

A woman with long dark hair, wearing a grey coat, is shown in profile from the waist up, looking at a tablet computer. She is standing in front of a blurred cityscape at night, with warm bokeh lights from buildings and streetlights in the background. The overall mood is professional and forward-looking.

Lenovo™

# Gender Pay Gap Report

2024/2025

Closing the Gap Through  
Action, Insight and Leadership

# Introduction

Lenovo has ambitious goals to enhance gender parity in the UK and has created an inclusive workplace where everyone is free to succeed.

The past year has seen Lenovo cross important milestones on its representation of women in the workplace, with the highest percentage of women in the upper and upper middle pay quartiles yet seen, and a long-term downward trend in the gender pay gap, as well as a steady rise in women in senior management.



28%

Mean Pay Gap in 2020

17.9%

Mean Pay Gap in 2025

17%

Women in Senior Roles in 2020

29%

Women in Senior Roles Today

## Highest-ever number of women in two top pay quartiles

These achievements have been coupled with ongoing work with employee groups and in partnerships with the local community to enhance women's careers and drive towards a fairer future for all. Working with non-profits and Lenovo employee groups such as the WIL (Women in Lenovo), Lenovo has strived to encourage women and young girls both to choose technology careers and to rise through the ranks to leadership positions.

In total, Lenovo employed 538 people at its UK sites in Farnborough and Glasgow, as of April 5th 2025, spanning the smartphone, Smart Devices, Solutions & Services and PC divisions. The Infrastructure Solutions Group (ISG) employs fewer than 250 people in the UK, so it is not included in this report.

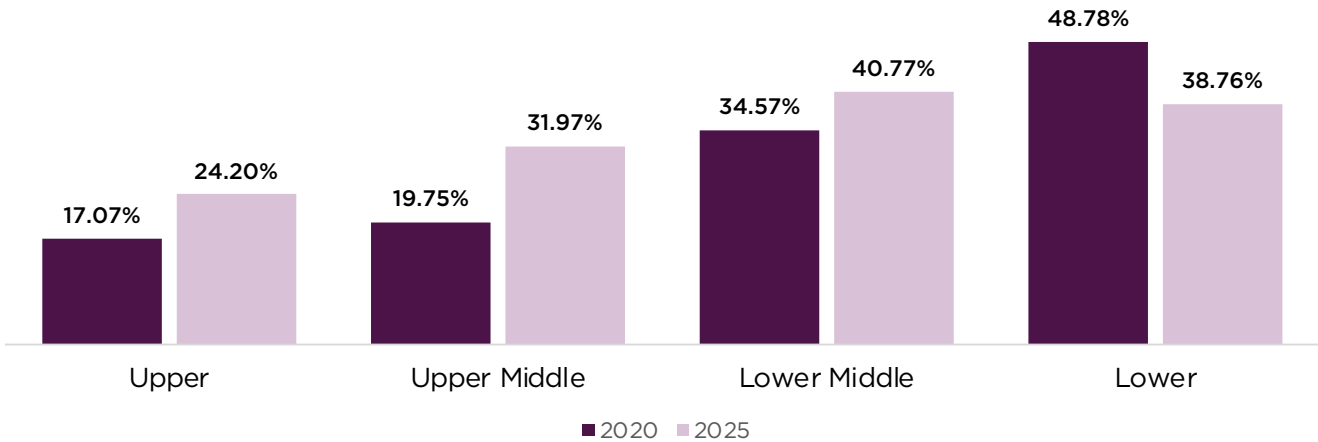


# Delivering results

This report will cover the major milestones Lenovo has achieved on its journey towards a fairer workplace.

Lenovo has ensured that women are supported at every part of their career journey: over the past five years, Lenovo UK has moved from 17% senior roles being held by women in 2020 to 29% of senior roles being held by women in 2025. This year has also seen continuous increases in women in the most senior roles (including a promotion to Executive Director level), with 1.1% more women in the upper pay quartile, and 3.6% more women in upper middle pay quartile.

## 2020 vs 2025 Pay Quartiles



Both mean and median pay gaps at Lenovo have shown a significant and sustained downward trend over the past seven years (in which the Lenovo UKI workforce nearly doubled). The mean pay gap has dropped from 29.02% to 17.85% from 2019 to 2025, while the median pay gap dropped from 33.18% to 19.46% over the same period.

Last year saw a brief upturn in the pay gap, due predominantly to a much lower level of variable pay (i.e. via commission and bonus, with more men in roles such as sales meaning higher variable pay). With a sharp drop in variable pay in 2024, it returned to pre-2024 levels in 2025, meaning a slight rise in mean pay gap to 17.85% and in median pay gap to 19.46% (although it's worth noting that both remain lower than 2023 levels). This year has seen a 7% rise in early-career women in non-sales roles and an 8% rise in sales roles.

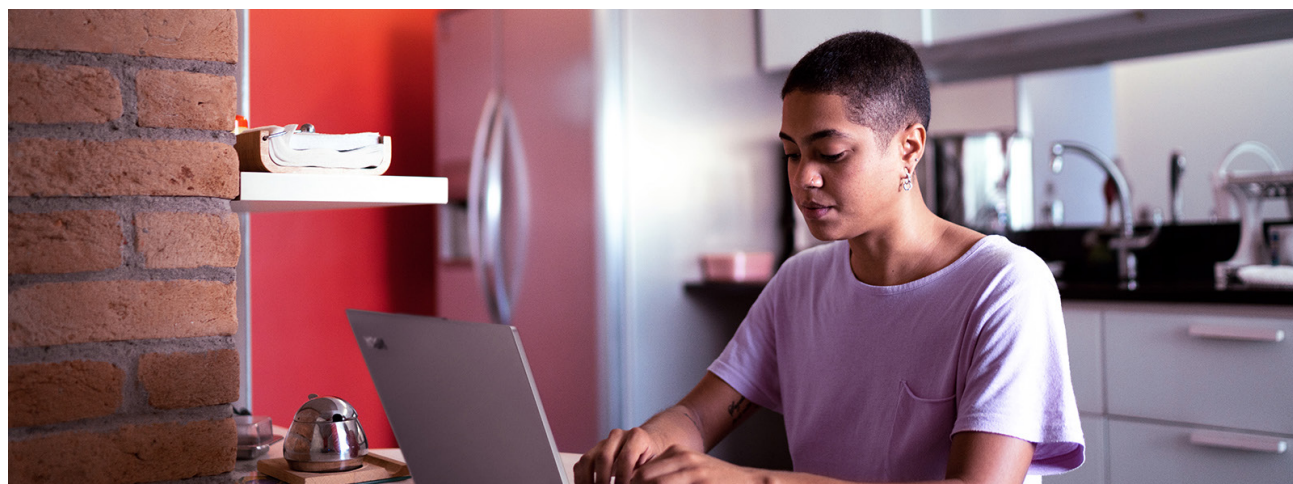
## The leaders of tomorrow

Lenovo's Advancing Women Leadership Academy (AWLA) works hard across the EMEA region to empower female talent and guide women towards senior leadership roles. This year saw the graduation of the first iteration of the programme, and a second cohort starting in September 2025. The new cohort are now in the middle of their training curriculum. Receiving personal feedback from coaches: they have been assigned executive sponsors and are about to start work on their projects.

The transformative 11-month programme brought together 20 talented women, and was designed not just to develop careers, but also to strengthen leadership capability and prepare women for career advancement. The programme began with training sessions from external experts with the titles, 'Mastering Your Inner Critic' and '7 Hurdles to Advancement', with a goal of fostering a success mindset.

This was followed by a 360° Wave Report assessment exercise which assessed each participant's strengths and highlighted growth areas. This self-awareness exercise paved the way for success in a project where the participants worked in teams to identify challenges within Lenovo, proposing business-ready solutions over the course of six months.

With the project involving meaningful engagement with Senior Leaders in EMEA, the programme helped build contacts between the organisation's emerging talent and its top current leadership. The exercise also created a visible community of empowered female leaders, and also showcased their potential through real-world business challenges, with the expert guidance of Lenovo's leadership teams. For the individuals involved, the programme offered a real career boost, and reaffirmed Lenovo's long-standing commitment to diversity and collaboration. By investing early on in the development of future women leaders, Lenovo is shaping a more forward-thinking, fairer and more equitable workplace, where both diversity and innovation will flourish together.



## A fairer future

**A key part of Lenovo's efforts to support a diverse and inclusive culture and build a fairer future has been via the implementation of multiple policies to support women and other groups within the workplace.**

These include a Carers' Leave Policy, Menopause Policy and Emergency Leave for Dependents. Within Lenovo, the Menopause Employee Resource Group helps to educate employees with webinars on topics including how to discuss the menopause with managers. Lenovo UKI received Menopause Friendly Workplace Accreditation in April 2025 - a clear testament to the company's dedication to supporting women as one of only around 100 UK businesses to achieve this certification.

This year will see two new inclusive workplace policies come into effect, with the aim of changing and improving how companies support employees through pregnancy loss and health challenges such as endometriosis. Lenovo has also signed the Miscarriage Association's Pregnancy Loss Pledge, and joined the Endometriosis Friendly Employer Scheme, making Lenovo one of the few British tech employers publicly addressing such gaps in workplace care.

With one in ten women living with endometriosis, and one in four pregnancies ending in loss, managers and HR teams at Lenovo are being trained to offer support, while employees are encouraged to speak openly about their needs.

Meanwhile, Lenovo is also supporting women at the start of their career journey and working to develop them as they rise through the organisation. Lenovo's graduate EAGLES programme (EMEA Academy for Graduates in Lenovo Sales) is a two-year rotational course across the business for recent graduates. EAGLES works to strengthen Lenovo's early-career pipeline, broadening gender diversity within sales and amplifying the stories of senior women leaders across the business. This year, some of the programme's joiners have moved into permanent roles within the business.

## Inspiring the community

Lenovo also continues its work within the wider community, including with award-winning UK social enterprise Stemettes, which aims to inspire girls and young women aged 5-25 to pursue careers in STEM. Stemettes has worked with over 52,000 girls and young women across the UK and Europe in 9 years. A STEAM Goals event in March 2025 with Farnborough sixth form challenged young people to design the school of the future, with a particular focus on how virtual reality (VR) and augmented reality (AR) will enhance the future of education.

With Stemettes, Lenovo runs workshops, events and learning experiences around Science, Technology, Engineering and Maths (STEM) for girls and young women, with girls aged 16 and under accompanied by parents (who often also join in!). The events measure impact in five metrics: Perception, Awareness, Network, Knowledge and Confidence. Lenovo hosts hackathons at its Farnborough and Glasgow offices for young women, along with half-day events in local schools for children to build apps or websites, called 'Tap & Tinkers'. Lenovo's overarching goal is to encourage young women and non-binary people (particularly from low socio-economic backgrounds) to learn about tech in a safe and caring environment.

Lenovo also continued its partnership with EBP (Education Business Partnership) South, with the Get INspired event, which offers hundreds of students aged 11-16 the opportunity to discuss and understand a broad range of career paths. As a part of the Hampshire community for 18 years, Lenovo works closely with STEM initiatives in local schools and works to drive diversity in the talent pipeline, with most activities run by employees participating in Lenovo's 12-month Development Programme for university students on industrial placements. This allows the students to develop new skills and helps to prepare them for the world of work and for future roles in leadership.



**“The work experience week was so well organised, and everyone I met was welcoming, kind, and professional. This experience has truly helped shape my perspective on my future career path, and I’m confident that the skills and insight I’ve gained will benefit me moving forward”**

Lenovo UKI also supported local universities by developing their students for real-world careers, conducting mock interviews and assessment centres with students from nearby Bath and Reading Universities. In a work experience week, Lenovo built a rotational work experience programme to help students build knowledge around career options in different Lenovo departments, and hands-on experience of the working world. Hosting Year 10 and Year 12 students, feedback from local schools has been highly positive, with students describing how the experience reshaped their perspective on career paths and empowered them with useful skills.

---

## Jo Thomas Carers' leave

"I was able to take advantage of Lenovo's carer's leave when my 92-year-old mother-in-law became suddenly very unwell. This time allowed me to support her when she was taken into hospital, attend appointments, and care for her myself until we were able to put carers in place, as well as arrange the right long-term support when she could no longer manage independently. Without this support, the emotional stress and the challenge of managing work alongside her care would have been extremely difficult. The process was straightforward, and the understanding and support from my manager made a real difference. It meant I could focus on what was needed at a critical time, knowing I was fully supported by Lenovo."

---

## Claire O'Brien Promotion to ED

"Stepping into my Executive Director role this year was a great honour, and to me it's also a clear reflection of Lenovo's commitment to elevating women in technology. I'm grateful to have a leadership team that has consistently supported, encouraged, and invested in my development. This promotion isn't just a personal milestone; it's also a reminder of what's possible when a company genuinely champions diverse leadership and backs it with action. I'm equally committed to paying that forward by actively mentoring and supporting others to help continue improving balance and representation across our industry."

I confirm that the data and information presented in this report is accurate and meets the requirements of the UK Equality Act (Gender Pay Gap Information) Regulations 2017.

*Paula Caldwell*

**Paula Caldwell**  
Chief Financial Officer, Lenovo UK and Ireland

