Smarter embraces different
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At Lenovo, we embrace and inspire different. Different fuels innovation. And different powers our fundamental belief in developing [1] Smarter Technology for All. To deliver this, our technology must be built by all, and it is. We’re fortunate this year to be celebrating 35 years of Lenovo’s history and with it, the promise of an even stronger future. Our 57,000 employees around the world who execute strategy, seize market opportunities, and build operational excellence are the largest reason why we’ve continued to evolve. First, we transformed from our beginnings in China to the global archetypal company we are today doing business in 180 markets. Then, we broadened beyond being a PC company to the data center and smartphone. And now we’re transforming to become a technology solutions company that drives radical transformation disrupted by artificial intelligence, augmented reality, and big data within businesses and across industries.

We’re proud of our inherent diversity with 97 percent of local business managers running their local markets and hiring 66 nationalities in 61 markets in the past 12 months, recasting the model for multinational companies. But we’re more than the nationalities we represent. While our Diversity and Inclusion strategy, programs, and policies support many aspects of diversity, we’re focused on our top two goals: achieving 20 percent global executive females and 28 percent executives from underrepresented groups in the US by 2020. Why these? The dimension of gender unites our employees across locations around the world, and yet represents one of the biggest challenges globally in and out of the workplace. Increasing the number of different voices from women and from different races and ethnicities at the executive level leads to better decisions, better products, and better business results.

Meeting these goals requires constant focus. Every hire, every employee’s career journey, and every employee who exits the company matters. That’s why you’ll see us broadening the aperture in this report to look at a larger view of the employee lifecycle, giving us a better picture so we can meet our targets.

We are making progress in this marathon. In the past year, we’ve expanded our Employee Resource Groups and continued to be recognized by leading organizations for our work. We also improved our Lenovo Listens employee engagement score for the area of Diversity and Inclusion to above 90 percent on average, reaching our goal one year early. Diversity & Inclusion was the highest-rated dimension across the company in the annual survey. We’re proud that we achieved the goal we set through the Lenovo Foundation to impact one million lives by 2020, and we look forward to working toward our goal of engaging one in three Lenovo employees in Lenovo Foundation’s efforts by the end of FY 2019/20.

We are committed to continuing advancing greater diversity in all its forms across our workforce and to foster a sense of belonging with inclusive practices. Because we all feel like we belong, we can create the next wave of technology that will do amazing, smarter things for us all.

Yolanda Lee Conyers
CHIEF DIVERSITY OFFICER
PRESIDENT, LENOVO FOUNDATION

[1] HINT : Footer links lead to more info
1.0 Progress & Commitments

1. Noteworthy Progress

2. Continued Commitments
**Progress**

In 2019, Lenovo celebrates 35 years of world-class technology – more than three decades of transformative products, services, and solutions. At the heart of our innovation lies the people we serve, and our purpose is delivering [1] smarter technology for all around the world. “All” means everyone – including across all ages, genders, nationalities, spiritualities, abilities, sexual identities and ethnicities.

Over the past 12 months, we continued our focus on advancing diversity and inclusion (D&I) in our workforce and meeting our commitments in these areas. Lenovo partnered with The Atlantic to host our first ever Inclusion in the Workplace conference, bringing influencers and thought leaders in the D&I community together to share insights and best practices for increasing inclusivity in business. Following this, we brought [2] Haben Girma, Harvard Law School’s first deaf-blind graduate, onboard as an advisor to the company as our first external D&I consultant, helping us to better integrate the needs of the disability community into our products and workplace.

Also notably, we launched two new employee resource groups (ERGs) in the U.S. – PRIDE, a forum for the LGBTQ+ community and allies, and Lenovo Employees of Asian Descent (LEAD) for our Asian-American and Asian expat employees who are based in the U.S. PRIDE has already expanded its reach into the Latin America geography with charters in Argentina and Brazil. Lenovo’s first ERG, Women in Lenovo Leadership, also celebrated an expansion of its program with a core team established within Asia Pacific (AP). The AP core team will launch local chapters in each of the markets within the geography, expanding WILL’s value to Lenovo women employees with chapters across North America, Latin America, and EMEA. Lenovo ERGs are continuing to grow over the next year, with plans for two new ERGs – Rising Employees at Lenovo (REAL), a community for new professionals and early-career employees, and an ERG designed for individuals with disabilities and caretakers and allies of the disability community.

Lenovo continues to rank as a top place to work, listed at #212 on [3] Fortune’s 2019 Global 500 list. In the FY 2019/20 annual Lenovo Listens survey, 87 percent of employees reported that they believe Lenovo fosters a community where individuals of any background can succeed, regardless of race, gender or ethnicity – a four-point increase from the FY 2018/19 score. Bloomberg’s annual [4] Gender Equality Index and the Human Rights Campaign’s [5] Corporate Equality Index again gave Lenovo a perfect score of 100 for the second consecutive year for both recognitions. New this year, Diversity Best Practice named Lenovo to its [6] 2019 Inclusion Index. Forbes China’s 2019 Top Women in Tech also named two of Lenovo’s female executives Vice President and head of the Lenovo A.I. Research Lab, [7] Dr. Feiyu Xu and Vice President of Innovation Management for Lenovo Research [8] Jane Wang to its list of women leaders making significant contributions in technology.

We have many achievements and milestones to celebrate, but we know making our workforce more diverse and inclusive is a continual journey. As global societies continue to evolve and change, we are taking steps to make sure our workplace reflects the best insights, creativity, and experiences reflective of our customers and society. We know this relentless focus is what powers smarter technology for all.
We are continually and consciously building a culture that welcomes all people. Diversity is the cornerstone of our business and allows us to stretch and adapt to the values, policies, and culture of our customers in markets around the world.

- Yuanqing Yang
CHAIRMAN & CEO
In 2018, we outlined several key goals across executive representation and global impact that we set out to achieve by the year 2020.

- Achieve 20 percent female executive representation worldwide
- Achieve 28 percent traditionally under-represented racial or ethnic executive representation in the U.S.
- Impact one million people through global philanthropy and volunteerism

Our journey to achieving our executive representation goals continues as we approach 2020. As of September 30, 2019, women represent 18.5 percent of all executive roles at Lenovo globally, a decrease of 0.3 percent from the same time in 2018. Traditionally under-represented U.S. racial and ethnic groups, however, are seeing growth in representation at the executive level, comprising 27.4 percent of executive roles, a growth of 0.9 percent from the previous year. While we don’t like to see the percentage of women executives decline, we know every hire and woman we retain at this level matters, and we’re bound to see some fluctuation year to year. We’re continuing to invest across the board in growing our female executive ranks. In addition to the numerous [1] programs we offer to nurture this cohort, we are developing and implementing a global sponsorship program for women at the executive director and high-potential director level to help advance them to and within the executive levels.

In October 2018, Lenovo launched its philanthropic arm, [2] The Lenovo Foundation, in support of our commitment to empower marginalized individuals and communities and to provide Science, Engineering, Technology and Math (STEM) access and education to under-resourced communities. We are pleased to announce that we have succeeded in achieving our goal of impacting one million people through the benefit of philanthropy and volunteerism around the world.

As we set our sights on continued progress, the Lenovo Foundation seeks to compound on its success by setting a new goal of engaging one in three Lenovo employees in the Lenovo Foundation’s efforts by the end of FY 2019/20. Additionally, we’re setting a goal of 100 percent completion for Lenovo’s annual Global Anti-Harrassment Training. Presently, 78 percent of Lenovo employees regularly complete the annual training program which educates and promotes compliance around workplace harassment standards, which supports our commitment to our Code of Conduct.

[1] [2]
2.0 Data Points

1. Global Diversity
2. Workforce Representation
3. Hiring and Attrition
global diversity

Lenovo employees worldwide

180 markets around the world in which Lenovo operates

66 unique nationalities were hired across 61 markets

57,000 Lenovo employees worldwide

100 different languages spoken by Lenovo employees

5 unique nationalities are represented among our top 14 executives in the Lenovo Executive Committee

IN THE LAST 12 MONTHS

DIVERSE HIRING

One of the ways in which we build our diverse and inclusive culture is through diverse [1] hiring policies and best practices. Lenovo’s talent acquisition teams share a global goal of at least one woman on 65 percent of all candidate slates and a U.S. goal of at least one candidate who identifies as a race other than white in 80 percent of candidate slates for open jobs. We experienced growth in our underrepresented executive population mainly through promotion over the past 12 months. We’ll continue to focus on efforts to bring new talent from this group into the organization.

Another way we assess how we’re doing creating a diverse and inclusive culture is to retain the diverse talent we have. Lenovo invests in employees and fosters growth and development for under-represented groups through [2] executive development programs like Women’s Leadership Development Program (WLDP) and Mosaic Leadership Development Program (MLDP). We define attrition as the total voluntary departures of employees divided by the average number of employees in a particular category (gender, race, etc.) for a year.

[1]  [2]
## Workforce Representation

The following data is current as of October 1, 2018 – September 30, 2019 and is based on demographic information voluntarily provided by Lenovo employees.

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Population</th>
<th>Executive</th>
<th>Non-Executive</th>
<th>Technical</th>
<th>Non-Technical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>36.2%</td>
<td>18.5%</td>
<td>36.5%</td>
<td>27.4%</td>
<td>40.2%</td>
</tr>
</tbody>
</table>

Technical roles are defined as:
- IT, Artificial Intelligence, Product, Product Engineering, Production Engineering, Research

<table>
<thead>
<tr>
<th>Gender</th>
<th>Asian U.S.</th>
<th>Black or African-American U.S.</th>
<th>Hispanic or Latinx U.S.</th>
<th>Remaining under-represented groups* U.S.</th>
<th>White U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>17.4%</td>
<td>8.0%</td>
<td>5.7%</td>
<td>1.8%</td>
<td>67.1%</td>
</tr>
<tr>
<td>Male</td>
<td>17.3%</td>
<td>3.4%</td>
<td>6.1%</td>
<td>0.6%</td>
<td>72.6%</td>
</tr>
<tr>
<td>Female</td>
<td>17.4%</td>
<td>8.3%</td>
<td>5.7%</td>
<td>1.8%</td>
<td>66.8%</td>
</tr>
<tr>
<td>Male</td>
<td>17.4%</td>
<td>4.1%</td>
<td>4.0%</td>
<td>1.1%</td>
<td>58.6%</td>
</tr>
<tr>
<td>Female</td>
<td>10.2%</td>
<td>9.7%</td>
<td>6.5%</td>
<td>2.0%</td>
<td>70.4%</td>
</tr>
<tr>
<td>Male</td>
<td>10.2%</td>
<td>9.7%</td>
<td>6.5%</td>
<td>2.0%</td>
<td>70.4%</td>
</tr>
</tbody>
</table>

* "Remaining under-represented groups" includes Native American, Alaskan Native, Hawaiian, Pacific Islander, or Two or More Races
The following data is current as of October 1, 2018 – September 30, 2019 and is based on demographic information voluntarily provided by Lenovo employees.

### Hiring

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Population</th>
<th>Executive</th>
<th>Non-Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female globally</td>
<td>35.6%</td>
<td>17.1%</td>
<td>35.7%</td>
</tr>
</tbody>
</table>

### Attrition

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Population</th>
<th>Executive</th>
<th>Non-Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female globally</td>
<td>8.5%</td>
<td>6.4%</td>
<td>8.5%</td>
</tr>
</tbody>
</table>

### Diversities

<table>
<thead>
<tr>
<th>Gender</th>
<th>Asian U.S.</th>
<th>Black or African-American U.S.</th>
<th>Hispanic or Latinx U.S.</th>
<th>Remaining under-represented groups* U.S.</th>
<th>White U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>15.4%</td>
<td>10.6%</td>
<td>6.4%</td>
<td>2.8%</td>
<td>63.6%</td>
</tr>
<tr>
<td>Executive</td>
<td>18.8%</td>
<td>6.3%</td>
<td>0%</td>
<td>6.3%</td>
<td>68.8%</td>
</tr>
<tr>
<td>Non-Executive</td>
<td>15.4%</td>
<td>10.7%</td>
<td>6.5%</td>
<td>2.8%</td>
<td>63.6%</td>
</tr>
</tbody>
</table>

* "Remaining under-represented groups" includes Native American, Alaskan Native, Hawaiian, Pacific Islander, or Two or More Races
3.0 Spotlights

1. Women at Lenovo
2. Race / Ethnicity at Lenovo
3. Supplier Diversity
4. Lenovo Foundation
In 2019, the Women’s Leadership Development Program, Lenovo’s global corporate initiative for advancing high-potential female directors into executive roles, entered its 5th year with the admission of 22 participants in the 2019 cohort. 2018’s graduating class saw 20 participants complete the program. Since its inception, 33 percent of its participants were promoted to executive roles since 2017. Lenovo’s flagship employee resource group, WILL, recently established a WILL Core Team across the Asia-Pacific (AP) geography. The AP Core Team is setting to the task of establishing local chapters in each of the reporting markets. The newly established chapters join the broader Lenovo WILL community chapters across North America, Latin America, China, and EMEA.

It is very exciting to see WILL chapters being activated within the broader Asia-Pacific region. WILL not only provides a great resource in being a community where women are supported by one another and can find that common connection with one another, but also in elevating our voices in the broader conversation of equality in the workplace. To have active participation across all of our geographies makes us stronger.”

– Subhankar Roy Chowdhury
EXECUTIVE DIRECTOR – HR
WILL AP
Women at Lenovo

Overview

Geographic Distribution

Key Metrics

Percentage of Women Employees in Each Geography
September 30, 2018

North America: 33.8%
China: 42.0%
Latin America: 30.5%
Asia-Pacific: 25.0%
Europe, Middle East, Africa: 40.9%
Spotlight 1

Women at Lenovo

Overview
Geographic Distribution
Key Metrics

FY 2018/19 women at Lenovo

36.2% of Lenovo’s workforce worldwide is female.

18.5% of executive roles worldwide at Lenovo are held by women.

27.4% of technical roles worldwide at Lenovo are held by women.
The Mosaic Leadership Development Program (Mosaic), Lenovo’s global corporate initiative for advancing high-potential men and women across various dimensions of diversity, including traditionally underrepresented U.S. race and ethnic groups, LGBTQ, Individuals with Disabilities, and Veterans, entered its third year with the admission of eight participants in the 2019 cohort. Seven participants completed the program in 2018.

The program has seen 7 percent of its graduates promoted to executive roles in its first two years. In May, Lenovo U.S. welcomed its newest employee resource group, Lenovo Employees of Asian Descent (LEAD) as an advocacy and support system of Lenovo employees with Asian heritage. The charter is the sixth employee resource group in the U.S. LEAD celebrates and promotes Asian heritage, tackles some of the key challenges faced by Asians while adjusting to the cultural atmosphere in the U.S., and hosts mentoring and professional development activities for the Asian community at Lenovo.

I believe that taking the time to understand each other’s world views offers opportunities to foster a positive and diverse workforce and work culture, and the community and camaraderie that these Employee Resource Groups provide is essential to making those connections. I view my role as an ambassador to help connect cultures.”

– Dilip Bhatia
VICE PRESIDENT MARKETING AND CHIEF CUSTOMER EXPERIENCE OFFICER, LEAD EXECUTIVE SPONSOR
Latinx
noun [luh-TEE-neks]

The term “Latinx” was introduced in the early 21st century as a gender-neutral alternative to “Latino/a”.
FY 2018/19 race and ethnicity at Lenovo

**32.9%**

of Lenovo employees in the U.S. represent traditionally under-represented racial and ethnic groups.

**27.4%**

of executive roles in the U.S. are held by traditionally under-represented racial and ethnic groups.

**41.4%**

of technical roles in the U.S. are held by traditionally under-represented racial and ethnic groups.
Overview

SUPPLIER DIVERSITY

Lenovo’s Supplier Diversity Program mission focuses on providing the maximum practical opportunities for diverse suppliers to provide goods and services, while also creating a sustainable, mutually beneficial relationship. We are committed to maximizing the inclusion of Small-, Minority-, Women-, Veteran-, Service Disabled Veteran-, Disabled-, LGBT-owned businesses as well as business located in Historically Underutilized Business Zones (HUBZones) within our procurement activities.

In fiscal year FY 2017/18, Lenovo’s total spend across all business units with diverse suppliers accounted for 17.7 percent of Lenovo’s total expenditure in the U.S., representing a total growth of 7.4 percent in diversity spend in the past four years.

Of that diverse-supplier spend, spending with under-represented U.S. racial and ethnic-owned grew 79.6 percent year over year, and spend with women-owned businesses grew 40.6 percent year over year.

Go behind the scenes with Keijuane Hester, one of Lenovo’s preferred vendors on Lenovo StoryHub.
FY 2018/19 diverse spend

$114.5 Million USD minority-owned business spend

$115.4 Million USD women-owned business spend

$203.4 Million USD small business spend
LENOVO FOUNDATION

In October 2018, we announced The Lenovo Foundation, as the company’s philanthropic arm to support our commitment to the global community we serve. To celebrate the launch, for one day Lenovo rebranded itself to ‘Love On’, an anagram of its name and launched a mini-grant program targeting organizations around the world to apply for funding and products to empower diverse and minority populations with access to technology and STEM education.

We announced sixteen ‘Love On’ Mini Grant winners with diverse projects spanning outfitting a new computer lab for a disconnected community in Kenya to funding support for STEM teaching methods across rural China.

In May, Lenovo celebrated its 3rd annual Global Month of Service event as part of the company’s global kickoff of the new fiscal year. Lenovo teams from 55 different cities across 37 countries participated in 86 community service projects to provide STEM education and technology access to under-resourced communities.

Learn more about Lenovo Foundation’s Love On mini grant winners on Lenovo StoryHub.
Spotlight 4

Lenovo Foundation

FY 2018/19 impact

$1.6 Million USD in estimated value of volunteerism

$3.5 Million USD in cash and hardware contributions

$5.17 Million USD in total charitable impact
Global Month of Service

Individual employees participating in Global Month of Service projects: 2,855

Individuals around the world directly impacted by Global Month of Service: 55,942

Hours of hands-on service: 13,355
4.0 Historical Comparisons

1. Global Gender Representation
2. Race / Ethnicity
The following data is current as of October 1, 2018 – September 30, 2019 and is based on demographic information voluntarily provided by Lenovo employees.

<table>
<thead>
<tr>
<th></th>
<th>FY 2017/18</th>
<th>FY 2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Female</strong></td>
<td>35%</td>
<td>36.2%</td>
</tr>
<tr>
<td><strong>Asian</strong></td>
<td>18.8%</td>
<td>17.4%</td>
</tr>
<tr>
<td><strong>Black or African-American</strong></td>
<td>7.3%</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Hispanic or Latinx</strong></td>
<td>4.9%</td>
<td>5.7%</td>
</tr>
<tr>
<td><strong>Remaining under-represented groups</strong>*</td>
<td>2.3%</td>
<td>1.8%</td>
</tr>
<tr>
<td><strong>White</strong></td>
<td>66.9%</td>
<td>67.1%</td>
</tr>
</tbody>
</table>

* “Remaining under-represented groups” includes Native American, Alaskan Native, Hawaiian, Pacific Islander, or Two or More Races
Executive Representation

The following data is current as of October 1, 2018 – September 30, 2019 and is based on demographic information voluntarily provided by Lenovo employees.

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2017/18</th>
<th>FY 2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female globally</td>
<td>18.8%</td>
<td>18.5%</td>
</tr>
<tr>
<td>Traditionally under-represented groups* U.S.</td>
<td>26.5%</td>
<td>27.4%</td>
</tr>
</tbody>
</table>

* Traditionally under-represented groups includes Asian-American, Black/African-American, Hispanic/Latinx, Native American, Alaskan Native, Hawaiian, Pacific Islander, or Two or More Races.
## Employee Engagement

<table>
<thead>
<tr>
<th>Statement</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree: Lenovo has created an environment where people of diverse backgrounds can succeed.</td>
<td>70%</td>
<td>80%</td>
<td>83%</td>
<td>87%</td>
</tr>
<tr>
<td>Agree: All employees are treated equally and fairly regardless of gender, age, race, disability, religion, or sexual orientation.</td>
<td>N/A</td>
<td>86%</td>
<td>87%</td>
<td>90%</td>
</tr>
<tr>
<td>Agree: I am treated with respect at Lenovo.</td>
<td>80%</td>
<td>87%</td>
<td>89%</td>
<td>91%</td>
</tr>
</tbody>
</table>