



# Connected People Change the World

How Diversity and Inclusion Inspires  
Our Vision for a Better World



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### A message from our Chief Diversity Officer



# Our mission

## TECHNOLOGY IS THE CATALYST FOR INCLUSION

People around the world recognize technology as a powerful enabler of diversity and inclusion (D&I). Lenovo recently conducted a global survey of 5,000 people in five countries – China, the U.S., the UK, Germany, and Brazil – of varied age, gender, and cultural backgrounds. We chose these countries because they reflect where more than 70 percent of our employees are located. Their views diverged on a range of subjects, and on the topic of D&I itself. Universally, however, the people we engaged with around the globe see technology as a positive force in advancing D&I and bringing the world closer together – professionally, socially, and culturally.

Among our other key findings: In all five countries, survey respondents recognized the critical importance of D&I. In many cases, it ranked just below issues such as employment, healthcare, and education. Respondents acknowledged that society is making progress in D&I, but also note there's room for improvement. They identified technology as having a positive impact on society by making it more inclusive.

Overall, our research makes clear a major shift in values. D&I is now seen more as an opportunity to build community, and less about the achieving of metrics alone. Diversity as a standalone value is declining in importance. Rising in importance is the value of inclusion, or the need for a collective sense of belonging, to be accepted, and to be treated

equally, regardless of background or personal differences. When certain values become more important and others drop, it signifies real change in both attitudes and behaviors.

Lenovo has always pursued a path of inclusion. With deliberate intent, we've built a culture where all can belong. Now, with the findings of our global study, we recognize the need to do more. We recognize that the world around us is evolving rapidly, and that the systems and processes we once used to guide our D&I commitments must evolve as well – in some cases, be overhauled and created anew.

Technology companies, in particular, need to be D&I leaders. We make the products that break down barriers, and that can help empower people everywhere to be equal and belong. Lenovo welcomes this responsibility to be a catalyst for inclusion and create social equity.

## **OUR MISSION OF INTELLIGENT TRANSFORMATION**

Lenovo is leading the next wave of technology innovation, which we call Intelligent Transformation. At its center is the confluence of big data, 5G, mobile, smart devices, and artificial intelligence (AI) – the transformational technologies that are reshaping our world. From servers in the cloud, to network infrastructure, to PCs and smart devices, Lenovo is harnessing the power of technology to bridge our individual differences and build communities of shared identity.

In the world of AI, our devices use data sets to determine or strengthen our solutions. The more diverse our populations, the more diverse our data sets must be.

Consider the great wealth of biometric information needed to reflect the true depth and beauty of the human experience – everything from different facial structures and skin colors for our cameras, to different size fingers or skin types for fingerprint sensors on our mobile phones and PCs, to different voices and accents for smart speakers. AI must account for all of this diversity and more. As our technologies become smarter, the requirement for D&I will only increase.

Lenovo recognizes the need for D&I in the products we make. Our Yoga laptop was created by a diverse team of engineers from China, the U.S., and Japan – and became the industry-standard convertible design. The Yoga's great adaptability and four usage modes – tablet (for reading), tent (for watching movies) and stand (for display), as well as traditional laptop mode – owes its inspiration to its cross-cultural origins.

When technology is not inclusive, the ramifications are real. We've witnessed mistakes on race and

people misclassified when facial recognition software lacks data and utilizes human bias. We've seen how quickly an AI chatbot learns racism from machine learning. To be the best we can be, we must do everything we can to ensure people from all backgrounds are involved in the conversation. If we are not inclusive in our behaviors and beliefs, we cannot be diverse in our thoughts and ideas, and ultimately, in the products and services we create. With that in mind, we will be spending time and gathering insights from across the globe to announce an inclusivity quotient in 2020 as a way of measuring various factors that are most important to defining inclusiveness of technology.

## **OUR TRULY GLOBAL ENTERPRISE**

We are exceedingly proud at Lenovo to be a truly global citizen. Nine different nationalities are represented among our top 14 executives with 20 different nationalities among our top 100 executives. Diversity is built into our product development: Engineers from around the globe, of many nationalities, work side-by-side. Globally, our workforce is 35 percent women. While this is roughly on par with current industry standards, we are far from satisfied and doing much more to ensure gender equality at Lenovo, especially in our senior management.

Diversity and inclusion (D&I) in our workplace enables us to better understand what people need and want from technology. It means that we can better imagine, design, and make the devices that deliver universal human experiences. Similarly, our products rely on the inputs of the people who use them. Our customers help guide us on our D&I journey. The more people who use Lenovo products, the more diverse our intelligence, and the more inclusive our understanding of the world at large will be. With every new customer experience, our journey becomes more knowledgeable, more aware, and more transformational.

Ultimately, we are building a society that enables everyone to participate fully. We're building a world where everyone can belong. Imagine a time and place where people no longer have to change to fit in, where their individual identities, whatever they may be, are welcome and appreciated. We have imagined that time and place, and we are building it today.

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Yang Yuanqing

*Chairman & Chief Executive Officer*



## A Message from Lenovo's CEO

When I started my career in 1989 working for Lenovo in China I was part of a world that felt exciting, inclusive, and charged with a sense of positive global change. In those nearly 30 years, the world and global business have evolved beyond all recognition; global powerhouses have changed; major companies have come and gone; and the challenges and opportunities business leaders face every day have transformed.

In a time of great global transformation and uncertainty it's right that we reflect on what it means to both be and succeed as a global business today. At its core, global means being diverse and inclusive – being able to stretch and adapt to the values, policies, and culture of the countries where we do business; to look like, sound like, and reflect our entire customer base no matter where they are; and to understand the role we can play in a world where artificial intelligence, big data, and cloud computing have a once-in-a-lifetime opportunity to drive a greater and more inclusive society for all.

Indeed, Lenovo is no stranger to the concept of diversity and inclusion (D&I). It's what our business has been built on – from an initial idea in 1986 to create a circuit board that would open up China to the world of PCs by enabling IBM PCs to process Chinese characters, to how diversity inspires the depth and breadth of every product we make, every solution we provide, and every customer our 54,000 employees across more than 160 markets serve. But most of all, it has been the force and *raison d'être* behind Lenovo's global expansion, and in a flatter and more dynamic world, the cornerstone of our business.

This, our first Diversity and Inclusion Report, is just the starting point to share the continued way we move D&I forward across our employees, suppliers, communities, and marketplace – from equal opportunity in hiring to efforts to achieve more gender balance in leadership positions.

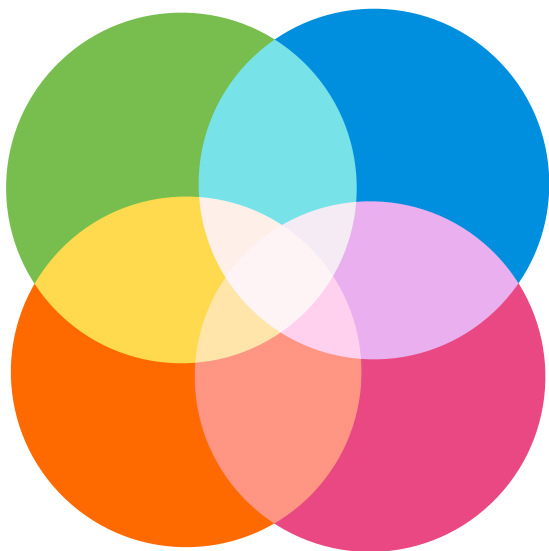
But our intent is much bigger than just that. It's about transformation. By this I mean we are continually and consciously building a culture that welcomes all people equally and products that democratize access to information and opportunities for all.

The job of building a truly diverse and inclusive company is never done. It's something I'm personally committed to driving and something I expect every member of the immediate and extended Lenovo family to drive as well. This report marks the common values that all of us at Lenovo share, the progress we have made, and the ambitions that we have for our future as the archetypal global company.



# Realizing outcomes: Our diversity and inclusion strategy

Our goal of ongoing transformation means that we must imbue greater understanding of diversity and inclusion (D&I) throughout our company. Equally important, we must demonstrate in action how we are advancing this evolution. Four core elements define our strategy and lead the way in serving our stakeholders - employees, suppliers, communities, and the marketplace.



- 
- employees
  - suppliers
  - communities
  - marketplace

# 1.0

## Build inclusive leadership behaviors

Science shows us two things:

Humans are inherently social creatures and belonging is critical to our happiness and our ability to innovate.

We are inherently drawn to people who are more like us in values, physical appearance, color, gender, political affiliation, and more. In an age of greater diversity, our leaders and our people need the skills to act and lead inclusively, while harnessing the diversity inherent in Lenovo.

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# 2.0

## Foster diverse + inclusive systems

We are creating practices and tools to help disrupt conventional thinking and processes, mitigate the potential for bias, and promote equality.

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# 3.0

## Ensure accountability

We've introduced goals throughout the company to promote greater diversity of candidate pools, promotions, and talent management.

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# 4.0

## Tell our story

We're focused on making Lenovo a top company for people of all backgrounds and origins to work, by sharing our vision, strategy, and D&I results.





1.0

# Build inclusive leadership behaviors

12 - Embedding diversity and inclusion  
into employee development

13 - Learning and training



# Build inclusive leadership behaviors

Lenovo is committed to advancing and growing our inclusive culture with an ongoing focus on diversity. We are placing a growing emphasis on inclusion to leverage our diverse talent. Research consistently shows that diversity improves business outcomes and results when inclusion lies at the core of the culture.

We believe that as a truly global technology company, we have an even greater responsibility in advancing diversity and inclusion (D&I) globally. We're bringing awareness about inclusion to all our leaders and all our employees in a variety of ways.

## EMBEDDING DIVERSITY AND INCLUSION IN EMPLOYEE DEVELOPMENT

Our approach to growing employees' D&I capabilities is to embed D&I within each of our employee development programs. While the concepts of D&I look different across the various programs, they're all anchored by our corporate cultural elements of innovation, entrepreneurship, and customer centricity.

- **Management Development** - Diversity of thought is celebrated by encouraging managers to seek out diverse candidates when hiring and through the use of the DiSC assessment to better learn about people's behavioral styles within manager training. Participants in director training learn to expand their global awareness by becoming anthropologists, and not tourists, when learning about other cultures.
- **Leadership Development Programs** - Both the global Women's Leadership Development Program (WLDP) and U.S. Mosaic Leadership Development Program (MLDP) develop high potential talent for the executive ranks. Women and members of historically under-represented groups in the U.S., including African American, Alaska Native, and Native American, Asian, Hispanic/Latino, Individuals with Disabilities, LGBT, Two or More Races, and Veterans are the candidates for these respective programs.
- **Organizational Interventions** - We're focused on working with internal organizations that have gaps as demonstrated in our Lenovo Listens employee engagement survey and supporting these organizations with relevant D&I learning solutions.
- **Anti-Harassment** - U.S. employees and managers are part of a biennial program and must take an anti-harassment course to promote positive behaviors that foster an inclusive workplace. This program will expand globally by the end of 2018.
- **New Employee Orientation** - In New Employee Orientation in the U.S. and China, a portion is dedicated to Lenovo's diversity, including an overview of Employee Resource Groups, our D&I Commitment, and our Code of Conduct.
- **Global Awareness Tool** - Finally, since our customers are represented in more than 160 countries, we've invested in a tool for global awareness. It allows employees and managers to better understand themselves, their teams, and other cultures across elements like communication and status. All employees are invited to create their free culture profile in the system and explore self-guided training. This tool also contains information about every country, including cultural customs and pronunciations of common greetings.

## LEARNING AND TRAINING

Lenovo invests in talent development, taking a robust and systematic approach to employee management and executive development. Our approach targets building the capabilities of our people and our organization in three ways:

### Experiences on the Job -

learning while doing. We design 70 percent of career development to happen on the job.

### Colleague Relationships -

mentors, guides, coaches, managers. Employees learn through sharing their successes and failures with others and by seeking guidance and advice. We aim for 20 percent of learning to happen this way.

### Education -

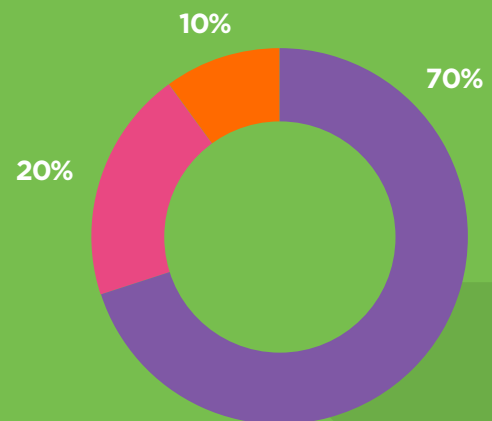
formal training in the classroom or online that teaches key principles and skills. We design 10 percent of our learning opportunities to be formal education.

We combine these three methods to maximize learning in a systematic approach, including formal employee and leadership education programs, targeted people planning and global rotations, employee network group forums, mentoring circles, executive coaching, structured feedback, and a variety of additional assessment and development tools.

Lenovo's training includes regular, mandatory online courses for all global employees on the Code of Conduct, Information Security, and Privacy Basics. Lenovo employees with computer access receive ongoing training in areas such as culture, compliance, and performance management. Employees received on average 4.5 hours of training in FY 2017/18.

Grow@Lenovo is Lenovo's learning management system. It hosts almost 3,000 different online and instructor-led training courses organized by topic or career stage. The content consists of e-learning across a variety of topics including diversity, business skills, professional skills, leadership, and many other different types of learning. Lenovo develops its own training content for sales, product, and process training. Managers can find e-learning content to support the progressive instructor-led leadership development track. Since 2015, Lenovo has deployed training to more than 30,000 users across eight languages.

“Global team players guided by integrity and trust.”



- On-the-job career development
- Guidance and advice from mentors, managers, etc.
- Formal education online and in classrooms





# 2.0

## Foster diverse + inclusive systems

16 - Recognize diversity at all levels

18 - A focus on reaching diverse talent

20 - Employee resource groups

25 - Growing our talent

25 - Early-career programs foster diversity

26 - Building a pipeline of diverse executives

28 - Global benefits designed for individual employee needs

31 - Increasing business with diverse suppliers

# Foster diverse + inclusive systems

We take a total employee experience and systemic approach in how we bring a diverse and inclusive culture to life - from recruitment of new hires to career development to retirement.

## RECOGNIZING DIVERSITY AT ALL LEVELS

We recognize the value of diverse leadership at all levels. Lenovo recognized the importance of diversity and established the role of Chief Diversity Officer after it expanded outside of China in 2005. In our more than 11 years as a global company, we have structured ourselves to support diversity and inclusion (D&I).

Lenovo's 11-member Board of Directors is the highest governing body in the organization and responsible for overseeing the company's strategy and supervising its actions. A Board Diversity Policy ensures that Board members have an appropriate balance of skill, experience, knowledge, and independence. The Board, comprising a vast majority of independent non-executive directors, brings diverse experience and expertise to the company and also enhances the independence, diversity, and perspective of the Board. The Board includes one woman member.

The Lenovo Executive Committee (LEC) is Lenovo's top management committee that governs our business across functions, geographies, and business units. Our top 14 leaders include three women and represent nine different nationalities. In the past 24 months, Lenovo has placed several women in key positions - Chief Legal Officer, Chief Marketing Officer, Chief HR Officer, and Vice President of Strategy. The LEC meets monthly at rotating locations around the world to better understand and respond to local markets and conditions. The LEC and top leaders meet with employees in all major Lenovo locations at the start of each fiscal year to update them on the business, trends, competitors, and key actions.

Given Lenovo's unique global nature, the LEC is committed to leadership that reflects our global diversity. In our key locations, 86 percent of the company's management is of the local nationality. We have 20 nationalities represented among our top 100 executives.



**Qiao Jian**  
*Senior Vice President and Chief Marketing and Strategy Officer*



**Gao Lan**  
*Senior Vice President, Human Resources*



**Kirk Skaugen**  
*Executive Vice President and President, Data Center Group*



**Laura Quatela**  
*Senior Vice President and Chief Legal Officer*



**Yong Rui**  
*Senior Vice President and Chief Technology Officer*



**Sergio Buniac**  
*Senior Vice President and Co-President, Mobile Business Group, Chairman and President, Motorola*



**Yolanda Lee Conyers**  
*Chief Diversity Officer and President, Lenovo Foundation*



**Francois Bornibus**  
*Senior Vice President and President, EMEA*



**Matthew Zielinski**  
*Senior Vice President and President, North America*



**Amar Babu**  
*Vice President, Rest of World Services, Intelligent Devices Group*



**Catherine Ladousse**  
*Executive Director, Communications, EMEA*

In 2018, Lenovo created a Diversity and Inclusion (D&I) Board to lead Intelligent Transformation and inclusivity by inspiring the different in everyone and building a smarter future where everyone thrives. Our D&I Board acts as thought leaders to help plan and execute our strategy to build inclusive leadership behaviors, foster diverse and inclusive systems, create accountability, and tell our story. The 11-member Board consists of senior leaders and spans geographies, business groups, and functional leaders.

Our **54,000 employees and contractors** speak more than **100 languages** and live in more than **60 countries** around the world. This diversity of background, language, and life experiences enhances Lenovo's competitive advantage.

## A FOCUS ON REACHING DIVERSE TALENT

Our future success requires Lenovo to focus on a diverse array of top talent enhancing our collective knowledge base and decision-making capabilities to drive the business. We look at each step in the recruiting process for potential points of human and structural bias.

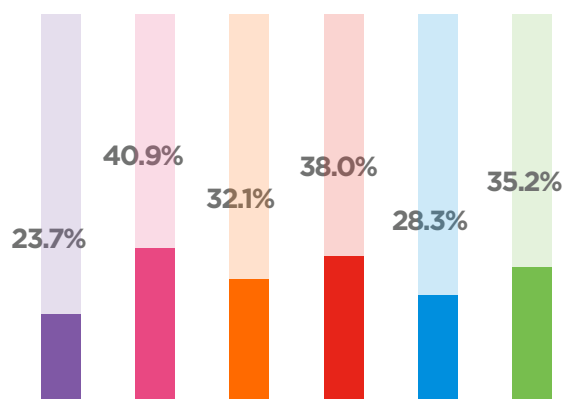
To attract the most diverse and qualified candidates, we ensure that messaging in our job descriptions reflects our culture and values - our candidate value proposition showcases Lenovo's unique culture and inclusive mindset. Additionally, we're piloting an artificial intelligence (AI) tool that analyzes job descriptions and suggests changes to help us appeal to female and under-represented candidates. It helps provide a gender-neutral job title and description, a simpler understanding of the core competencies of technical positions, the information on day-to-day activities, and compensation. Our commitment to inclusion begins with our recruiters. Each of our Global Talent Acquisition recruiters includes Our Statement of Non-Discrimination to declare to the world Lenovo's commitment to non-discrimination in the hiring and employment process.

To reinforce our commitment to equal employment opportunity in the recruitment process, we implemented unconscious bias and difficult conversation training for recruiters in the U.S. beginning in 2017.

We'll be expanding this program globally through 2019. We also implemented a worldwide goal in 2015 to increase the diversity of hiring slates for Band 8 level positions and higher. This effort focuses on women globally and traditionally underrepresented races and ethnicities in the U.S.

### Percentage of Women in Each Geography

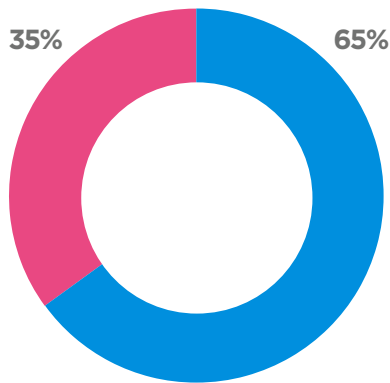
September 30, 2018



■ AP      ■ EMEA      ■ NA  
■ China      ■ LA      ■ Global

## Workforce Composition by Gender

September 30, 2018



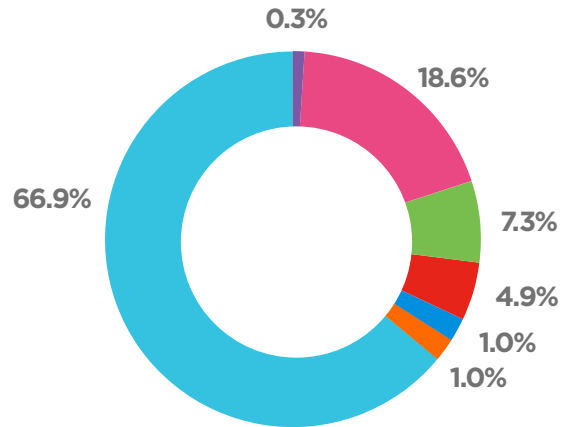
■ Women
 ■ Men

China holds our highest percentage of women employees at 41 percent. Each year in China, we hold a hiring event for Individuals with Disabilities with on-site recruiting and interviews. Lenovo also supports in the UK the Tech Talent Charter, which commits to adopting inclusive recruitment processes and goals for women on interview shortlists, ensuring that employment policies and practices support the development and retention of an inclusive and diverse workforce. Publishing our UK diversity data, among other factors, ensures transparency.

In the U.S., to increase the flow of diverse applicants, Lenovo posts all positions to our website, [LenovoCareers.com](http://LenovoCareers.com), [GlassDoor.com](http://GlassDoor.com), [LinkedIn.com](http://LinkedIn.com), [joinhandshake.com](http://joinhandshake.com), [Americas Job Exchange](http://Americas Job Exchange), and more than 50 diversity-focused sites. We're a veteran-friendly employer and have engaged [Military.com](http://Military.com) for job postings that target veteran and military populations. We participate in Enable Americas Job Seekers Workshops, Veteran Career Mentoring Days and Career Fairs, providing information about job opportunities, training on resume writing, job searching, and interview preparation. To further reach diverse candidates, our University Hiring programs target five historically black colleges and universities annually. Additionally, we're committed to the AARP Employer Pledge Program, which affirms the value of experienced workers in the U.S. and commits to developing diverse organizations.

## U.S. Workforce Composition by Race

September 30, 2018



■ American Indian / Alaskan Native  
■ Asian  
■ Black / African American  
■ Hispanic / Latino  
■ Native Hawaiian / Pacific Islander  
■ Two or More Races  
■ Caucasian



# Employee resource groups

## ADD VALUE TO THE EMPLOYEE EXPERIENCE

Our global Employee Resource Groups (ERGs), guided by our Diversity and Inclusion (D&I) Office, play an instrumental role in advancing the employee experience. We strive to make sure that one or two local executive sponsors support each ERG. Our current ERGs are:

- **Women in Lenovo Leadership (WILL):** Provides networking and development opportunities globally across 40 countries
- **Diversitas:** Provides training, networking, and career development in Bratislava, Slovakia for individuals with disabilities, LGBTQ, women, and early career employees
- **New and Expectant Mothers Outreach (NEMO):** Provides information, coaching, and support for expectant and new mothers in the U.S.
- **Black Leaders Achieving Success in Technology (BLAST):** Provides mentorship, leadership development, networking, and community service in the U.S.
- **Hispanics of Lenovo Association (HOLA):** Provides training, networking, and career development in North America



WILL networking event, December 2017.

WILL International Women's Day Forum, March 8, 2018.



## WOMEN IN LENOVO LEADERSHIP

More than a decade ago, Lenovo recognized the need to support women in the workplace, and a small group of female executives created Women in Lenovo Leadership (WILL) as its first ERG. WILL has physical chapters located in all five of our geographies: China, Asia-Pacific (AP), Europe, Middle East & Africa (EMEA), Latin America (LATAM), and North America (NA). Countries with chapters include Mexico, Brazil, Argentina, the U.S., Canada, the UK, France, Norway, Sweden, Germany, Australia, and China, among others. WILL focuses on supporting and cultivating women's careers at Lenovo.

WILL, like all of Lenovo's ERGs, is open to any employee, and fosters champions from male leaders within the company. WILL makes networking, volunteering, learning, and developmental opportunities available through panel discussions with female leaders and outside speakers, education on technical topics like the patent process, and celebrates women, including International Women's Day.

Laura Laltrello, Vice President, Services, Data Center Group, and Catherine Ladousse, Executive Director, Communications, EMEA, are executive sponsors.



WILL Habitat for Humanity Build in Raleigh, NC in October 2017.



Diversitas members supporting LGBT Pride Parade in 2018.

## DIVERSITAS

Diversitas is an Employee Resource Group (ERG) launched in Bratislava by employees passionate about making Lenovo more inclusive. At the 2017 European Diversity Awards hosted in London, Diversitas won Outstanding Employee Network, beating out thousands of other nominations. Its members raise awareness about cutting-edge topics in the Slovak workplace. Diversitas hosts 15 events annually, including celebrating Diversity Month with an in-office Pride Parade and Diversity Fair, collecting charitable donations, and delivering Human Resources training. Diversitas also facilitated Lenovo's joining the Slovak Diversity Charter in 2017. The group is expanding its network to France and Germany in 2018. David Reilly, Director, EMEA Sales Enablement and Support is executive sponsor of Diversitas.

Members of U.S. Pride marched in Durham Pride in October 2018 and represented Lenovo.



## PRIDE IN THE U.S.

With the acquisition of Motorola in 2014, Lenovo became more involved in the LGBTQ community. Our Motorola Chicago office supported an LGBTQ ERG and participated in Pride Month in Chicago and San Francisco. In recent years through the financial support of the Lenovo Foundation, funds supported StartOut in Chicago.

More recently Lenovo launched its LGBTQ group for North America (NA) with a panel discussion in June 2018. The conversation brought together allies and LGBTQ leaders in the organization to talk about their experience as D&I, Sales, and Talent Acquisition Leaders, and their role in attracting top talent. In October 2018, group members took part in Pride: Durham at Duke University, about 25 minutes from Lenovo's U.S. headquarters in North Carolina, marching in the annual parade to celebrate diversity. The group is finalizing its strategy and goals aligned with Lenovo's overall D&I roadmap. Bev Crair, Vice President, Product Development and Quality, Data Center Group is executive sponsor.

## NEW & EXPECTANT MOTHERS OUTREACH

Lenovo recognizes the need for a work environment that flexes to fit employees. To support working moms, we're piloting the New and Expectant Mothers Outreach (NEMO) ERG in NA to help new and expectant mothers through community support and mentorship. This group focuses on creating a supportive network of moms who help foster a smooth transition into the world of balancing work and motherhood. Additionally, the team helps improve workplace conditions in collaboration with local facilities teams, by securing additional parking space for new and expectant mothers, as well as dedicated space for private nursing rooms. It will be expanding to China in 2019. Claudia Contreras, Executive Director, North America Services Delivery is executive sponsor.



“It was much easier to return to work after my son was born due to the New and Expectant Mothers Outreach (NEMO) Employee Resource Group. This group provides a good forum for new moms to share information and discuss concerns. The guest speakers offer invaluable information relevant to new moms. Having a baby is a very challenging time for any new parent, and Lenovo’s maternity / paternity leave policy and the NEMO Group demonstrate the company’s commitment to its employees. I feel very proud to work for a company that truly recognizes the importance of helping new mom’s manage work/life balance.”



Nicole Allen

Director, Global eCommerce User Experience

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## Spotlight on Luis Hernandez

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### BLACK LEADERS ACHIEVING SUCCESS IN TECHNOLOGY

Black Leaders Achieving Success in Technology (BLAST) launched in 2014 and serves more than 300 African-American employees across North America. The group strives to inspire, support, and empower its multi-generation leaders through enlightenment, exposure, mentorship, and outreach. It provides regular career development opportunities, including its six-month “Empower” mentor program, where all participating employees across all band-levels can take part in 1:1 mentor sessions on presentation skills, branding, and leadership training. BLAST also regularly hosts internal executives and external guest speaker panels for best practices insights, features a monthly recognition program for significant member achievements and promotions, and partners with other ERGs to give back to the community through the Lenovo Foundation. BLAST’s executive sponsor is Torod Neptune, Chief Communications Officer.



Luis Hernandez, Vice President of PC Product Development, is an executive sponsor of the HOLA employee resource group, a group that helps strengthen the population of Hispanic employees at Lenovo. To Hernandez, “A diverse group of people is what makes our product much better, that’s why ThinkPad is so successful.” Hernandez attributes the success of the products Lenovo creates largely to the vast diversity of opinions from cross-functional teams and customer feedback.

### HISPANICS OF LENOVO ASSOCIATION

Launched in October 2017, Hispanics of Lenovo Association, or HOLA, focuses on empowering, developing, and advancing the next generation of Lenovo leaders of Hispanic/Latino descent. It facilitates roundtable discussions led by executive sponsors, giving employees an opportunity to share their experiences around networking, professional development and work/life integration. HOLA also hosts an annual diaspora multicultural event celebrating Hispanic Heritage Month in September. Luis Hernandez, Vice President, ThinkPad Business Unit and Alex Badia, Executive Director, System x Quality, Data Center Group are executive sponsors.

# Growing our talent

## EARLY CAREER PROGRAMS FOSTER DIVERSITY, FUTURE LEADERS

Lenovo's University Recruiting Program is part of a global strategic initiative to infuse early career talent across all organizations driving business transformation. We've created a series of programs around the globe, all designed to engage talented students and new graduates and help jumpstart their careers. Each has a lens of considering D&I importance to new graduates across the globe.

## INTERNSHIP PROGRAMS

We offer more than 300 internships globally through a wide variety of programs. Europe, Middle East & Africa (EMEA), Latin America (LATAM), and North America (NA) lead in hiring, hosting 50-60 college interns per year. We also have several targeted programs, like the Lenovo Scholar Network with the National Academy Foundation, which sources from underserved STEM high schools. This program has grown from six summer intern hires to 57 in three years at our U.S. headquarters location. Our Wake Tech Work Intern Program targets associate degree-seeking, community college students with up to 20 paid internships each semester, and provides exceptional training, and the opportunity for full-time hire. Our largest offering is for traditional college internships recruited from targeted universities across all geographies and business units (BUs). Our goal is to engage diverse candidates to build our pipeline for future talent. In FY2018/19, we grew the number of Lenovo internships YOY by 57 percent to 316.

LASR Class of 2017



## FULL TIME UNIVERSITY PROGRAMS

Each year we hire more than 500 Early Career hires across all geographies and BUs as either regular entry-level full-time roles or part of a specific rotational program. Our flagship rotational program, Lenovo Accelerated Sales Rotational Program, has hired 123 employees in the U.S. over the past five years and has developed many leaders at Lenovo. Each class is diverse, averaging 40 percent female and 40 percent traditionally underrepresented race and ethnic groups in the U.S. Additionally, our Supply Chain and Engineering Rotational Program within our Data Center Group began its inaugural year in 2018 by hiring 15 early career talents in the U.S. and plans to expand globally.

Launched in 2017, our premier rotational Global Future Leader Program immerses high-achieving students into the world of a global technology company through job rotation, customized leadership training, and mentorship from company executives. We target the best students (mostly technical majors) from the top universities in Asia Pacific, China, EMEA, LATAM, and NA who have the potential to fast track to leadership. Currently, 44 employees, from 10 countries are participating in the five-year program based in five different countries: the U.S., China, Italy, England, and Japan.

“The Women’s Leadership Development Program (WLDP) gave me a supportive community of peers and mentors that have been instrumental in my career development throughout my participation in the program and beyond. After graduating from WLDP, I was promoted into my first executive role, and being able to rely on those connections I gained through WLDP proved invaluable in helping me navigate that new landscape. Through WLDP, I also gained insight into my leadership style and how to become a more balanced leader. Lenovo’s investment of women in leadership positions has created an environment where female employees are better able to address some of the unique challenges that women face in the workplace. To see the company acting to foster that kind of inclusivity and promote workplace equality inspires a lot of respect within the workforce - people want to work for a company that invests in them and wants them to succeed.”

Marshae Mansfield  
Vice President & Chief Operating Officer  
Lenovo North America

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## BUILDING A PIPELINE OF DIVERSE EXECUTIVES

Founded in 2014, the Women’s Leadership Development Program (WLDP) at Lenovo serves as a global corporate initiative for advancing high-potential female directors into executive roles. We partnered with a premier professional development company specializing in developing future leaders to create an annual cohort of between 20-25 participants from around the world. Each cohort undertakes a nine-month development series of assessments, workshops, coaching, and skill-building activities that enhance critical leadership competencies and amplify visibility to senior executives.

Since its inception, the WLDP has served more than 60 female employees, promoting 48 percent of the participants to executive level from the program’s first two years. Our goal globally by 2020 is to have three out of four women promoted within 24 months of completing the program. On the whole, the program has eliminated attrition among high-potential female directors in FY 2017/18. Global attrition for women at director level during this same time period was 2.7 percent. Women now represent 18.8 percent of Lenovo executives. In just four years this initiative along with our strategy has increased global female executive representation by 30 percent. By 2020, we’re focused on taking the efforts needed to achieve 20 percent global female executive representation.

### Total Global Women Executives

September 30, 2018

**18.8%** current total global women executive

**20%** total global women executives goal by 2020

Lenovo’s Women in Tech panel discussion at Accelerate 2018 addresses STEM and diversity issues.



In March 2018, Lenovo joined Europe’s Women Talent Pool Program by nominating eight women from across the EMEA geography to join a leadership program to train and promote the next generation of female leaders. The 18-month program launched in Paris where the Lenovo members joined 38 attendees from other companies for an inspiring session featuring a keynote speech with the European Union Commissioner for Digital Economy and Society. In June 2018, our Talent Pool Programme members had the opportunity to meet and exchange with other members and selected guests at a two-day event held at Orange Poland headquarters, including a customized ‘strengths-based leadership’ training, panel debates, and a cultural visit at the POLIN Museum.

Catherine Ladousse, Executive Director, Communications EMEA, and President of Cercle InterElles, moderated a panel discussion on ‘Unleashing the Power of Women in Business and Technology.’



WLDP brainstorming session in Beijing, China in January 2018.

Marshae Mansfield discusses Lenovo’s products and services with business partners at Accelerate 2018.



## MOSAIC LEADERSHIP DEVELOPMENT PROGRAM

Following the success of the Women’s Leadership Development Program (WLDP), in 2017 we developed and launched the Mosaic Leadership Development Program (MLDP) to advance high-potential directors who have been identified as ready for the next step in their careers. The program represents men and women across various dimensions of diversity, including traditionally underrepresented U.S. race and ethnic groups, LGBTQ, Individuals with Disabilities, and Veterans.

Executives, HR partners, and the corporate Diversity and Inclusion (D&I) Office select participants in a rigorous review process for the 10-month program. MLDP seeks to build a pipeline of future leaders, reduce attrition, and increase the promotion rate of historically underrepresented groups. In its inaugural year, the program graduated seven participants. The program includes 360-degree feedback, regular coaching, development workshops, and mentoring throughout the program from senior executives. In our FY 2017/18 program, 12.5 percent of the participants identified as Veterans, well above the percentage of Veterans in the workforce in the U.S.

In the past 12 months, Lenovo has seen an increase of 2.9 percent in the representation of African-American and Hispanic executives. By 2020, we’re focused on taking the efforts needed to achieve 28 percent U.S., Asian, Black, Hispanic, Native American, Two or More Race, and/or Hawaiian and Pacific Islander representation, up from current representation at 26.5 percent.

MLDP graduates.



## GLOBAL BENEFITS DESIGNED FOR INDIVIDUAL EMPLOYEE NEEDS

We strive to create a personalized and supportive working environment for our 54,000 employees around the world by giving them the flexibility to manage their unique life needs and their work. To ensure we can attract and retain high-quality talent in the competitive technology marketplace, we offer a variety of benefits for employees and their families. Benefits packages follow these strategic guidelines:

- Position Lenovo competitively within the local marketplace
- Align with and support Lenovo’s business and culture strategy
- Emphasize Lenovo’s commitment to wellness and families

To achieve these goals, Lenovo must be flexible and consider varying customs, practices, legal requirements, and employee expectations around the world to design impactful benefits programs.

Our employees are our most valuable strategic resource, and we focus on creating benefit plans that recognize their talents and contributions. Our Total Rewards approach consists of five elements: compensation, benefits, work-life balance, performance and recognition, and development and career opportunities. These five elements are critical for us to attract, motivate, and retain our most valuable strategic resource – our people.

We pay for performance because exceptional performance drives business performance. Each employee’s “Key Performance Indicators (KPIs)” link to the overall business strategy. We continually monitor and evaluate market trends and industry practices in our workplace locations to ensure our salaries are competitive, and we react quickly to changes. Our performance management program allows all Lenovo employees worldwide to set their goals for the year, receive feedback on their performance and development needs, be evaluated on their performance, and, if eligible, receive a performance bonus. Formal assessments occur once or twice a year for all employees, and managers provide ongoing feedback throughout the year. We track completion of employee performance reviews at the end of the performance review cycle to make sure every employee gets feedback. In FY2017/18, we launched the Lenovo Recognition platform which allows for formal recognition by managers, as well as informal peer-to-peer recognition.

ff

“The Mosaic Leadership Development Program (MLDP) provided me impactful leadership training and executive coaching that has enabled me to become a stronger leader and drive better results for my organization. Within a few months of starting the MLDP program, I got promoted into a new leadership role for an organization undergoing change. Through the MLDP, I was more prepared to lead my team through the ambiguity and complexity caused by organizational change. As a result of the MLDP, I have the confidence and leadership skills to lead and drive results within my organization.”



Tory Williams

Director, Public Sector, Inside Sales  
Lenovo North America

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We design competitive compensation programs to attract, motivate, and retain talent, including a mix of base pay and short-term and long-term incentive plans. Given our global business demands, our global policy allows employees to work remotely when it makes sense.

Globally we offer flexible benefits in multiple countries (China, Mexico, Hong Kong, and the UK) to provide employees with a range of choices for benefits that fit their needs at various stages in their life. Choices vary by country depending on the local market, but often include the opportunity to add additional insurance coverage (life/disability/critical illness/dependent health care) or to purchase some “lifestyle” type benefits like pet insurance, home, or auto insurance, etc. at discounted rates.

Examples include:

**In Slovakia:**

- Benefits for working parents: Industry-leading benefits during maternity and parental leave, including continued eligibility for benefits, sessions for mothers returning to work after maternity leave, and gifts for new parents and newlyweds
- Support and engagement for families: Hosting Lenovo Summer Day with attractions and programs for children on-site at Lenovo, sponsoring summer camp where employees can bring their children onsite for day care (at minimal cost) for nine weeks
- Support for diversity and inclusion (D&I): Holding training and discussion sessions with employees on various topics during Diversity and LGBT Pride Months

**In the U.S.**

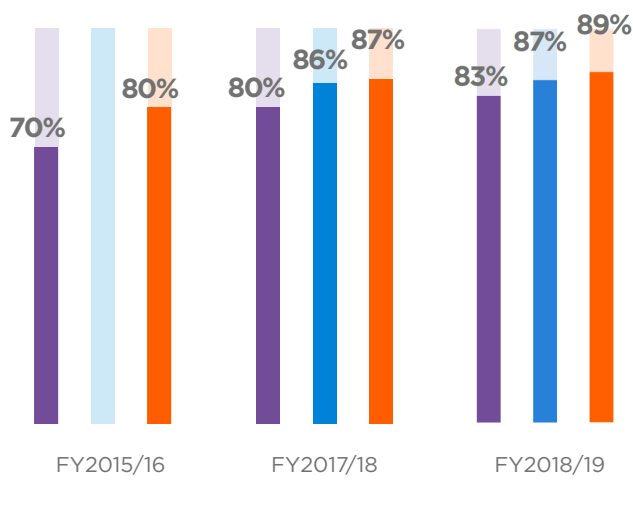
- Benefits for working parents: Industry-leading maternity leave program (twenty-four weeks of paid time off) and paternity leave (seven weeks of paid time off) and unlimited vacation
- Support and engagement for families: Supporting families by hosting a major yearly event for children of employees and providing resources for parents of special needs children
- Providing holistic support for gender transition: Our Gender Transition Guidelines support employees and families when a member of the family transitions genders. Support includes medical benefits, mental health benefits, pharmacy, and a variety of policies supporting the employee’s transition
- In the U.S., approximately 88.5 percent of employees have remote work available to them and 98 percent take advantage of it

Employee engagement surveys are a good way for us to better understand our workforce – we know that engagement is a measure of productivity, inclusion, and a predictor for retention. In our FY 2018/19 annual Lenovo Listens employee engagement survey, 88 percent of employees rated their managers as effective leaders, helping break down barriers for achieving success, inspiring them to be their best, and making them feel comfortable about raising concerns. Specifically, when it comes to D&I, 83 percent reported that Lenovo has created an environment where people of diverse backgrounds can succeed; 87 percent said all employees are treated equally and fairly regardless of gender, age, race, disability, religion, or sexual orientation; and 89 percent responded they are treated with respect at Lenovo.

To develop and retain diverse talent, we have implemented a number of programs targeted to improve the employee experience, from growing at Lenovo through formal training programs for high potential employees to participating in networks that provide opportunities to learn, connect, and receive mentorship.

**Employee Engagement Surveys**

Comparison since FY 2015/16



- Employees who agree, Lenovo has created an environment where people of diverse backgrounds can succeed.
- Employees who agree, all employees are treated equally and fairly regardless of gender, age, race, disability, religion, or sexual orientation. (This question added in 2017)
- Employees who agree, they are treated with respect at Lenovo.

## INCREASING BUSINESS WITH DIVERSE SUPPLIERS

Suppliers are critical to our business delivery and are an integral part of the solution to improve our productivity, quality, service, and innovation. When procuring goods and services from suppliers, we work to ensure that we are providing fair access to our supply chain to diverse businesses who are able to meet Lenovo's requirements and support our goals.

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.

Our diverse supplier objectives are twofold: increase the number of small and diverse suppliers doing business with us and increase our spend with them around the world. To do this, we are embedding supplier diversity in our procurement processes globally and gathering market insights to expand our pool of diverse suppliers. The supplier diversity team has set a potential date to expand the initiative to other geographies by 2021.



Lenovo works with SDI, a global firm that specializes in procurement process outsourcing, to manage \$120 million USD through procure-to-pay and source-to-pay programs. SDI also delivers a global business process outsourcing program that manages \$2.2 billion USD of Lenovo's indirect procurement spend. SDI provides solutions for general procurement spend across five categories ranging from Real Estate to Translation Services. SDI helps Lenovo create operational efficiencies through a fully-automated vendor neutral program, managing sourcing, negotiation, contractual compliance, purchase order distribution, and remittance processes in a competitive bidding environment.



**“As a champion of inclusive practices — and a diversity-owned business ourselves — SDI appreciates business partners who understand the breadth and value of capabilities delivered by supply chains. As we elevate the profiles of our more than 1,000 diversity-certified suppliers, we are honored to play a role in growing their businesses, connecting them with buyers through our procurement programs. We are also honored to partner with companies like Lenovo, who serve as leaders in the inclusion space.”**

Carmen Castillo

President & CEO  
SDI International Corp



**“Lenovo’s supplier diversity program builds on our proven commitment to diversity across the company. Maximizing the inclusion of small and diverse suppliers into our sourcing activities will create an increasingly competitive supplier base, which ultimately will ensure the greatest value for Lenovo.”**

Gerald Gross

Vice President, Chief Procurement Office,  
Global Supply Chain

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In federal fiscal year (FFY) 2016/17, Lenovo's total spend across all business units with diverse suppliers accounted for 10.3 percent of Lenovo's total expenditure in the U.S. Spending with minority-owned and women-owned businesses accounted for 89.3 percent and 82.3 percent of the total diversity spend, respectively.

A year-over-year comparison of FFY 2015/16 versus 2016/17 of small and diverse businesses in the U.S. yielded the following results: Spending with small suppliers saw an increase in the percentage of spend for FFY 2016/17 (10.6 percent) versus FFY 2015/16 (10.3 percent). There was also an increase in the percentage of diverse business spend for FFY 2016/17 (13.2 percent) versus FFY 2015/16 (12.3 percent).

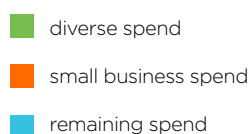
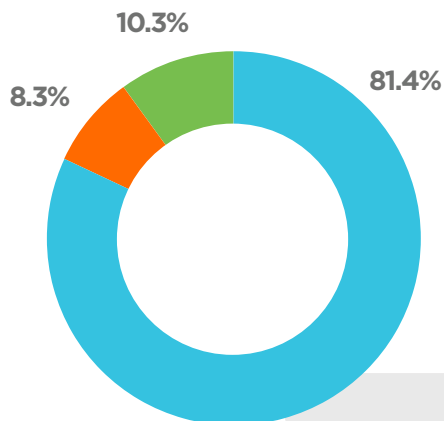
To help us meet these targets, we are launching several supplier diversity initiatives, including:

- Baselining our small and diverse spend across procurement
- Developing a Supplier Diversity Advocacy Group
- Establishing a supplier registration portal
- Implementing phase 2 of our tier 2 supplier diversity reporting

In Q1 FFY 2018/19, Lenovo launched a tier 2 program to expand our supplier diversity efforts to our large tier 1/prime suppliers by encouraging them to do business with competitive, diverse companies. As part of the tier 2 program, we are requesting our large suppliers to report their diversity spend to us

- Inputting tier 2 requirements into requests for proposals
- Conducting a Supplier Diversity Day

Lenovo U.S. Spend FFY 2016/17



Percentages exclude Motorola from FFY2016/17 because Motorola spend wasn't incorporated into FFY2015/16 data. The percentages represent Lenovo Business Units only.



# 3.0

## Ensure account- ability

36 - Guided by our Code of Conduct

36 - Anti-harassment

36 - Organizational human resources  
planning

## GUIDED BY OUR CODE OF CONDUCT

Our Code of Conduct applies to all Lenovo employees worldwide and communicates our belief in treating each other with respect and dignity. It is an integral part of our ethics and compliance program. Each newly hired Lenovo employee receives training and information about this program, and we require our employees to take subsequent mandatory training. As part of the Code of Conduct, we judge all applicants and employees by their qualifications, skills, and achievements without regard to race, color, religion, gender, gender identity or expression, national origin, ethnicity, sexual orientation, sex, age, disability, veteran status, marital status or any other characteristic protected by local law. When necessary, Lenovo will provide reasonable accommodations for employees with disabilities or those with special religious requirements.

Reports of inappropriate behavior, policy violations or alleged retaliation will, to the extent permitted by law and consistent with an effective investigation, be kept anonymous and confidential. Lenovo regards any suspected violation of law, policy or the Code of Conduct as a serious matter and is committed to following up on all reported concerns, which are addressed and tracked to resolution. The Code of Conduct details our clear non-retaliation policy and zero tolerance of harassment, retaliation, discrimination, or other adverse action against an employee who:

- Makes an internal report in good faith
- Provides information or assists in an investigation regarding such a report
- Files, testifies, or participates in a legal or administrative proceeding related to such matters

Managers are required to report and help resolve any suspected violation of the non-retaliation policy. Complaints of alleged retaliation will be promptly addressed and investigated. Lenovo also provides detailed information about its internal controls framework and enterprise risk management, including ethics and compliance, on pages 81-87 of its Corporate Governance Report in the Annual Report.

## ANTI-HARASSMENT

You can't have an inclusive culture if you don't have a strong stance against harassment. Lenovo takes this topic seriously. It is a guiding principle across all our countries. In late 2017, three of our top women leaders from Legal, Human Resources, and the Office of Diversity and Inclusion (D&I) reached out to all our employees and asked them to speak up if they experienced any harassment. They clearly spelled out four different ways to report harassment. If we have a problem, we want to know.

Beginning in FY2017/18, all U.S. employees and managers with computer access are required to complete anti-harassment training biennially, and we will expand this training globally by the end of 2018. We are dedicated to reminding all new managers and employees as they join about our commitment to a harassment free workplace.

## ORGANIZATIONAL HUMAN RESOURCE PLANNING

The Organizational Human Resource Planning (OHRP) process is Lenovo's annual review of the organizational structure and talent which is critical to help ensure that we have the right structure and people in place to deliver on our strategy. Everyone who manages people looks at their talent and assesses gaps in talent, creates succession plans, and evaluates key human capital opportunities and issues.

Our Office of D&I meets with 20 of Lenovo's top leaders to discuss the current state of global women and U.S. race and ethnic groups. We evaluate the entire lifecycle from hires, promotions, and attrition to assess any areas of opportunities. Our analysis includes early, mid, and senior level bands to give accurate insights.

We share targeted recommendations for advancing a culture of inclusion by leveraging a variety of metrics, and our many programs and initiatives to support the leaders of goals. We also provide sensible and reasonable recommendations to attract and retain executive women globally and U.S. executives from traditionally underrepresented race and ethnic groups.







# 4.0

## Tell our story

49 - Increasing global diversity locally through technology access

51 - Advancing the conversation with global and industry leaders

53 - Awards and recognition 2017-2018

Making a difference

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Lenovo committed

**\$14,400,000 USD**

to empower minorities in STEM in FY 2017/18

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**\$7,000,000 USD**

commitment via business partnerships

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**\$5,300,000 USD**

in corporate and foundation giving

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**\$1,300,000 USD**

worth in employee volunteerism

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**\$790,239 USD**

in donations through  
Lenovo Employees Care

## INCREASING GLOBAL DIVERSITY LOCALLY THROUGH TECHNOLOGY ACCESS

Lenovo fosters diversity in the community through the work of the Lenovo Foundation and Lenovo's corporate giving. The Foundation's mission reflects the intersection of Lenovo's philanthropy focus areas: empowering minorities and STEM education. In FY2017/18, Lenovo gave \$5.3 million USD in cash and product donations to communities around the world. As we formalize and grow our assets for giving back, we are setting an agenda to better measure our impact on populations and communities around the world. Our goal by 2020 is to directly impact the lives of more than one million individuals around the world annually through strategic giving programs.

Our philanthropy board governs our global giving processes, led by Yolanda Lee Conyers, Chief Diversity Officer and President of the Lenovo Foundation.

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“Connecting underserved populations to technology ensures the very diversity we value and ultimately helps all of humanity move forward. A technology divide means that we will never benefit from the lost contributions of entire populations who lack access. Consequently, the communities that lack access to the latest technology will fall further behind as services, commerce, education, and civic engagement increasingly move to artificial intelligence and smart platforms. Bridging this last mile connection is hard, but it's necessary. While we're in an industry that focuses on selling products, making sure there's equal access to them is important to us.”

Yolanda Lee Conyers

Chief Diversity Officer, President of the Lenovo Foundation, Lenovo





Lenovo employees in China volunteer to bring new opportunities to underserved children.

Lenovo increases access to technology for diverse populations through partnerships with organizations like the Boys & Girls Clubs of America, the Smithsonian Center for Learning and Digital Access, and the National Academy Foundation (NAF), the nonprofit that leads the Lenovo Scholar Network. Now in its fourth year, the Lenovo Scholar Network offers more than 5,000 students at 118 public high schools across the U.S. the opportunity to learn to develop mobile applications. Lenovo and NAF created the annual Mobile App Development Competition in 2014 to engage underserved high school students in STEM, while also providing entrepreneurial and technology skills needed to pursue careers in computer science, programming, and engineering. In the 2017/18 school year, more than 80 percent of schools that joined the competition offered mobile app development to students for the very first time.

As a demonstration of the business's commitment to decreasing the digital divide, Lenovo provided 50,000 devices to under-resourced high school students across the U.S. with carrier and partner, Sprint. Devices empowered the Sprint 1Million project, an initiative to increase students' academic performance by providing home internet access through the Sprint network and device hotspots.

Lenovo engages its diverse employee base through Lenovo Employees Care, a program offering employee matching gift programs in North America and employee volunteer programs worldwide. In FY 2017/18, employees in North America leveraged Lenovo's 50 percent match to employees' charitable donations, generating \$1.12 million USD for charitable organizations in the U.S. and Canada (employee donation and match combined). Employees in North America are entitled to an annual 32 hours of paid time off for volunteerism, which contributed 19,296 hours to a worldwide total of 30,000 volunteer hours. The value of Lenovo employees' contributions of time and talent is conservatively estimated at \$1.3 million USD (based on average hourly pay).

Lenovo's first Global Week of Service in 2017 exemplified Lenovo's global, collaborative culture.

Teams amplified each other's partnerships in different geographies, combined employee volunteer talent across business units, and scaled Lenovo's focus on STEM education and empowering diverse and minority populations to offices around the world. By providing the opportunity for employees to design and lead projects in their own communities, Lenovo meets the diverse needs of minority populations around the world. In May 2018, Lenovo's global week of service "Make A Difference Week" expanded to 11 more sites, and employees worldwide joined forces to impact 1.5 million people in just one week. More than 2,000 volunteers logged 10,000 hours across 45 projects in 27 countries benefiting minority populations and increasing access to STEM education. Because of Lenovo's global nature, there is a wide array of definitions for "minority," and each project leader (grassroots volunteer) could choose the charitable partner and project purpose most relevant to the local community, reflecting Lenovo's culture of autonomy and appreciation for diversity. These values enabled project leaders to serve their communities in the greatest need, and the unique needs of global communities were reflected in the projects.

- In Glasgow, Scotland, employees provided facilities updates for a local school that serves children with special needs. Volunteers built play equipment, repaired bicycles, and interacted with the students.
- In Heifei, China, employees worked with a center for elderly individuals disconnected from family members and friends, providing enriching activities and connections for underserved senior citizens.
- In Research Triangle Park, North Carolina, USA, employees worked with Kramden Institute and local middle school students to refurbish used PCs to be donated to local households without computers.
- In Lima, Peru, employees worked with indigenous populations, interacting with adults through projects and enhancing the education of the community's youth by providing educational resources.
- In Johannesburg, South Africa, employees commuted four hours (one way) to a rural school in South Africa. Employees refurbished classrooms and facilitated fun and educational events with school children.

While the majority of Lenovo's strategic partnerships have occurred in North America, Make a Difference Week projects have sprouted non-profit partnerships around the world. The Lenovo Philanthropy Board's global oversight will encourage and sustain ongoing partnerships with the United Way in Europe, Laboratoria in Latin America, Horizon Corporate Volunteer Consultancy in China, and numerous activities in Asia Pacific, especially India.

Make a Difference Week volunteers in Heifei, China, before doing community outreach at an elderly care center.



In South Africa, employees spent eight hours traveling to a remote school to interact with underprivileged children during their Make a Difference Week project.



In 2017, in the Philippines, employees volunteered with the Down Syndrome Association of the Philippines to gain awareness of Down syndrome and provide new, enriching activities for youths with Down syndrome.

In line with Make a Difference Week activities, each of the major regional partnerships enables giving and volunteerism in a way uniquely meaningful to the culture it impacts. For example, a partnership with the XBillion Skills lab in India allowed Lenovo to train workers in roles that will yield higher living wages, helping India's disadvantaged with skills and training that helps them rise from poverty to India's growing middle class. In contrast, Lenovo's regional partnership with the United Way in Europe, Middle East & Africa (EMEA) offered volunteerism opportunities for employees, including opportunities to assist local schools, crisis centers, and homes for the elderly, while leveraging technology to connect populations to resources. In Moscow, employees worked with United Way Russia to provide professional training for young, single mothers. The curriculum focused on using technology for blogging, resume writing, and interviewing strategies, including free professional photographs. We aim to grow these partnerships beyond employee engagement to strategic and ongoing relationships.

Like so many others, Lenovo responded to the unprecedented series of disasters in North America in fall 2017 and 2018. Through a \$2 million USD commitment (\$1 million USD each to hurricanes and earthquakes), Lenovo provided immediate funding and recovery-phase product donations after Hurricanes Harvey, Irma, and Maria ravaged the U.S. and Caribbean, and two devastating earthquakes struck Mexico. We partnered with the American Red Cross, Americares, Boys and Girls Clubs of Puerto Rico, Cruz Roja Mexico, Save the Children, Techo Para Amis, and Yecolti to help these local populations during natural disasters. In response to Hurricane Florence and the ongoing threat of flooding in North Carolina, USA, Lenovo donated to the American Red Cross and provided products and resources during the recovery phases to community partners, schools, and organizations in need.

## ADVANCING THE CONVERSATION WITH GLOBAL AND INDUSTRY LEADERS

Every year since 2006, Lenovo EMEA has sponsored the Women's Forum for the Economy and Society, a global organization for learning, inspiration, and networking among the world's professional female workforce. In 2018 we elevated our commitment to this essential platform for women's advancement to include North America and Asia. As a Silver-level sponsor, our partnership with the Women's Forum is increasingly vibrant. In 2018 alone we've sponsored events in Toronto and Singapore, in addition to our signature Gold-level sponsorship of the fall Paris event.

As a global company, Lenovo recognizes that without a diverse and inclusive workforce, we would not be able to innovate, compete, and deliver ground-breaking products to the varied markets that make up our global society. Lenovo's sponsorship of the Women's Forum helps ensure that women's voices and perspectives are heard not only within Lenovo itself, but around the world. More than 120 Lenovo female employees have had the opportunity to grow and learn through the Women's Forum.

Lenovo continues to participate in the global conversation about diversity and inclusion (D&I). In March 2018, Lenovo participated in the 17th Colloque InterElles event in Paris. More than 600 people from 14 tech companies in France including Lenovo, IBM, Intel, and Orange attended the event.

Catherine Ladousse, Executive Director, Communications, EMEA, led the event in which two groups of people were on stage to talk about their work during the past year. They shared examples and best practices on how and why to include men in diversity programs within companies and how to make innovations involving women more visible. Each group was introduced by a panel made up of CEOs, Presidents, or members of an executive committee in companies connected to InterElles. Francois Bornibus, Senior Vice President and President, EMEA, joined the first panel in the morning to discuss 'How and why we should include men in diversity programs within our companies.'

Lenovo France played a key role at Digital Woman's Day, an annual conference in April 2018 in France on diversity in the digital economy. The 5,000-person event highlighted women from all backgrounds sharing their diversity story and their interest in the digital economy.

In 2017, Lenovo sponsored and attended the Women in Africa Club's annual event in Marrakesh, Morocco. Close to 400 attendees from 40 countries in EMEA and around the world from all sectors discussed the theme 'Investing for better governance with African women.' Lenovo's attendance was led by the Lenovo Morocco team and brought six delegates from South Africa and Middle East.

Women in Africa is the first international network committed to promoting a new generation of women leaders in Africa through empowerment, investment, and implementation of concrete actions. Over the course of the three days, the event provided conferences, master classes, and workshops on leadership covering topics on agriculture, education, energy, entrepreneurship, finance, health, industry, infrastructure, water, and digital.

As a corporate partner, Lenovo provided PCs and smartphones, and our delegates contributed to the debates and lab discussions demonstrating how Lenovo is committed to gender diversity and focusing on women's careers and empowerment across the world, including Africa, which is a key region for us.



Women's Forum Paris in 2017

Lenovo sponsorship of Women in Africa Club



# Awards & recognition

## 2017-2018

Lenovo is recognized by a number of organizations for our culture, workplace, and diversity efforts.

### **CHINA'S MOST ATTRACTIVE EMPLOYERS RANKINGS BY UNIVERSUM (2017)**

Lenovo ranks #1 of the most attractive employers in the Technology Hardware & Equipment industry for the 2nd consecutive year and as a top 20 most attractive employer ranked by engineering students in China.

### **CORPORATE EQUALITY INDEX (2018 & 2017)**

This index by the Human Rights Campaign Foundation is the national benchmarking tool on corporate policies and practices pertinent to lesbian, gay, bisexual, transgender, and queer employees. Lenovo scored a 100 percent.

### **EMPLOYEE ASSISTANCE PROGRAM (EAP) PATHFINDER AWARD (2017)**

First China-based company to receive the award by EAP Forum in 2017. It recognizes companies that provide employee benefit programs to assist with personal problems or work-related problems that may impact their job performance, health, mental, and emotional well-being.

## **FATHERLY 50 BEST PLACES TO WORK FOR NEW DADS (2018)**

The annual list celebrates the companies with the best parental leave policies. Lenovo ranked #2.

## **MOTHER'S DAY MARCH (2018)**

The March for Moms, a nonprofit cofounded by Harvard University professor Dr. Neel Shah, recognizes employers offering paid family leave to their employees.

## **OUTSTANDING EMPLOYEE NETWORK (2017)**

Hosted by the European Diversity Awards, the Diversitas employee resource group was named the best in diversity across Europe.

## **REPUTATION INSTITUTE'S GLOBAL**

### **REPTRAK® CHINA 100**

This list uncovers the world's most reputable companies in innovation, governance, citizenship, and more.

## **SLOVAKIA FIRST DIVERSITY CHARTER (2017)**

As a founder and with a seat on the management board, Lenovo is committed to supporting Diversity and Inclusion in the Slovak workplace.

## **TOP GRADUATE EMPLOYER (2017)**

An award sponsored by 51job.com, the leading integrated human resource service provider in China, and yingjiesheng.com, the leading online job search portal for college users in China.

## **WORKING MOTHER'S BEST 100 COMPANIES (2018 & 2017)**

Recognized by Working Mother Magazine as a top company for helping women thrive with flexible work, paid leave, support for women's advancement, and more.

## **WORKING MOTHER'S BEST COMPANIES FOR DADS (2018)**

Recognized by Working Mother Magazine as a top company for supporting working fathers with paternity leave, flexible schedules, and remote working environments.

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Yolanda Lee Conyers

*Chief Diversity Officer,  
President Lenovo Foundation*



## A Message from Our Chief Diversity Officer

We strongly believe that technology is our great equalizer. It holds the power to make our world, our communities, and our company more diverse and inclusive. When we combine it with what makes Lenovo unique, it enables inclusive transformation, and we need this transformation more than ever to respond to the challenges of such a dynamic, flatter world. We've built our diversity and inclusion (D&I) strategy informed by global research, data, and insights to reflect our key stakeholders and our commitments to them. From policies to programs to practices, our first report outlines how D&I is ingrained throughout our business and the employee experience.

Our global nature is our greatest strength. It also is our greatest challenge because designing diverse and inclusive systems, structures and processes is not one size fits all. By designing global frameworks that are often operationalized locally, we achieve objectives but allow for local customization and flexibility. This individual approach makes it harder to roll up uniform results quickly, but we believe results in greater impacts over the long term.

As a truly archetypal global company, I'm proud of the progress we've made to integrate different cultures across the business at all levels, as well as how we've improved global gender and U.S. underrepresented groups among the executive ranks. But we have more work to do, with focus on measurable commitments that bring us closer to our vision of a technology structure - and by extension, a social structure - that allows everyone to participate fully.

We are building this world where everyone can belong, where people no longer have to change to fit in, and where their individual identities are welcome and appreciated today. Our efforts reflect the 360 degree nature of who we are by impacting underserved populations through the Lenovo Foundation, doing more business with diverse suppliers, making our internal systems transparent, and creating programs to further D&I.

By starting the conversation about what defines an inclusivity quotient for technology, we can continue to always keep this bigger picture in mind and more fully respond to our employees, suppliers, communities and marketplace.



Yolanda Lee Conyers