Data-Driven Leadership: Strategic Accountability for Diversity, Equity, and Inclusion

Diversity and gender balance are critically important to innovation. SAP is taking steps to transform the organization.

BENEFITS
- Employees are proud to work for a company that publicly commits to gender equality.
- Satisfied employees correlate to higher business performance.

IMPLEMENTATION
In 2012, SAP’s CEO identified diversity and inclusion (D&I) as a key pillar of its operating strategy. SAP also committed to maintaining the Economic Dividends for Gender Equality (EDGE) certification and seeing it become embedded into their overall global gender equity strategy as a tech company. They created a number of programs to support it including their Leadership Excellence Acceleration Program (LEAP). LEAP is a four-month program that assists women in moving into management positions at SAP. Three hundred female leaders graduate from LEAP each year, and their career progression is tracked for two years following the program. Our CEO, HR leadership, and Global D&I office have driven the change in women’s leadership through the company’s management and D&I ecosystem.

IMPACT

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ACTIONABLE RECOMMENDATIONS

Develop a clear executive vision; mandate that vision.
Use data to drive transparency and show progress.
Review career process and decision points for potential implicit bias and remove it through structural solutions.
Engage in a strong communication strategy and ensure the right resources are available for D&I campaigns.
Hold leaders accountable for measurable outcomes, formulate a plan, and reward success.
Engage a third party to support you on the journey.
Partner with employee network groups to mobilize support.

In 2017, we achieved the goal of moving from 17% to 25% women in management.

COLLABORATE WITH THE TEAM >

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AnitaB.org is a social enterprise founded on the belief that women are essential to building technology the world needs. We envision a future where the people who imagine and build technology mirror the people and societies for whom they build it. Learn more about TEF and our latest research on organization transformation at AnitaB.org/Resources.