



# The HRD Perspective: How reward, benefits and wellbeing teams contribute to a holistic strategy that **supports a purposeful business vision**

Tom Loeffert, HRD, SAP  
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**“Our enduring vision is to help the world run better and improve people’s lives. Nothing furthers this more than our greatest asset, the people of SAP.**

**Now more than ever it’s critical to foster **a happy, healthy company.** When people can come to work in a place that supports a healthy and sustainable lifestyle – a place where they can be their authentic selves – **there is no stopping SAP”****

Bill McDermott, CEO SAP

# Benefits realized on companies with a Wellbeing Strategy

## Increased Performance



**Outperform**

S&P 500 index over 6 year period<sup>1</sup>



**3x**

more profit<sup>2</sup>



**80%**

of employees feel better about culture<sup>3</sup>

## Decreased Cost



**35%**

less turnover, saving per employee of up to 150% of their salary<sup>5</sup>



**41%**

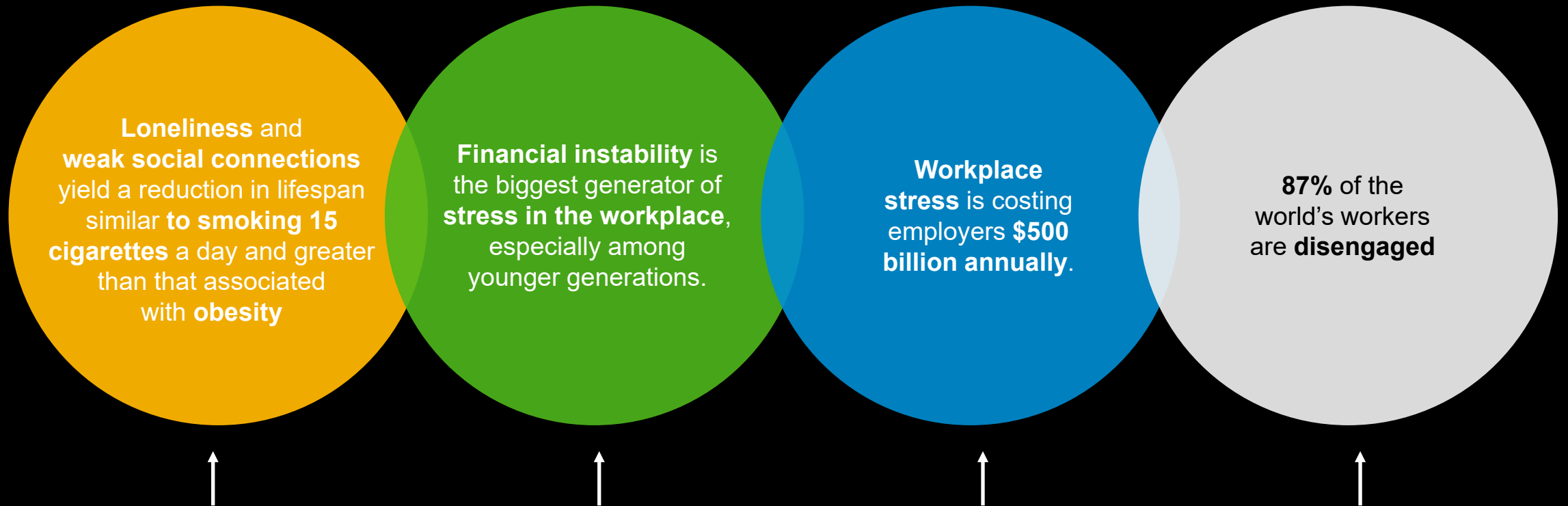
lower health costs for thriving employees<sup>5</sup>



**25%**

lower absenteeism costs<sup>6</sup>

# The state of the workforce today



**“CHROs are seeing a dramatic shift in HR from delivering transactional excellence to becoming architects of digital transformation.”**

Stefan Ries Chief Human Resources Officer, SAP



# Fast facts | SAP HR

The digital world connects people like never before

5

**generations** expecting a fully digital workplace

90%

**connected** people on social networks

200bn

**connected** devices

## Customer brought to you by...

### We support SAP's transformation

to be the MOST INNOVATIVE Cloud Company powered by SAP HANA. In this role we are the custodians of SAP's talented people

### We are a truly global business support organization

**1,600+** HR professionals, **75%** women, **39** years on average, are working across **51** countries (main locations: Walldorf, Prague, Newtown Square, Manila) as one HR team to design and deliver great consumer experiences

We attract, develop, retain people and enable organizations to inspire innovation – lead change – create consumer satisfaction

#### 3 HR Guiding Principles:

- Simplify
- Standardize
- Consumer satisfaction

Our 6 HR Focus Areas span our entire employee lifecycle from being a talent magnet to embracing an inclusive culture

**100+**

HR Services are provided by HR **293,000** service tickets handled in 2018 with an NPS of 83.3%

Continuous innovation is reflected in hashtag themes covering new programs and projects in our HR Portfolio

### We measure our 2018 success

**281** Employer Awards

**18,000** Hires overall

**26.4%** Women in management

**1.1m** Learning offerings\*

### We transform to Run Simple and in the Cloud

**80%** SAP HR's processes are in the Cloud with 70+ Cloud go-lives in 2017. We focus on usability, performance and simplification

### Our consumers are satisfied with the services we deliver

**8.5** consumer satisfaction (scale 1-10) with HR Services in 2018 HR Feedback Survey

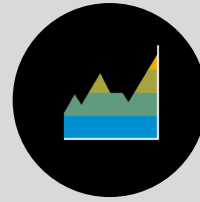
# Change is the new normal



HR must deliver  
'experiences'



HR is expected  
to drive  
measurable  
change

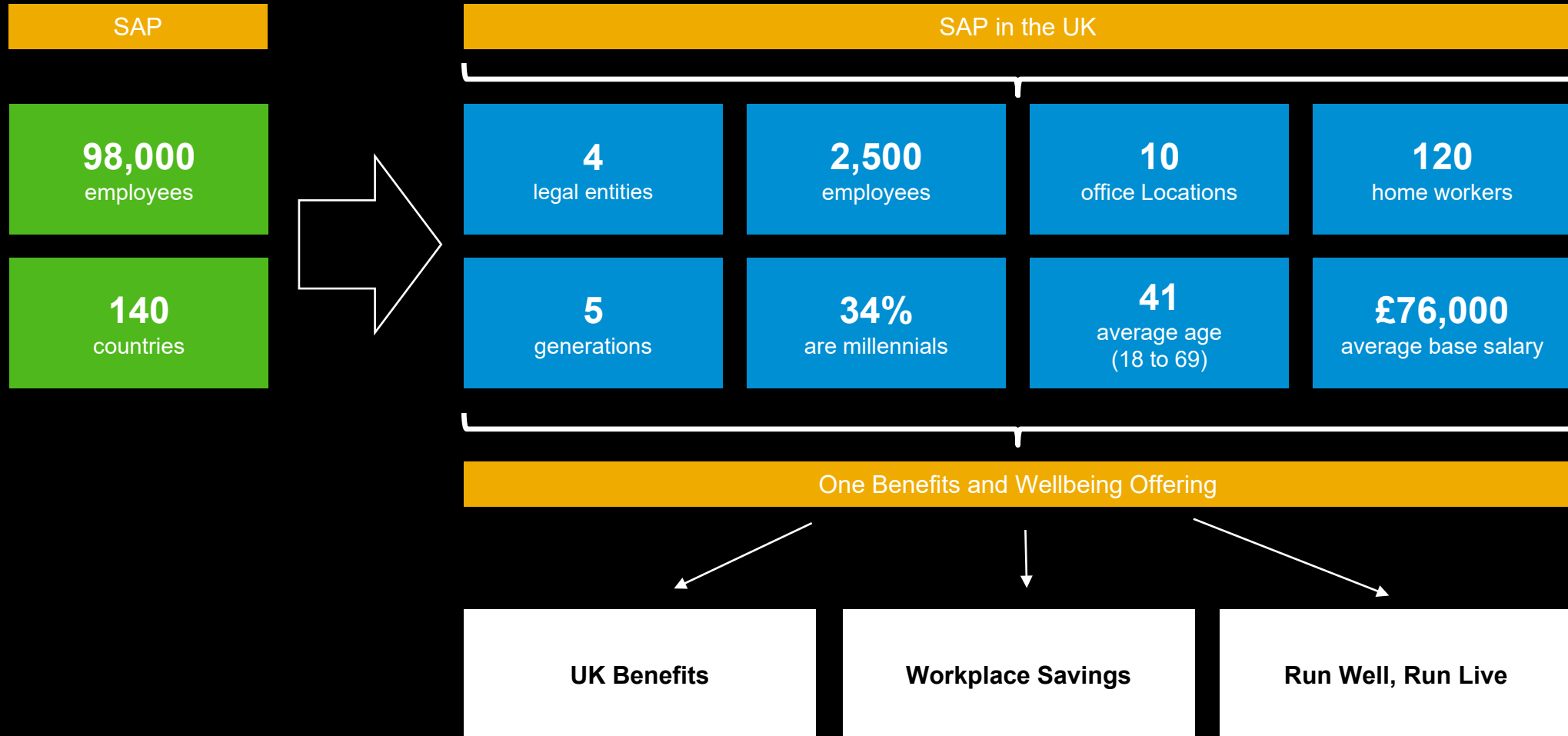


HR must be fluent  
in data analytics and  
predict outcomes  
tied to the business  
strategy



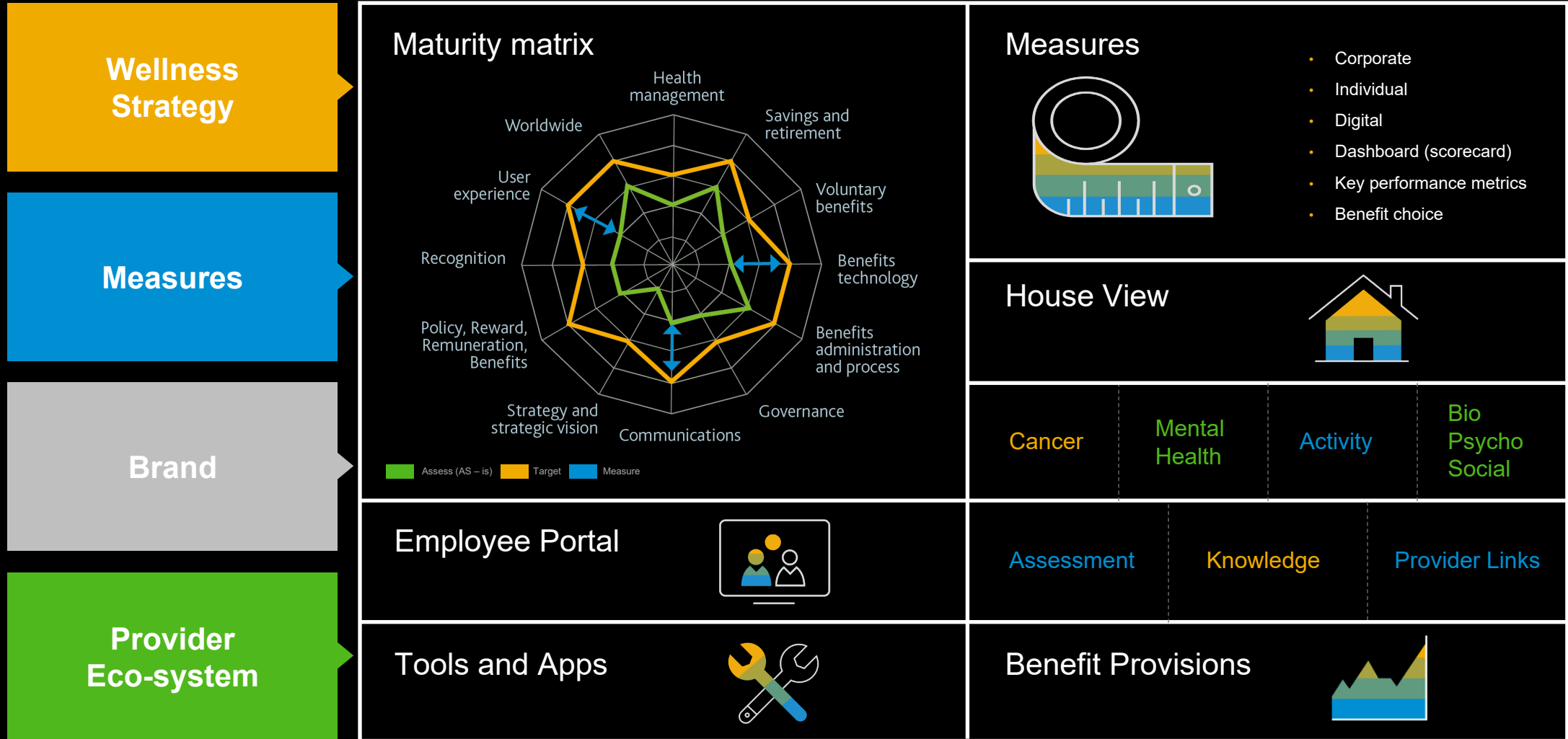
Solutions must  
integrate  
seamlessly with  
finance and other  
business processes

# SAP UKI





# Designing a strategy



# Personas

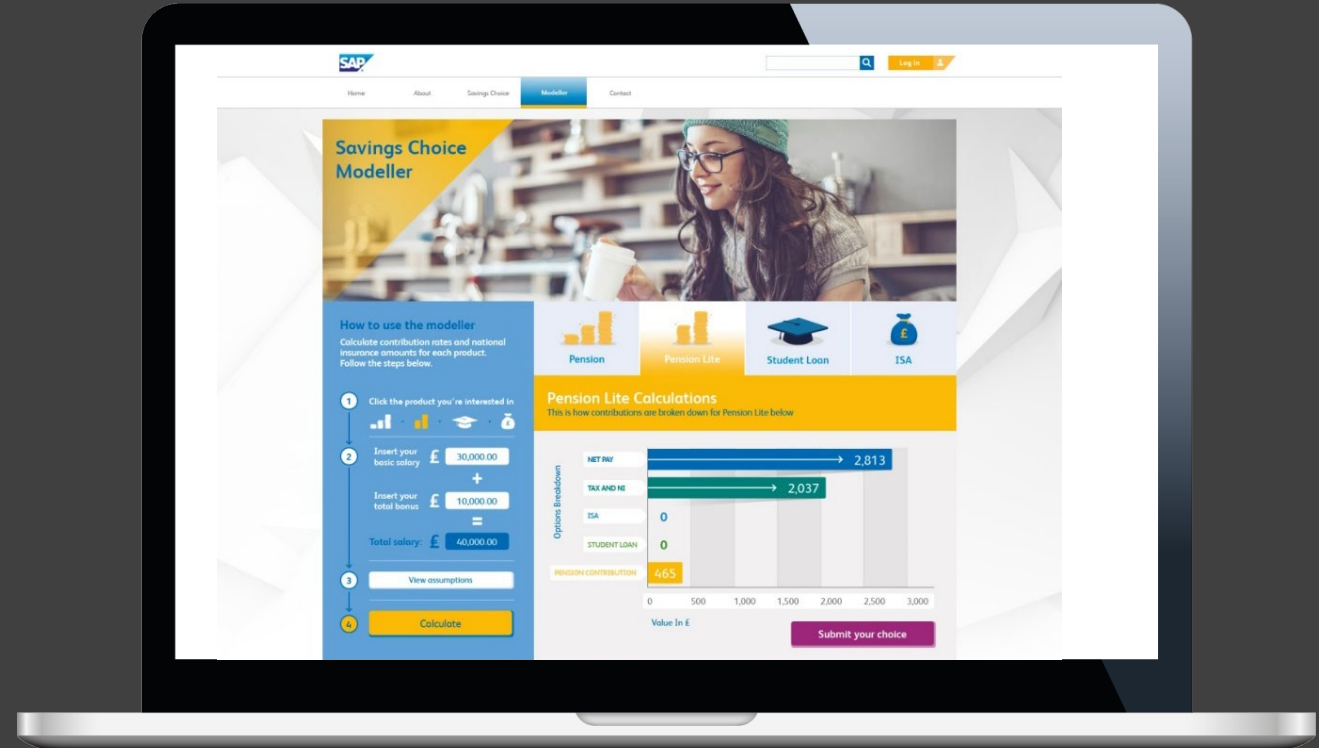
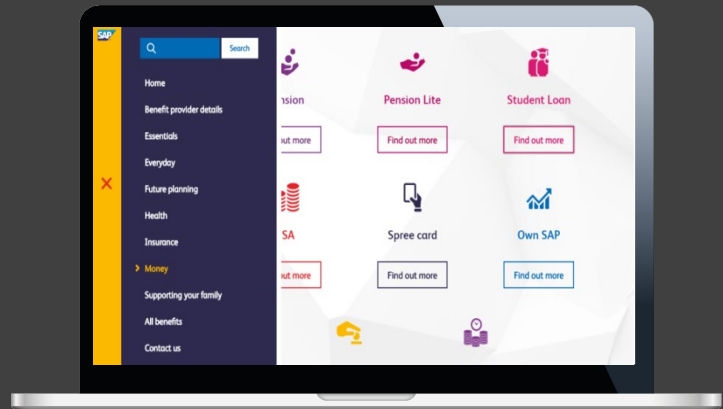
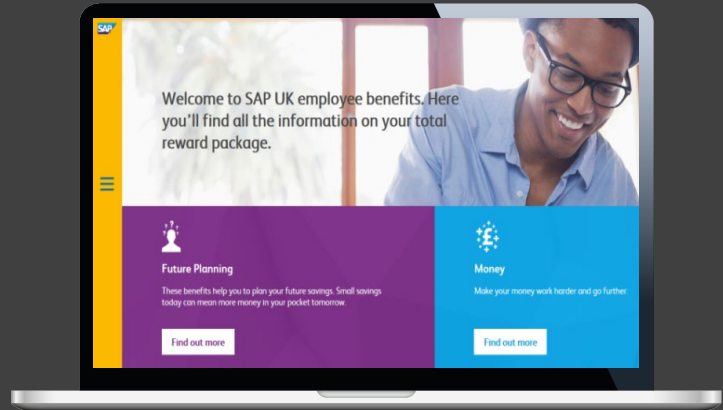
## Early Career – SAP Target Population

## Mid Career – Newly Appointed Manager

## Mid Career – Senior Manager/Sales

| <b>JOE</b>   Male, 25, Single, £30k Salary   | <b>LAURA</b>   Female, 35, Married with/starting young family, £70k Salary  | <b>MARK</b>   Male, 45, Married with family, £120k Salary   |
|--|---|---|
| <p>10% of the SAP population are in this category. This population are most engaged with Personal Accident, Gadgets and Gym.</p> <ul style="list-style-type: none"> <li>Gadgets and Gym.</li> <li>Young professionals in their 20s/early 30s, who are building their careers</li> <li>Generally living with parents/renting</li> <li>Above average incomes</li> <li>Buy social lives</li> <li>Financial planning is not necessarily a top priority</li> <li>Tech and internet natives</li> <li>These people want to get the most from life – risk takers</li> <li>They know that their health is important to avoid getting ill in the future</li> <li>Feel positive about their health – bullet proof!</li> </ul> | <p>Mid-career workforce is 82% of SAP employees. This population are most engaged with PMI, Critical Illness, Childcare Vouchers.</p> <ul style="list-style-type: none"> <li>High income</li> <li>Young children or starting family – time off work\career breaks</li> <li>Possibly two professional salaries</li> <li>Mortgage and family expenses can be high</li> <li>Financial knowledge and skills</li> <li>Not enough financial reserves to give them security</li> <li>Health is very important and they want to be in control</li> <li>Time constraints are a challenge to healthy lifestyle</li> <li>They will balance unhealthy behaviours (e.g. drinking too much the night before) with healthy ones (e.g. going to the gym the next day)</li> <li>No time for social life</li> <li>May want to compress hours or work part-time</li> </ul> | <p>Mid-career workforce is 82% of SAP employees. This population are most engaged with PMI, Critical Illness, Childcare Vouchers.</p> <ul style="list-style-type: none"> <li>Good foundation to their finances and investments</li> <li>Equity to mortgage ratio is growing</li> <li>Supporting teenage and adult children</li> <li>Comfortable financial position as they have been earning good salaries for some years</li> <li>Building some financial reserves</li> <li>They are motivated people who feel in control of their lives and their health</li> <li>Aspirations to better themselves, learn more and have good relationships</li> <li>Their health is very important to them</li> <li>Social lives re-emerging</li> </ul> |
| <div> <div>Financial</div> <ul style="list-style-type: none"> <li>Student Loan</li> <li>Property Ladder – Saving for deposit</li> <li>Disposable Income is important</li> <li>Credit Card / Store Cards / Overdraft</li> <li>Low financial protection needs</li> <li>No financial dependants</li> </ul> </div> <div> <div>Health</div> <ul style="list-style-type: none"> <li>Gym</li> <li>Team sports</li> <li>Low risk – illnesses</li> <li>Late nights / lack of sleep</li> </ul> </div>  | <div> <div>Financial</div> <ul style="list-style-type: none"> <li>Mortgage</li> <li>Pension Accumulation / savings</li> <li>Financial protection</li> <li>Financial stress</li> <li>Wedding</li> <li>Nursery and school fees</li> </ul> </div> <div> <div>Health</div> <ul style="list-style-type: none"> <li>Family health as important as personal health</li> <li>Time struggle – gym</li> <li>Mental health – work related stress</li> <li>Becoming more health aware</li> <li>Declining health / body less resilient</li> </ul> </div>   | <div> <div>Financial</div> <ul style="list-style-type: none"> <li>Big mortgage</li> <li>Pension becoming key consideration</li> <li>School fees</li> <li>University fees</li> <li>2nd property</li> <li>Investments</li> </ul> </div> <div> <div>Health</div> <ul style="list-style-type: none"> <li>Workplace stress</li> <li>Dealing with teenage issues</li> <li>Higher risk – illnesses, cancer</li> <li>Nutrition</li> </ul> </div>  |
| <div> <div>Lifestyle</div> <ul style="list-style-type: none"> <li>Very social – work life balance</li> <li>Embrace technology / social media</li> <li>No dependants</li> <li>Living with parents / renting</li> <li>Holidays and travel</li> </ul> </div> <div> <div>Workplace</div> <ul style="list-style-type: none"> <li>Early career / it is a job not a career</li> <li>Learning</li> <li>Training</li> <li>Exams</li> <li>Low level responsibility – no line management</li> <li>High absence levels?</li> </ul> </div>  | <div> <div>Lifestyle</div> <ul style="list-style-type: none"> <li>Family time important</li> <li>Flexible working</li> <li>Family holidays</li> <li>Less social time</li> <li>Working less social hours</li> </ul> </div> <div> <div>Workplace</div> <ul style="list-style-type: none"> <li>Line management</li> <li>More responsibility</li> <li>More pressure</li> <li>Targets</li> <li>High career focus</li> </ul> </div>   | <div> <div>Lifestyle</div> <ul style="list-style-type: none"> <li>Family time important</li> <li>Flexible working</li> <li>Elderly parents</li> <li>Low activity levels – less demanding sports</li> <li>Family holidays</li> <li>Mid-life crisis</li> </ul> </div> <div> <div>Workplace</div> <ul style="list-style-type: none"> <li>Long hours</li> <li>High pressure / responsible</li> <li>Targets</li> <li>Management responsibilities</li> </ul> </div>   |

# Communication and engagement



# SAP leading by example

## Key Program Launches

### Programs launched since 2012

- SAP Talk
- Mindfulness at Work
- Business Beyond Bias
- RunHealthy @ SAP
- Business Health Culture Index
- Inclusive family benefits (e.g. FlexAppeal)
- Autism @ Work

## Employee Engagement

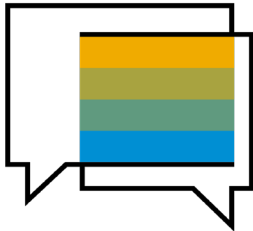
### Metrics Achieved since 2012

- 76% increase in employee productivity
- 85% engaged employees, 7% increase
- 28% increase in trust
- Achieved 25% female leadership milestone
- In 2018 alone, 218 work place excellence awards

## Business Results

### Performance since 2012

- Stock: \$112/share, ↑48%
- Revenue: €25 Billion, ↑30%
- 98,000 employees; ↑30%
- 10x increase in Cloud revenue

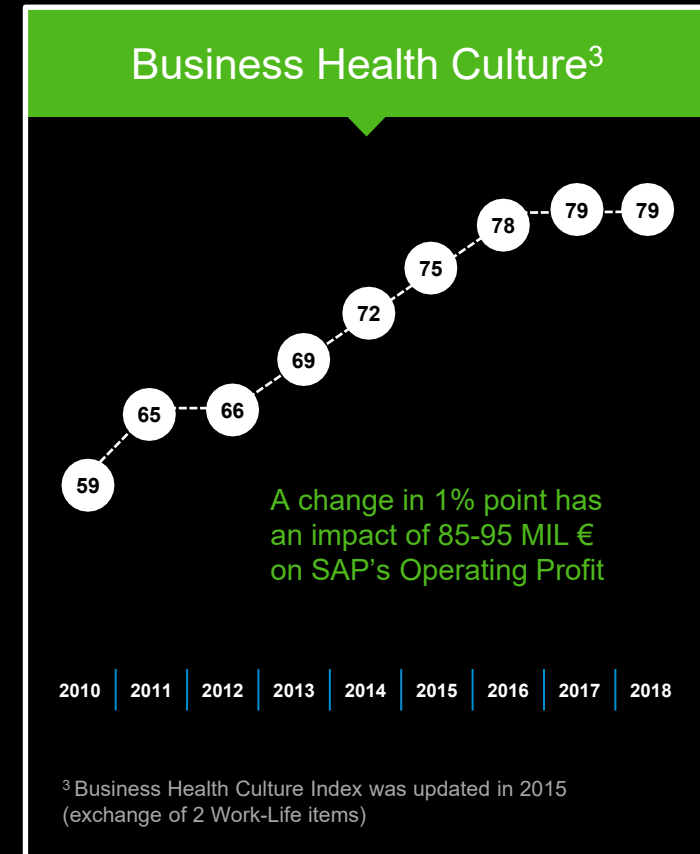
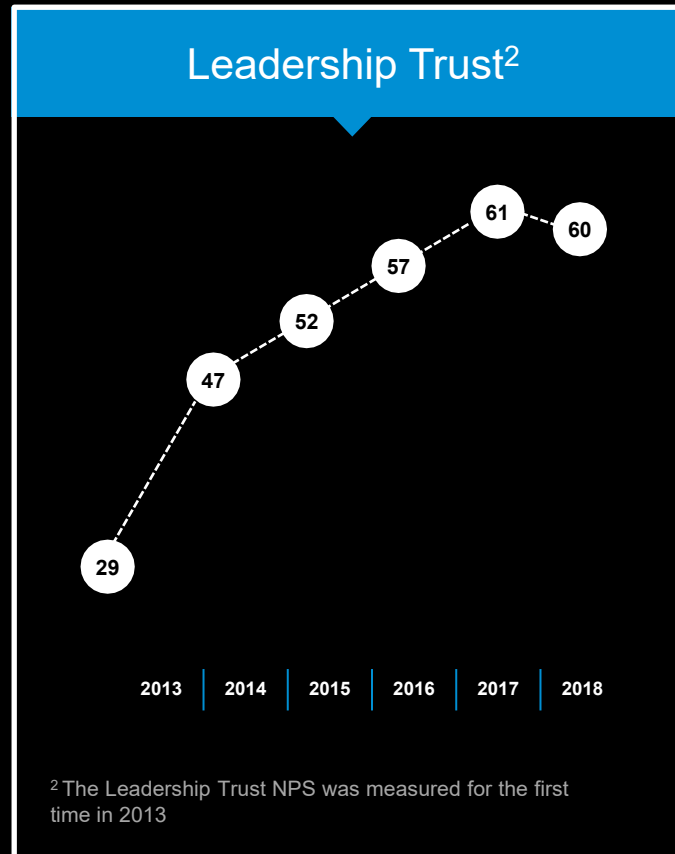
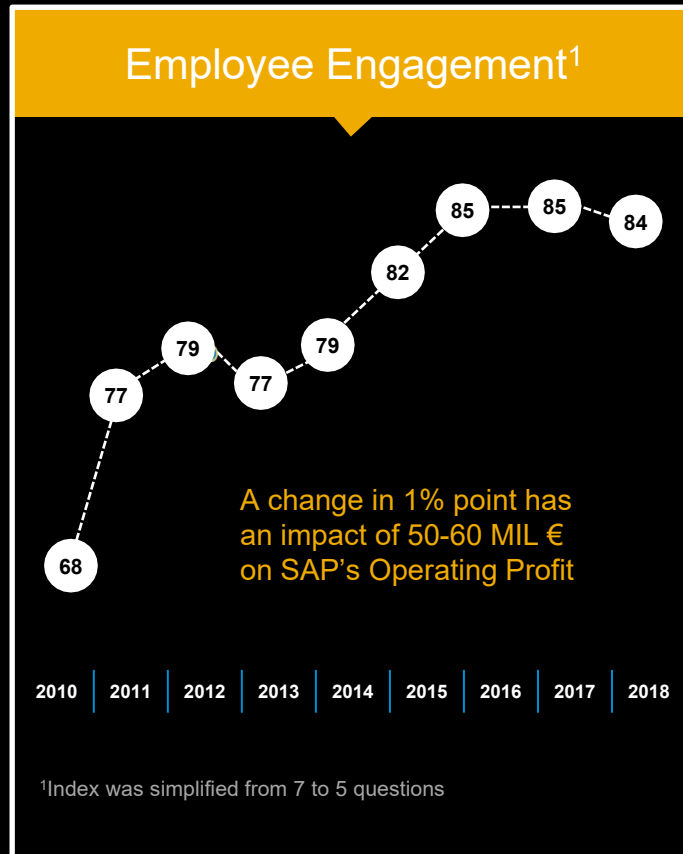


**“Nothing is more valuable to a business than having a healthy, happy and inspired workforce.”**

Jen Morgan, Executive Board Member, Cloud Business Group

# People survey 2018: Key scores

Employee Engagement remains high, Leadership Trust and Business Health Culture continue to improve



# ...and the market agrees

In 2018 alone, we received 281 employer awards\*

\*Several awards have been received in multiple locations



# As do our employees

**SAP**  
Versus some of  
the biggest names  
in the world on  
**Glassdoor**

| Company           | Employee satisfaction score (out of 5) |
|-------------------|--|
| SAP               | 4.6 (UK)                               |
| Facebook          | 4.4                                    |
| Google            | 4.4                                    |
| Salesforce        | 4.4                                    |
| Microsoft         | 4.1                                    |
| Apple             | 4.0                                    |
| Cisco Systems     | 4.0                                    |
| Unilever          | 3.9                                    |
| Nike              | 3.9                                    |
| Adidas            | 3.8                                    |
| Workday           | 3.98                                   |
| Amazon            | 3.8                                    |
| IBM               | 3.6                                    |
| Samsung           | 3.5                                    |
| Glassdoor Average | 3.2                                    |



# Thank you.

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