

Supply chain recognitions

Lenovo Global Supply Chain

Ranked #8

Gartner Supply Chain
Top 25 for 2023



The Company has once again been named in the Gartner Global Supply Chain Top 25 listing for 2023. This is the highest ever ranking for the Company, rising one place from 2022 to rank #8. This annual ranking of the world's leading technology, retail, manufacturing, food and beverage, and pharmaceutical brands identifies and celebrates companies leading the way in supply chain management and is considered the gold standard in supply chain excellence.

The Company's increasing efforts to address supply chain environmental impacts have been recognized by different organizations. 2022 was the first year the Company participated in the CDP supply chain project, and the Company's supplier response rate for CDP was 96 percent, ranking among the top 5 percent in the world. In 2023, the Company's CDP supplier response rate is 97 percent, ranking among the top 5 percent in the world, compared to a global average of 63 percent. The high response rate reflects the high level of suppliers' engagement with the Company on the topic of supply chain decarbonization.

In FY 2023/24, the Company was recognized by the IPE Green Supply Chain Corporate Information Transparency Index (CITI) and the Corporate Climate Action Transparency Index (CATI) and was ranked among the Top 10 in the IT industry.

Since 2021, the Company has been using IPE's Blue EcoChain tool to track the environmental performance of its suppliers.



CDP

In 2023, the Company achieved a CDP score of “A” for its Supplier Engagement Rating in Climate Change and was also listed on the Supplier Engagement Rating Leader Board.

Recognitions for ESG Digitalization

The Company is dedicated to leveraging digital technologies to elevate its capabilities of ESG management in the supply chain. The Global Supply Chain ESG Digital Platform aims to integrate end-to-end supply chain data to create transparency on organization- and product-level environmental and social impacts, form closed-loop ESG KPI management, monitor risks, and enable seamless collaboration with upstream and downstream partners. In FY 2023/24, the Company's efforts in ESG digitalization were recognized by organizations including International Data Corporation (IDC), China Federation of Logistics & Purchasing, and China's Alliance of Industrial Internet.



ESG initiatives in general procurement

The Company has extended its ESG efforts beyond production procurement suppliers to its general procurement suppliers. General procurement, the process of acquiring goods and services that are not directly related to the production of a product or service, plays a vital role in supporting the Company's ESG goals. General procurement suppliers can help the Company reduce its environmental impact, promote fair labor practices and diversity, and enhance its reputation and stakeholder relations.

In FY 2023/24, the Company made significant progress in expanding its ESG efforts throughout its indirect supply chain. With the goal to advance the Company's overall ESG performance across its operations, ESG has been identified as one of the key priority areas for general procurement.

ESG is a significant priority under the Company's broader Supplier Relationship model. The Company views ESG as a critical aspect in how it engages with its supplier base. In FY 2023/24, the Company established its first dedicated staff resource to manage ESG activities as it relates to general procurement suppliers. The division developed its 3-year ESG strategic action plan. FY 2023/24 was the first year of this plan, which aimed to build the base for the program and concentrate on assessing and communicating with suppliers.

Assessment

- Conducted a preliminary risk assessment of over 1,151 general procurement suppliers, placing 592 priority suppliers into 10 waves for assessment. This resulted in the invitation and inclusion of 80 suppliers into the EcoVadis platform.
- Captured data as it pertains to suppliers' ESG efforts during supplier onboarding. The Company implemented a new supplier validation process that presented ESG questions to the Company's indirect supplier base.

- Created a special recognition program, the Supplier Certification Initiative (SCI), which is a voluntary program that rewards and certifies suppliers who demonstrate their ESG commitment and cooperation, and strategic alignment with the Company's supply chain priorities. Suppliers who participate in the SCI are required to complete a self-assessment questionnaire and provide supporting documentation to receive a certification badge. This recognition allows general procurement suppliers to differentiate themselves from their competitors and provides suppliers access to exclusive benefits.

The Company evaluated general procurement suppliers by a combination of EcoVadis rating and data captured during supplier validation and the SCI. The holistic approach assesses the ESG performance of its general procurement suppliers, taking into account both quantitative and qualitative data. The EcoVadis rating provides an objective and standardized measure of the supplier's ESG practices, while the data captured during supplier validation, or the SCI provides additional insights into the supplier's ESG policies, initiatives, and reporting. The Company uses this information to identify areas of improvement, recognize best performers, and drive continuous ESG improvement across its indirect supply chain.

Communication

- The Company increased its communication and engagement with its general procurement suppliers and internal stakeholders on ESG matters. The Company coordinated a training for procurement staff and identified 27 champions who act as ESG ambassadors within their respective categories and regions. The Company also shared a communication with 480 key suppliers outlining the Company's ESG ambitions and supplier expectations.
- Two educational webinars called "Sustainable Supply Chain: Responsible Sourcing" and "Sustainable Supply Chain: Supplier Diversity" have also been developed. These trainings can be used to educate business partners and resellers regarding the Company's efforts to engage suppliers on ESG topics and how they can commit to similar efforts. Both webinars continue to be used to educate additional internal and external audiences.

The Company strives to enhance its ESG performance and deliver value to all its stakeholders, including its general procurement suppliers. By collaborating with these suppliers, the Company aims to realize its ESG aspiration of leading the way in responsibility and sustainability in its sector and beyond while fostering long-term, environmentally and socially responsible relationships with its suppliers.

Supplier diversity

The Company's Supplier Diversity Program is committed to seeking and developing diverse businesses while contributing to the economic success of communities it serves. It recognizes that supplier diversity creates a win-win by influencing the inclusion of diverse businesses within its supply base which impacts brand reputation management and improves revenue performance through sales.

In FY 2023/24, the Company spent \$616.8M among nearly 1,500 small and/or diverse suppliers in the US. This accounted for 22 percent of its total expenditure in the US. This includes spending over \$193M with woman-owned businesses and \$203M with ethnically diverse businesses.

The Company is proud of the progress that has been made over the past couple of years. However, it is not resting on past results but is striving to provide a greater level of support to small and diverse businesses. The Company continues to partner with several NGOs such as the National Minority Supplier Development Council (NMSDC), Disability:IN, and the Women's Business Enterprise Networking Council (WBENC). The Company also increased support to minority businesses through the "Evolve Small" initiative. Through this ongoing initiative, the Company helped small businesses recover from the impact of COVID-19 by providing over \$1.2M of financial aid, technology, marketing, and mentorship support to more than 1,900 companies across the US and Canada throughout the year. As a result of these combined efforts, the National Minority Supplier Development Council recognized Lenovo by electing North America Chief Marketing Officer Gerald Youngblood to the Board of Directors.

As the Company moves forward, its success not only lies within workforce diversity but also in the inclusion of diverse suppliers that provide competitive advantages, increased innovation, and revenue that can support its brand reputation. For more information, please visit the Company's [Supplier Diversity webpage](#).

7.0 Consolidated metrics

104 FY 2023/24 consolidated metrics





7.0 Consolidated metrics

FY 2023/24 Consolidated metrics

Revenue

Revenue					
Fiscal Year (FY)	2019/20	2020/21	2021/22	2022/23	2023/24
Total (millions USD)	\$50,716	\$60,742	\$71,618	\$61,947	\$56,864
By geography (%)					
Americas ¹	32%	31%	32%	34%	34%
Asia Pacific (excluding China)	22%	19%	16%	17%	18%
China	21%	24%	26%	24%	22%
EMEA ²	25%	26%	26%	25%	26%

1 Americas – North America, Latin America

2 EMEA – Europe, Middle East, Africa

Employee representation

Employee representation					
FY	2019/20	2020/21	2021/22	2022/23	2023/24
Total number of employees	63,000	71,500	75,000	77,000	69,500 ¹
By region ^{2,3}					
Americas	18%	14%	14%	14%	15%
Asia Pacific (excluding China)	12%	10%	11%	15%	15%
China	62%	69%	67%	62%	60%
EMEA	8%	7%	8%	9%	10%
Employees by gender ^{2,4}					
Male	64%	64%	63%	63%	63%
Female	36%	36%	37%	37%	37%
Employees in technical roles by gender ^{2,4}					
Male	72%	72%	71%	71%	71%
Female	28%	28%	29%	29%	29%
Executives by gender ^{2,4}					
Male	82%	79%	80%	79%	78%
Female	18%	21%	20%	21%	22%
Employees by employment type ³					
Regular employees	n/a	73%	80%	89%	93%
Long-term plant contractors	n/a	27%	20%	11%	7%
By age group ^{2,4}					
Under 30 years of age	n/a	15%	15%	15%	14%
30-50 years of age	n/a	73%	73%	72%	72%
Over 50 years of age	n/a	12%	12%	13%	14%

1 On March 31, 2024, the Group had a headcount of approximately 69,500 worldwide.

2 Includes Lenovo regular employees only. Data excludes:

- Consultants and vendors working through a contract agency or third-party performing services or consulting on site for a brief time and hence excluded from the scope.
- Contractors who usually perform non-critical, non-core jobs and their employment decisions, including pay and benefits, are made by the third-party employer – and hence excluded from the scope.
- Supplemental students who are interns or who are hired for a very short window of time and hence excluded from the scope.

3 Employment type and geographical data is aligned with the FY 2023/24 Financial Annual Report. Americas represent North America and Latin America. EMEA represents Europe, Middle East, and Africa.

4 Gender and age categories include an “undeclared” category representing less than 1% of the population.

Employee representation – US ¹					
FY	2019/20	2020/21	2021/22	2022/23	2023/24
US employees by race/ethnic background (%)					
Asian	17%	17%	17%	17%	17%
Black or African American	8%	8%	9%	9%	9%
Hispanic or Latinx	6%	6%	6%	7%	7%
White	66%	66%	65%	63%	63%
Remaining under-represented groups ²	2%	2%	2%	3%	3%
No data	1%	1%	1%	1%	1%
US executives by race/ethnic background (%)					
Asian	18%	18%	18%	20%	21%
Black or African American	3%	2%	2%	2%	2%
Hispanic or Latinx	6%	7%	8%	7%	5%
White	72%	72%	72%	70%	68%
Remaining under-represented groups ²	1%	1%	1%	1%	1%
No data	0%	0%	0%	1%	2%
US employees in technical roles by race/ethnic background (%)					
Asian	27%	26%	26%	27%	26%
Black or African American	6%	7%	8%	8%	8%
Hispanic or Latinx	5%	5%	5%	5%	6%
White	60%	60%	58%	56%	55%
Remaining under-represented groups ²	2%	2%	2%	2%	2%
No data	1%	1%	2%	2%	2%

- ¹ Employee representation data includes Lenovo regular employees only. Data excludes:
- Consultants and vendors working through a contract agency or third-party performing services or consulting on site for a brief time and hence excluded from the scope.
 - Contractors who usually perform non-critical, non-core jobs and their employment decisions, including pay and benefits, are made by the third-party employer – and hence excluded from the scope.
 - Supplemental students who are interns or who are hired for a very short window of time and hence excluded from the scope.
- Totals may differ from the exact sums of individual numbers due to rounding.
- ² Remaining under-represented groups – Alaskan Native, Hawaiian, Pacific Islander, or Two or More Races.

Employee turnover

Employee turnover ^{1,2}					
FY	2019/20	2020/21	2021/22	2022/23	2023/24
Total turnover rate of employees	8%	8%	11%	7%	5%
By region³					
Americas	n/a	6%	12%	8%	5%
Asia Pacific (excluding China)	n/a	7%	11%	10%	8%
China	n/a	10%	12%	6%	4%
EMEA	n/a	4%	7%	7%	5%
By gender⁴					
Male	n/a	8%	11%	7%	5%
Female	n/a	8%	11%	7%	6%
By age group⁴					
Under 30 years of age	n/a	16%	21%	11%	9%
30-50 years of age	n/a	7%	10%	7%	4%
Over 50 years of age	n/a	3%	5%	5%	4%

¹ Turnover rate data covers voluntary departure of Lenovo regular employees for the full FY 2023/24. Involuntary turnover is planned exit of Lenovo regular employees which is in alignment with the Company strategy and decisions. Hence, as a strategic and standard practice, this is excluded from reporting.

² Employee turnover data includes Lenovo regular employees only. Data excludes:

- Consultants and vendors working through a contract agency or third-party performing services or consulting on site for a brief time and hence excluded from the scope.
- Contractors who usually perform non-critical, non-core jobs and their employment decisions, including pay and benefits, are made by the third-party employer -and hence excluded from the scope.
- Supplemental students who are interns or who are hired for a very short window of time and hence excluded from the scope.

³ Geographical data is aligned with the FY 2023/24 Financial Annual Report. Americas represent North America and Latin America. EMEA represents Europe, Middle East, and Africa.

⁴ Gender and age categories include an "undeclared" category representing less than 1% of the population.

Employee training

Percentage of employees trained ^{1,2}					
FY	2019/20	2020/21	2021/22	2022/23	2023/24
Percentage of total employees who took part in training ³	n/a	n/a	73%	80%	98%
By gender⁴					
Male	n/a	n/a	41%	37%	36%
Female	n/a	n/a	58%	62%	62%
By employee category					
Individual contributors and contractors	n/a	n/a	75%	78%	79%
Middle management	n/a	n/a	23%	21%	20%
Senior management or executives	n/a	n/a	2%	1%	1%

¹ Compared to prior year, the presentation of these figures has changed to enhance transparency and ensure compliance; calculation methodology remains the same.

² "n/a" for select metrics for previous year(s) due to a system change to enhance the Company's training initiatives impacting data availability from past year(s).

³ Calculated as number of employees who took part in training via the Company's learning platform "Grow@Lenovo" divided by the total number of employees who have access to it at the end of fiscal year. Training taken by employees outside of Grow@Lenovo excluded due to data availability.

⁴ Gender categories includes an "undeclared" category representing less than 3% of the population.

Average number of training hours per employee ^{1,2}					
FY	2019/20	2020/21	2021/22	2022/23	2023/24
Average number of training hours per employee ³	n/a	n/a	5	6	9
By gender⁴					
Male	n/a	n/a	7	8	9
Female	n/a	n/a	8	8	10
By employee category					
Individual contributors and contractors	n/a	n/a	7	7	9
Middle management	n/a	n/a	9	8	11
Senior management or executives	n/a	n/a	7	5	9

1 Compared to prior year, the presentation of these figures has changed to enhance transparency and ensure compliance; calculation methodology remains the same.

2 "n/a" for select metrics for previous year(s) due to a system change to enhance the Company's training initiatives impacting data availability from past year(s).

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4 Gender categories includes an "undeclared" category representing less than 3% of the population.

Occupational health and safety (OHS)

Occupational health and safety (OHS)					
FY	2019/20	2020/21	2021/22	2022/23	2023/24
Recordable rate	0.03	0.04	0.07	0.08	0.04
Number of employee fatalities	0	0	0	0	0
Number of contractor fatalities	0	0	0	1	0
Fatal work injury rate ¹	0	0	0	0.002	0
Lost days	82	143	384	324	174
Lost-time rate	0.03	0.03	0.05	0.05	0.03
Number of ISO 45001: 2018 registered facilities	11	11	11	15	12
Manufacturing employee health and safety training					
Average number of hours of training per manufacturing employee	35	52	35	45	49

1 Calculated by number of fatalities as a result of work-related injury/number of hours worked multiplied by 200,000

Philanthropy and community engagement

Corporate cash and product donations¹

FY	2019/20	2020/21	2021/22	2022/23	2023/24
Lenovo Foundation and Donor Advised Funds	\$482,887	\$545,552	\$872,068	\$1,993,187	\$743,751
China ²	\$5,440,440	\$2,778,093	\$9,801,972	\$11,606,068	\$6,472,999
North America	\$4,788,665	\$4,520,545	\$4,996,881	\$5,719,667	\$5,459,863
Latin America ³	\$2,507,863	\$2,134,833	\$1,200,680	\$3,371,355	\$1,350,623
EMEA	\$407,535	\$988,612	\$915,180	\$2,320,280	\$921,009
Asia Pacific (excluding China) ⁴	\$855,386	\$863,638	\$841,510	\$1,516,954	\$998,341

¹ The Company's response to natural disasters is tracked at the business geography level.

² Figures reflect tracking of Lenovo Foundation Beijing.

³ Figures reflect tracking of Brazilian tax incentive programs.

⁴ Figures include the Company's commitment to the India Companies Act.

Employee volunteering and giving

FY	2019/20	2020/21	2021/22	2022/23	2023/24
Employee volunteering hours (through efforts sponsored by Lenovo)					
North America	9,838	4,161	5,873	13,093	18,537
Rest of world	17,046	15,335	77,564	34,961	68,342
Estimated value ¹ of employee volunteer hours	\$1,156,022	\$838,307	\$3,587,791	\$2,066,322	\$3,735,797
Employee giving²					
Lenovo match of global employee donations	\$1,344,085	\$1,541,679	\$2,239,305	\$1,813,404	\$1,951,105

¹ Calculated based on an entry level hourly wage of \$43 per hour.

² Represents the corporate match from the Company for employees around the world (not employees' personal contributions).

Contribution to and impact on communities

FY	2019/20	2020/21	2021/22	2022/23	2023/24
Total contribution to communities ¹	\$14,482,776	\$11,831,274	\$20,867,596	\$28,340,914	\$17,897,690
Estimated value ² of community impact through philanthropy and volunteerism	\$16,982,883	\$14,211,260	\$24,455,388	\$30,407,236	\$21,633,488

¹ Represents sum of cash contributions, product donations, and the Company's match of employee contributions.

² Represents sum of estimated value of employee volunteerism.

"Love on" Annual Service Project

FY	2019/20	2020/21	2021/22	2022/23	2023/24
Participating locations	54	52	79	73	66
Number of projects	86	132	117	126	135
Number of employee volunteers	2,855	3,120	3,653	3,747	4,940
Number of hours spent on direct, hands-on service	13,355	19,267	13,538	16,180	25,236
Number of individuals directly impacted through projects	55,942	38,478	42,075	67,520	47,871

Environmental data – GHG Emissions

Greenhouse Gas (GHG) emissions (metric tons CO ₂ equivalent – MT CO ₂ e) ¹					
FY	2019/20	2020/21	2021/22	2022/23	2023/24
Total GHG emissions by scope					
Scope 1	7,766	7,269	6,069	6,303	4,969
Scope 2 (location-based)	162,597	177,678	191,778	202,440	196,859
Scope 2 (market-based)	23,852	21,519	21,160	19,540	17,997
Scope 1 and Scope 2 (location-based)	170,363	184,947	197,847	208,742	201,828
Scope 3	22,122,637	23,966,561	17,422,913	18,741,480	15,100,063
Scope 3 upstream categories	8,179,637	8,112,061	8,971,913	10,133,480	7,844,595
Scope 3 downstream categories	13,943,000	15,854,500	8,451,000	8,608,000	7,255,468
Scope 3 emissions by category					
Business Travel	46,900	11,900	20,255	38,846	41,630
Product Transportation ²	616,416	815,262	737,979	538,156	360,152
Emissions from Waste ³	2,110	1,770	1,810	1,808	2,135
Employee Commuting	24,900	39,800	41,043	45,568	56,585
Purchased Goods and Services ^{4,5}	7,032,426	6,495,779	7,798,826	8,662,378	6,507,693
Fuel- and Energy-Related Activities (not included in Scope 1 or 2) ⁶	10,385	11,050	12,000	12,924	12,700
Use of Sold Products ⁷	13,669,000	15,551,000	8,270,000	8,451,000	7,131,203
End of Life Treatment of Sold Products ⁷	274,000	303,500	181,000	157,000	124,265
Capital Goods ⁸	446,500	736,500	360,000	833,800	863,700

1 Totals may differ from exact sums of individual figures due to rounding.

2 Product transportation emissions include finished goods transport, from factories to customers. The calculation based on Global Logistics Emission Council (GLEC) methodology and provided by the Company's third-party service provider EcoTransIT, EcotransIT tool aligns with WTW (Well-to-wheel) GHG emissions. Includes warehouse emissions starting from FY 2022/23.

3 Emissions from waste include nonhazardous waste, hazardous waste and wastewater from all manufacturing, R&D locations and some large offices. No product waste is included.

4 Updated emission factors were used in calculation for the Scope 3 Category 1 (Purchased Goods and Services) emission amount in FY 2023/24 to improve accuracy. The emission amounts from previous years remain unchanged given the insignificance of the impact (less than 0.55%) to the reported amounts.

5 Purchased goods and services include suppliers covering 100% of direct global suppliers spend. Due to data availability, emissions are estimated based on procurement spending in FY 2022/23. The US Environmentally-Extended Input-Output (USEEIO) supply chain emission factors database from US Environmental Protection Agency (US EPA) were used for emission factors for different type of purchased commodities.

6 Fuel- and energy-related activities (not included in Scope 1 or 2) include transmission & distribution (T&D) losses from the Company's worldwide purchased electricity and natural gas. A World Bank database and Energy Star Performance Rating document were used for determining T&D loss rates.

7 The Company used the current Product Attribute Impact Algorithm (PAIA) notebook, desktop, monitor, tablet, all-in-one, thin client and server tool for calculating emissions of its typical notebook, desktop, monitor, tablet, all-in-one, thin client and server. The calculated results show emissions distribution by different parts and also for use, packaging, transportation, and end-of-life treatment categories. The emissions associated with use and end-of-life treatment of sold products were estimated on a "narrow" baseline for the typical notebook, desktop, monitor, tablet, all-in-one, thin client and server multiplied by sold/shipped product volumes.

8 Emissions from capital goods are based on purchased capital goods in a given year. The 2012 Guidelines to Defra GHG Conversion Factors for Company Reporting, Annex 13 was used for emission factors for different type of capital goods adjusted for inflation rate and exchange rate.

GHG emissions					
FY	2019/20	2020/21	2021/22	2022/23	2023/24
GHG emissions intensity (metric tons per US\$ million revenue)					
Scope 1 and 2 (location-based)	3.36	3.04	2.76	3.37	3.55
Scope 1 emissions by market (MT CO₂e)					
Brazil	340	202	57	31	23
Chinese Mainland	3,190	3,826	3,719	2,401	1,978
Taiwan, China	0	0	-	-	316
Germany	652	731	831	720	650
Hungary	-	-	379	132	151
India	84	104	58	44	33
Japan	191	216	226	202	194
Mexico	625	97	80	340	151
United States	2,484	1,931	525	896	697
Rest of the World ¹	200	162	195	158	776
Scope 2 emissions (location-based) by market (MT CO₂e)					
Brazil	1,566	1,321	1,361	1,087	1,525
Chinese Mainland	124,336	147,375	159,278	165,443	159,974
Taiwan, China	2,091	2,231	2,962	4,811	5,537
Germany	1,612	1,249	1,036	961	813
Hungary	-	-	1,219	2,080	1,840
India	2,914	2,690	2,954	2,817	3,138
Japan	5,754	5,133	4,794	4,552	4,374
Mexico	5,029	5,543	6,272	8,282	8,044
United States	15,220	8,939	8,489	9,640	8,690
Rest of the World ¹	4,075	3,197	3,412	2,768	2,924
Scope 3 emissions - Product transportation by transportation mode (MT CO₂e)²					
Air	496,367	744,009	657,882	477,172	312,443
Rail and inland waterways	8,232	14,702	5,623	332	261
Roadways	105,999	45,071	67,091	51,426	30,887
Sea	5,817	11,480	7,383	8,516	16,561

¹ Brazil, Germany, Hungary, India, Japan, Mexico, United States, Chinese mainland, and Taiwan, China represent manufacturing and R&D sites in these markets. "Rest of the World" represents all sites managed by the Company's Real Estate organization (non-manufacturing) across the world (small and large - except the ones in regions listed above).

² This metric includes warehouse emissions starting from FY 2023/24.

Environmental data – Energy

Energy					
FY	2019/20	2020/21	2021/22	2022/23	2023/24
Energy consumption (MWh)¹					
Total energy consumption	327,798	346,683	366,885	392,825	377,338
Direct (Fuel combustion)	35,152	33,157	24,546	29,165	22,760
By Source (Fuel detail):					
Stationary combustion:					
Gas/diesel oil	1,789	2,698	1,405	1,978	1,765
Natural gas	32,049	29,533	21,599	20,310	17,454
Liquefied petroleum gas	452	404	389	341	272
Mobile combustion:					
On road diesel fuel	223	174	442	530	452
Gasoline/petrol	309	277	415	326	270
Liquefied petroleum gas	72	66	31	25	14
Compressed natural gas	-	-	-	-	-
Jet Kerosene	258	6	264	5,654	2,533
Indirect (Purchased energy) ²	292,645.18	313,526.43	342,340	363,660	354,578
Electricity	272,150	292,751	323,663	349,118	337,276
Steam	18,348	19,470	17,281	13,964	16,724
Cooling	2,148	1,306	1,395	578	578
Energy consumption (gigajoules)¹					
Total energy consumption	1,180,071	1,248,059	1,320,787	1,414,169	1,358,417
Direct (Fuel combustion)	126,548	119,364	88,364	104,994	81,936
By Source (Fuel detail):					
Stationary combustion:					
Gas/diesel oil	6,442	9,712	5,058	7,122	6,354
Natural gas	115,375	106,317	77,757	73,118	62,835
Liquefied petroleum gas	1,628	1,454	1,401	1,227	977
Mobile combustion:					
On road diesel fuel	801	626	1,593	1,909	1,626
Gasoline/petrol	1,112	996	1,492	1,174	973
Liquefied petroleum gas	260	236	112	91	51
Compressed natural gas	-	-	-	-	-
Jet Kerosene	930	21	952	20,353	9,120
Indirect (Purchased energy) ²	1,053,522	1,128,696	1,232,422	1,309,174	1,276,481
Electricity	979,740	1,053,903	1,165,186	1,256,824	1,214,193
Steam	66,051	70,092	62,213	50,269	60,207
Cooling	7,731	4,701	5,023	2,081	2,081

1 Totals may differ from exact sums of individual figures due to rounding.

2 Approximately less than 1% of purchased energy (electricity) is estimated based on energy use at the Company's similar facilities with metered usage.

Energy					
FY	2019/20	2020/21	2021/22	2022/23	2023/24
Renewable energy					
Solar Energy (MWh)	4,226	9,065	9,360	13,333	16,956
Generation Capacity (MW) ¹	16	16	17	17	25
Renewable Electricity Rate (%)	83	88	91	90	92
Energy intensity (MWh per US\$ million revenue)					
Direct energy (Fuel combustion)	0.69	0.55	0.34	0.47	0.40
Indirect energy (Purchased energy)	5.77	5.36	4.78	5.87	6.24

¹ Renewable energy generation capacity includes electric solar panels installed on buildings/plants in Hefei, Wuhan, Shenzhen, and Tianjin, China and Morrisville and Whitsett, NC, USA and Budapest, Hungary.

Calendar Year (CY)	2019	2020	2021	2022	2023 ¹
ENERGY STAR® certified products availability (percentage of product)					
Notebook Platforms	93%	98%	92%	90%	91%
Desktop Platforms ²	97%	97%	98%	83%	82%
Workstation Platforms	90%	98%	100%	100%	100%
Server Platforms ³	94%	90%	94%	92%	82%
Monitors ⁴	94%	90%	80%	69%	50%

¹ In CY 2023 100% of the Company's Commercial Notebooks (ThinkPad) and Desktops (ThinkCentre), and 97% of its Commercial Monitors (ThinkVision) are ENERGY STAR certified.

² The downward trend over the years can be attributed to an expanded line of gaming system desktop systems and the Company deciding not to obtain certification for some products based on low demand for certification and cost factors.

³ The CY 2023 decrease in percent of server platforms can be attributed to the Company deciding not to obtain certification of some server systems based on low demand for certification and cost factors.

⁴ The CY 2021 decrease in percent of monitors was associated with an expanded line of low cost, entry-level consumer displays. The CY 2023 decrease can be attributed to an expanded line of gaming displays and also the Company deciding not to obtain certification for some products based on low demand for certification and cost factors.

Environmental data – Waste

Waste ¹					
FY	2019/20	2020/21	2021/22	2022/23	2023/24
Waste by category (metric tons)					
Non-hazardous waste ²	43,023	51,648	49,403	50,420	47,780
Hazardous waste ³	74	37	125	679	672
Total	n/a	51,685	49,528	51,099	48,452
Total diverted from disposal	n/a	46,198	43,705	44,644	42,362
Total directed to disposal	n/a	5,487	5,823	6,455	6,090
Waste diverted from disposal by recovery operation (metric tons)⁴					
Total non-hazardous waste diverted for recovery	n/a	46,195	43,656	44,056	42,002
Resale/Reuse	n/a	28,099	24,599	23,072	21,937
Recycling ⁵	n/a	18,096	19,056	20,984	20,065
Total hazardous waste diverted for recovery ⁶	n/a	3	49	588	360
Waste directed to disposal by disposal operation (metric tons)⁷					
Total non-hazardous waste	n/a	5,453	5,747	6,364	5,778
Incineration	n/a	27	776	2,337	2,827
Incineration with energy recovery	n/a	3,093	3,262	3,075	1,674
Landfilling	n/a	2,334	1,709	952	1,277
Total hazardous waste	n/a	34	76	91	312
Incineration	n/a	28	73	75	289
Landfilling	n/a	0.09	0	0.6	0.02
Treatment	n/a	6	3	16	23

- 1 The Company's day-to-day operations around the globe generate nonhazardous waste and minimal quantities of hazardous waste. Waste intensity figures for both types of waste are not appropriate metrics for the Company's operations due to incomparability among the wide variety of products produced and variety of size and function of facilities. Waste data includes site waste from most manufacturing, processes and operations, research & development sites, and large offices. Waste from products is reported separately.
- 2 E-waste generated at the Company's sites is also included in PELM data.
- 3 Batteries collected at the Company's sites are also included in the PELM data.
- 4 The Company does not operate any onsite recovery operations; all wastes are separated onsite to be collected by third-parties for recovery offsite.
- 5 Recycling includes some composting of nonhazardous, organic wastes.
- 6 All hazardous waste diverted for recovery was diverted for recycling.
- 7 The Company does not operate any onsite disposal operations; all wastes are separated onsite to be collected by third-parties for disposal offsite.

Environmental data – Water

Water					
FY	2019/20	2020/21	2021/22	2022/23	2023/24
Water withdrawal (megaliters)					
All areas ^{1,2}	1,307	1,428	1,567	1,499	1,420
By source (% of total):					
Groundwater	n/a	<1%	<1%	<1%	<1%
Third parties	n/a	>99%	>99%	>99%	>99%
Areas with water stress ³	322	343	377	330	731
By source (% of total):					
Groundwater	n/a	<1%	<1%	<2%	<1%
Third parties ⁴	n/a	>99%	>99%	>98%	>99%
Surface water	n/a	72%	73%	77%	90%
Groundwater	n/a	8%	9%	10%	3%
Water discharge (megaliters)					
All areas ¹	1,183	1,294	1,469	1,481	1,400
By destination (% of total):					
Groundwater	n/a	<1%	<1%	<1%	<1%
Third parties	n/a	>99%	>99%	>99%	>99%
Areas with water stress ³	298	326	371	323	720
Wastewater exceedances	0	0	1	0	0
Water consumption (megaliters)					
All areas ¹	124	134	98	18	20
Areas with water stress ³	24	17	5	7	11
Water intensity metrics (cubic meters per person)⁵					
Withdrawal intensity	n/a	20	21	19	20
Discharge intensity	n/a	18	20	19	20
Consumption intensity	n/a	2	1	0.2	0.3

- 1 For FY 2023/24, All Areas includes all the Company's manufacturing, research & development, and large office sites. In earlier FYs, some research and development and large office locations were excluded while the Company worked to increase data coverage. Small offices and retail locations are always excluded from the water reporting requirements, but a few small offices voluntarily report and are included.
- 2 All water withdrawals are estimated to be freshwater withdrawals. Due to the Company's reliance on third-parties for the vast majority of its water withdrawals, it is not possible to determine the exact parameters of all sources, but it is reasonable to assume the majority of the sources had low Total Dissolved Solids (TDS) based on local knowledge and communication with third-parties.
- 3 Areas with water stress are areas with high or extremely high baseline water stress according to World Resources Institute's Aqueduct Water Risk Atlas. Values reported for areas with water stress are a subset of values reported for all areas. In FY 2023/24, the increase in withdrawal from areas with water stress is primarily due to Aqueduct Water Risk Atlas's updated classification of water stress areas, resulting in inclusion of areas previously classified as non-water stress areas where the Company has operations.
- 4 Third-party withdrawal by source was collected for all the Company's environmentally significant sites (which are the Company's manufacturing and R&D locations). In FY 2023/24, these locations comprised approximately 93% of the Company's third-party withdrawal from water stressed areas. The remaining 7% are primarily from office locations that often require less water and operate as part of a larger office complex where they may not be directly billed by the third-party responsible for withdrawals.
- 5 Water intensity metrics are based on the Company's total global headcount which includes the headcount of the excluded small office locations mentioned in Note 1.

Environmental data – Packaging

Packaging ¹					
FY	2019/20	2020/21	2021/22	2022/23	2023/24
Total packaging material used for finished products (metric tons)	n/a	115,041	119,621	99,978	80,154
Average packaging weight per unit by product category (grams):					
Notebook	n/a	528	528	528	559
Desktop	n/a	1,900	1,900	1,900	1,739
Server	n/a	4,614	4,614	4,614	4,614
Workstation	n/a	1,700	1,700	1,700	2,198
Monitor	n/a	1,920	1,920	1,920	1,815
Smartphone	n/a	100	100	110	113
Tablet	n/a	373	373	373	444
Accessory	n/a	300	300	300	300

¹ Estimated using the average packaging weight per unit and total shipping volumes for the following categories of products: notebooks, desktops, servers, workstations, monitors, smartphones, tablets, and accessories.

Environmental data – Product End-of-Life management

Product End-of-Life Management (PELM) Disposition (metric tons) ¹					
Calendar Year (CY)	2019	2020	2021	2022	2023
Reused	1,557	1,695	1,875	1,901	See note 2.
Recycled	24,856	28,076	30,143	30,679	
Waste to Energy (WTE)	987	793	523	896	
Incinerate	1,126	1,978	728	243	
Landfill	159	340	894	387	
Total	28,685	32,882	34,163	34,106	

¹ The Company's Product End-of-Life Management (PELM) and Product Take Back (PTB) includes materials from customers and company-owned returns, manufacturing and R&D scrap, and employee equipment from real estate sites. These metrics represent all data received from PELM suppliers as of the time of publication of this report.

² At the time of publication of this report, data from various regulatory programs/schemes was not available. The Company will publish the CY 2023 PELM and PTB data on the corporate ESG webpage www.lenovo.com/recycling when it becomes available.

Environmental data – Product take back

Product Take Back (PTB) Disposition (metric tons) ¹					
CY	2019	2020	2021	2022	2023
Reused	1,023	1,536	1,556	1,669	See note 2.
Recycled	24,112	27,249	29,295	29,863	
Waste to Energy (WTE)	987	782	519	892	
Incinerate	1,041	1,904	728	239	
Landfill	143	324	885	385	
Total	27,306	31,795	32,983	33,048	

¹ The Company's Product End-of-Life Management (PELM) and Product Take Back (PTB) includes materials from customers and company-owned returns, manufacturing and R&D scrap, and employee equipment from real estate sites. These metrics represent all data received from PELM suppliers as of the time of publication of this report.

² At the time of publication of this report, data from various regulatory programs/schemes was not available. The Company will publish the CY 2023 PELM and PTB data on the corporate ESG webpage www.lenovo.com/recycling when it becomes available.

Environmental data – Use of recycled plastics

Use of recycled plastics in products (kilograms) ¹					
CY	2019	2020	2021	2022	2023
Plastics Containing Recycled Content (PCRC)	7,721,398	5,946,839	7,787,871	6,973,663	9,671,002
Net Post-Consumer Recycled Content (PCC)	5,840,788	4,352,788	5,760,388	5,243,723	7,983,623

¹ These metrics represent all data received from recycled plastics suppliers at the time of publication.





8.0 EMS performance, objectives, and targets

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and targets

8.0 EMS performance, objectives, and targets

FY 2023/24 EMS performance, objectives, and targets

Objectives	Metric/KPI	Target(s)	Status	Notes
Product aspects: Product energy consumption and emissions				
Drive reduction in product energy use.	Energy efficiency	New products must show improved energy efficiency relative to the previous generation of the product. <u>Notebooks:</u> Improve energy efficiency on average for comparable notebooks by 30% by March 31, 2030, relative to FY 2018/19. Excludes gaming notebooks. <u>Desktops:</u> Improve energy efficiency on average for comparable desktops by 50% by March 31, 2030, relative to FY 2018/19. <u>Servers:</u> Improve energy efficiency on average for comparable servers by 50% by March 31, 2030, relative to FY 2018/19. <u>Mobile Business Group (MBG) products:</u> Improve energy efficiency on average for comparable MBG products by 30% by March 31, 2030, relative to FY 2020/21.	Long term target: on track	Where new products do not belong in a sub-category a part of the Company's sub-targets, they default to the general energy efficiency improvement relative to the previous generation of the product. Exemption from targets may be requested if it can be clearly demonstrated that achieving the target places the product at a large price disadvantage against its competition or is not technically feasible.

Objectives	Metric/KPI	Target(s)	Status	Notes
Drive product emissions reductions from use of sold products.	GHG emissions	Reduce Scope 3 GHG emissions (value chain) from use of sold products ~35% on average for comparable product by FY 2029/30 from a FY 2018/19 base year.	Long term target: on track	
Quantify lifecycle CO ₂ e emissions associated with the use of Lenovo products.	Product Carbon Footprint (PCF) (kg CO ₂ e)	Ensure product carbon footprint is published for all new Lenovo products.	Target met	Calculated for products for which a Product Attribute to Impact Algorithm (PAIA) tool exists. If requested, the Company provides a tailored PCF evaluation based on the specific product configuration.
Quantify lifecycle CO ₂ e emissions and environmental footprints associated with the use of Lenovo products.	PCF (kg CO ₂ e) and the other environmental footprints	Optimize Lenovo Life-Cycle Assessment (LCA) platform, study, and phase-in LCA solutions before March 31, 2024.	Target met	
		Perform LCA for at least ten Lenovo selected products and materials/technologies by March 31, 2024.	Target met	

Objectives	Metric/KPI	Target(s)	Status	Notes
Product aspects: Product materials				
Products contain recycled material.	% products containing PCC; average % PCC in product/weight	By FY 2025/26, 100% of PC products will contain post-consumer recycled content materials.	Long term target: on track	Excludes tablets and accessories.
Recycled material includes:				
Post-industrial recycled content (PIC),	PCC plastic weight	By FY 2025/26, we will use 300 million pounds of post-consumer recycled content plastics in our products.	Long term target: on track	Cumulative total since 2005.
- Post-consumer recycled content (PCC)/ post-consumer recycled (PCR) material, - Closed-loop post-consumer recycled content plastics (CL-PCC)/PCR,	% products containing higher PCC/ number products containing higher PCC	From April 1, 2023, at least one product needs to meet higher PCC levels for new products: Desktops/Workstation 35%, All In One 40%, Notebooks 10%, Tablet 5%, Visual 50%, and Servers 10%.	Target met	
- Ocean bound plastic (OBP), and - Recycled metal.	Explore innovative applications and programs for lower environmental impact	Explore innovative applications and programs for lower environmental impact (e.g., recycled material LCA/PCF, post-consumer recycled metal, high % PCC material, recycled rare earth elements).	Target met	

Objectives	Metric/KPI	Target(s)	Status	Notes
Sustain technological advances and maintain portfolio relative to low halogen products. Monitor and respond to market requirements in this area. Definitions: BFR – Brominated flame retardants PCB – Printed circuit boards PVC – Polyvinyl chloride PPM – parts per million	Low halogen parts	For products requiring IEEE 1680.1 or NSF/ANSI 426 registration, ensure each plastic part in the product exceeding 25 g shall not contain greater than 1,000 ppm chlorine and greater than 1,000 ppm bromine at the homogeneous level per the requirements and exceptions allowed in the IEEE 1680.1 or NSF/ANSI 426 standard.	Target met	
		For products requiring TCO Certified generation 9 certification, the power PCB laminate of the internal/external power supply unit must not contain intentionally added (additive or reactive) flame retardants or plasticizers with halogenated substances.	Target met	Exempted are all other parts, such as electronic components, other PCB laminates and all kinds of cable insulation. The concentration of bromine or chlorine shall be less than 0.1%.
		By FY 2025/26, 100% of smartphone products and accessories will be free of PVC and BFR.	Long term target: on track	Controlled at 1,000 ppm.

Objectives	Metric/KPI	Target(s)	Status	Notes
Product aspects: Packaging				
Minimize packaging material consumption while driving the use of environmentally sustainable materials.	Weight or volume reduction	Achieve 5% reduction in weight or volume for at least 1 product.	Target met	
	Plastic elimination	Eliminate 100,000 km of single use plastic packaging tape by FY 2025/26 (starting from 2018).	Long term target: on track	
		Achieve plastic-free packaging on all Motorola Edge/Razr family.	Target Met	

Objectives	Metric/KPI	Target(s)	Status	Notes
Increase sustainable materials in packaging.	% Recycled content or sustainable material	Promote Forest Stewardship Council (FSC) certification among suppliers of corrugated parts.	Target met	For Infrastructure Solutions Group (ISG) business group only.
		Introduce recycled plastic bag (made from 30% ocean bound recycle).	Target met	For all ISG business group products.
		Identify five new Lenovo products for which to implement use of 100% renewable bio-based packaging.	Target met	
		By FY 2025/26, 60% of smartphone packaging will be made from recycled materials.	Long term target: on track	Excludes Lenovo smartphone packaging. Includes RAZR smartphone packaging starting in FY 2023/24.
		By FY 2025/26, 90% of PC products plastic packaging will be made from recycled materials.	Long term target: on track	Measured by weight and excludes tablets, accessories, and monitors.
		By FY 2025/26, smartphone packaging will use 50% less single-use plastics and reduce in size/volume by 10%.	Long term target: on track	Relative to FY 2020/21. Excludes Lenovo smartphone packaging. Includes RAZR smartphone packaging starting in FY 2023/24.

Objectives	Metric/KPI	Target(s)	Status	Notes
Location aspects: Site air emissions				
Absolute reduction in CO ₂ e emissions from Lenovo operations worldwide.	Metric tons CO ₂ e	Reduce absolute Scope 1 and 2 GHG emissions by 50% by FY 2029/30 from a FY 2018/19 base year.	Long term target: on track	This goal may be accomplished through energy efficiency, installation of onsite renewable generation, entry into power purchase agreements (PPA) with power providers, and/or the purchase of renewable energy. Scope 2 emissions are market-based.

Objectives	Metric/KPI	Target(s)	Status	Notes
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Location aspects: Site energy consumption

Maximize energy efficiency and minimize CO ₂ e emissions associated with the development, manufacturing and delivery of Lenovo products.	% total electricity from renewable energy sources	By FY 2025/26, 90% of our global operations' electricity will be obtained from renewable sources.	Long term target: on track	This goal may be accomplished through installation of onsite renewable energy generation, entry into power purchase agreements (PPA) with power providers and/or the purchase of renewable energy credits.
	Energy consumption in kWh per production volume	Achieve year-over-year improved energy intensity index at manufacturing sites globally, relative to the previous FY.	Target met	Energy intensity index is energy consumption in kWh per production volume.
	Electricity consumption in kWh per person	Achieve year-over-year improved electricity intensity at R&D and office sites globally, relative to the previous FY.	Target met	Electricity intensity is electricity consumption in kWh per person.
	Renewable energy on-site installation	Explore on-site installation of renewable energy sources at Lenovo facilities.	Long term target: on track	

Objectives	Metric/KPI	Target(s)	Status	Notes
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Location aspects: Waste management

Minimize environmental impacts associated with solid waste generated from Lenovo operations and products.	% non-hazardous solid waste recycled	Maintain a global non-hazardous waste recycling rate > 90% (+/-5%).	Target met	Percent of non-hazardous solid waste disposed of through reuse, recycling, or composting. Does not include incineration with energy recovery.
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Objectives	Metric/KPI	Target(s)	Status	Notes
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Location aspects: Water management

Minimize environmental impacts associated with water withdrawal and water discharge from Lenovo operations and products.	Water withdrawal	Maintain rate of water withdrawal per person at sites globally, relative to the previous FY (no more than 5% increase).	Target met	Includes all manufacturing, R&D, and large office sites that are able to report water withdrawal.
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Objectives	Metric/KPI	Target(s)	Status	Notes
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Supply chain aspects: Product end-of-life management

Minimize the environmental impact of Lenovo products at end of life.	Recycle, repair, and reuse Lenovo products and parts	By FY 2025/26, we will have enabled the recycling and reuse of 800 million pounds (362,874 MT) of end-of-life products (cumulative total since 2005).	Long term target: on track	
		By FY 2025/26, 84% of repairs can be done at the customer site, without having to send their PC to a service center.	Long term target: on track	Excludes Android tablets and visuals.
		By FY 2025/26, 76% of repairable PC parts returned to each service center will be repaired for future use.	Long term target: on track	Measured by value.

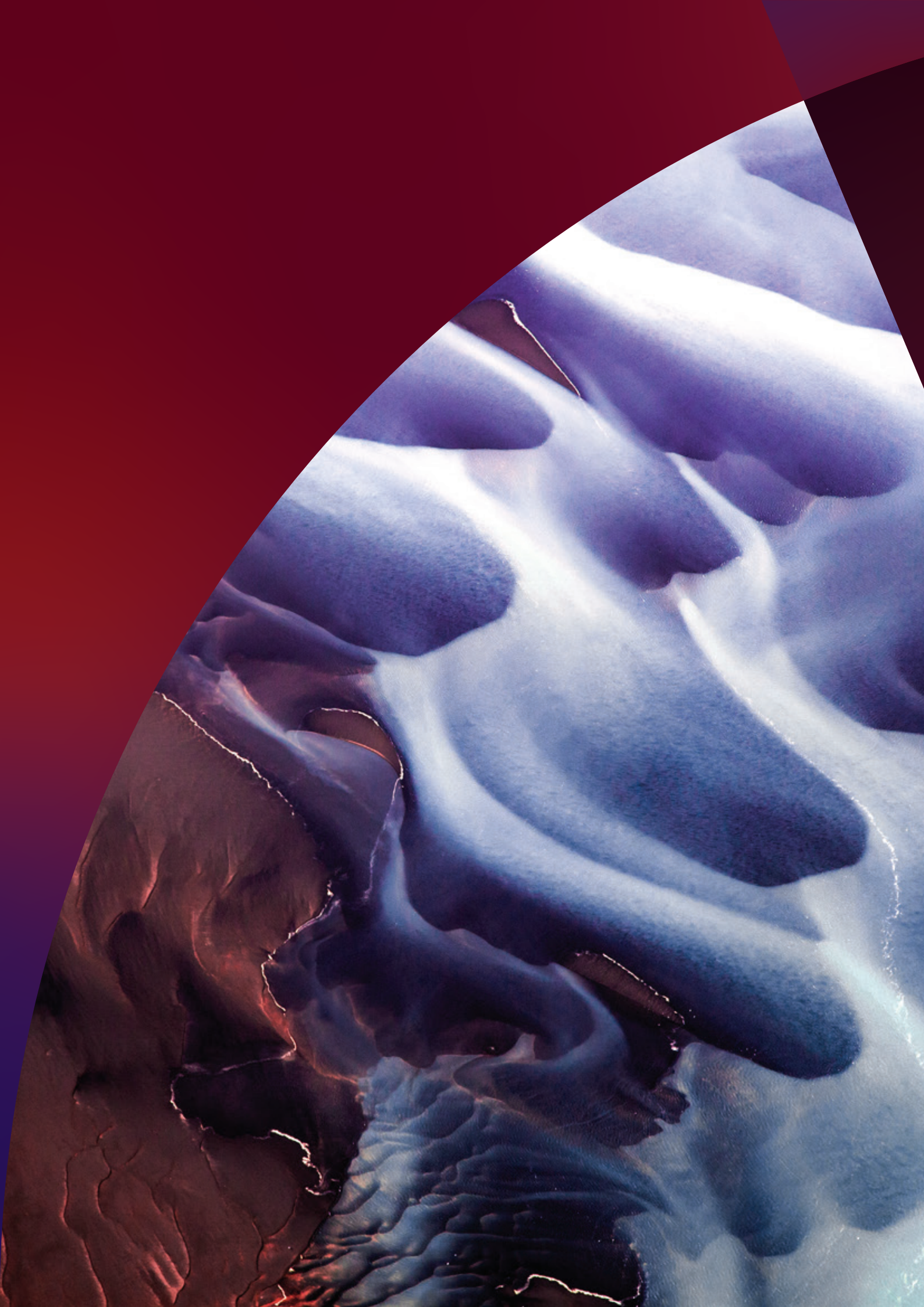
Objectives	Metric/KPI	Target(s)	Status	Notes
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Supply chain aspects: Supplier environmental performance

Monitor and mitigate environmental impact in the Lenovo supply chain, and drive to improve suppliers' environmental management level.	Product suppliers' GHG emissions reduction/removal	By FY 2025/26, we will remove one million tons of greenhouse gas emissions from our supply chain (relative to FY 2018/19 measured emissions).	Long term target: off track	A corrective plan is being implemented to enhance progress.
	Emissions (Scope 3) from purchased goods and services per million US\$ gross profit	Reduce Scope 3 GHG emissions (supply chain) from purchased goods and services 66.5% per million US\$ gross profit by FY 2029/30 from a FY 2018/19 base year.	Long term target: on track	
	Product suppliers' renewable energy usage	Engage fifteen product suppliers to source 1/3 of energy from renewable sources for Lenovo-related businesses.	Target met	
	CDP Climate Change or Water Security Questionnaire response rate	Achieve Lenovo product supplier response rate to CDP questionnaires at the following levels based on procurement spend: Climate Change =95%.	Target met	
	Suppliers' SBT participation	Achieve 48 % of Lenovo product suppliers based on procurement spend to commit/have science-based emission reduction targets.	Target met	

Objectives	Metric/KPI	Target(s)	Status	Notes
Supply chain aspects: Transportation				
Drive collaborative environmental efforts in Lenovo's global logistics.	Demand management	Enable route optimization initiatives in geographical segments of AP and EMEA for IDG business group.	Target met	Geographical segments: AG - Americas Geography AP - Asia Pacific EMEA - Europe, Middle East, Africa CN - China
	Modes of transport	Enable modes of transport for shipments in ISG and IDG business groups for the geographical segments of AG, CN, and EMEA.	Target met	
	Fleet and asset utilization and efficiency	Improve fleet and utilization rate in ISG and IDG business groups for the geographical segments of AP, EMEA, and AG.	Target met	
	Usage of low emissions fuel	Explore low-emission energy opportunities in IDG business group for the geographical segments of AP, CN, and EMEA.	Target met	Business Groups: IDG - Intelligent Devices Group ISG - Infrastructure Solutions Group
	Scope 3 GHG emissions from upstream transportation and distribution	Reduce Scope 3 GHG emissions from upstream transportation and distribution 25% per tonne-km of transported product by FY 2029/30 from a FY 2018/19 base year.	Long term target: on track	

While Lenovo seeks to establish consistent reporting of objectives and targets, we reassess and adjust them periodically as part of our EMS continuous improvement process with the aim to drive dynamic growth year over year in compliance with evolving customers, standards, and other external requirements. We are encouraged by our successes and progress and recognize that there is more to be done. As we look ahead, we aim to drive environmental improvements through the FY 2024/25 EMS targets.





9.0 Long-term KPI progress

128 Long-term ESG key performance indicators
(KPI)

9.0 Long-term KPI progress

Long-term ESG key performance indicators (KPI)

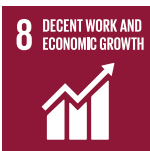
The Company is advancing its ESG program with long-term KPIs developed in FY 2021/22 to further its support of the United Nations Global Compact (UNGC) Sustainable Development Goals (SDGs). The Company will measure and report on its progress each year.

Environmental

KPI type	Commitment	KPI	Progress through FY 2023/24	UNGC SDG
Climate change mitigation	Lenovo has set aggressive, science-based greenhouse gas emission reduction goals. ¹	By FY 2025/26, 90% of our global operations' electricity will be obtained from renewable sources. ²	Long term target: on track	
		By FY 2025/26, we will remove one million tons of greenhouse gas emissions from our supply chain. ³	Long term target: off track	
		By FY 2029/30, we will achieve 50% improvement in energy efficiency of Lenovo desktops ⁴ and servers. ⁴	Long term target: on track	
		By FY 2029/30, we will achieve 30% improvement in energy efficiency of Lenovo notebooks ⁴ and Motorola products. ⁵	Long term target: on track	
Circular economy	Lenovo is transitioning to a circular economy through innovations in our supply chain, product design and services.	By FY 2025/26, 84% of repairs can be done at the customer site, without having to send their PC to a service center. ⁶	Long term target: on track	
		By FY 2025/26, 76% of repairable PC parts returned to our service center will be repaired for future use. ⁷	Long term target: on track	
		By FY 2025/26, we will have enabled the recycling and reuse of 800 million pounds of end-of-life products. ⁸	Long term target: on track	
				

KPI type	Commitment	KPI	Progress through FY 2023/24	UNGC SDG
Sustainable materials	Lenovo is focused on integrating sustainable materials and minimizing waste through innovative product and packaging design.	By FY 2025/26, 100% of PC products will contain post-consumer recycled content materials. ⁹	Long term target: on track	
		By FY 2025/26, we will use 300 million pounds of post-consumer recycled content plastics in our products. ¹⁰	Long term target: on track	
		By FY 2025/26, 100% of smartphone products and accessories will be free of PVC and BFR. ¹¹	Long term target: on track	
		By FY 2025/26, 90% of PC products plastic packaging will be made from recycled materials. ¹²	Long term target: on track	
		By FY 2025/26, Smartphone packaging will use 50% less single-use plastics and reduce in size/volume by 10% and 60% of smartphone packaging will be made from recycled materials. ¹³	Long term target: on track	

Social

KPI type	Commitment	KPI	Progress through FY 2023/24	UNGC SDG
Diversity and Inclusion	Lenovo believes smarter technology for all means everyone. If we truly want to innovate for society, we must design with the diversity of the world in mind.	By FY 2025/26, we will grow the global representation of women in executive roles to 27% (from 21% in 2020). ¹⁴	Long term target: off track	
		By FY 2025/26, we will grow the representation of executives in the US from historically underrepresented ethnic and racial groups to 35% (from 29% in 2020). ¹⁴	Long term target: off track	
		By FY 2025/26, 75% of Lenovo's products will be vetted by inclusive design experts to ensure they work for everyone, regardless of physical attributes or abilities.	Long term target: on track	

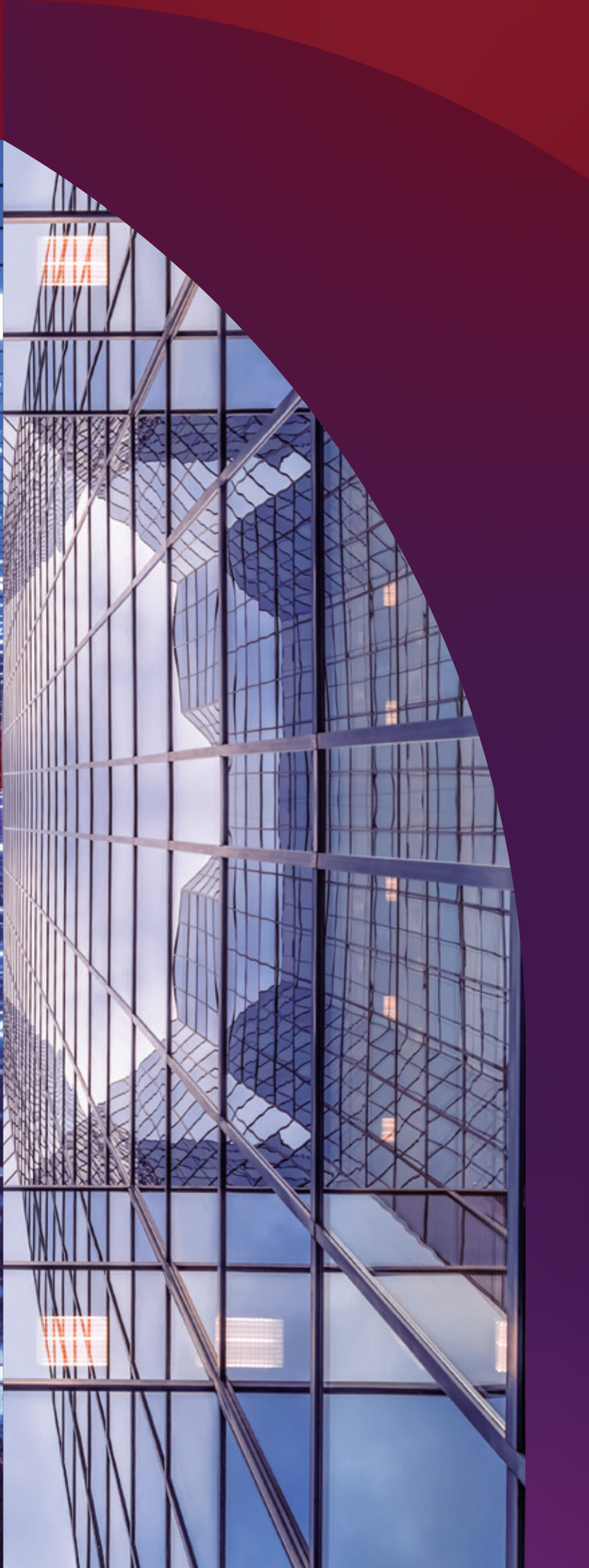
KPI type	Commitment	KPI	Progress through FY 2023/24	UNGC SDG
Philanthropy	Lenovo philanthropy provides smarter technology for all by empowering underrepresented communities with access to technology and STEM education.	By FY 2025/26, Lenovo philanthropy will impact 15 million lives and transform one million lives through philanthropic programs and partnerships.	Long term target: on track	
		By FY 2025/26, Lenovo philanthropy will engage one in four employees in its charitable programs (volunteerism and matching gifts).	Long term target: on track	 

Governance

KPI type	Commitment	KPI	Progress through FY 2023/24	UNGC SDG
Corporate governance	Lenovo is focused on building a long-term, sustainable business that reflects our vision of smarter technology for all. Lenovo is focused on integrating ESG priorities into our day-to day operations.	We continue to hold regular ESG Executive Oversight Committee meetings to include the interests of the business in ESG strategy discussions, assess the progress of our ESG initiatives, and evaluate the continued relevancy of our programs to Lenovo's long term business strategy.	Long term target: on track	
		We continue to propose recommendations to senior leadership regarding effective management of ESG risks and programs.	Long term target: on track	
		We continue to provide regular updates on ESG topics to the Board of Directors.	Long term target: on track	
Ethics	Lenovo fosters a culture that strives to attain the highest standards of ethical business conduct and compliance with all laws and regulations wherever it operates.	We continue to advance our global ethics and compliance program through program and training enhancements.	Long term target: on track	
		Through FY 2025/26 and beyond, we will obtain recognition for leadership in this area.	Long term target: on track	

KPI type	Commitment	KPI	Progress through FY 2023/24	UNGC SDG
Privacy	Lenovo commits to continuously improve its privacy program.	Through FY 2025/26 and beyond, we will improve customer experience by making it easier for customers to request their personal information and by improving the speed in which Lenovo respond to these requests.	Long term target: on track	 
		Through FY 2025/26 and beyond, we will improve the management and accountability of privacy impact assessments and pre-launch privacy compliance reviews.	Long term target: on track	
		Through FY 2025/26 and beyond, we will enhance existing training materials and continue to deliver privacy-focused training programs to Lenovo employees.	Long term target: on track	

- ¹ Our goals support our emissions reduction targets, which were approved by the Science Based Targets initiative (SBTi).
- ² May be accomplished through installation of onsite renewable energy generation, entry into power purchase agreements (PPA) with power providers and/or the purchase of renewable energy credits.
- ³ Relative to FY 2018/19 measured emissions.
- ⁴ Energy efficiency improvement on average for comparable products relative to FY 2018/19. Excludes gaming notebooks.
- ⁵ Energy efficiency improvement on average for comparable products relative to FY 2020/21.
- ⁶ Excludes Android tablets and visuals.
- ⁷ Measured by value.
- ⁸ Cumulative total since 2005.
- ⁹ Excludes tablets and accessories.
- ¹⁰ Cumulative total since 2005.
- ¹¹ Controlled at 1,000 ppm.
- ¹² Measured by weight and excludes tablets, accessories, and monitors.
- ¹³ Relative to FY 2020/21. Excludes Lenovo smartphone packaging. Includes RAZR smartphone packaging starting in FY 2023/24.
- ¹⁴ Includes Lenovo regular employees only. Excludes contractors, third-party or contracted consultants and vendors, and interns.



10.0 Appendix

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10.0 Appendix

FY 2023/24 memberships and associations

Associations

- Bluetooth Special Interest Group (SIG)
- Consumer Technology Association (CTA)
- DIGITAL EUROPE
- Electronic Product Stewardship Canada (EPSC)
- Information Technology Industry Council (ITI)
- Mobile & Wireless Forum (MWF)
- The Rechargeable Battery Association (PRBA)
- Radio Equipment Directive Compliance Association (REDCA)
- Responsible Business Alliance (RBA)

Programs, workgroups, and global initiatives

- CDP Climate Change and Water Security
- CHWMEG
- Circular Electronics Partnership
- ECMA – 370 • The Eco Declaration Standard
- EcoVadis
- Global Logistics Emissions Council (GLEC)
- Global Recycling Programs, such as Call2Recycle (specific programs vary by jurisdiction and product)
- Global Reporting Initiative (GRI)
- Hong Kong Stock Exchange ESG Reporting Guide
- International Special Committee on Radio Interference (CISPR)
- Responsible Factory Initiative
- Responsible Labor Initiative
- Responsible Minerals Initiative
- Responsible Recycling (R2)
- Science Based Targets Network's Corporate Engagement Program
- Telecommunications Certification Body Council (TCB Council)
- United Nations CEO Water Mandate
- United Nations Global Compact (UNGC)
- United Nations Global Compact's Forward Faster Initiative
- U.S. EPA's Green Power Partnership
- U.S. EPA's SmartWay

International standards

- IEC/TC 108
- IEC/TC 111
- IEC/TC 124
- IEEE 1680.1 Standard for Environmental and Social Responsibility Assessment of Computers and Displays (part of EPEAT program)
- IEEE SA
- ISO 9001:2015 Quality Management System
- ISO 14001:2015 Environmental Management System
- ISO 27001:2013 Information Security Management System
- ISO 45001:2018 Occupational Health and Safety Management
- ISO 50001:2018 Energy Management System
- ISO/IEC JTC 1/SC 39

- ISO/TC 176
- Leadership in Energy and Environmental Design (LEED)
- NSF/ANSI 426 Environmental Leadership and Corporate Social Responsibility Assessment of Servers (part of EPEAT program)
- Product Attribute to Impact Algorithm (PAIA) Project
- TCO Certified

The Company recognizes the importance of environmental leadership at the country level and is involved in additional national associations, programs, workgroups, and initiatives where relevant. Of particular note, the Company has participated in numerous environmental initiatives in China, including:

- Alliance for High Quality and Green Development of Information and Communication Technology Industry
- China Electronic Energy Saving Technology Association
- China Energy Conservation Program (CECP)
- China Environmental Labeling Product (CELP)
- China Medium and Low Temperature Solder Association
- China MIIT EPR (extended producer responsibility) Recycling Pilot Project
- China National Resources Recycling Association
- China RoHS Standard Working Group
- China WEEE Working Group
- Energy Saving Work Association of the Chinese Institute of Electronics
- Green Manufacturing Association of China
- Institute of Public and Environmental Affairs
- PC+ China Energy Label (CEL)
- SAC TC297
- SAC TC207
- Smart Freight Shippers Alliance

Scope of the report

The contents of this report apply to Lenovo Group Limited (HKD counter stock code: 992 / RMB counter stock code: 80992) (the Company), together with its principal Lenovo-branded and Motorola-branded subsidiaries. Where certain topics also include other principal subsidiaries, it is explained below. The scope of the Company's material topics and their boundaries within its value chain are detailed in the table below.

	Product development	Supply chain	Manufacturing	Sales & marketing	Distribution	Use/End of life	ESG report scope of coverage	Explanation of scope changes from FY 2022/23
Environment								
Emissions/Climate change	●	●	●	●	●	●	Lenovo, Motorola Mobility, LCFC, Medion, NEC PC, FCCL	No change
Energy	●	●	●	●	●	●	Lenovo, Motorola Mobility, LCFC, Medion, NEC PC, FCCL	No change
Product packaging and materials	●	●	●	●	●	●	Lenovo, Motorola Mobility, LCFC	No change
Waste/Recycling	●	●	●	●		●	Lenovo, Motorola Mobility, LCFC, Medion, NEC PC, FCCL	No change
Water	●	●	●	●			Lenovo, Motorola Mobility, LCFC, Medion, NEC PC, FCCL	No change
Social								
Community/Philanthropy	●		●	●	●	●	Lenovo, Motorola Mobility	Boundaries of philanthropic disclosures expanded to include distribution and use/end of life aspects within the Company's value chain due to product donations.
D&I	●	●	●	●	●		Lenovo, Motorola Mobility	No change
Human rights	●	●	●	●			Lenovo and Motorola Mobility are fully incorporated into the Company's corporate programs in this area.	No change
Safety	●	●	●	●	●	●	Lenovo, Motorola Mobility, LCFC and NEC PC	No change
Training & development	●		●	●			Lenovo, Motorola Mobility	No change
Employee representation	●		●	●			Lenovo, Motorola Mobility, NEC PC for all metrics. Number of employees, Percentage of employees by region, and Percentage of employees by workforce representation metrics also include Sunny IT, FCCL, Medion, LCFC, Net App and LPS	FCNT and Lenovo Leasing added this year.
Governance								
Economic performance	●	●	●	●	●	●	See the FY 2023/24 Annual Report's Notes to the financial statements	No change
Ethics/Integrity	●	●	●	●	●	●	Lenovo and Motorola Mobility are fully incorporated into the Company's corporate programs in this area.	No change
Data privacy/Security	●	●	●	●		●	Lenovo, Motorola Mobility	No change
Product quality	●	●	●	●		●	Lenovo, Motorola Mobility, LCFC	No change
Regulatory/Compliance	●	●	●	●	●	●	Lenovo, Motorola Mobility, LCFC	No change
Innovation	●	●	●	●	●	●	Lenovo, Motorola Mobility	No change

Gender equity supplementary information*

Talent pipeline

Women as a % of total				
Fiscal Year (FY)	2021/22	2022/23	2023/24	Notes
Management ¹ roles	29	30	30	1 Total management is defined as all people managers in the Company.
Senior management ² roles	27	28	28	2 Senior management is defined as Senior Managers to Directors who are people managers.
Middle management ³ roles	40	41	40	3 Middle management is defined as Senior Professionals to Managers who are people managers.
Non-managerial positions	38	38	38	
Promotions	42	41	42	
Hires	36	34	35	

Inclusive culture

Inclusive culture				
FY	2021/22	2022/23	2023/24	Notes
Number of weeks ¹ of fully paid primary parental leave offered	20	23	24	1 Weighted average. 2 Parental leave retention rate is defined as the percentage of women employees that remained employed 12 months after their return from parental leave, out of all women who used the parental leave during previous fiscal year.
Number of weeks ¹ of fully paid secondary parental leave offered	5	4	4	3 Back-up family care services or subsidies through the Company represent offerings such as childcare center, subsidized services, or reimbursement that allow employees to work while securing back-up care resources at no cost or at a discounted price. The figures represent percentage of employees who have access to such offerings.
Parental leave retention rate (%) ²	83	87	88	
Back-up family care services or subsidies through the Company (%) ³	78	78	79	

Pay equity

Pay equity				
FY	2021/22	2022/23	2023/24	Notes
Adjusted mean ¹ gender pay gap ² (% USD\$)	2.2% (1,618)	2.6% (1,935)	2.3% (1,731)	1 Global mean (average) raw gender pay gap measures the difference in total compensation between women and men, without adjusting for factors such as job function, level, education, performance, or location. The Company discloses an adjusted mean gender pay gap as it provides a more accurate reflection of commitment to pay equity due to the Company's global presence and complex business operations. 2 82%, 87%, and 88% of global workforce population represented in data for FY 2021/22, FY 2022/23, and FY 2023/24, respectively, include the Company's regular full-time employees between Band 5 and Vice President level across 15 countries with the largest headcounts.

* To enhance transparency regarding gender equity within the Company's workforce, this report discloses this information for the first time. Includes Lenovo regular employees only. Excludes contractors, third-party or contracted consultants and vendors, and interns.

Time bound action to close pay gaps

While the Company does not currently share a public quantitative, time bound action plan for closing the gender pay gap, it does have measures in place to proactively mitigate any identified disparities. The Company's approach is designed to strike a balance between achieving pay equity and ensuring its competitiveness within the industry.

Some of the strategies and initiatives the Company employs to address the gender pay gap include:

- **Regular pay equity audits:** The Company conducts regular pay equity audits to identify and rectify any pay disparities based on gender and ethnicity.
- **Equal pay policies:** The Company has established clear policies that promote equal pay for equal work, regardless of gender or ethnicity.
- **Training and awareness programs:** The Company offers training programs to raise awareness about gender pay disparities. Hiring managers are provided training to minimize bias when interviewing candidates and making job offers.
- **Employee resource groups:** The Company supports employee resource groups that focus on gender and ethnic diversity and inclusion, providing a platform for discussion and action.
- **Continuous improvement:** The Company remains committed to ongoing assessment and improvement of its practices to ensure it is addressing gender and ethnic pay gaps effectively.

Executive compensation and D&I

The Company acknowledges that there is work to be done to integrate D&I performance with its standard business performance measures as they relate to executive compensation. The Company intends to take deliberate steps to expand the D&I Key Performance Indicators (KPIs) for its Leadership Executive Committee (LEC) in the coming years.

The Company is firmly committed to the principle that D&I is not a transactional initiative, but an ongoing journey that requires constant evaluation, adaptation, and growth. In alignment with this belief, the Company has plans to broaden and deepen the D&I KPIs set for its LEC. These expanded KPIs will be designed to further drive accountability, transparency, and excellence in the Company's efforts to foster diversity, equity, and inclusion throughout its leadership ranks. This effort will not only contribute to Lenovo's ongoing success but will also reinforce the Company's dedication to creating an inclusive and equitable workplace.

The Company invites ongoing dialogue about its diversity and equity data and will maintain transparency about its expanded KPIs and their impact on its LEC's performance evaluations. The Company looks forward to sharing its progress and achievements as it continues to expand and enrich its D&I initiatives for the betterment of itself and all its stakeholders.

GRI content index

Statement of use	The Company has reported the information cited in this GRI content index for the period April 1, 2023 to March 31, 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Page number(s)	Other reference material(s)
GRI 2: General Disclosures 2021	Organizational profile		
	2-1 Organizational details	11	
	2-2 Entities included in the organization's sustainability reporting	10, 135	
	2-3 Reporting period, frequency and contact point	10	
	2-4 Restatements of information	109	
	2-5 External assurance	10	
	2-6 Activities, value chain and other business relationships	11, 135	
	2-7 Employees	104-105	
	2-22 Statement on sustainable development strategy	4-7	
	2-27 Compliance with laws and regulations	73	
	2-28 Membership associations	134	
	2-29 Approach to stakeholder engagement	12-13	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	12-13	
	3-2 List of material topics	12-13	
Economic topics			
Economic Performance			
GRI 3: Material Topics 2021	3-3 Management of material topic	70-73	
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	22	FY 2023/24 Annual Report's Management's discussion & analysis
Procurement Practices			
GRI 3: Material Topics 2021	3-3 Management of material topic	88-98	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	88	

GRI Standard	Disclosure	Page number(s)	Other reference material(s)
Anti-corruption			
GRI 3: Material Topics 2021	3-3 Management of material topic	73, 77-79	
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	73, 77-79	
Anti-competitive Behavior			
GRI 3: Material Topics 2021	3-3 Management of material topic	73, 77-79	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	74, 77-79	
Environmental topics			
Materials			
GRI 3: Material Topics 2021	3-3 Management of material topic	18, 27-31, 37-39	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	115	
	301-2 Recycled input materials used	27-31, 37-39, 115	
Energy			
GRI 3: Material Topics 2021	3-3 Management of material topic	18, 23-24	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	111-112	
	302-3 Energy intensity	112	
	302-4 Reduction of energy consumption	23-24	
	302-5 Reductions in energy requirements of products and services	32-34	
Water and Effluents			
GRI 3: Material Topics 2021	3-3 Management of material topic	18, 26-27	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	26-27	
	303-3 Water withdrawal	114	
	303-4 Water discharge	114	
	303-5 Water consumption	114	
Emissions			
GRI 3: Material Topics 2021	3-3 Management of material topic	18-22	

GRI Standard	Disclosure	Page number(s)	Other reference material(s)
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	109	
	305-2 Energy indirect (Scope 2) GHG emissions	109	
	305-3 Other indirect (Scope 3) GHG emissions	109	
	305-4 GHG emissions intensity	110	
	305-5 Reduction of GHG emissions	21, 109-110	
	305-6 Emissions of ozone-depleting substances (ODS)	22	
Waste			
GRI 3: Material Topics 2021	3-3 Management of material topic	18, 25-26, 39-40	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	25-26, 39-40	
	306-2 Management of significant waste-related impacts	25-26, 39-40	
	306-3 Waste generated	113	
	306-4 Waste diverted from disposal	113	
	306-5 Waste directed to disposal	113	
Supplier Environmental Assessment			
GRI 3: Material Topics 2021	3-3 Management of material topic	88-96, 100-101	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	88-89, 100-101	
	308-2 Negative environmental impacts in the supply chain and actions taken	88-98, 100-101	

GRI Standard	Disclosure	Page number(s)	Other reference material(s)
Social topics			
Employment			
GRI 3: Material Topics 2021	3-3 Management of material topic	44, 57-63	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	106	
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topic	45-50	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	45-49	
	403-2 Hazard identification, risk assessment, and incident investigation	45-49	
	403-4 Worker participation, consultation, and communication on occupational health and safety	45-47	
	403-5 Worker training on occupational health and safety	45-47, 107	
	403-6 Promotion of worker health	45-47	
	403-9 Work-related injuries	107	
	403-10 Work-related ill health	107	
Training and Education			
GRI 3: Material Topics 2021	3-3 Management of material topic	59-61	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	107	
	404-2 Programs for upgrading employee skills and transition assistance programs	59-61	
Diversity and Equal Opportunity			
GRI 3: Material Topics 2021	3-3 Management of material topic	51-56	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	104-105	

GRI Standard	Disclosure	Page number(s)	Other reference material(s)
Forced or Compulsory Labor			
GRI 3: Material Topics 2021	3-3 Management of material topic	88-94, 96-97	Supplier Code of Conduct RBA Code of Conduct Human Rights Policy
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	88-94, 96-97	Supplier Code of Conduct RBA Code of Conduct Human Rights Policy
Local Communities			
GRI 3: Material Topics 2021	3-3 Management of material topic	64-67, 108	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	64-67, 108	
Supplier Social Assessment			
GRI 3: Material Topics 2021	3-3 Management of material topic	88-94, 96-98, 100-101	
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	88-94, 96-98, 100-101	
Customer Privacy			
GRI 3: Material Topics 2021	3-3 Management of material topic	74-75	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	74-75	

The Hong Kong Stock Exchange's ESG Reporting Guide

content index

“Comply or explain” Provisions		Page number(s)	Other reference material(s)
Subject Area A. Environmental			
Aspect A1: Emissions			
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and nonhazardous waste. Note: Air emissions include NO_x, SO_x, and other pollutants regulated under national laws and regulations. Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride. Hazardous wastes are those defined by national regulations.		18-27	The Company is not aware of any significant non-compliance incidents related to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and nonhazardous waste.
KPI A1.1	The types of emissions and respective emissions data.	109-110	
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	109-110	
	– Scope 1 emissions	109-110	
	– Scope 2 emissions	109-110	
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	113	
KPI A1.4	Total nonhazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	113	
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	20-21, 119, 122, 124-125, 128	
KPI A1.6	Description of how hazardous and nonhazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	25-26, 120-124, 128-129	

“Comply or explain” Provisions		Page number(s)	Other reference material(s)
Aspect A2: Use of Resources			
General Disclosure Policies on the efficient use of resources, including energy, water and other raw materials. Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.		18-41	
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	111-112	
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	26-27, 114	
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	23-24, 32-33, 118, 123, 128	
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	26-27, 123	
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	115	
Aspect A3: The Environment and Natural Resources			
General Disclosure Policies on minimising the issuer's significant impacts on the environment and natural resources.		18-41	
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	18-41, 118-125, 128-131	
Aspect A4: Climate Change			
General Disclosure Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.		18-25	
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	18-25, 118-125, 128-131	

“Comply or explain” Provisions		Page number(s)	Other reference material(s)
Subject Area B. Social			
Employment and Labour Practices			
Aspect B1: Employment			
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.		44, 51-63	The Company is not aware of any significant non-compliance incidents related to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.
KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	104	
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	106	
Aspect B2: Health and Safety			
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.		45-49	The Company is not aware of any significant non-compliance incidents related to providing a safe working environment and protecting employees from occupational hazards.
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	107	
KPI B2.2	Lost days due to work injury.	107	
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	45-49	

“Comply or explain” Provisions		Page number(s)	Other reference material(s)
Aspect B3: Development and Training			
General Disclosure Policies on improving employees’ knowledge and skills for discharging duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.		59-61	
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	106	
KPI B3.2	The average training hours completed per employee by gender and employee category.	107	
Aspect B4: Labour Standards			
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.		44, 96-97	
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	44, 96-97	
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	44, 96-97	
Operating Practices			
Aspect B5: Supply Chain Management			
General Disclosure Policies on managing environmental and social risks of the supply chain.		88-98, 100-101	
KPI B5.1	Number of suppliers by geographical region.	88	
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	88-98, 100-101	
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	88-98, 100-101	
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	88-98, 100-101	

“Comply or explain” Provisions		Page number(s)	Other reference material(s)
Aspect B6: Product Responsibility			
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.		79-81	The Company is not aware of any significant non-compliance incidents related to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	81	
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	78-79	Due to confidential business constraints, the Company does not disclose the quantitative results of product or service-related complaints.
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	74	
KPI B6.4	Description of quality assurance process and recall procedures.	79-81	
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	74-75	
Aspect B7: Anti-corruption			
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.		73-74	
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	73	
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	77-78	
KPI B7.3	Description of anti-corruption training provided to directors and staff.	73	

“Comply or explain” Provisions		Page number(s)	Other reference material(s)
Community			
Aspect B8: Community Investment			
General Disclosure Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.		64-66	
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	64-66, 108	
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	64-66, 108	



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