

## SAP CASE STUDY

# Data-Driven Leadership



### 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 publically commits to gender equality.
- Satisfied employees correlate to higher business performance.



#### COLLABORATE WITH THE TEAM >

REACH OUT:

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#### 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



#### 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.

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](#).