%
Female	68%	67%
No data	1%	2%
% full-time, regular employees	82%	79%
Male	44%	44%
Female	56%	56%
Not disclosed	1%	1%
% part-time, regular employees	18%	21%
Male	28%	28%
Female	71%	71%
Not disclosed	0%	0%

1. We calculate total average number of employees using a Full-Time Equivalent (FTE) methodology, as an average across the reporting period. Seasonal/temporary staff are excluded from the calculation. All other data in this table is as at 31 December 2025.
2. The 2025 employee volume excludes approximately 500 seasonal workers that have been reclassified to align with Pearson's current business structure and broader casual/seasonal worker policies.

Our Board and Pearson Executive Management team*

	Number of Board members	Percentage of the Board	Number of senior positions on the Board (CEO, CFO, SID and Chair)	Number in Pearson Executive Management	Percentage of Pearson Executive Management
Board and Pearson Executive Management team's gender identity or sex					
Male	5	42%	3	7	58%
Female	7	58%	1	5	42%
Other categories	0	0%	0	0	0%
Not specified/prefer not to say	0	0%	0	0	0%
Board and Pearson Executive Management team's ethnic background					
White British or other White (including minority-white groups)	8	67%	3	7	58%
Mixed/multiple ethnic groups	2	17%	0	1	8%
Asian/Asian British	1	8%	0	2	17%
Black/African/Caribbean/Black British	0	0%	0	0	0%
Other ethnic group	1	8%	1	2	17%
Not specified/prefer not to say	0	0%	0	0	0%

*Prepared in accordance with UK Listing Rule 6.6.6R(10) as at 31 December 2025. As prescribed by this rule and for the purpose of this disclosure, the Pearson Executive Management includes the Company Secretary. We collected the data contained in the tables above as part of the annual declaration process, whereby the Board and the Pearson Executive Management team received declaration forms for self-completion. The declaration forms included, for all individuals whose data is being reported, the same questions relating to ethnicity and gender. The data is used for statistical reporting purposes and is provided with consent.

Sustainability continued

Female leadership breakdown (%)

	2025 ¹	2024 ²
Senior leadership	29%	33%
Operational leadership	47%	46%
Management	54%	47%

Turnover

	2025	2024
Turnover rate, total average for the year ³	3,031/18%	3,331/19%
Voluntary turnover	2,192/13%	2,309/13%
Involuntary turnover	839/5%	1,022/6%
Turnover by gender		
Total female	1,854/11%	2,052/12%
Total male	1,118/7%	1,239/7%
Non-binary	13/0%	8/0%
Not disclosed	46/0%	32/0%
Turnover by age group		
Under 30 years old	789/5%	901/5%
30–50 years old	1,307/8%	1,462/8%
Over 50 years old	914/5%	961/6%
No data	21/0%	7/0%

New hires

	2025	2024
Total number and rate of new employee hires (number of hires/average headcount) ³	3,117/18%	2,799/16%
Total number of new hires – female	1,849/59%	1,710/61%
Total number of new hires – male	1,144/37%	1,018/36%
Total number of new hires – non-binary	11/0%	13/0%
Total number of new hires – not disclosed	113/4%	58/2%
New hires by age group		
Under 30 years old	1,007/32%	893/32%
30–50 years old	1,396/45%	1,248/45%
Over 50 years old	695/22%	647/23%
No data	19/1%	11/0%

- 2025 employee leadership categories and data reflect Pearson's new career architecture, rolled out in 2025.
- For comparability with 2025 data, our 2024 employee leadership data has been recalculated to align with the new Career Architecture. Relevant employees who left the company by 31 December 2024 have not been included in these calculations as it is not possible to determine what their positions would have been within the new Career Architecture.
- % calculated using average annual headcount (17,062 in 2025), not year-end position.

Governance

	2025	2024
Total number of concerns raised and investigated	130	115
Percentage of employees completing Code of Ethics certification or training*	99%	100%

* The figure stated here was correct at 31 December 2025. 100% was achieved by 31 January 2026.

