

SAP SuccessFactors 

## SAP Runs SAP: Tackling Diversity Challenges in the Workplace with SAP® SuccessFactors® Solutions

How do you identify and improve diversity and inclusion across a company to drive business impact and increase employee engagement? With analytics. The SAP® SuccessFactors® Workforce Analytics solution enabled the HR department at SAP SE to gain deep insights. With better decisions and strategies, HR now helps SAP develop a more inclusive, diverse, and engaged workforce.



**Company**  
SAP SE

**Headquarters**  
Walldorf, Germany

**Industry**  
High tech

**Products and Services**  
Enterprise software supporting enterprise resource planning, financials, business intelligence, procurement, human capital management, and supply chain management

**Employees**  
77,000

**Revenue**  
€20.8 billion

**Web Site**  
[go.sap.com](http://go.sap.com)

# Executive overview

## BUSINESS TRANSFORMATION

### Objectives

- Promote diversity across the company for an engaged, productive workforce
- Identify areas to improve to achieve maximum diversity and inclusion
- Have 25% of management roles filled by women by 2017

### Resolution

- Started using the SAP® SuccessFactors® Workforce Analytics solution across the HR organization
- Introduced standard monthly reporting on 15 high-priority areas
- Enabled easy, self-service access to data for HR managers

### Benefits

- Gained deeper insight into the employee lifecycle, enabling targeted, data-driven actions
- Identified areas where improvement can catalyze diversity and inclusion efforts
- Increased the number of women in leadership positions by 4.2 percentage points since the fourth quarter of 2012 to 23.6% today, putting SAP well on its way to meeting its 2017 goal of 25%

Read more ►

**+5%**

Women in management since 2011

**-3,500**

Ad hoc requests for data each year

**Truer**

Equal opportunity from the employee perspective

“With SAP SuccessFactors Workforce Analytics, we are able to be much more calculated in our strategic approach toward diversity and inclusion.”

Anka Wittenberg, Chief Diversity and Inclusion Officer, SAP SE

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# Seeing the bigger picture

Headquartered in Walldorf, Germany, SAP SE is one of the world's leading software companies. Hundreds of thousands of businesses across 190 countries rely on SAP technology to manage operations, Run Simple, and succeed. A truly global organization, SAP employs over 77,000 people representing more than 150 nationalities.

Anka Wittenberg, chief diversity and inclusion officer at SAP SE, begins, "This high level of diversity plays an integral role in our success. Research shows that a diverse workforce is more innovative, more engaged, and more productive. As well as diversity – of gender, sexual orientation, race, ethnicity, religion, age, and disability – we have a strong focus on inclusion. We are committed to fostering an inclusive work culture, where everybody feels that they are valued and that their ideas are welcome."

Passionate about increasing levels of diversity and inclusion, SAP wanted to find an effective way of pinpointing areas for improvement.

Nicole McCabe, senior director of global diversity and inclusion at SAP SE, adds, "A question that came up time and time again was: how do you manage diversity and inclusion efforts? In the past, our strategies were often based on third-party research. We lacked the ability to look across the employee lifecycle and see where our specific problem areas were. Rather than founding a women's sponsorship program based purely on what one piece of research recommended, for example, we wanted to be able to accurately assess the company situation and determine whether that would be a productive course of action. Without knowing what our specific challenges were, we couldn't really begin to solve them."



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# Empowering HR with data-driven insight

To gain a better understanding of its strengths and weaknesses specific to diversity and inclusion, the HR organization at SAP took advantage of the excellent analytics resources in-house.

In the past, HR teams did reasonably well in generating workforce reports, but they often did not capture the bigger picture. Today, the SAP SuccessFactors Workforce Analytics solution integrates data from SAP's internal HR, finance, business warehouse, and employee survey management software. With fast access to a wide range of standardized metrics, HR can quickly generate detailed monthly reports for HR vice presidents and managers company-wide.

Ron Minto, people and resources leader of Americas enterprise analytics at SAP, elaborates, "These monthly reports cover 15 high-priority areas, such as diversity, headcount, and terminations, which

gives managers a detailed overview of their department workforce. The SAP SuccessFactors solution enables HR managers to track a department's progress against centrally set targets and quickly identify where it's doing well and where there's room for improvement. For example, managers can now see how many women a specific department needs to hire in order to meet that year's target."

The variety of predefined metrics available with SAP SuccessFactors Workforce Analytics enables HR to accelerate analyses from many different angles and fully understand the big picture around diversity and inclusion issues. The solution is easy to use, and self-service features enable HR managers to work more productively. Because of the self-service functions, the department gets about 3,500 fewer ad hoc requests for data every year.



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# Taking targeted action

With greater visibility into the lifecycle of its employees, SAP is able to manage diversity and inclusion efforts more effectively.

Wittenberg comments, “With SAP SuccessFactors Workforce Analytics, timely insight into the makeup of each department’s workforce gives us a deeper understanding of where issues lie, which enables us to refine diversity strategies accordingly. HR managers can quickly look at the predefined metrics, drill down to the underlying data, and discover if the lack of female managers in their department is due to retention issues or a talent acquisition problem – or a combination of the two. By understanding the root cause, we can take targeted action.”

McCabe remarks, “SAP SuccessFactors Workforce Analytics enables us to delve deeper and identify where to focus. Rather than simply looking at the number of women in management positions, for instance, we can drill down into the data and see how many women were recruited externally, how many were hired internally, and how many were promoted in specific businesses, regions, and countries. Insight such as this will help us to achieve our goal of having 25% of management roles filled by women by 2017.”

With a greater understanding of the challenges women face in reaching management positions, HR launched the Leadership Excellence Acceleration Program (LEAP) – a 12-month targeted leadership development initiative.

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“Today, 23.6% of management roles are filled by women – a 4.2 percentage point increase since 2012 – making SAP one of the most gender-diverse companies in the technology industry.”

Nicole McCabe, Senior Director, Global Diversity and Inclusion, SAP SE





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