

Additional Information GRI Index/UN Global Compact

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The Global Reporting Initiative (GRI) has pioneered the development of the world's most widely used sustainability reporting framework. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. The GRI has concluded that the SAP Integrated Report 2012 fulfills the requirement of [Application Level A+](#).

● Fully reported
 ● Partially reported
 ● Not reported

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1. Strategy and Analysis

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Description	Reported	Cross-Reference/ Direct Answer	Global Compact Principles
1.1 Statement from the most senior decision-maker of the organization.	●	Letter from the Co-CEOs	1-10
1.2 Description of key impacts, risks, and opportunities.	●	Vision, Mission, and Strategy; Risk Report; Medium-Term Prospects	














2. Organizational Profile

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Description	Reported	Cross-Reference/ Direct Answer	Global Compact Principles
2.1 Name of the organization.	●	Business Activity and Organization	
2.2 Primary brands, products, and/or services.	●	Portfolio of Products, Solutions, and Services	
2.3 Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	●	Business Activity and Organization	
2.4 Location of organization's headquarters.	●	Business Activity and Organization	
2.5 Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	●	Business Activity and Organization	
2.6 Nature of ownership and legal form.	●	http://www.sap.com/corporate-en/investors/stock/shareholder-structure.epx	
2.7 Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	●	Business Activity and Organization	
2.8 Scale of the reporting organization.	●	Vision, Mission, and Strategy, Business Activity and Organization	
2.9 Significant changes during the reporting period regarding size, structure, or ownership.	●	Acquisitions	
2.10 Awards received in the reporting period.	●	Recognition	


















3. Report Parameters

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Description	Reported Cross-Reference/ Direct Answer	Global Compact Principles
3.1 Reporting period (e.g., fiscal/calendar year) for information provided.	 About This Report	
3.2 Date of most recent previous report (if any).	 About This Report	
3.3 Reporting cycle (annual, biennial, etc.)	 About This Report	
3.4 Contact point for questions regarding the report or its contents.	 Contact	
3.5 Process for defining report content.	 Stakeholder Engagement	
3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	 Non-Financial Notes	
3.7 State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	 Non-Financial Notes	
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	 Non-Financial Notes	
3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	 Non-Financial Notes	
3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	 Non-Financial Notes	
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	 Non-Financial Notes	
3.12 Table identifying the location of the Standard Disclosures in the report.	 GRI Index	
3.13 Policy and current practice with regard to seeking external assurance for the report.	 Independent Assurance Report	

4. Governance, Commitments, and Engagement









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Description	Reported Cross-Reference/ Direct Answer	Global Compact Principles
4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	 www.sap.com/corporate-en/investors/governance	1-10
4.2 Indicate whether the Chair of the highest governance body is also an executive officer.	 www.sap.com/corporate-en/investors/governance	
4.3 For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	 SAP does not have a unitary board structure.	
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	 www.sap.com/corporate-en/investors/governance	
4.5 Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	 Compensation Report	1-10
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided.	 www.sap.com/corporate-en/investors/governance	1-10
4.7 Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	 www.sap.com/corporate-en/investors/governance	1-10
4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	 Vision, Mission and Strategy Business Conduct	1-10
4.9 Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	 Report by the Supervisory Board	
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	 Report by the Supervisory Board	
4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization.	 We support a precautionary approach towards environmental management. While we see little apparent risk for our own operations we do see an opportunity to help our customers anticipate and manage this risk in a more agile and responsive fashion through effective product lifecycle management and sustainable design. For more information, see the section Solutions for Energy and Sustainable Operations .	
4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	 Memberships	1-10
4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organizations.	 Memberships	1-10
4.14 List of stakeholder groups engaged by the organization.	 Stakeholder Engagement	
4.15 Basis for identification and selection of stakeholders with whom to engage.	 Stakeholder Engagement	
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	 Stakeholder Engagement	
4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	 Stakeholder Engagement	

EconomicLess 

Description	Reported	Cross-Reference/ Direct Answer	Global Compact Principles
Disclosure on Management Approach		Sustainability Management and Policies	
Economic performance			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	 For net sales go to Consolidated Financial Statements For revenues from financial investment and sales of assets go to Assets, Finances, and Operating Results (Financial Income) For operating costs go to Assets, Finances, and Operating Results (Operating Profit and Margin) For employee wages go to Employee Benefits Expense and Headcount For payments to providers of capital go to Assets, Finances, and Operating Results (Dividend) For payments to governments go to Income Tax For community investments (cash donations) go to Social Investment Economic Value retained is €1,810 million.	
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	 Risks posed by climate change are described in the Risk Report . Opportunities are included in the section Solutions for Energy and Sustainable Operations .	7
EC3	Coverage of the organization's defined benefit plan obligations.	 Provisions	
EC4	Significant financial assistance received from government.	 With our 2010 Annual Report we have stopped reporting these numbers as assistance received was not material.	
Market presence			
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	 Sustainable Procurement	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	 Diversity and Women in Leadership	6
Indirect economic impacts			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	 SAP has not conducted a community needs assessment. Our investments are described in Social Investment .	














EnvironmentalLess 

Description	Reported	Cross-Reference/ Direct Answer	Global Compact Principles
Disclosure on Management Approach		Sustainability Management and Policies	
Materials			
EN1	Materials used by weight or volume.	 Materials used is not a material issue because as a software company, SAP does not have a physical production process.	
EN2	Percentage of materials used that are recycled input materials.	 Recycled materials is not a material issue because as a software company, SAP does not have a physical production process.	8,9
Energy			
EN3	Direct energy consumption by primary energy source.	 Total Energy Consumed Primary sources for our direct energy consumption are currently not available for all locations. We will report on these in 2014.	8
EN4	Indirect energy consumption by primary source.	 Total Energy Consumed Renewable Energy	8
EN5	Energy saved due to conservation and efficiency improvements.	 Total Energy Consumed	8,9
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	 Our efforts to reduce the energy consumption of our products are described in the section Sustainable IT . In 2012, there were no additional reductions.	8,9
Water			
EN8	Total water withdrawal by source.	 Waste and Water Water is not a material issue because as a software company our operations are not water intensive. Therefore, we do not report on the sources of water withdrawal.	8
Biodiversity			

EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.		Biodiversity is not a material issue because SAP does not have any buildings in protected areas or areas of high biodiversity value outside protected areas.	8
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.		Biodiversity is not a material issue because up to now, we have not identified significant impacts of our activities as a software company, products, and services on biodiversity.	8
Emissions, effluents and waste				
EN16	Total direct and indirect greenhouse gas emissions by weight.		Greenhouse Gas Emissions	8
EN17	Other relevant indirect greenhouse gas emissions by weight.		Greenhouse Gas Emissions	8
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.		Greenhouse Gas Emissions	7,8,9
EN19	Emissions of ozone-depleting substances by weight.		Emissions of ozone-depleting substances are not material to SAP due to the nature of our business as a software company.	8
EN20	NO _x , SO _x , and other significant air emissions by type and weight.		NO _x , SO _x , and other significant air emissions are not material to SAP due to the nature of our business as a software company.	8
EN21	Total water discharge by quality and destination.		Water is not a material issue because as a software company our operations are not water intensive.	8
EN22	Total weight of waste by type and disposal method.		Waste and Water Waste is not a material issue because as a software company our operations are not waste intensive. Therefore, we do not report on the different types of waste and disposal methods.	8
EN23	Total number and volume of significant spills.		Spills are not material for SAP due to the nature of our business and are therefore not registered.	8
Products and services				
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.		Data Center Energy; Total Energy Consumed Some environmental impacts (e.g. water, noise) are not applicable to SAP's software and services. The impact relates to energy and emissions only.	7,8,9
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.		Packaging materials is not a material issue for SAP as most of our software and all our services are delivered without packaging.	8,9
Compliance				
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.		There have not been any fines or non-monetary sanctions.	8
Transport				
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.		Greenhouse Gas Emissions	8











Social: Labor Practices and Decent Work

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Description	Reported Cross-Reference/ Direct Answer	Global Compact Principles
Disclosure on Management Approach	 Sustainability Management and Policies	
Employment		
LA1 Total workforce by employment type, employment contract, and region, broken down by gender.	 Workforce Workforce by employment contract is proprietary information at SAP.	
LA2 Total number and rate of new employee hires and employee turnover by age group, gender, and region.	 Retention A breakdown of new employee hires by age group and gender as well as total numbers are proprietary information at SAP.	6
LA15 Return to work and retention rates after parental leave, by gender.	 Retention The retention rates after parental leave are proprietary information.	6
Labor/management relations		
LA4 Percentage of employees covered by collective bargaining agreements.	 Human Rights	1,3
LA5 Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	 There is no global minimum notice period in place 3 for operational changes.	
Occupational health and safety		
LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	 Health in our Business Culture Injuries, diseases, lost days, or absenteeism are not as material to SAP as the business health culture index that we track on a global basis.	1
LA8 Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	 Health in our Business Culture	1
Training and education		
LA10 Average hours of training per year per employee by gender, and by employee category.	 Talent Development Training hours split by gender and employee category are not a material issue for SAP as we align our training activities according to the needs of each employee and do not tolerate any discrimination.	
LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	 For skills management and lifelong learning, see the section Talent Development . For continued employability and managing career endings, SAP has dedicated staff for workforce demographics. The demographics expert continuously works on improving processes and designing programs for sustaining employability as long as possible; managing career endings in a flexible way (for example, part-time options); and keeping employees connected with the company after retirement. SAP also participates in external research studies and networks on workforce demographics to share and learn about best practices in this field.	
LA12 Percentage of employees receiving regular performance and career development reviews, by gender.	 Talent Development The split by gender is proprietary information at SAP.	
Diversity and equal opportunity		
LA13 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	 Diversity and Women in Leadership The percentage of employees in minority groups is proprietary information as SAP does not track minorities for legal reasons.	1,6
Equal remuneration for women and men		
LA14 Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	 The ratio is proprietary information. At SAP, we evaluate jobs based on their value both internally and in the external labor market. Qualified recruits are paid in accordance with the knowledge, skills and experience they bring to the position, as well as the location in which they work, regardless of their gender. All other compensation is based purely on the performance achieved by the individual and the organization. We strictly monitor and govern our compensation practices to ensure that our employees receive equal pay for equal experience and performance.	1,6












Social: Human Rights

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Description	Reported	Cross-Reference/ Direct Answer	Global Compact Principles
Disclosure on Management Approach		Sustainability Management and Policies	
Investment and procurement practices			
HR1 Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.		Human Rights SAP does not track investment agreements or contracts that include human rights criteria as it is not considered material.	1,2,3,4,5,6
HR2 Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.		Sustainable Procurement	1,2,3,4,5,6
HR3 Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.		Human Rights The hours of training is considered not material for SAP, however, the number of employees that received training is tracked.	1,2,3,4,5,6
Non-discrimination			
HR4 Total number of incidents of discrimination and corrective actions taken.		SAP considers the number of incidents proprietary.	1,2,6
Freedom of association and collective bargaining			
HR5 Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.		Human Rights Sustainable Procurement In the software industry, human rights issues like freedom of association, child labor or forced labor are not as material as other human rights issues like privacy or security.	1,2,3
Child labor			
HR6 Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.		Human Rights Sustainable Procurement In the software industry, human rights issues like freedom of association, child labor or forced labor are not as material as other human rights issues like privacy or security.	1,2,5
Prevention of forced and compulsory labor			
HR7 Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.		Human Rights Sustainable Procurement In the software industry, human rights issues like freedom of association, child labor or forced labor are not as material as other human rights issues like privacy or security.	1,2,4
Assessment			
HR10 Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.		Human Rights	1,2
Remediation			
HR11 Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms		Human Rights The number of grievances is proprietary information at SAP.	1,2









Social: Society

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Description	Reported Cross-Reference/ Direct Answer	Global Compact Principles
Disclosure on Management Approach	 Sustainability Management and Policies	
Local communities		
SO1 Percentage of operations with implemented local community engagement, impact assessments, and development programs.	 Local community engagement programs are established at 100% of our major locations. For more information about our programs and how we measure our impact, see Social Investment .	
SO9 Operations with significant potential or actual negative impacts on local communities.	 We have not identified any operations with significant potential or actual negative impacts on local communities. However, our community programs have a positive impact on the communities in which we work and live.	
SO10 Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	 We have not identified any operations with significant potential or actual negative impacts on local communities. However, our community programs have a positive impact on the communities in which we work and live.	
Corruption		
SO2 Percentage and total number of business units analyzed for risks related to corruption.	 Business Conduct	10
SO3 Percentage of employees trained in organization's anti-corruption policies and procedures.	 Business Conduct We do not differentiate between management and non-management employees as this is proprietary information.	10
SO4 Actions taken in response to incidents of corruption.	 Business Conduct	10
Public policy		
SO5 Public policy positions and participation in public policy development and lobbying.	 Public Policy Core positions are currently proprietary information.	10
SO6 Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	 Public Policy	10
Anti-competitive behavior		
SO7 Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	 Litigation & Claims	
Compliance		
SO8 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	 Litigation & Claims	

Social: Product Responsibility

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Description	Reported Cross-Reference/ Direct Answer	Global Compact Principles
Disclosure on Management Approach	 Sustainability Management and Policies	
Customer health and safety		
PR1 Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	 This is not applicable to SAP as we provide software and services to customers. For these products, we have global process and product standards that every product needs to adhere to. These standards are not linked to health and safety.	1
PR2 Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes		1
Product and service labelling		
PR3 Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	 This is not applicable to SAP as we provide software and services to customers. For these products, we have appropriate product and service information, however, these differ from the categories requested by GRI.	8
PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	 Customer Success	
Marketing communications		
PR6 Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	 In our industry, the handling of customer data and privacy are the most important topics when it comes to marketing communications. Our related policies are reviewed on a regular basis. For more information, see the section Security, Privacy, and Data Protection . SAP's solutions are purpose-built for deployment anywhere in the world. They also follow global best business practices, with specific functions and features to account for varying national tax laws, accounting laws, and manufacturing regulations in over 40 countries. At the same time, we comply with all export control regulations relevant to our business.	
Customer privacy		
PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	 Security, Privacy, and Data Protection	1
Compliance		
PR9 Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	 Litigation & Claims	