



Smarter embraces different

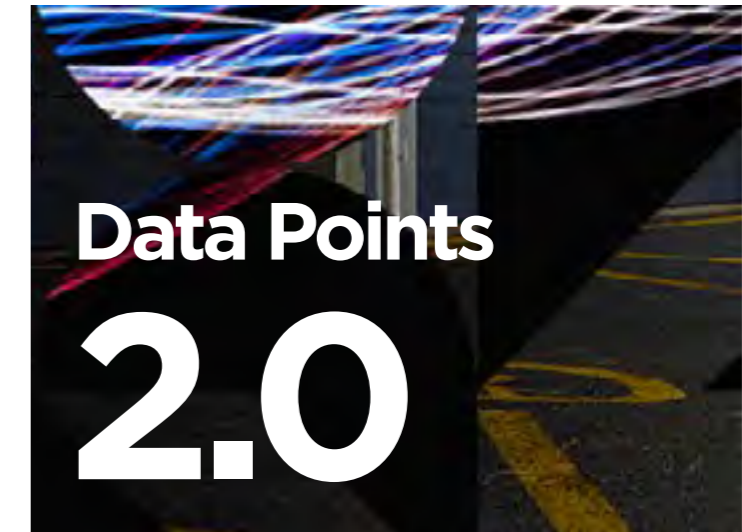
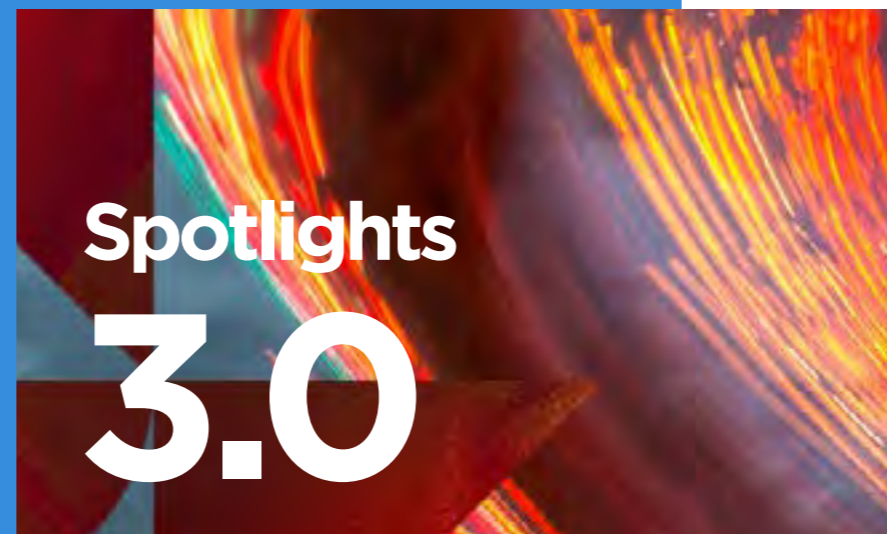
Lenovo Group Limited | FY 2018/19 Diversity & Inclusion Report





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A Letter from the Chief Diversity Officer

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 >



2019 Employee Engagement



Agree: Lenovo has created an environment where people of diverse backgrounds can succeed

Agree: All employees are treated equally and fairly regardless of gender, age, race, disability, religion, or sexual orientation

Agree: I am treated with respect at Lenovo



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 chapters 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 workforce 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

2020 goal status

GOAL: 20%

18.5%

female executive
representation worldwide

GOAL: 28%

27.4%

traditionally under-represented
racial or ethnic executive
representation in the U.S.

GOAL COMPLETE

1 million

people impacted through global
philanthropy and volunteerism

Commitments

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-Harassment 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.

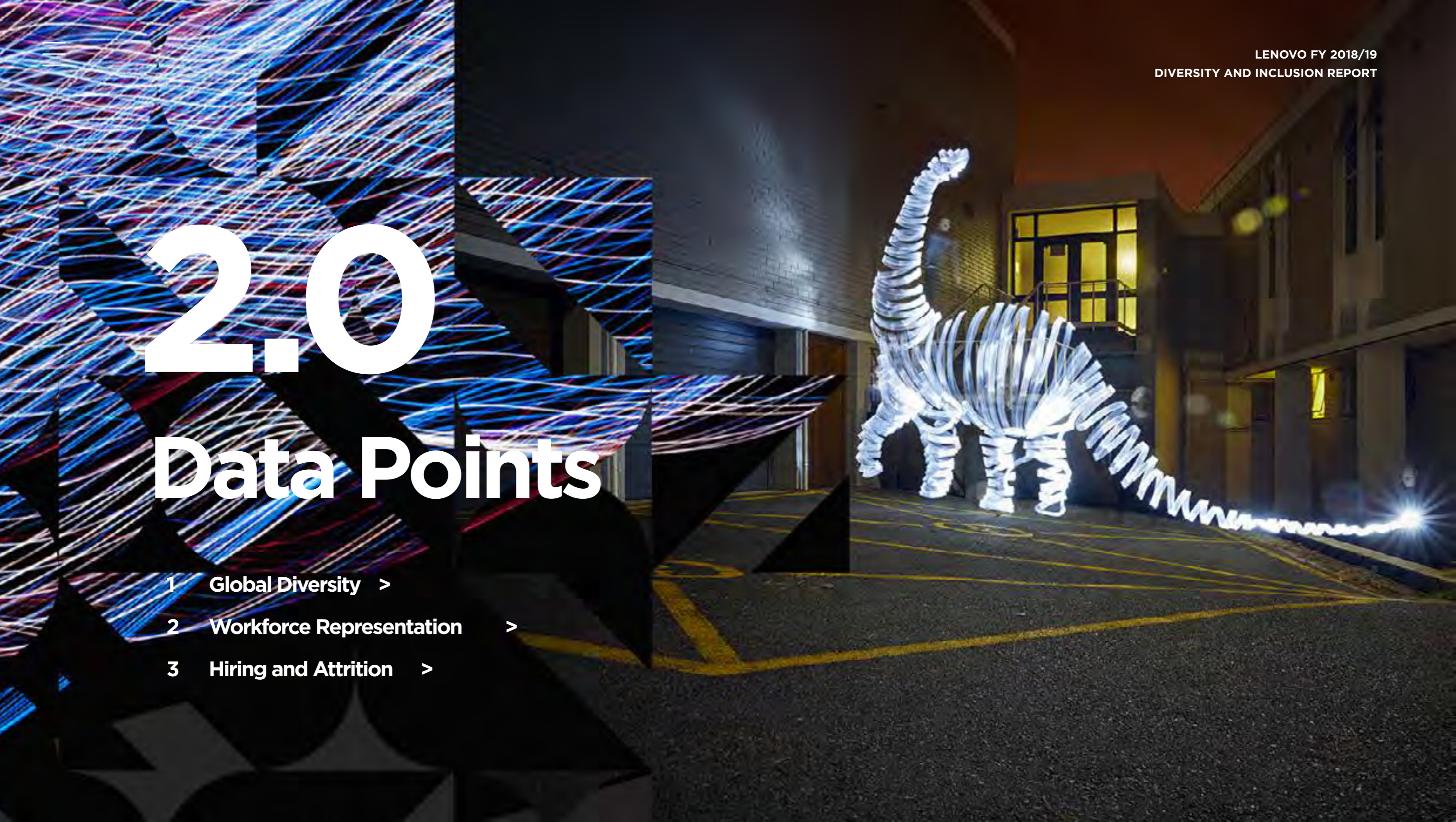
[1]

[2]

2.0

Data Points

- 1 Global Diversity >
- 2 Workforce Representation >
- 3 Hiring and Attrition >



global diversity



IN THE LAST 12 MONTHS

66

unique nationalities
were hired across
61 markets

180

markets around
the world in which
Lenovo operates

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

KEEPING MANAGEMENT LOCAL

97%

of Lenovo business
managers are native
residents to the markets
that they work in

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.

	Female globally	Asian U.S.	Black or African-American U.S.	Hispanic or Latinx U.S.	Remaining under-represented groups* U.S.	White U.S.
Total Population	36.2%	17.4%	8.0%	5.7%	1.8%	67.1%
Executive	18.5%	17.3%	3.4%	6.1%	0.6%	72.6%
Non-Executive	36.5%	17.4%	8.3%	5.7%	1.8%	66.8%
Technical	27.4%	31.6%	4.1%	4.0%	1.1%	58.6%
Non-Technical	40.2%	10.2%	9.7%	6.5%	2.0%	70.4%

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

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



hiring and attrition

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

	Female globally	Asian U.S.	Black or African-American U.S.	Hispanic or Latinx U.S.	Remaining under-represented groups* U.S.	White U.S.
hiring						
Total Population	35.6%	15.4%	10.6%	6.4%	2.8%	63.6%
Executive	17.1%	18.8%	6.3%	0%	6.3%	68.8%
Non-Executive	35.7%	15.4%	10.7%	6.5%	2.8%	63.6%
attrition						
Total Population	8.5%	9.3%	5.1%	4.9%	5.9%	7.2%
Executive	6.4%	14.4%	0%	0%	0%	4.9%
Non-Executive	8.5%	9.1%	5.2%	5.1%	5.9%	7.3%

* "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](#) >

Spotlight 1

Women at Lenovo

● Overview

Geographic Distribution

Key Metrics

WOMEN AT LENOVO

Data on women at Lenovo is measured in terms of the global employee population. The following data is current as of October 1, 2018 - September 30, 2019 and is based on demographic information voluntarily provided by Lenovo employees.



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



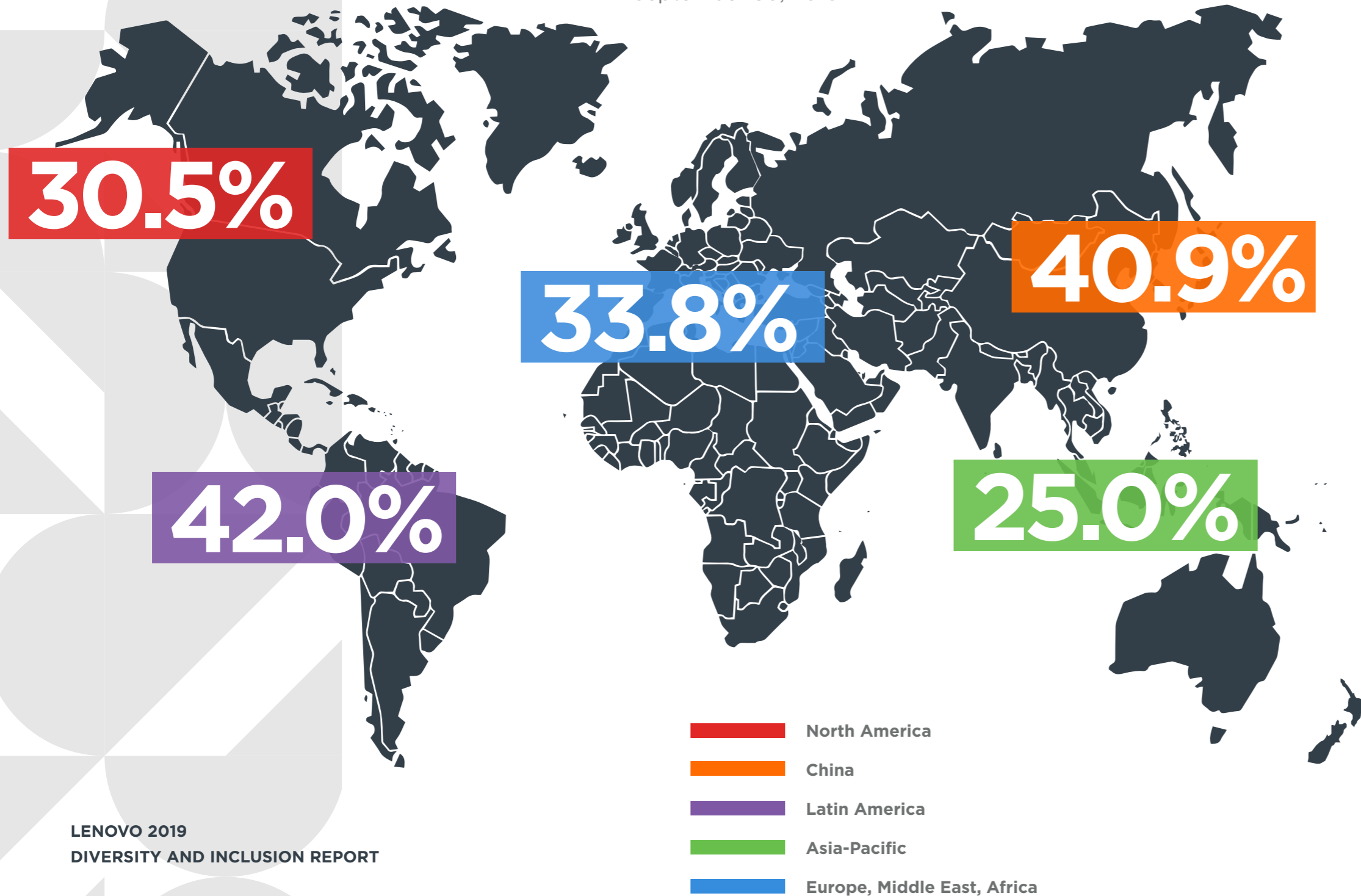
In 2019, the [Women's Leadership Development Program](#), Lenovo's global corporate initiative for advancing high-potential female directors into executive roles, entered its 5th year with the admission of 22 participants in the 2019 cohort. 2018's graduating class saw 20 participants complete the program. 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.



Percentage of Women Employees in Each Geography

September 30, 2018



Spotlight 1

Women at Lenovo

Overview

● Geographic Distribution

Key Metrics





Spotlight 1

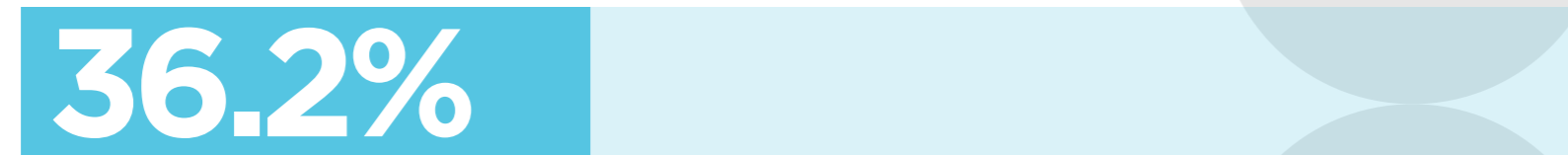
Women at Lenovo

Overview

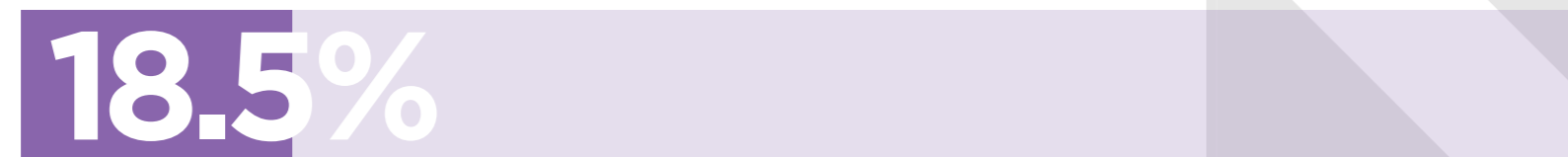
Geographic Distribution

● Key Metrics

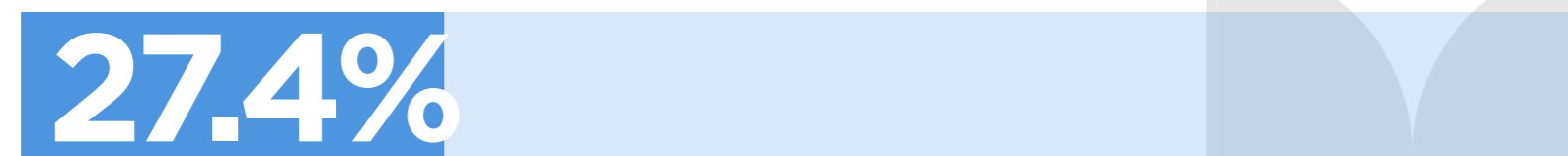
FY 2018/19 women at Lenovo



of **Lenovo's workforce** worldwide is female.



of **executive roles** worldwide at Lenovo are held by women.



of **technical roles** worldwide at Lenovo are held by women.



Spotlight 2

Race & Ethnicity at Lenovo

● Overview

Buzzword

Key Metrics

RACE & ETHNICITY AT LENOVO

Data on race and ethnicity at Lenovo is measured in terms of the global employee population. The following data is current as of October 1, 2018 - September 30, 2019 and is based on demographic information voluntarily provided by Lenovo employees.



- Dilip Bhatia

VICE PRESIDENT MARKETING AND
CHIEF CUSTOMER EXPERIENCE OFFICER,
LEAD EXECUTIVE SPONSOR



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."

Spotlight 2

Race & Ethnicity at Lenovo

Overview

● Buzzword

Key Metrics

Latinx
noun [luh-TEE-neks]

The term “Latinx” was introduced in the early 21st century as a gender-neutral alternative to “Latino/a”.



Spotlight 2

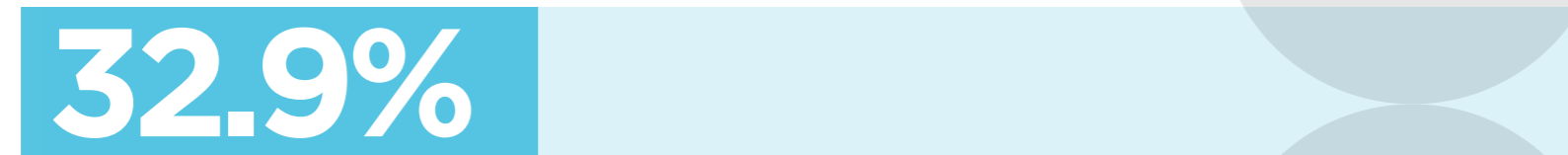
Race & Ethnicity at Lenovo

Overview

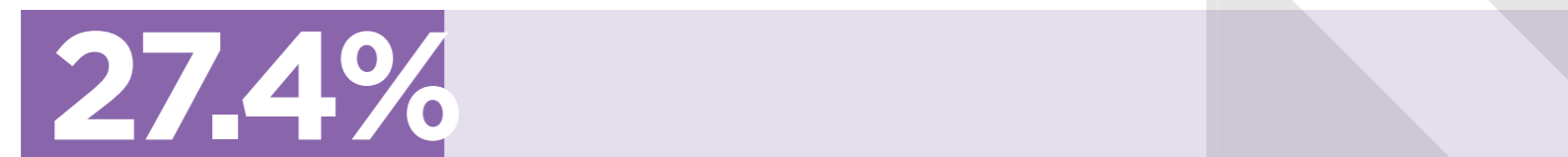
Buzzword

● Key Metrics

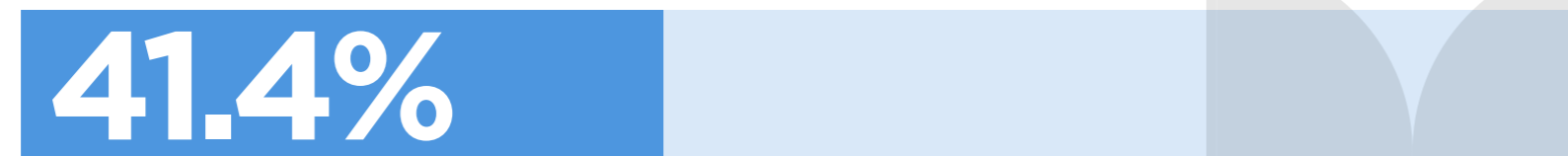
FY 2018/19 race and ethnicity at Lenovo



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



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



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

Spotlight 3

Supplier Diversity

● Overview

Key Metrics

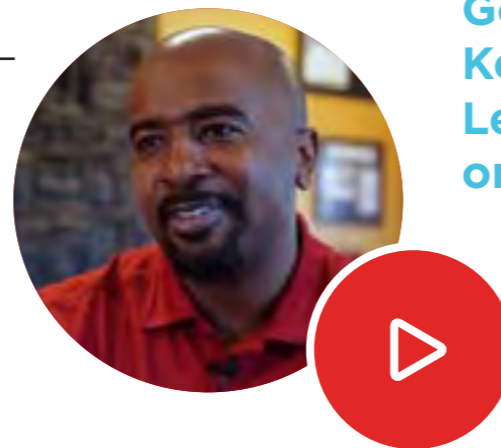
SUPPLIER DIVERSITY

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.



17.7%

of Lenovo's source-able spend is with **small and diverse businesses**

\$306

Million USD in spending with **small and diverse suppliers**



Spotlight 3

Supplier Diversity

Overview

● Key Metrics

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

Spotlight 4

Lenovo Foundation

- Overview

- Key Metrics

- Service



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 Founda- tion

Overview

● Key Metrics

Service

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



55,942

Individuals around the world directly impacted by Global Month of Service

2,855

Individual employees participating in Global Month of Service projects

13,355

Hours of hands-on service

Spotlight 4

Lenovo Foundation

Overview

Key Metrics

● Service



4.0

Historical Comparisons

- 1 Global Gender Representation >
- 2 Race / Ethnicity >



Workforce Representation

FY 2017/18

FY 2018/19

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

Female globally	35%	36.2%
Asian U.S.	18.8%	17.4%
Black or African-American U.S.	7.3%	8%
Hispanic or Latinx U.S.	4.9%	5.7%
Remaining under-represented groups* U.S.	2.3%	1.8%
White U.S.	66.9%	67.1%

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



Executive Representation

FY 2017/18

FY 2018/19

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

Female globally

18.8%

18.5%

Traditionally under-represented groups* U.S.

26.5%

27.4%

* 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

The annual Lenovo Listens survey engages employees on a number of workplace satisfaction dimensions.

Agree: Lenovo has created an environment where people of diverse backgrounds can succeed.

Agree: All employees are treated equally and fairly regardless of gender, age, race, disability, religion, or sexual orientation.

Agree: I am treated with respect at Lenovo.

2016

2017

2018

2019

70%

80%

83%

87%

N/A

86%

87%

90%

80%

87%

89%

91%