

SAP GLOBAL DIVERSITY POLICY

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TABLE OF CONTENTS

Cover Sheet.....	2
PREFACE.....	3
1 DEFINITION	4
2 OBJECTIVES AND SCOPE	4
2.1 KEY TARGETS FOR DIVERSITY AT SAP	5
2.2 COMPLIANCE/SANCTIONS.....	5
3 LINKS	6

Cover Sheet

Objective	<i>This Global Diversity Policy for SAP provides a framework that supports business processes and procedures by considering, integrating, and leveraging Diversity globally.</i>
Rationale	
Why – the benefits and strategy alignment	<ul style="list-style-type: none"> ■ <i>At SAP, we attract, develop, and retain the most talented and creative employees to invent, deliver, and deploy business solutions that make our customers “the best-run businesses” in the world.</i> ■ <i>Managing Diversity in our organization allows us to leverage individual potential and creativity. The diverse capabilities that reside within our talented workforce enable SAP to anticipate and fulfill the needs of our diverse customers, providing high quality products and services.</i>
Risk of Non-compliance to SAP	<ul style="list-style-type: none"> ■ <i>Loss of Talent: SAP no longer seen as an employer-of-choice, reduced productivity, potential loss of business, lawsuits for discrimination.</i>
Applicability	
Primary group applicable to	<ul style="list-style-type: none"> ■ <i>All Employees</i>
Indirectly Affected Areas	<ul style="list-style-type: none"> ■ <i>na</i>
Confidentiality	<ul style="list-style-type: none"> ■ <i>External</i>
Enforcement	<ul style="list-style-type: none"> ■ <i>Compliance is checked by internal reviews through management and/or HR and/or the global internal audit services at SAP.</i> ■ <i>An act in opposition to this Global Diversity Policy can result in consequences that affect employment and which may lead to further external investigation and/or legal action by SAP.</i>
Ownership	
Policy Owner	<ul style="list-style-type: none"> ■ <i>Alice Conlin</i>
Board Area	<ul style="list-style-type: none"> ■ <i>Claus Heinrich</i>
Board Sponsor	<ul style="list-style-type: none"> ■ <i>Claus Heinrich</i>
Board Area Contact	<ul style="list-style-type: none"> ■ <i>The Global Diversity Office</i>
Reviewers	<ul style="list-style-type: none"> ■ <i>Claus Heinrich, Helga Classen, Torsten Busse, Joerg Staff, David Kaput, Terry Laudal, Choy Leng Lee, Stefan Ries, HRBP Heads, other stakeholders in Diversity</i>
Approved by (Board Members)	<ul style="list-style-type: none"> ■ <i>All</i>
Document Information	
Master Document URL	<ul style="list-style-type: none"> ■ <i>Hyperlink to the master policy document</i>
Release Date	<ul style="list-style-type: none"> ■
Review / Update Due Date	<ul style="list-style-type: none"> ■
Version History	<ul style="list-style-type: none"> ■ <i>Version 3.0</i>

PREFACE

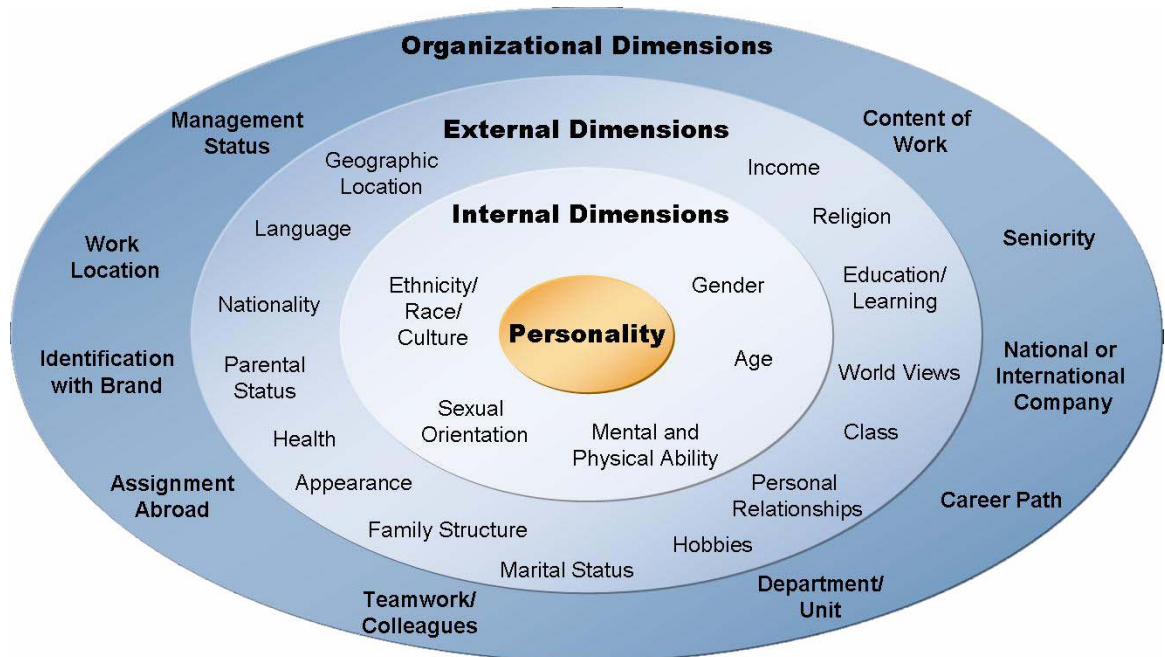
This Global Diversity Policy for SAP provides a framework that supports business processes and procedures by considering, integrating, and leveraging Diversity globally. This framework is considered valid for all SAP Group Companies, which did not adopt a specific local Diversity Policy. Local Diversity Policies -- where appropriate in regional and local contexts -- need to be in accordance with the minimum requirements of the Global Diversity Policy, however, those policies may contain stricter guidelines, more far-reaching requirements, or more detailed instructions. Nevertheless, those policies must not contradict the Global Diversity Policy for SAP and need to be communicated to the Corporate Global Diversity Office.

The Global Diversity Office at SAP regularly reviews the Global Diversity Policy and is responsible for making any revision or clarification, as warranted.

1 DEFINITION

At SAP, we attract, develop and retain the most talented and creative employees to invent, deliver, and deploy business solutions that make our customers "the best-run businesses" in the world.

In order to harness the power of innovation, SAP invests in the development of its diverse employees. We aspire to leverage the qualities that each person brings to the company and appreciate their unique competencies. At SAP, we nurture and support an environment that values differences in culture, race, ethnicity, age, gender, sexual orientation, and physical or mental ability.



Model describing Diversity Dimensions (adapted from Rowe & Gardenswartz):

But diversity at SAP does not stop there; we understand the importance of world views, family status, personal relationships, work content, and other dimensions of difference which make up our employees, managers, business partners, and customers worldwide. Diversity is a commitment to accepting and supporting all persons, regardless of their individual dimensions. Diversity, however, is not a value in itself. Managing diversity - in alignment with company values and goals - makes SAP prepared to meet the needs of our workforce and, in turn, our diverse customer base.

Diversity is therefore, not only a reality but a fundamental driver of our business results. More than 35.000 employees from over 100 nationalities contribute to the success of SAP, making us truly global. We are proud of the unique contribution that each individual makes at SAP and recognize our diverse human capital is the essence of our success.

2 OBJECTIVES AND SCOPE

Over the years, SAP has gained a global reputation for integrity which has been a cornerstone of its success in business. One of the principal reasons that SAP is held in

such high regard in the business community is that its employees are aware that values such as honesty, transparency, trustworthiness, and accountability are the foundation for all business activities. Inappropriate behavior on the part of an individual not only harms those immediately affected by a negative impact on collaboration and team efficiency, but also endangers the good reputation of SAP as an employer-of-choice.

In respecting and valuing diversity among our employees and all those with whom we do business, every employee is expected to ensure a working environment that is free of all forms of harassment or discrimination. There will be no direct or indirect discrimination in employment and promotion decisions or in any personnel actions on the basis of ethnicity, race, culture, gender, age, sexual orientation, mental, or physical ability or any other factor protected by law. No discrimination or harassment whether by conduct, remarks, gestures, or other behaviors that are derogatory or hostile will be tolerated.

The Diversity Policy goes beyond pure legal requirements. One of the business imperatives for SAP clearly is the efficient and effective cooperation of every team within our global organization based on a common understanding of the company's values and objectives, as well as a respectful way of thinking and acting towards each individual.

2.1 KEY TARGETS FOR DIVERSITY AT SAP

Developing a Global Diversity Strategy means not just discussing its importance but taking an active role in managing Diversity at SAP geared at leveraging individual potential and creativity. Below are the main goals for the Global Diversity Strategy at SAP:

- Develop, improve, and sustain the reputation of SAP as an “Employer-of-Choice”
- Maintain a workplace where employees passionately engage and feel there are equal and fair opportunities for all, based on performance.
- Sustain efficiency in intercultural cooperation and innovation
- Understand and meet market and customer expectations around the globe

2.2 COMPLIANCE/SANCTIONS

It is part of the SAP business policy to carry out all company activities in accordance with the letter and spirit of applicable legal requirements and, therefore, keep high standards of business ethics.

Within the context of doing their jobs, all employees of SAP worldwide are expected to be role models and multipliers of behavior in compliance with this policy.

If any employee feels that he or she has been or is being subjected to conduct that violates this policy and that he or she cannot solve this situation, the employee is encouraged to talk directly to his or her Human Resources Business Partner or the Compliance Office. In case the employee sees all the usual channels exhausted, he or she can escalate to the office of the ombudsman ombudsman@sap.com.

An act in opposition to this Global Diversity Policy is subject to internal review by management and/or HR and/or the Global Internal Audit Services at SAP, which can result in consequences that affect employment and/or could lead to legal action by SAP.

3 LINKS

Please go to SAP Corporate Portal Quick Link [/go/diversity](#) for more information or contact the Global Diversity Office at diversity@SAP.com

To find out more about these related topics, please use these links:

- **SAP Code of Business Conduct**
- **SAP Global Recruitment Policy**
- **SAP Global Mobility Policy**

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