AI@SAP HR

Ahol az AI mindennapos használata nem csak városi legenda

Presenter
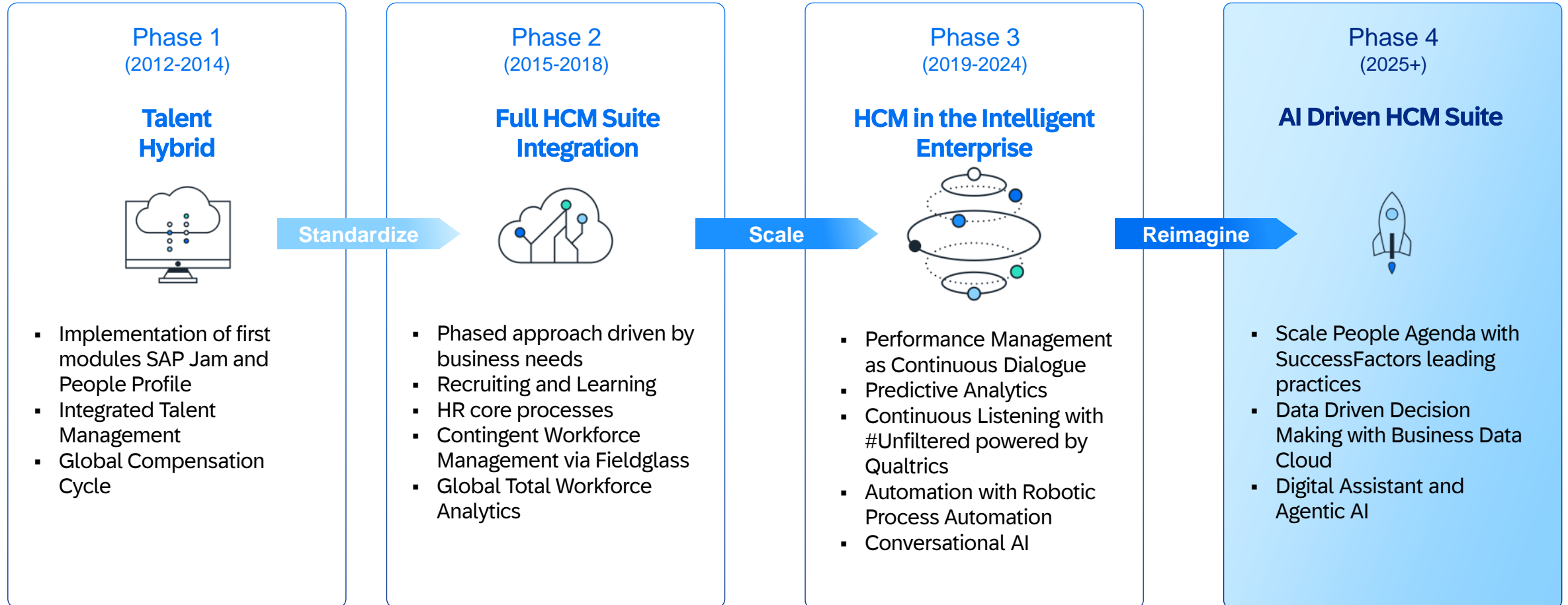
Anikó Hanke

Head of People & Culture Hungary

SAP
Runs
SAP

Our Digital HR Transformation Journey

Phase 1
(2012-2014)

Talent Hybrid

- Implementation of first modules SAP Jam and People Profile
- Integrated Talent Management
- Global Compensation Cycle

Standardize

Phase 2
(2015-2018)

Full HCM Suite Integration

- Phased approach driven by business needs
- Recruiting and Learning
- HR core processes
- Contingent Workforce Management via Fieldglass
- Global Total Workforce Analytics

Scale

Phase 3
(2019-2024)

HCM in the Intelligent Enterprise

- Performance Management as Continuous Dialogue
- Predictive Analytics
- Continuous Listening with #Unfiltered powered by Qualtrics
- Automation with Robotic Process Automation
- Conversational AI

Reimagine

Phase 4
(2025+)

AI Driven HCM Suite

- Scale People Agenda with SuccessFactors leading practices
- Data Driven Decision Making with Business Data Cloud
- Digital Assistant and Agentic AI

The presented timeline is unique to SAP as the company's digital transformation already started in 2012. Due to **SuccessFactors' continuous innovation and improvement** cycles, the product has matured overtime and thus **an implementation journey such as the one above can be compressed significantly in time**.

HR Digital Transformation Progress
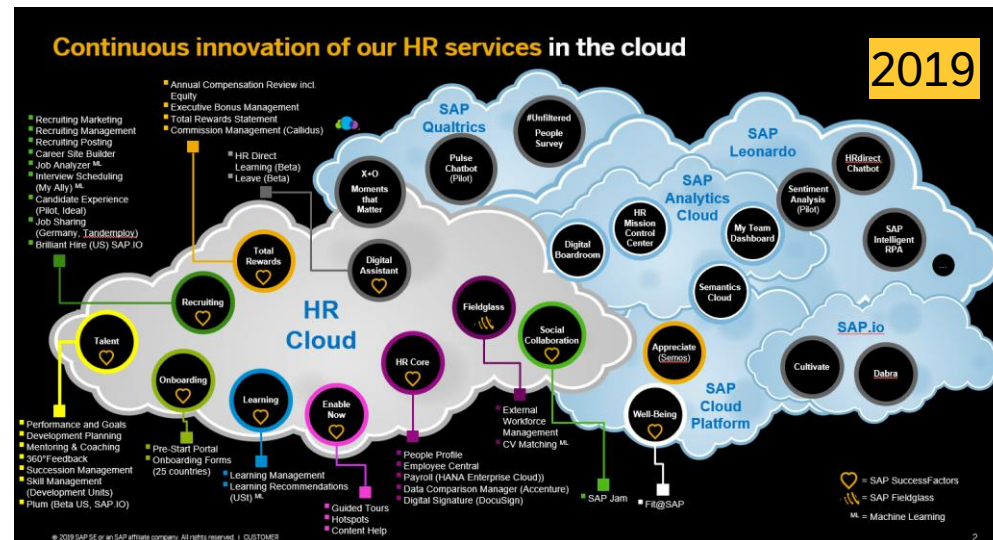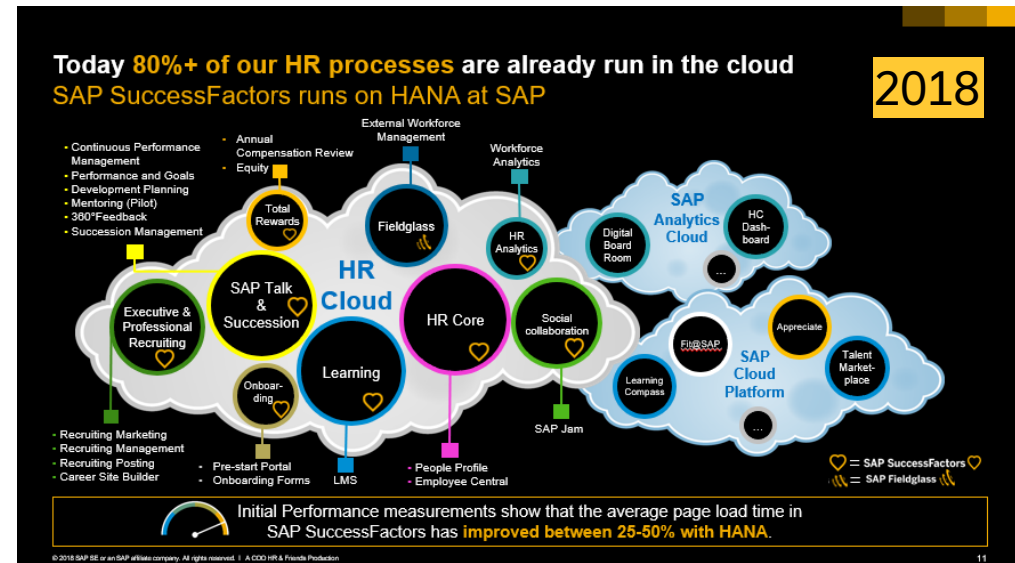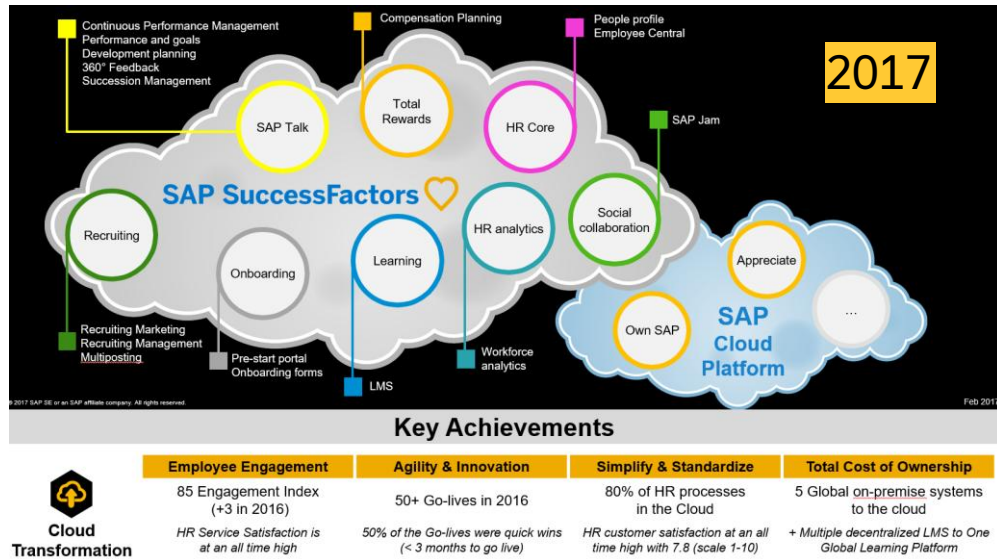
Strategic Priorities of SAP's CHRO

CHRO
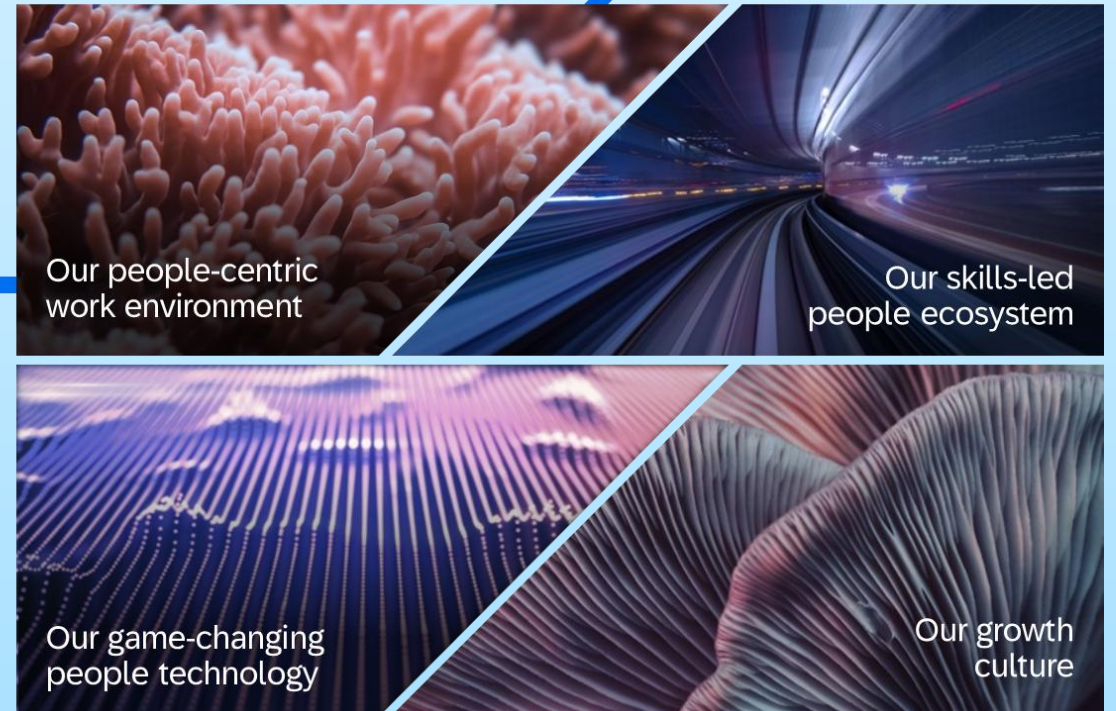
Future Ready Workforce Transformation

Leadership & Culture for Growth

Efficiency & Excellence in HR Operations

Our Response

Strategic Priorities of SAP's CHRO

Future Ready Workforce Transformation

Leadership & Culture for Growth

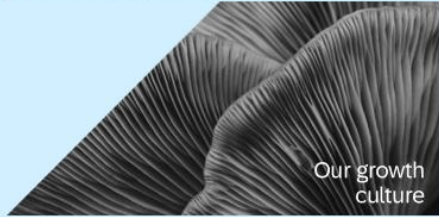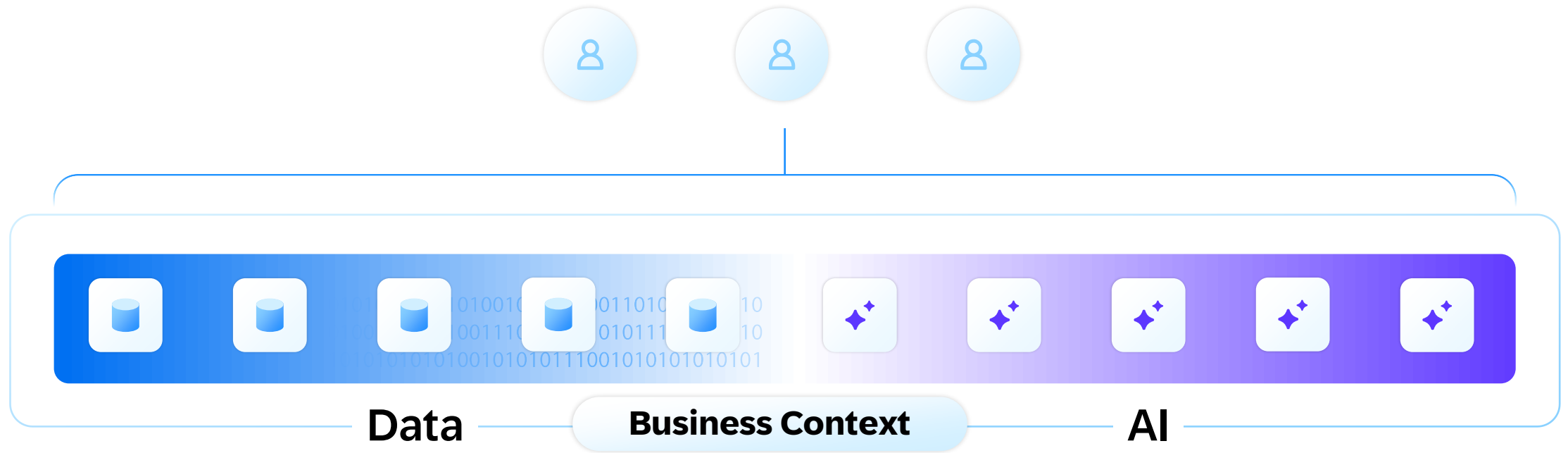**Efficiency & Excellence in HR Operations**

RO

Our people-centric work environment
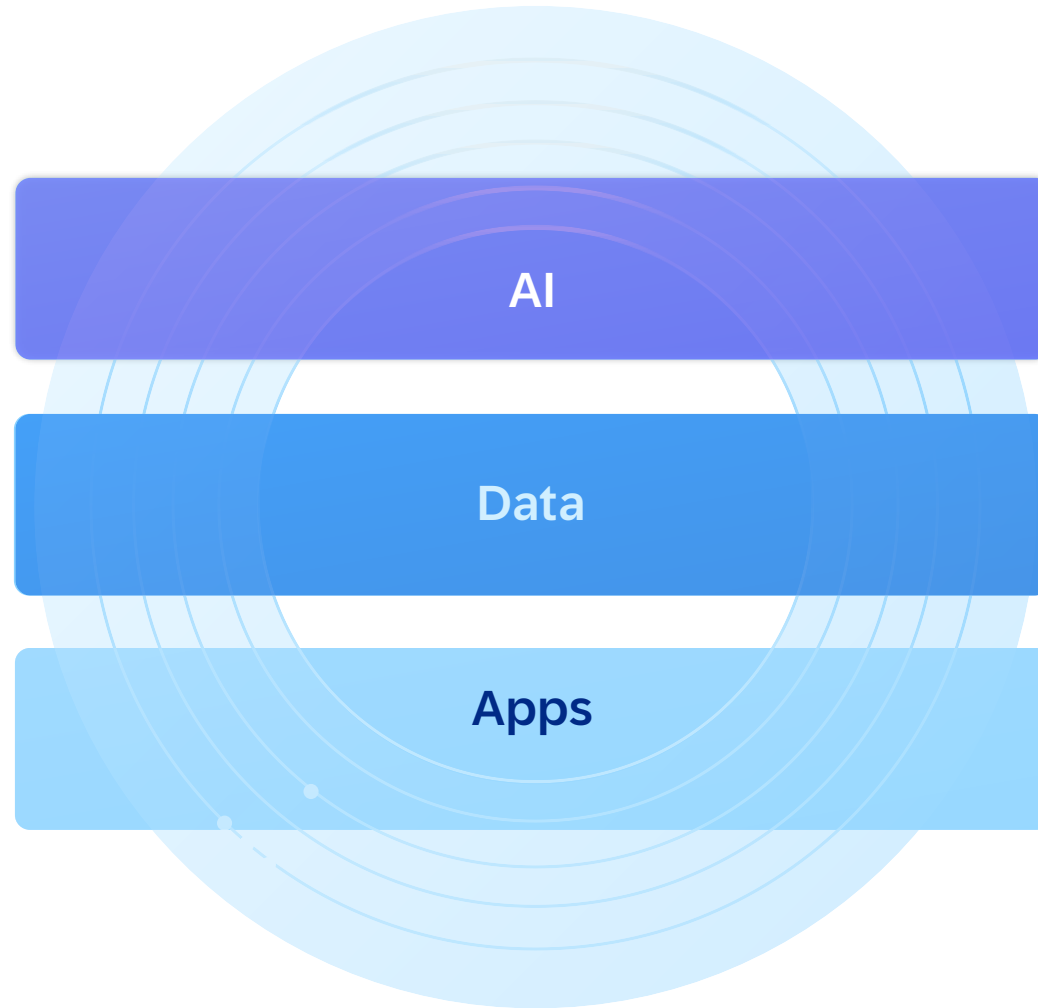
Our skills-led people ecosystem

Our game-changing people technology

Our growth culture

People Agenda

Our people-centric work environment

Our skills-led people ecosystem

Our growth culture

Our game-changing people technology

Business context is the connective tissue that brings data and AI together

Data — Business Context — **AI**

Bringing together Applications, Data & AI

Intelligent applications

Adaptive experiences

Autonomous orchestration

Constantly learn from data

Connect all your data

Data products

Map your organizational knowledge

Semantic layer
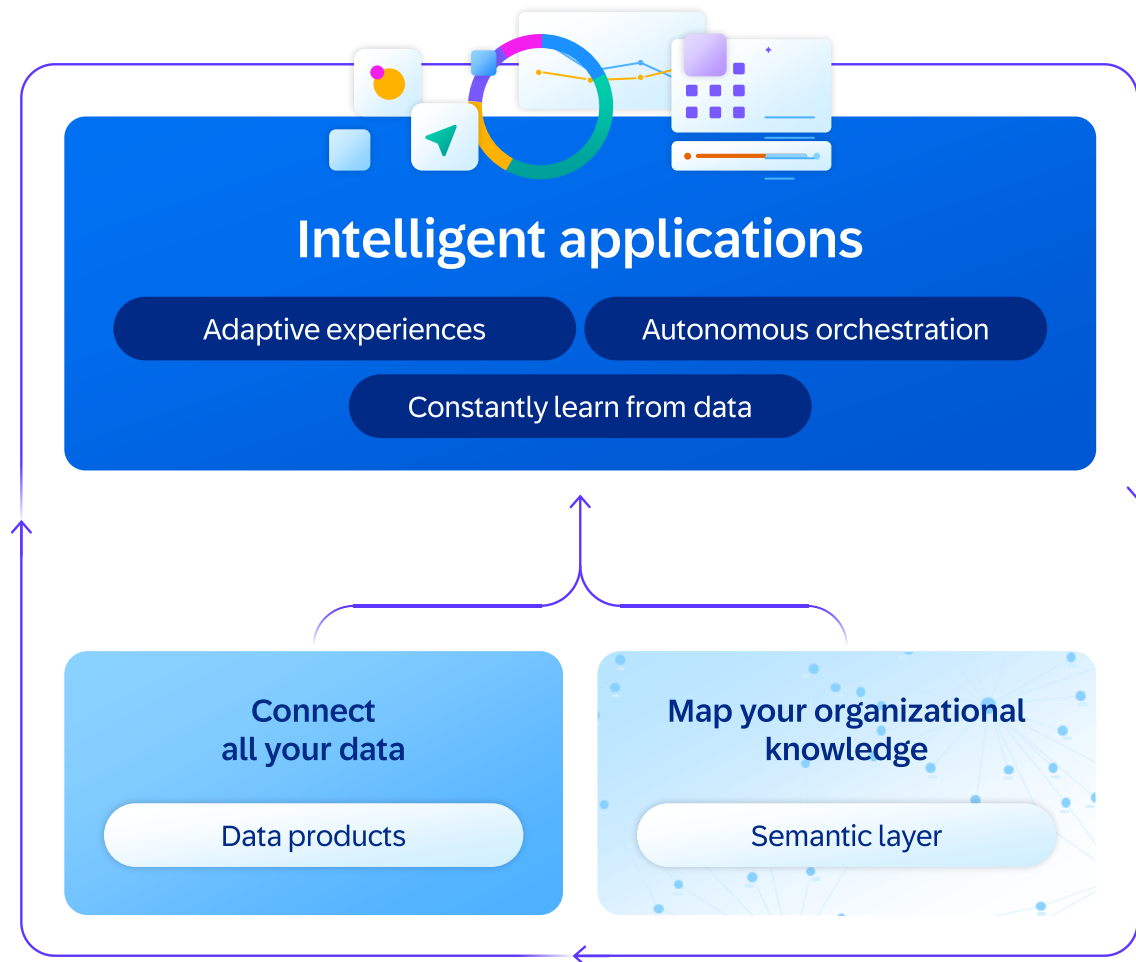
When **data** and **AI** are **connected** with **business context**,

you can build applications that **self-learn** and **adapt** in **real time**.

Speed of Tech Innovations

SAP Human Capital Management | AI Roadmap at SAP

H2 2025	1H 2026	2H 2026 & Beyond

SAP GenAI SuccessFactors

- Learning Q&A
- Team Goal Insights
- Compensation Insights /w Performance
- Persist Insights
- Joule - Enhanced conversational fluency
- Joule Conversational Help
- Joule Analytics with BDC & JustAsk
- Explain Pay Expansion (Locations)
- Explain Pay for PCE (timing tbc - in review with AIS engineering)

SAP Agentic SuccessFactors

- Performance & Goals

SAP Joule SuccessFactors

- Joule Extended Language Support
- Connect all parts of your business through Joule including third-party apps

Joule Actions
- View Team Learning Compliance
- Learning Search
- Create/View/Update Goals
- Change Payment Info
- View Position
- View recommended opportunities
- Feedback Loops
- Expanded Writing Assistance

SAP GenAI SuccessFactors

- Expand Bulk Translation Across HCM Suite (Recruiting, Learning, TIH)
- Joule Action Bar (WalkMe)
- Learning Q&A + Search (Full GA Launch)
- Workforce Knowledge Network
- AI-assisted Talent Card
- Explain Pay on PCE

SAP Agentic SuccessFactors

- Performance & Goals
- HR Service
- People Insights

SAP Joule SuccessFactors

- Joule Knowledge Graph (Launch)

BTP AI

- Document Information Extraction Using SAP Document AI

SAP GenAI SuccessFactors

- AI-assisted Career Paths
- Insights Expansion & Improvements – Performance, Skills & Role, Calibration, Successors
- AI Personalization and Custom Prompting for Embedded AI
- Expand Available Insights for Managers
- Improving Mentor-Mentee Matching and Activity Suggestion (Career and talent Development)
- AI-assisted Manager Dashboard (Learning)
- Work Tech Collaboration AI Data Engine (for P&G Agent + more)
- SF Home Page Enhancements with AI and Analytics:
  - On Card Insights
  - Smart Quick Links
  - Just Ask/Show Me integration

SAP Agentic SuccessFactors

- Performance & Goals
- Learning
- Compensation
- HR Admin
- Onboarding
- Recruiting

Internal SAP Business AI Adoption Strategy

Governance

Value Management

SAP Business AI Solutions

Adopting SAP Standard AI Scenarios
Driving the adoption of **Jarvis and Joule** cases

Custom AI Solutions

Whenever standard SAP solutions are not applicable, develop customized AI solutions tailored to SAP's core internal business processes

3rd Party AI Solutions

Evaluate and adopt industry leading 3rd Party AI Solutions outside of SAPs Solution Portfolio

AI Factory
Scaling AI use case delivery through standard practices and factory floor enablement model

AI Foundation
Providing our employees the best-in-class Generative AI and Expert Data Science Platform

In accordance with SAP's AI Global Ethics policy
e.g. Bias & Discrimination | Transparency & Explainability | Society

Re-imagining People Agenda with AI

Simplifying work, personalizing every experience, and empowering our people and culture to thrive

P&C AI Strategy

- **SAP runs SAP** – We lead by example, using our own SAP innovations to power people process excellence and demonstrate their impact firsthand.

- **AI-First Transformation** – We design every new process with AI at its core, ensuring simplification and automation from day one.

- **Personalization at Scale** – We leverage AI to deliver tailored experiences, insights, and growth opportunities to every employee at every interaction.

- **Agentic AI –** Re-imagine people process (personalization, experience, end to end workflow) with AI Agents acting as a team member

- **End-to-End Automation** – We streamline the full spectrum of HR processes, eliminating friction so our people can focus on work that matters most.

29 use cases are live across P&C Process (thereof 11 Jarvis, 18 custom AI use case)

11 Business AI Use Cases Live

18 Custom AI Use Cases Live

Top AI Use Cases Live

Use cases	Business Impact
Business AI	
AI Assisted Goal and Development Writing	50% Time Saving from Goal Creation
AI-Assisted Writing – Content Translation and Feedback	64% Time Saving from Manager Time and Improved Employee Experience
Joule in SAP SuccessFactors	Improve Access to Information Reduce HR time on tickets
AI-assisted Opportunity Marketplace Assignment Generation	Time reduction for assignment creation Minimized unconscious bias in assignment descriptions
Custom AI	
AI-assisted Leadership Journey	Improved employee experience
Fair Pay Analysis	Fair Pay analysis

Adoption of SuccessFactors HCM Powered by AI at SAP

Managing the workforce is being elevated to be skill-based and powered by AI – SAP has accelerated the adoption of new transformational technologies which re-imagine People Practices and HR Operations.

Managing the Workforce (WF) **based on skills** within employee lifecycle **powered by AI**

Internal Job Matching Assistant (BTP)

Candidate CV Summary and Comparison (BTP)

Generation of Job Descriptions & Interview Questions

Recruiting

Applicant Skill Extraction

Assisted Applicant Screening–Skill Matching

Onboarding

Growth Portfolio Population via CV

Growth Portfolio

Goal Writing Assistant

Performance & Development Goals

Career Worksheet

Mentoring and Coaching

Opportunity Marketplace

AI-driven job recommendations

Opportunity Marketplace Writing Assistant (AI-assisted opportunity marketplace assignments)

Skill Tagging for Learning Content

Learning

Roundtable

Succession

Feedback Writing Assistant

Feedback

Recognition
Semos Cloud

Joule custom function

Insights for Compensation Discussions

Compensation

SuccessFactors Mobile App

Cross-Topics

AI Copilot Joule

AI Launchpad

Home Page

Employee File

Org Chart

Employee Central Core HR + Time + Benefits

Talent Intelligence Hub

Talent Card

Just Ask

Workforce Analytics & Planning

Experience Management

Communication Hub
Semos Cloud

Select key Generative AI Projects in SAP HR: ⊘ = live | 📡 = in implementation | 🔭 = in planning   🖱 = Click for more facts and figures   16

Top Two AI Use Cases Spotlight
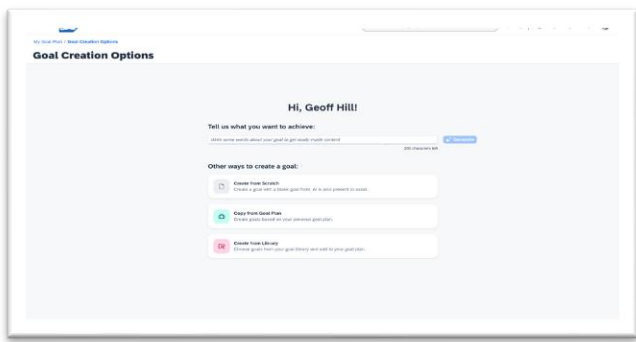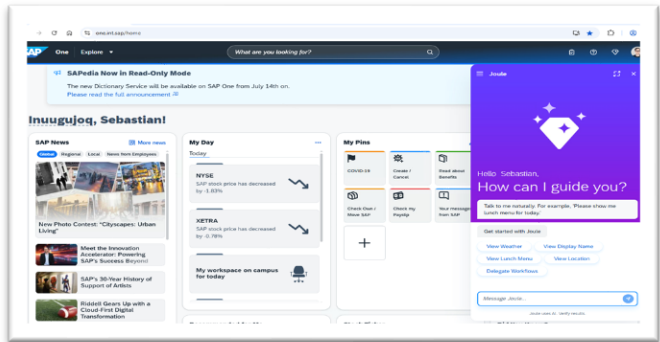
ONE Joule

Enhance productivity by delivering personalized insights and automating tasks

17K Unique SAP employees leveraging Joule for SuccessFactors in August 2025

>80K Documents uploaded to Joule as of June 2025

AI-assisted Goal Creation

Create S.M.A.R.T defined performance and development goals in SAP SuccessFactors

>61K Performance Goals created in March 2025 (annual goal review)

>96K Development Goals created in March 2025 (annual goal review)

What's next?

Further ONE Joule Roll-Out
Make Joule available in Concur, Ariba, Fieldglass and more

AI-Powered Learning
Personalized learning and grow recommendations

HR's future is agent-powered, AI-enabled and designed for adaptability

What's next at SAP: HR agents, Joule extensibility, and cross-suite intelligence

Extensibility framework to standardize country-specific HR systems

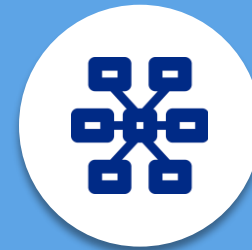**Expand Joule capabilities for true one-stop-shop experience**

Migrate existing chatbots for unified conversational AI to Joule

Integration with Microsoft Co-Pilot enabling contextual HR access

HR Agents evolutionary step for complex process automation

Knowledge graphs integration for enhanced data accuracy

Thank you!

Appendix

AI Driven HCM Suite Architecture

Business AI | Digital Assistant | Agentic AI

✦ Joule
A copilot that truly understands your business

SAP Enterprise Service Management
- Ticketing
- Case Management

SAP SuccessFactors
- Recruitment & Onboarding
- Performance & Goals
- Career & Talent Management
- Learning
- Total Rewards
- Core HR (Employee Central)

SAP ERP HCM on PCE (with RISE)
- Payroll
- HR Master Data

SAP Fieldglass
- External Workforce Mgmt.

SAP Business Data Cloud
- Insight Apps
- Planning
- Business Data Fabric

Business Transformation Suite
Signavio: Process Mining Platform | **LeanIX**: Enterprise Architecture | **WalkMe**: Digital Adoption Platform

SAP Business Technology Platform
Extensions, integrated data flows, SAP Business AI and platform capabilities incl. low-code / no-code

Facts
&
Figures

Application Management
Coverage for SAP SuccessFactors HCM

Core HR, Payroll & Time Management
- SAP SuccessFactors Employee Central
- **SAP SuccessFactors Employee Central Payroll
- SAP SuccessFactors Time Tracking
- SAP SuccessFactors Employee Central Service Center

People Analytics & Workforce Planning
- SAP SuccessFactors Workforce Analytics

Employee Experience Management
- SAP SuccessFactors Work Zone

- "SAP Optimization Services for SAP SPM" covers SAP Sales Performance Management

- **Support for SF Employee Central Payroll (ECP) is available for limited regions and covered in separate service offering. Details available upon request.

Talent & Learning Management
- SAP SuccessFactors Recruiting
- SAP SuccessFactors Onboarding
- SAP SuccessFactors Opportunity Marketplace
- SAP SuccessFactors Learning
- SAP SuccessFactors Performance & Goals
- SAP SuccessFactors Succession & Development
- SAP SuccessFactors Compensation

*Sales Performance Management
- SAP SuccessFactors Incentive Management
- SAP SuccessFactors Agent Performance Management
- SAP SuccessFactors Agent Lifecycle Management
- SAP SuccessFactors Territory and Quota
-

Mobile & Work Tech
- SuccessFactors Mobile App
- SAP Start & SAP Mobile Start
- SAP SuccessFactors App on Microsoft Teams

Click on the **magnifying glass** to reach each **module's facts and figures**:

🔍 Recruiting

🔍 Onboarding

🔍 Growth Portfolio & Talent Intelligence Hub

🔍 Performance & Development Goals

🔍 Opportunity Marketplace & Career Worksheet

🔍 Mentoring & Coaching

🔍 Learning

🔍 Feedback

🔍 Compensation

🔍 AI Copilot Joule

🔍 AI Launchpad

🔍 Home Page & Org Chart

🔍 Employee Central (Core HR + Time + Benefits)

🔍 Workforce Analytics & Planning

🔍 Experience Management

🔍 SuccessFactors Mobile App

Content in a Click

24

Recruiting

Details on internal adoption at SAP

25k+
internal & external hires per year

~1Mil
applications processed per year

87%
of candidates say the application process is clear and easy

SAP SuccessFactors Recruiting

Key accelerators / automations

- AI-assisted Candidate CV Summary and Comparison for managers & recruiters
- AI-assisted Generation of Job Descriptions & Interview Questions for managers, recruiters and interviewers
- Automated Offer Letter Generation with IRPA
- AI-assisted applicant Skill Extraction for candidates in selected countries
- Assisted Applicant Screening–Skill Matching for recruiters in selected countries
- Internal Job Matching Assistant for all employees

Recruiting at SAP is fully supported in **SuccessFactors**, streamlining the recruitment process **end-to-end**, by integrating marketing, career site creation, applicant tracking, and offer approval into one platform. It allows managers to oversee recruitment activities efficiently and provides recruiters with useful insights into candidate qualifications, including internal talent status

Onboarding

Details on internal adoption at SAP

10k+
participants
(80% of new hires

90%
agree onboarding
supports 6-month
performance goals

90%
reduction in pre-start
support tickets
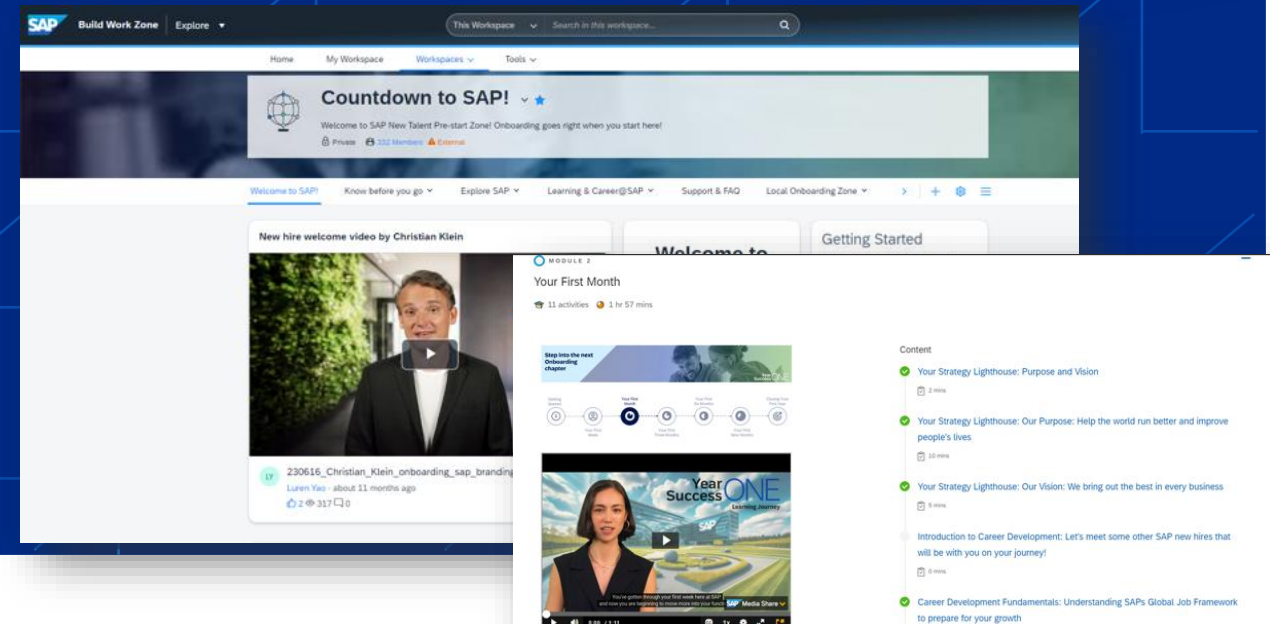
Bottom: Onboarding Learning Journey – SAP SuccessFactors Learning

Key accelerators / automations

- **Qualtrics surveys** deployed at:
  - End of week 1, month 1, and month 6
  - Measures satisfaction, sense of belonging, and role-based onboarding effectiveness

Onboarding at SAP delivers a **personalized, digital-first experience** from pre-start to six months on the job. A global pre-start portal in SAP Build Work Zone provides real-time, localized content, while tailored learning in SuccessFactors supports individual needs. Regular feedback via Qualtrics surveys ensures **continuous improvement**, helping new hires and managers feel supported and set up for success.

Growth Portfolio & Talent Intelligence Hub

Details on internal adoption at SAP

1

global skills framework

108k+

employees affected by rollout in 2025

Key accelerators / automations

- Core platforms like the **Talent Intelligence Hub** and **Job Profile Builder** ensure consistent skill mapping and data governance, supporting a phased rollout to all 108,000 employees by 2025.
- **Growth Portfolio Population** via CV – Currently in planning for 108k employees
- **Skills Rationalization** – Live for existing custom solutions and currently prepared for HCM implementation This needs to be checked by Steffen

Visual Impression of SAP's Internal Implementation
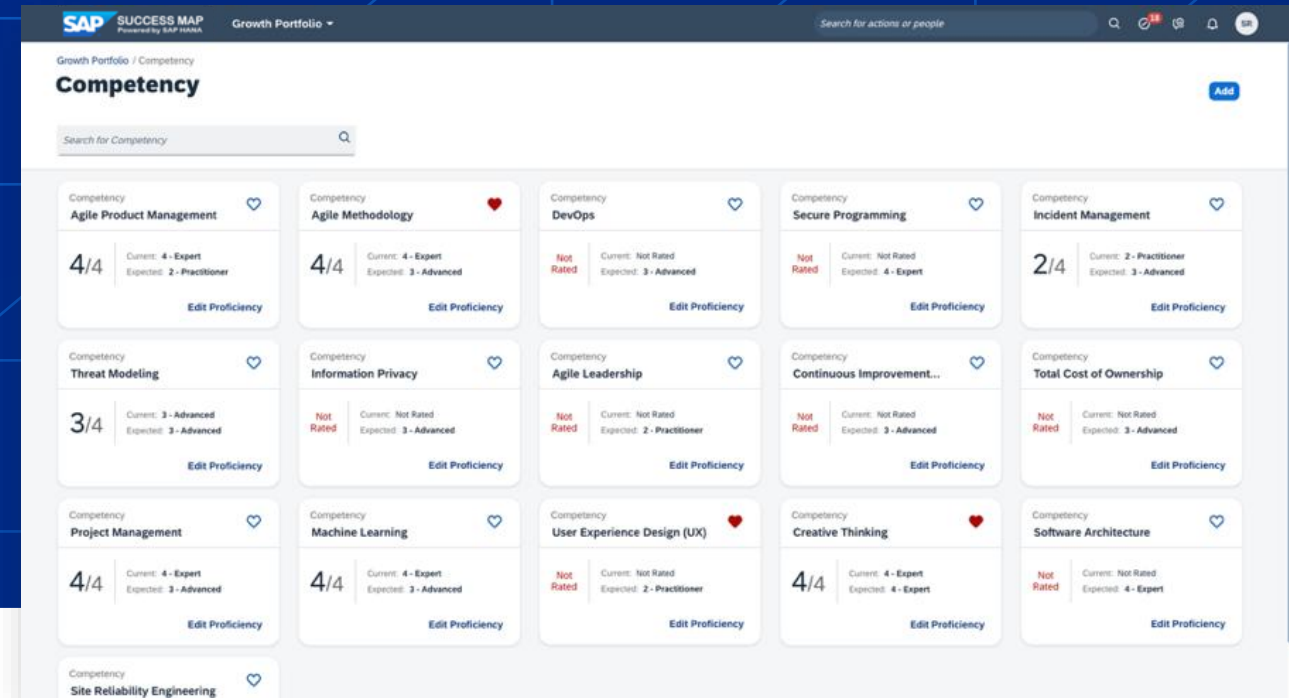
SAP SuccessFactors Growth Portfolio

Skill & Talent Intelligence at SAP provides a unified skill framework across the organization, with one common language, governance model, and technology powered by SuccessFactors. The **Growth Portfolio** helps employees track, update, and align their skills with target roles, while managers and recruiters gain clear visibility into role-based skill needs.

Performance & Development Goals

Visual Impression of SAP's Internal Implementation

Details on internal adoption at SAP

96%
of employees have active performance goals

62%
of employees have active development goals

70%+
have **three or more** active performance goals

85%
employees regularly discuss goals with their managers

SAP SuccessFactors Goals incl. AI Goal Writing Assistant

Key accelerators / automations

- **Goal Writing Assistant for Performance and Development Goals**
  incl. translations – Live for 108k employees

Performance and Development Goals at SAP are managed through one global, unified goal plan for all employees. This approach ensures alignment on priorities, supports cascading goals, and fosters meaningful, ongoing conversations between employees and managers. It also provides a clear structure for setting, tracking, and committing to both performance and development objectives throughout the year.

Opportunity Marketplace & Career Worksheet

Visual Impression of SAP's Internal Implementation

Details on internal adoption at SAP

108k+

Employees impacted
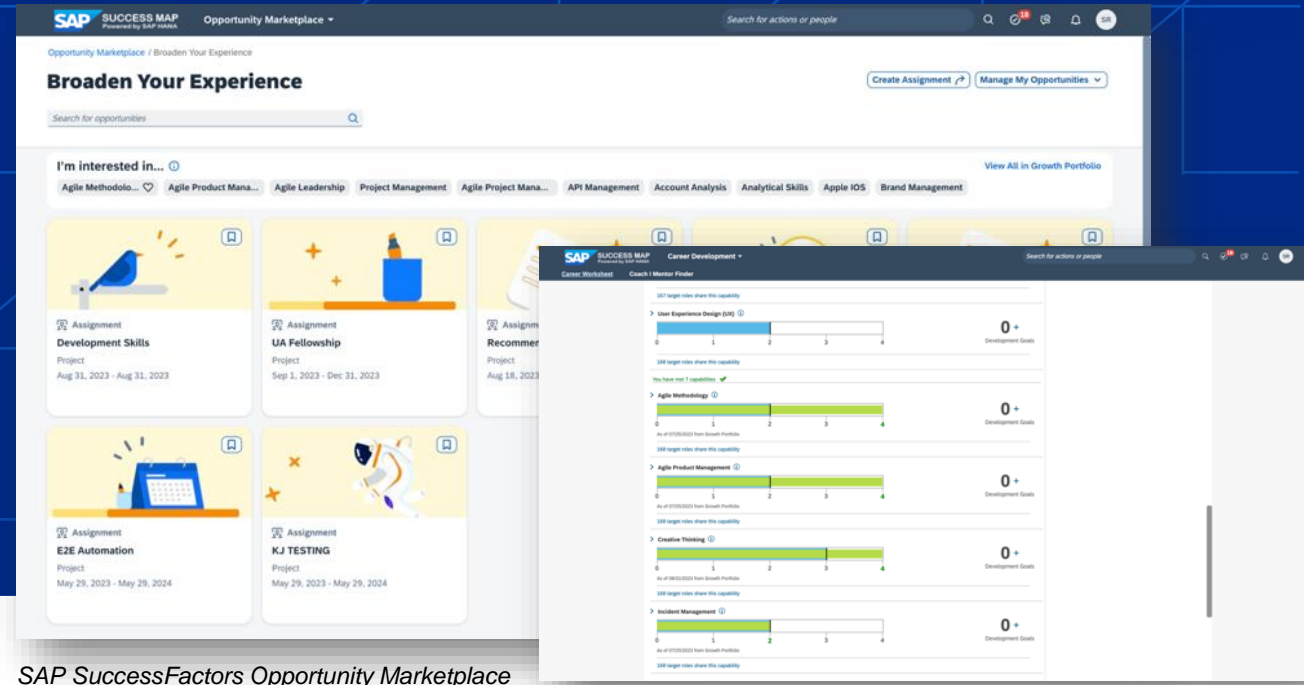
SAP SuccessFactors Opportunity Marketplace

SAP SuccessFactors Career Worksheet

Key accelerators / automations

- **AI-driven job recommendations** – In planning for 108k employees
- **Third-party opportunity recommendations** – In planning for 108k employees
- **Opportunity Marketplace Writing Assistant (AI-assisted opportunity marketplace assignments)** – Live for 108k employees
- **Career Explorer: show recommendation reasons** – In planning

Opportunity Marketplace and Career Worksheet at SAP provide a unified platform for internal growth, development, and career exploration. This solution enables employees to discover assignments, mentorships, learning paths, and internal roles that align with their aspirations. It supports continuous skill development, enhances visibility into career options, and empowers employees to take ownership of their career journey through AI-driven recommendations and personalized career planning tools.

29

Mentoring & Coaching

Details on internal adoption at SAP

3k+
active mentors

5,467
Mentoring Sessions Delivered

600+
active coaches

5,730
Coaching Sessions Delivered

Visual Impression of SAP's Internal Implementation

SAP SuccessFactors Mentoring

Key accelerators / automations

- HR use cases powered by AI currently being analyzed
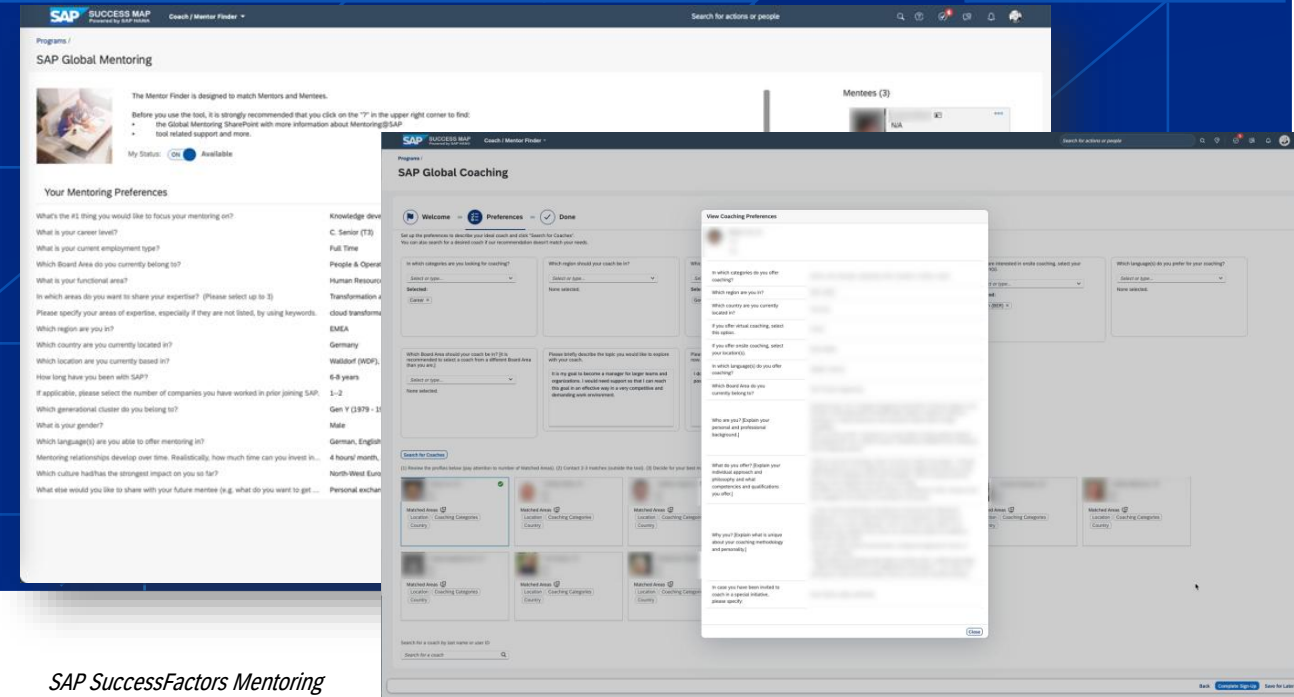
Mentoring and Coaching at SAP offers all employees access to internal mentors and coaches focused on career development, leadership, networking, personal branding, well-being, conflict resolution, and inclusion. Available virtually and onsite worldwide, these programs provide personalized support and meaningful connections to help employees grow, succeed, and lead effectively.

Learning

Details on internal adoption at SAP

1.4M+
learnings completed

1.37M
learning hours recorded

108k+
employees supported

SAP SuccessFactors Learning

Key accelerators / automations

- **Integrated learning experience** enabled by Talent Intelligence Hub and Growth Portfolio, planned for 108k+ employees
- **Personalized learning recommendations** currently being implemented for all SFSF Growth Portfolio users
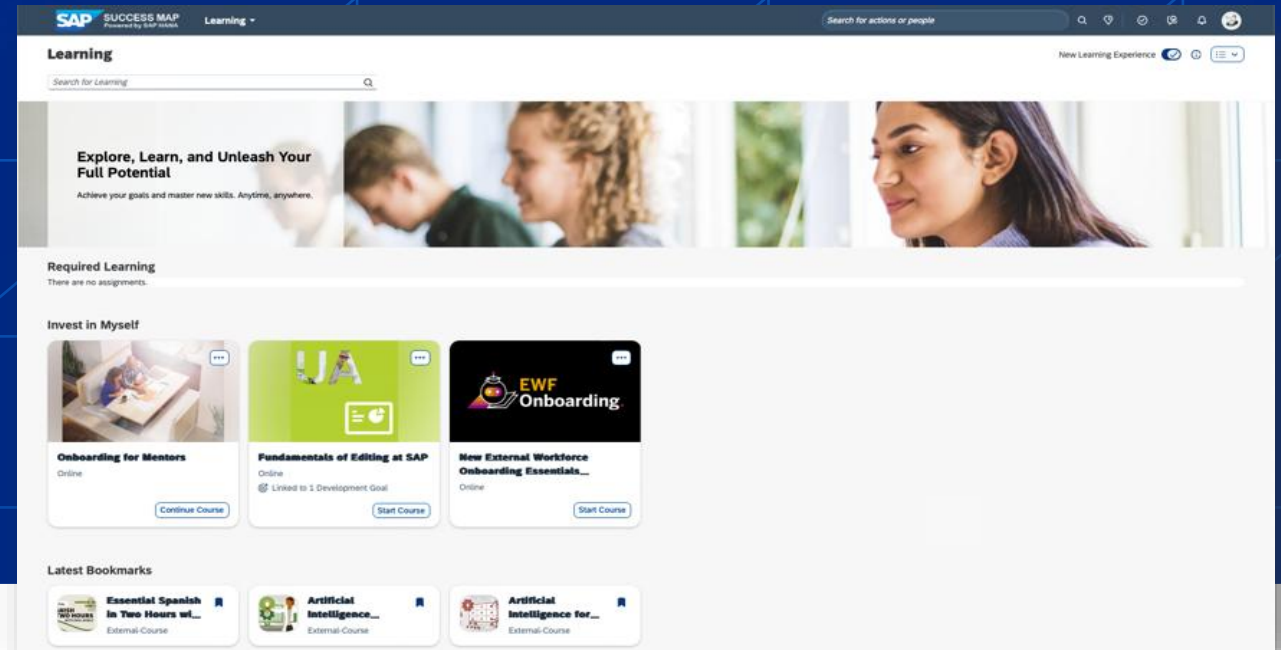
Learning at SAP offers a unified, global platform with a reimagined user interface, providing access to diverse online and onsite training. Employees can explore a broad range of topics, including compliance, product knowledge, leadership, inclusion, and personal development. A dedicated Health Learning Curriculum supports well-being and safe working practices worldwide. The platform is highly rated for user satisfaction and leadership development, making learning engaging and effective for all SAP employees.

Feedback

Details on internal adoption at SAP

24k

employees requesting feedback in AI Copilot Joule

80k+

using writing assistant for feedback

108k+

Employees supported since 2024
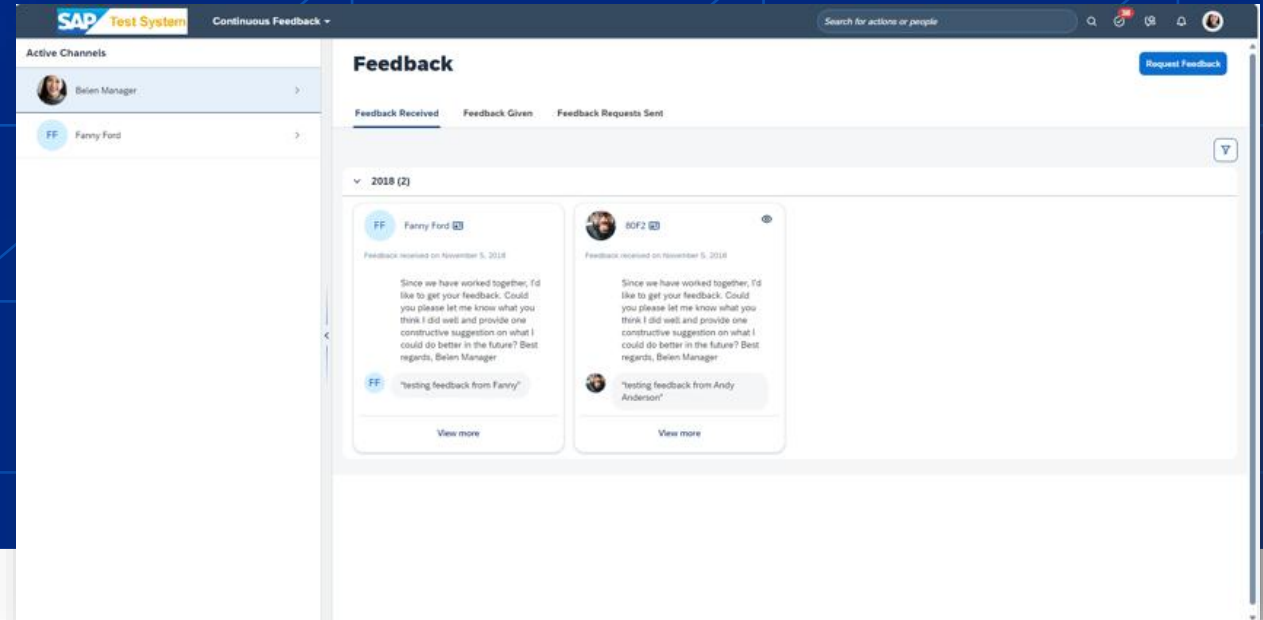
SAP SuccessFactors Continuous Feedback

Key accelerators / automations

- **Writing assistant for Continuous Feedback incl. translation** – Live for 80k employees
- **Requesting feedback in AI Copilot Joule** – Live for 24k employees

Continuous Feedback at SAP enables employees to give and request real-time, ad-hoc feedback from peers through SuccessFactors. Users can customize feedback questions and choose how to use the input, fostering ongoing communication and development across the organization.

Compensation

Details on internal adoption at SAP

ACR

9k+
managers complete annual compensation plans

13k+
salary changes processed through SF in 2024

108k+
employees planned through ACR in 2024

Equity

5
Equity plans managed via EquatePlus

990k
allocations vested in 2024

90%+
of participants receive share-settled grants

Visual Impression of SAP's Internal Implementation
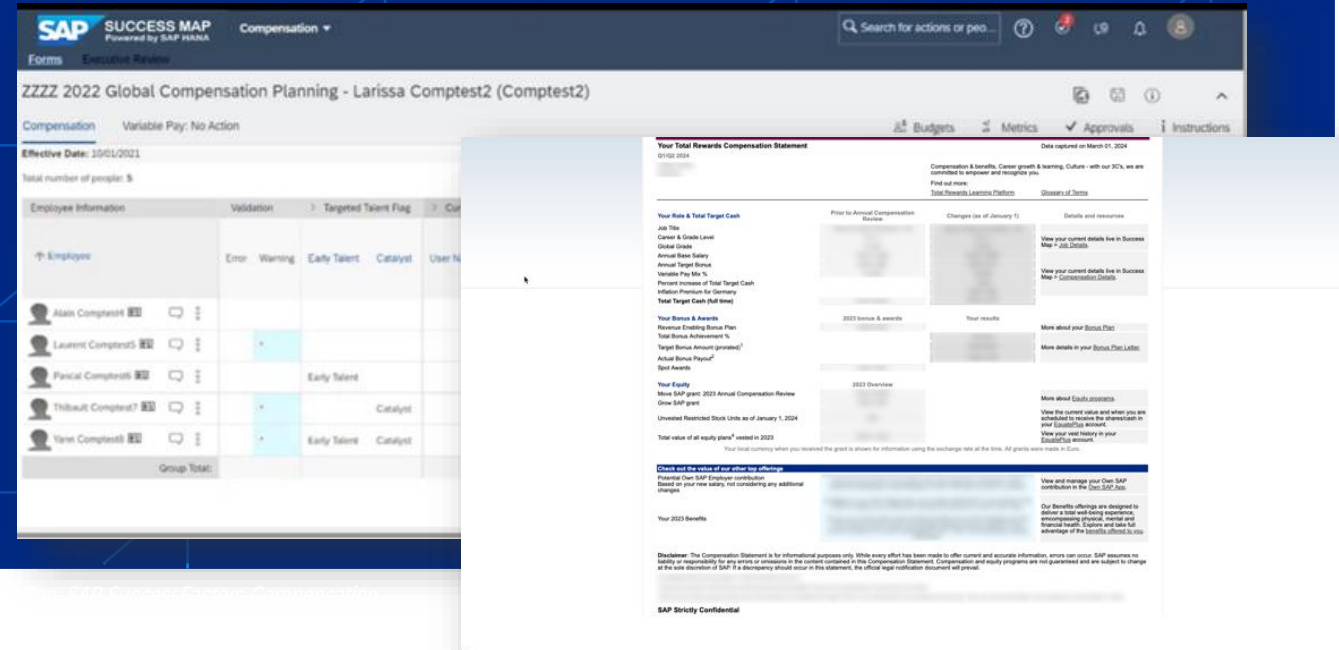
Bottom: Total Rewards Compensation Statement – SAP SuccessFactors Employee File

Key accelerators / automations

- HR use cases powered by AI currently being analyzed
- **Compensation Assistant & Modeler (BTP Applications)**
  - **Compensation Assistant:** Supports pay transparency and easy access to compensation framework
  - **Compensation Modeler:** Centralizes data to guide and model compensation decisions
  - **>32,900 views per month in 2024** indicate strong adoption

Compensation at SAP is managed through an annual review process that integrates base salary, bonuses, equity, and promotions into a single planning tool for managers. Guidance and analytics support decision-making, while Total Rewards Statements help communicate compensation clearly to employees. Equity plans are managed centrally, and digital tools enhance pay transparency and streamline compensation modeling for HR, managers, and employees.

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AI Copilot Joule

Details on internal adoption at SAP

10%

reduction in
tier 1 support volume
(equivalent to 7–10 FTEs)

200+

IT hours/year saved
through chatbot
consolidation

10-15%

time savings in reviewing
and improving HR content

10-15%

faster creation and quality
checks of HR knowledge
base articles.

10-15%

fewer live HR chats due to
auto-responses from Joule.

Visual Impression of SAP's Internal Implementation
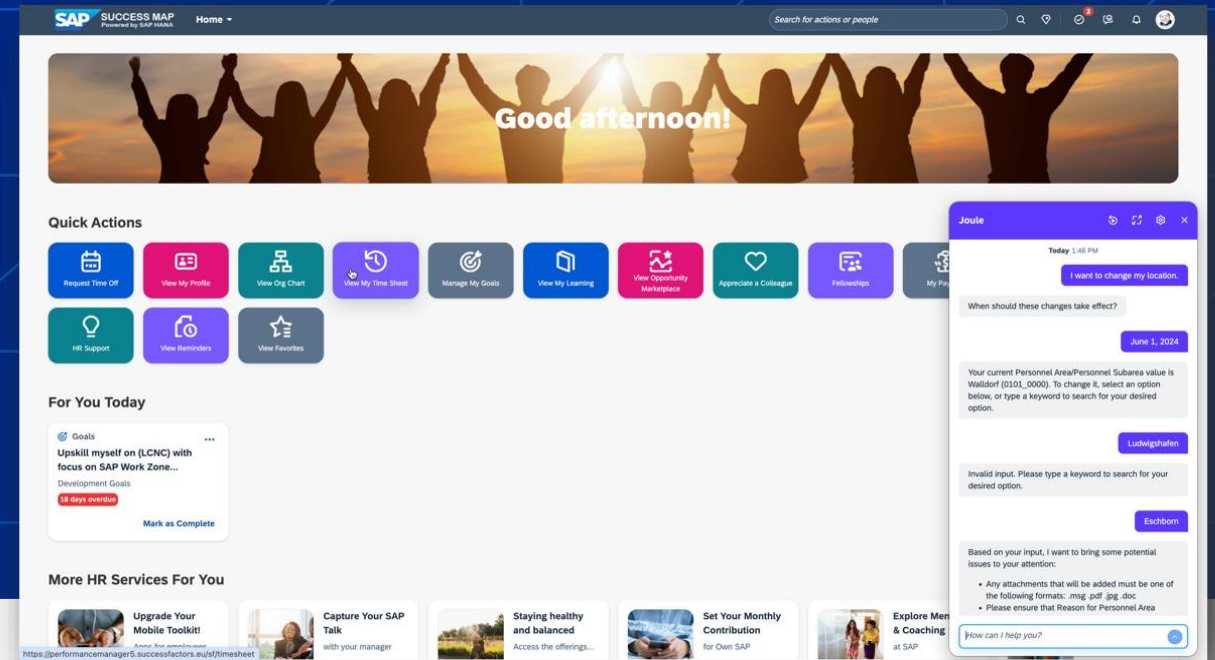
SAP's AI copilot Joule embedded in SAP SuccessFactors

Key accelerators / automations

- **Joule with SuccessFactors** live for all SAP employees, supporting 160+ use cases and 250 global/local policies
- **Joule Q&A** connected to SAP HR knowledge base for global and local HR policies
- **Custom Joule functions** enhance employee experience for Leave Requests, Address Management, Payslip viewing, and HR support

Joule at SAP is globally integrated with SuccessFactors to boost work efficiency by simplifying tasks, navigation, and information retrieval through a conversational interface. It acts as a one-stop shop for SAP and non-SAP apps, saving employees time and reducing support workload. Joule also improves HR service by automating responses, streamlining knowledge management, and enhancing employee experience with features like leave requests and payslip viewing

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AI Launchpad

Details on internal adoption at SAP

108k+

employees having access
to AI Launchpad

AI Launchpad for Large Language Models – SAP AI Launchpad

Key accelerators / automations

- **Gen AI Governance App incl. bias and PII detection –** in implementation for 1,600+ HR employees

AI Launchpad at SAP offers a secure, ethical platform for all employees to explore and develop generative AI use cases using multiple foundational models. It includes a prompt library for easy experimentation and a governance app to ensure safe, responsible AI use aligned with SAP's standards.

Home Page & Org Chart

Details on internal adoption at SAP

4/5

satisfaction score

110k+

employees used it since Q1 2022

SAP SuccessFactors Home Page

Key accelerators / automations

- Full integration of digital assistant Joule on SFSF Homepage
- HR use cases powered by AI currently being analyzed
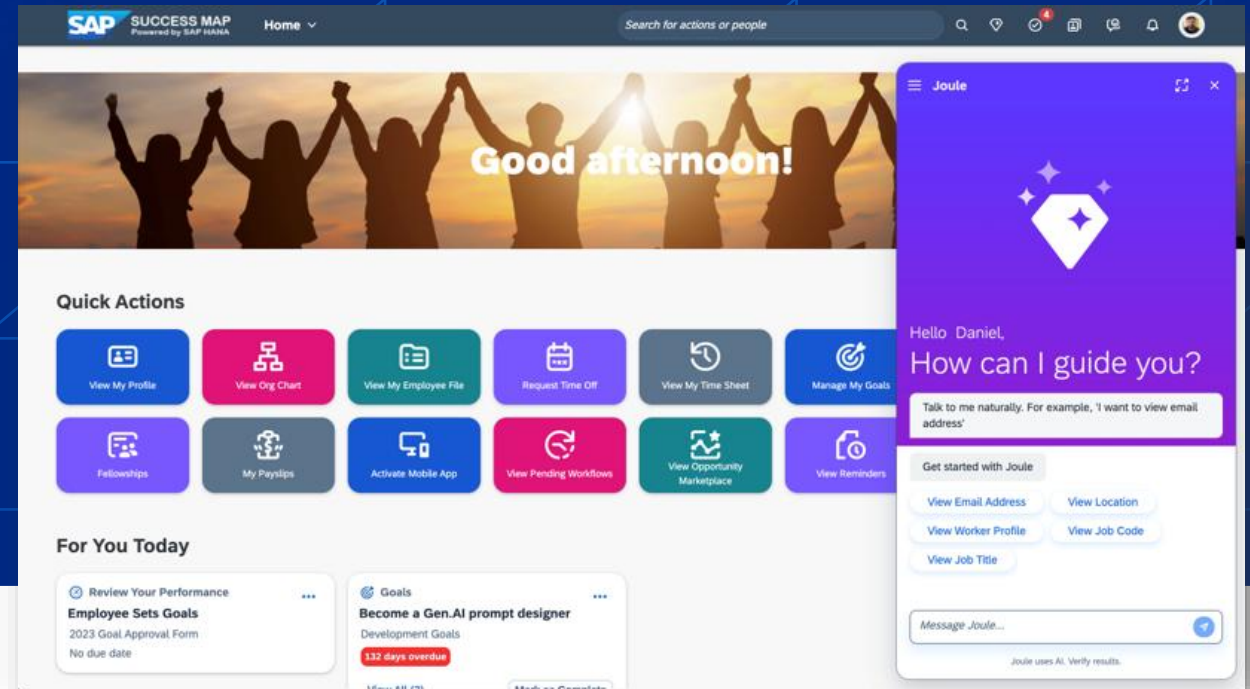
Home Page & Org Chart at SAP deliver a personalized, simplified employee experience with full integration of the Joule digital assistant on SuccessMap. The reimagined Home Page offers quick access to key HR services and engagement features, while the updated Org Chart provides a modern view of SAP's structure along with a preview of essential employee details. Both tools are highly rated and widely available to all employees.

Employee Central (Core HR + Time + Benefits)

Details on internal adoption at SAP

470+
automated business rules

4k+
organizational management workflows per month

24/7
Self-service access

Visual Impression of SAP's Internal Implementation

SAP SuccessFactors People Profile – Employee Self-Services

Key accelerators / automations

- **SAP Intelligent Robotic Process Automation (IRPA):** Offer package creation bot for candidates and subsequent integration with DocuSign – Live
- **SAP IRPA: Variable Pay Bonus Plan Assignment –** Live
- **SAP IRPA: Stalled workflow elimination bot** – Live
- **SAP IRPA: Custom Portlet „HomeOffice Plan" delimitation bot** – Live
- **SAP IRPA: Background Verification bot** – Live
- **SAP IRPA: Requisition Assignment bot** – Currently in design phase
- **Document Processing** – Live in Germany (private health insurance)

Employee Central at SAP serves as the core HR system for over 100,000 employees worldwide, automating workflows and enabling 24/7 self-service for personal data and HR tasks. **Time management** is rolling out across multiple countries with features like on-call tracking. **Benefits management** is live in select regions with global expansion planned. **Exit management** is streamlined with automated workflows, notifications, and mobile access to simplify offboarding.

37

Workforce Analytics & Planning

Details on internal adoption at SAP

30M+
records from SAP SuccessFactors transferred daily

~100
HR KPIs tracked

1M+
lifetime clicks on My Team Dashboard

6k+
hits on HR MCC+

4/5
Satisfaction Score

40+
people analytics assets

Visual Impression of SAP's Internal Implementation
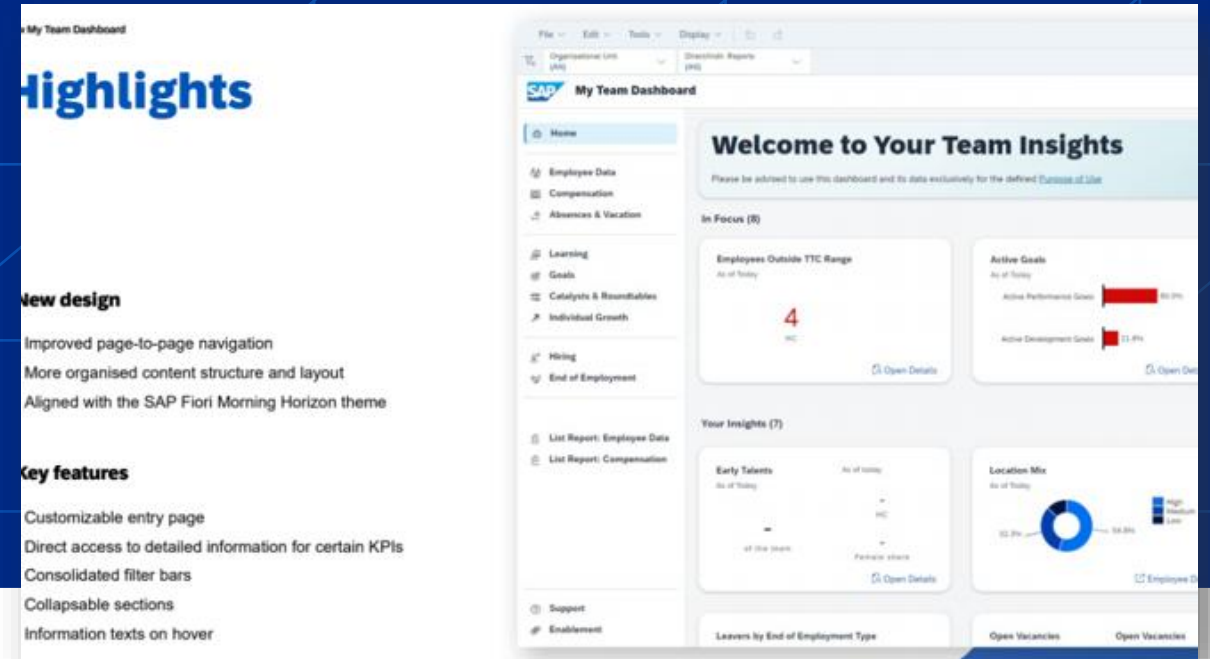
SAP SuccessFactors & SAP Analytics Cloud – My Team Dashboard 2.0

Key accelerators / automations

- **SAP Analytics Cloud Just Ask** integrated into Joule (Joule Analytics Insights) – In planning for 108k employees
- First testing and POC activities completed for **SAC Just Ask**
- Future scenarios planned

Workforce Analytics and Planning at SAP empowers managers with a self-service My Team Dashboard, delivering real-time, actionable insights across the employee lifecycle. Integrated with SuccessFactors, it supports strategic workforce planning, tracks key HR metrics, and offers targeted dashboards for compliance, talent, and sustainability KPIs—all driving strong user adoption.

Experience Management

Details on internal adoption at SAP

1k*+
Internal surveys/year

108k+
employees
auto-synced daily

~73%
average participation rate
globally in bi-yearly
Unfiltered survey

Visual Impression of SAP's Internal Implementation

Catalyst Development Program Check-in Survey

After our mid-year pulse check into the Catalyst Development Program, we would like to check in with you and hear again about your experience. Please take 5 minutes to share your feedback that will allow us to improve.

The participation in this survey is voluntary, please read the Privacy Statement for further information.

I am actively participating in learning and development opportunities within the Catalyst Development Program.

| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |

Catalyst Development Program Check-in Survey on Qualtrics

Key accelerators / automations

- **Open Comment classification, summarization, and sentiment analysis** – Pilot is live, enhanced version for Intelligence Feedback Analyzer is planned

Experience Management at SAP leverages Qualtrics to run 1,000+ internal surveys annually, covering the employee lifecycle and strategic topics. Integrated with SuccessFactors, it delivers daily sentiment updates on programs like onboarding and goal setting. Global surveys like #Unfiltered and the Inclusion Culture Index provide AI-driven insights, while initiatives like RUN HEALTHY and the Business Health Culture Index link well-being and culture to business impact.

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SuccessFactors Mobile App

Details on internal adoption at SAP

XX

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Visual Impression of SAP's Internal Implementation

SAP SuccessFactors Mobile App
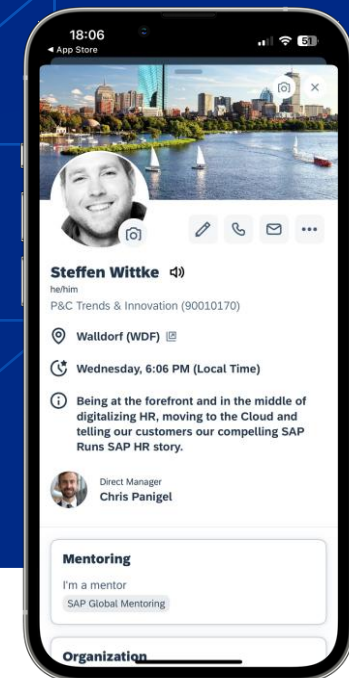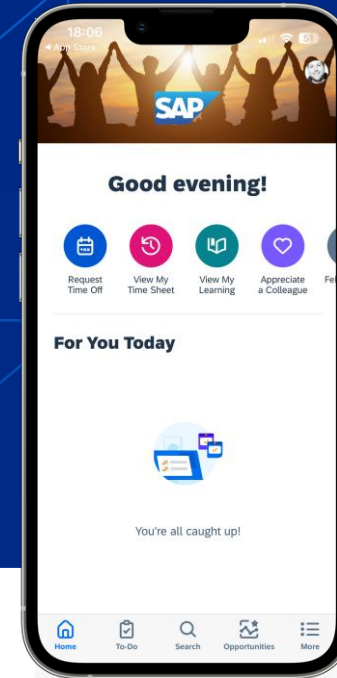
▪ **Joule Integration** – in planning for all company mobile device users

SuccessFactors Mobile App at SAP is available to all employees with company-issued Apple and Android devices. It offers full access to SuccessFactors features, including the new Spotlight profile, org chart, self-services, workflows, and seamless single-sign-on to other mobile-enabled HR tools with SAP's Fiori design.

Additional Information

Example

SAP's Business AI to infuse generative AI across the employee lifecycle

Artificial Intelligence in HR – a new era begins with SAP's Business AI. The value of AI has evolved to generative capabilities which we leverage to provide increasingly **valuable automation and insights for HR** at SAP, as well as **new Employee Experiences**.

SAP's copilot Joule
integrated with SuccessFactors
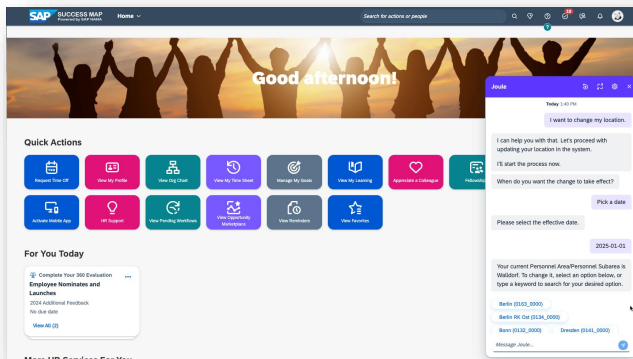
The AI copilot improves the experience of employees and managers and **reduces manual effort** by helping them with **SAP-specific HR policies, navigating to the right applications or helping with workflows**.

Goal Writing Assistant
powered by SuccessFactors
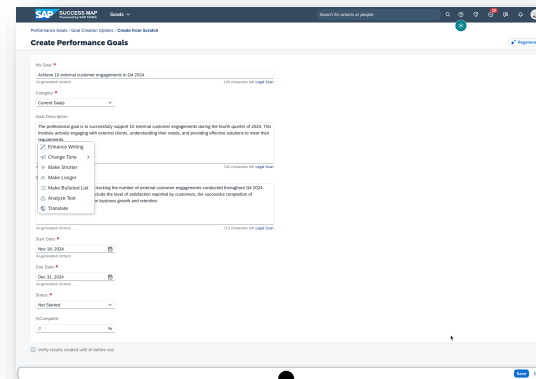
A **writing assistant** for performance and development goals that automatically **suggests goals and uses Gen AI to turn them into SMART goals**.

Job Matching Assistant
powered by BTP
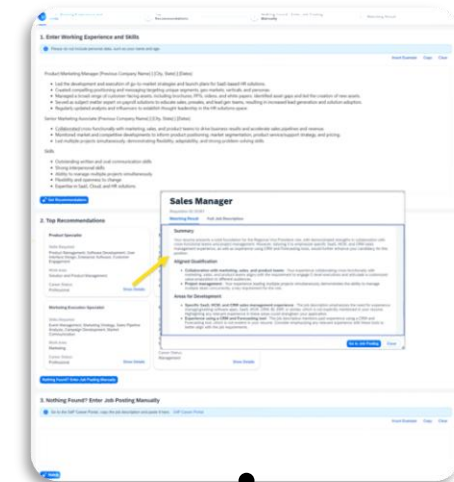
The AI-based app searches for **jobs in the internal job portal based on the users work experience and skills** (or parts of the CV).

Introducing SAP's AI Copilot Joule

Joule is an AI Digital Assistant that uses natural language processing to revolutionize how you interact with SAP business systems, making every touchpoint count and every task simpler.

Joule is in your SAP applications

Joule can be accessed from your SAP cloud applications, including SAP SuccessFactors and SAP Start.
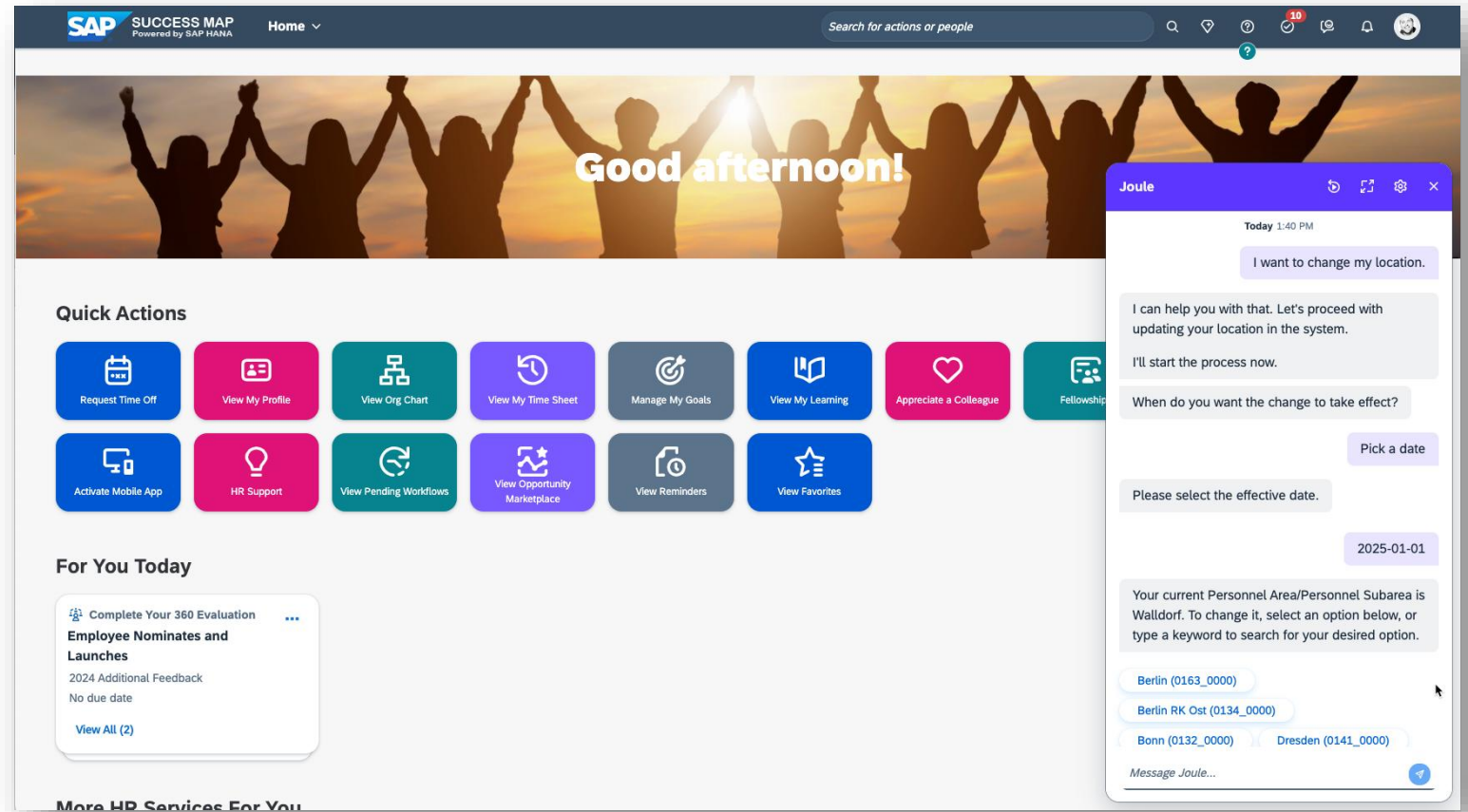
■ **Informational** pattern   ■ **navigational** pattern   ■ **transactional** pattern
■ **Analytics** pattern   ■ **Joule Functions** pattern

SAP SuccessFactors Assisted Performance & Development Goal Generation

Development Goal Generation:

- People can be **inspired** in their personal development

- Development goals are **automatically suggested** based on the **underlying information** of the person – skills, assignments and more

Performance Goal Generation:

- People can define their goals **in a few simple sentences**

- **Gen AI will turn this into S.M.A.R.T goals**, with a title, description, measure, dates and milestones

Continuous Performance & Continuous Feedback AI-assisted Writing

These new AI capabilities can be utilized to enhance:

- **Continuous Feedback** – used for collecting feedback from peers for self-development
- **SAP Talk form** – used for evaluating, documenting and discussing the progress on the goals between the manager and the employee

- One notable feature of AI-Assisted Writing is the ability to **make feedback actionable, providing constructive suggestions** that employees can take immediate action on.
- By **leveraging AI-Assisted Writing**, users can deliver prompt, improved, and actionable feedback in a very efficient way.
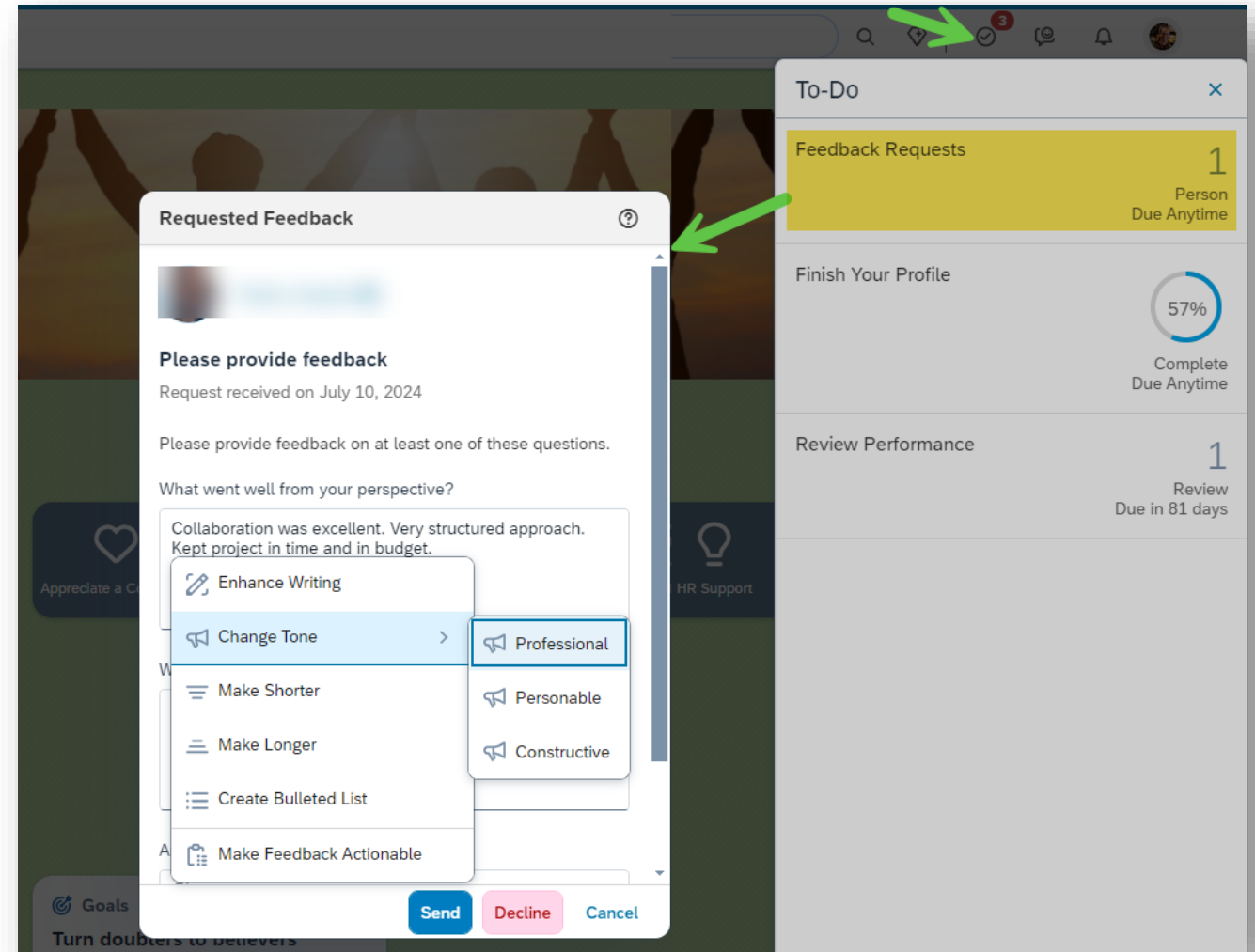
Build custom AI on SAP Business Technology Platform (BTP) – Example Job Matching Assistant

- For **prompts** that we see as **repetitive use cases**, our strategy is to **build a simple UI on top of Gen AI**, so that users can use this app (and repetitive prompt) **without having to have any prompting knowledge** to run the AI tool

- The Job Matching Assistant is an **AI-based app** designed as tool aid for employees searching for jobs, running with the Large Language Model GPT-35

- It searches for jobs in the internal job portal **based on the users work experience and skills** (or parts of the CV)

- Users **easily get job recommendations** from the internal career website and a comparison between the work experience or skills they enter and a selected job posting

How to bring Ethics into Practice?
Operationalization of AI ethics in the enterprise world
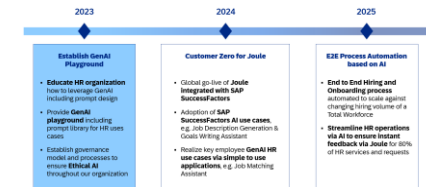
From Regulations to Embedded Ethics

Principles & Regulations:
- AI EU Act
- US AI Bill of rights
- Human Rights

Local Policy:
- SAP AI Ethics Policy
- DPP
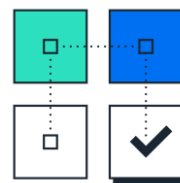
Local Processes:
- AI Factory Process
- Human Processes
- Product Standards

Embedded tools:
- Technical tools
- Non- technical tools

Audit
- Steer Com

Internal Governance:

(Steering Com, AI Ethics Core team, Ethics Ambassadors, Risk Classification, and Self-Assessment Process)

Testing Generative AI – Learnings

To be considered when testing Generative AI:

- A **high number of test cases** is required due to the variability of input

- A quality check must be performed to **determine the correctness** and **quality** of the results

- There may be **variability in the results,** so the same test needs to be run and evaluated several times to **check the reproducibility**

- The **way a prompt is designed** makes a difference to the output, so you may need to test different prompts *

- Many **parameters influence the output**, such as temperature or frequency penalty *

- **Dynamic Large Language Model market** therefore a constant evaluation and comparison of different models is necessary *

- **Test automation** is more **complex** due to difficult result evaluation

* Not in case of standard AI functionality
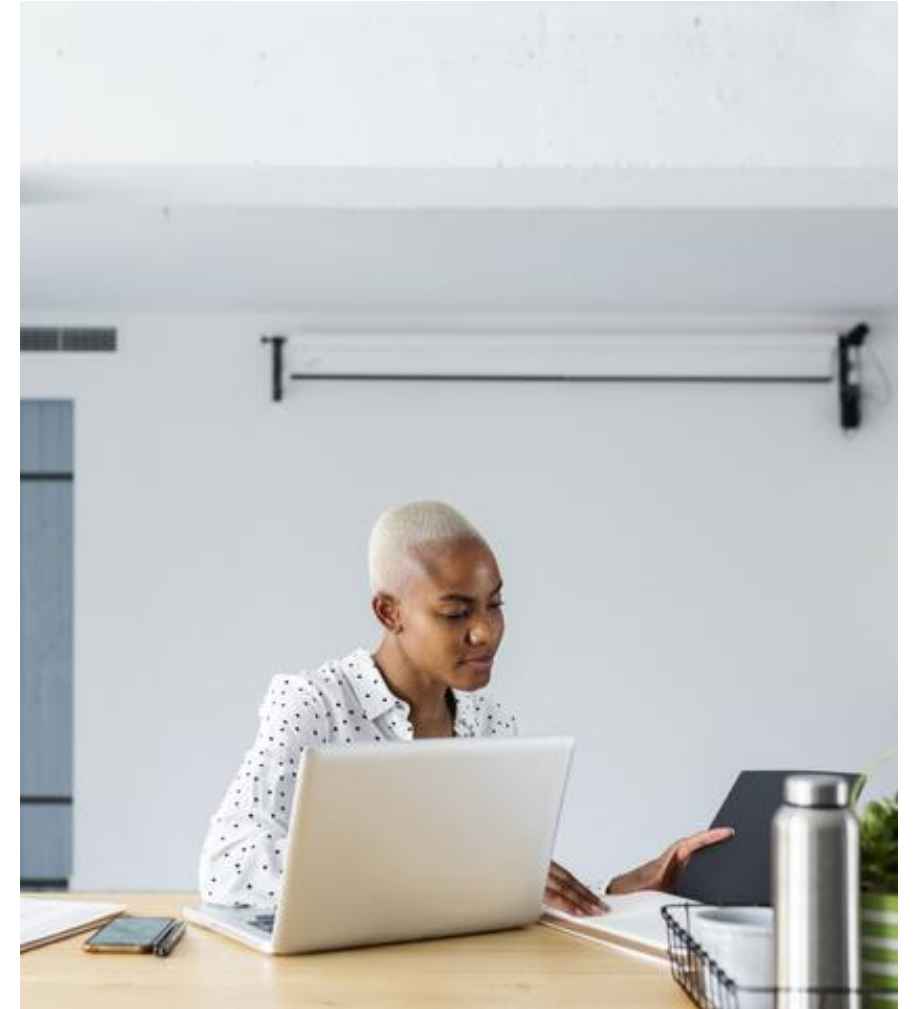
Good to know: SAP Products related AI Roadmap

- SAP Business AI is relevant from day one since it is **built in across all SAP applications** that customers already use to run their most critical business processes

- AI is one of the most transformative but also one of **the most fast paced technologies** of our time

- It is crucial to **continuously check SAP's AI roadmap** (SAP Roadmap Explorer)

- Constantly **align with the business on topic priorities, and IT capacities** to decide on implementations

- Our goal is to **implement 90%** of the delivered **AI features** as **early adopters** @SAP
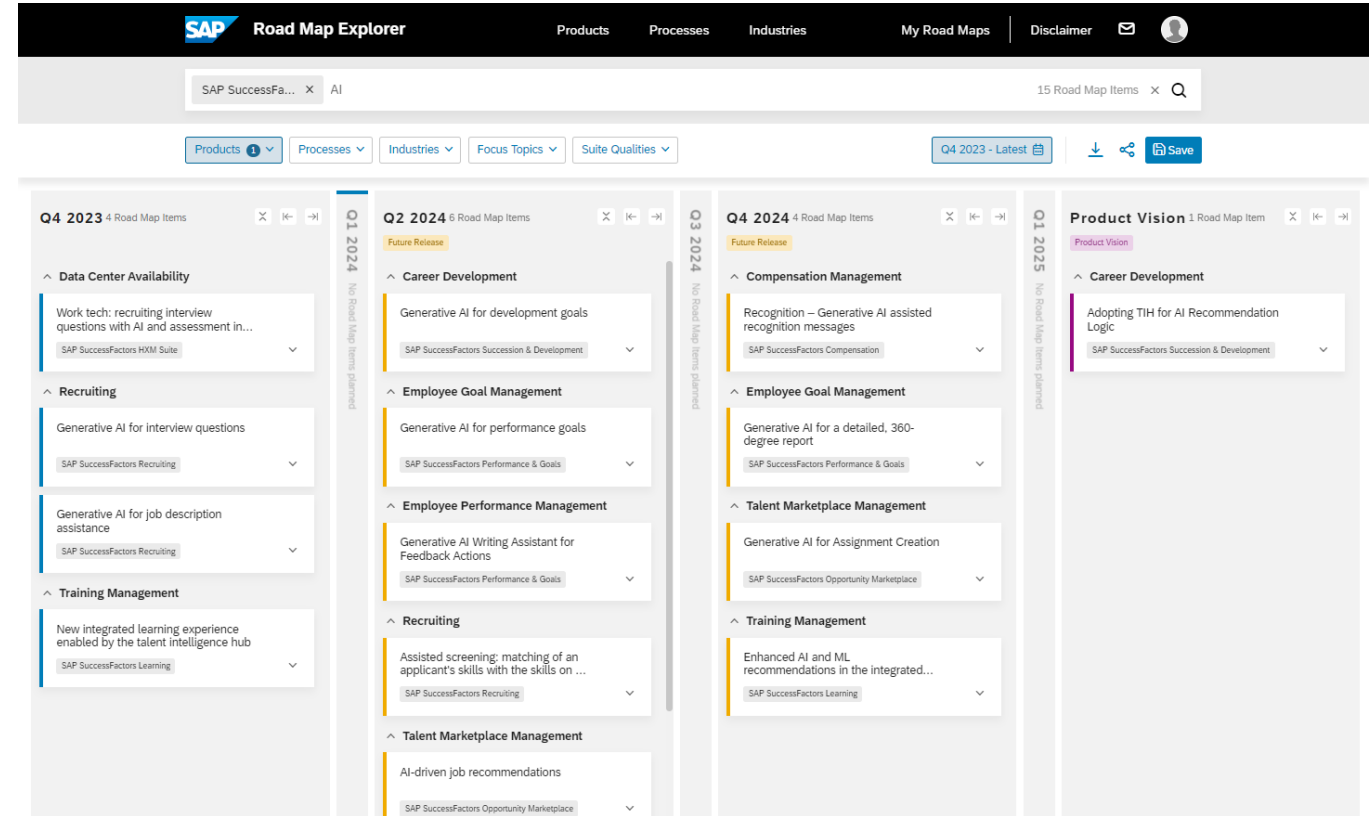
Exemplary screenshot of SAP roadmap. For up to date version review links below.

e.g. SF AI:
https://roadmaps.sap.com/board?PRODUCT=089E017A62AB1EDA94C15F5EDB3320E1&q=AI&range=2023Q4-LAST#Q1%202024

SAP AI:
https://roadmaps.sap.com/board?range=2023Q4-2025Q2&FT=AI&FT=GEN_AI#Q4%202023

Adoption of SuccessFactors HCM Powered by AI at SAP

Managing the workforce is being elevated to be skill-based and powered by AI – SAP has accelerated the adoption of new transformational technologies which re-imagine People Practices and HR Operations.

Managing the Workforce (WF) **based on skills** within employee lifecycle **powered by AI**

Internal Job Matching Assistant (BTP)

Candidate CV Summary and Comparison (BTP)

Generation of Job Descriptions & Interview Questions

Recruiting

Applicant Skill Extraction

Assisted Applicant Screening–Skill Matching

Onboarding

Growth Portfolio Population via CV

Growth Portfolio

Goal Writing Assistant

Performance & Development Goals

Career Worksheet

Mentoring and Coaching

Opportunity Marketplace

AI-driven job recommendations

Opportunity Marketplace Writing Assistant (AI-assisted opportunity marketplace assignments)

Skill Tagging for Learning Content

Learning

Roundtable

Succession

Feedback Writing Assistant

Feedback

Insights for Compensation Discussions

Compensation

Recognition
Semos Cloud

Joule custom function

SuccessFactors Mobile App

Cross-Topics

AI Copilot Joule

AI Launchpad

Home Page

Employee File

Org Chart

Employee Central Core HR + Time + Benefits

Talent Intelligence Hub

Talent Card

Just Ask

Workforce Analytics & Planning

Experience Management

Communication Hub
Semos Cloud

Recruiting

Details of Internal Usage

- Ability to **manage Recruiting from an end-to-end perspective** including Recruiting Marketing, Career Site Building & Publishing and Applicant Tracking

- **Managers can manage the recruiting process completely in one place** from job description until offer approval

- Recruiters have **access to talent information**, to know if an internal candidate is a key talent

Recruiting (Candidate Relationship Management and Applicant Tracking)

- **All requisitions world-wide are managed in SuccessFactors** for headcount (HC) and non-HC relevant positions

- >15k hires in year over year

- >1 million members in our talent community

Career Site

- **900k monthly visitors** on our Careers page

- Around **1 million applications** per year

Candidate Experience Management

- 87% of candidates who participated in the Qualtrics survey strongly agree or agree that the **application process was clear and easy to complete**

- 80% of candidates who participated in the Qualtrics survey strongly agree or agree that they **felt like their time was respected and that they received a decision in a timely manner**

Visual Impression of SAP's Internal Implementation

SAP SuccessFactors Recruiting
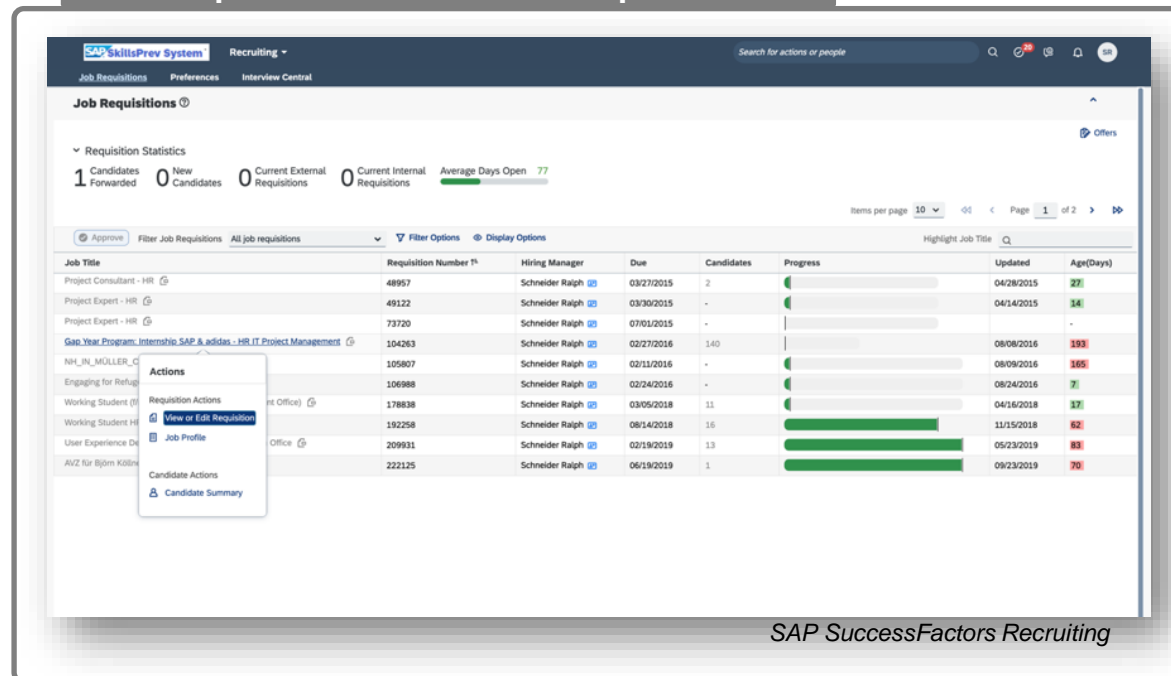
SAP Business AI

- ⚙ **Candidate CV Summary and Comparison (BTP)** – Currently in implementation for 10k recruiters / managers & 10k+ interviewer

- ⚙ **Generation of Job Descriptions & Interview Questions** – Currently in planning for 10k recruiters / managers & 10k+ interviewer

- ⚙ **Applicant Skill Extraction** – Live for candidates in India

- ⚙ **Assisted Applicant Screening–Skill Matching** – Live for recruiters in India

- ⚙ **Internal Job Matching Assistant** – Live for 108k employees

⚙ *= Key Generative AI Projects at SAP HR* 51

Onboarding

Details of Internal Usage

Pre-Start Experience

- Beginning in July 2023, we have implemented a **pre-start landing site in SAP Build Work Zone** allowing for real time updates, localized start information, and multi-media content

- Since the inception of the pre-start landing site in our APJ/GC region, we have **reduced tickets on our pre-start experience by 90%** and **increased our NPS score** for our pre-start experience **by 18 points**

Personalized Employee Onboarding

- Knowing that employees may have a variety of different knowledge and experiences they bring to the table, we have implemented a **prescribed onboarding journey within SuccessFactors Learning** which allows for self-selection of onboarding content based on personal preference and previously amassed knowledge
- **Over 5,000 people have participated in our learning journey (80% of new hires)** and as a result **90% agree that their onboarding will help** them achieve their performance goals at the end of 6 months

Tracking the Onboarding Experience

- We have established **Qualtrics surveys at the end of new hires first week, first month and first six months** to track overall onboarding satisfaction, sense of belonging and role-based onboarding satisfaction

- We also **survey hiring managers at the same cadence** to ensure they are getting the support they need to help their new hire be successful

- We **use this data** and align with Talent Attraction, functional onboarding, and other key stakeholders **to continuously improve our process**

Visual Impression of SAP's Internal Implementation
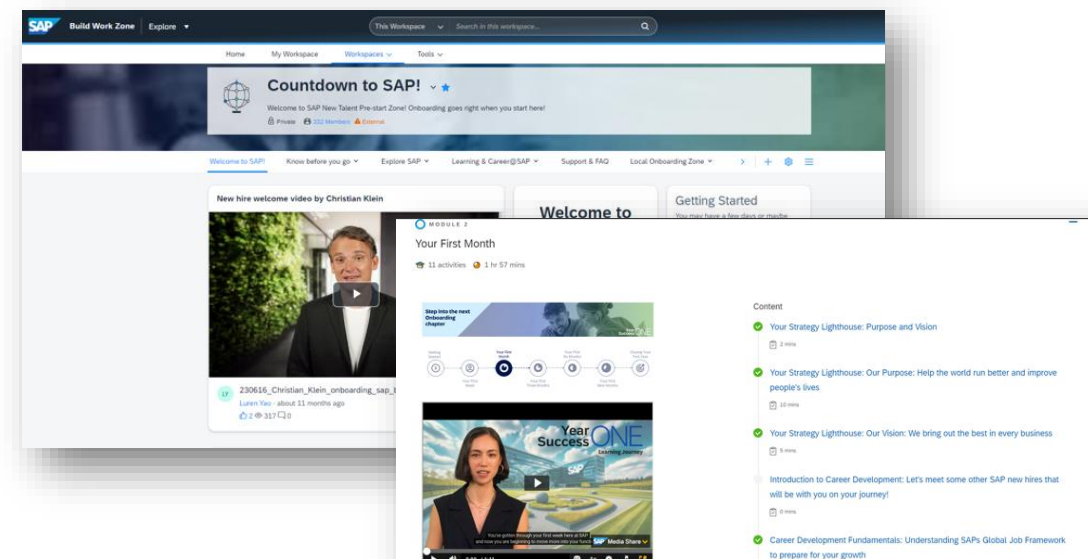
Top: Pre-Start Experience – SAP Build Work Zone | Bottom: Onboarding Learning Journey – SAP SuccessFactors Learning

SAP Business AI

- HR use cases powered by AI currently being analyzed

Growth Portfolio & Talent Intelligence Hub

Details of Internal Usage

- SAP is currently rolling out **one unified skill taxonomy** including **one skill framework, one common language, one governance process,** and **one technology framework powered by SuccessFactors**

- **Growth Portfolio & Talent Intelligence Hub** – Live with limited scope for pilot group

- Phased rollout to **all 108k employees planned throughout 2025**

Growth Portfolio

- **Visualize all skills, competencies and expected proficiency ratings** assigned to employees in their current role and target roles

- Employees can **rate their proficiency level** on assigned skills and competencies

- **Review skills** library and skill descriptions

- Employees can **add additional skills** they possess to their portfolio

- As part of the Skills Transformation program, **more than 6,000 skills across all board areas where harmonized and reduced to about 2,000 skills**

Talent Intelligence Hub & Job Profile Builder

- **Foundational platform elements required** for implementation of any skills functionality

- **Talent Intelligence Hub is administrator's central repository** for all attributes (skills, competencies, solutions) and where mapping of all attributes, descriptions, tags are **maintained**

- **Job Profile Builder is central repository** for all roles and where mappings, like skills on roles, are maintained

Visual Impression of SAP's Internal Implementation
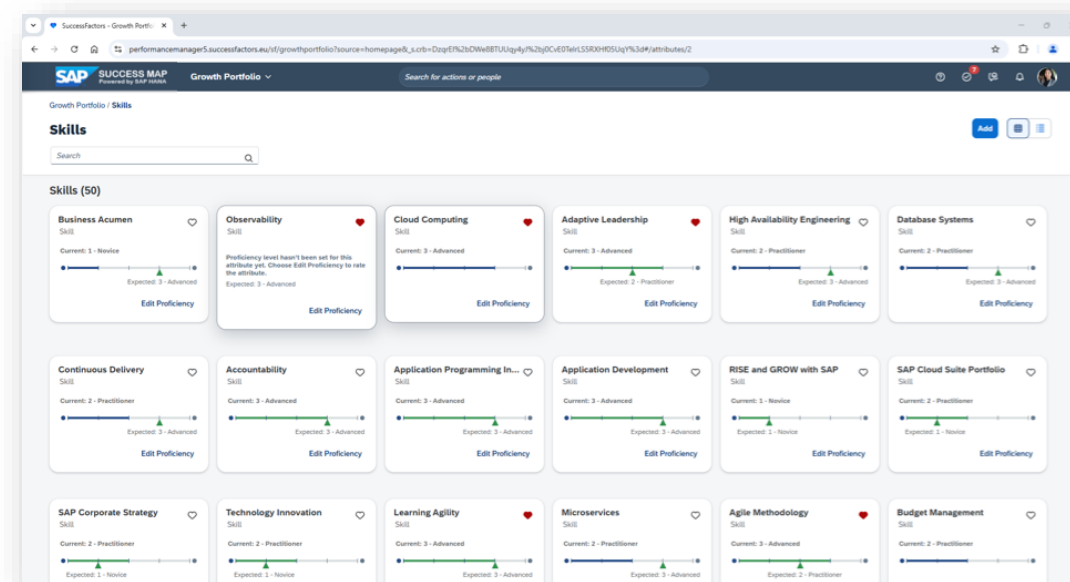
SAP SuccessFactors Growth Portfolio

SAP Business AI

- ⚛ **Growth Portfolio Population via CV** – Currently in planning for 108k employees

- **Skills Rationalization** – Live for existing custom solutions and currently prepared for HCM implementation

Performance & Development Goals

Details of Internal Usage

- **One goal plan structure across all board areas and all SAP employees worldwide**

- **Setting, documenting and following-up** on performance and development goals in one place

- **Provide clarity and shared understanding on priorities** and expectations between employees and managers as foundation for continuous dialogues throughout the year

- Ability for managers to **cascade goals to teams/employees**

- **Document commitment of managers** on employee's development goals

- Past and current numbers show a high commitment of employees and managers to goal planning and regular conversations:
  - **91%** of employees have active **performance goals** and **60%** employees have active **development goals**
  - at least 70% of employees have **three or more active performance goals**
  - **85% of employees have performance and development conversations** with their managers

Visual Impression of SAP's Internal Implementation

SAP SuccessFactors Goals incl. AI Goal Writing Assistant

SAP Business AI

- ⚛ **Goal Writing Assistant** for Performance and Development Goals incl. translations – Live for 108k employees

Opportunity Marketplace & Career Worksheet

Details of Internal Usage

Opportunity Marketplace

- **One-stop-shop for internal Opportunities**
  - Assignments such as fellowships, projects, vocational training etc.,
  - Mentor / Coach recommendations
  - Learning Recommendations
  - Job Postings
  - Career Worksheet exploration of internal roles

Career Worksheet

- **Visualizing skill and/or competency achievement or gaps** on current your role and target roles
- **Browse and explore roles** and their related descriptions, skills, and expectations
- **Add target roles** to your Career Worksheet
- **Review and assign** available learning to help close skill gaps
- **Create** development goals directly from Career Worksheet for skills on current role or target roles
- **Career Worksheet** – Live with limited scope for pilot group

Visual Impression of SAP's Internal Implementation
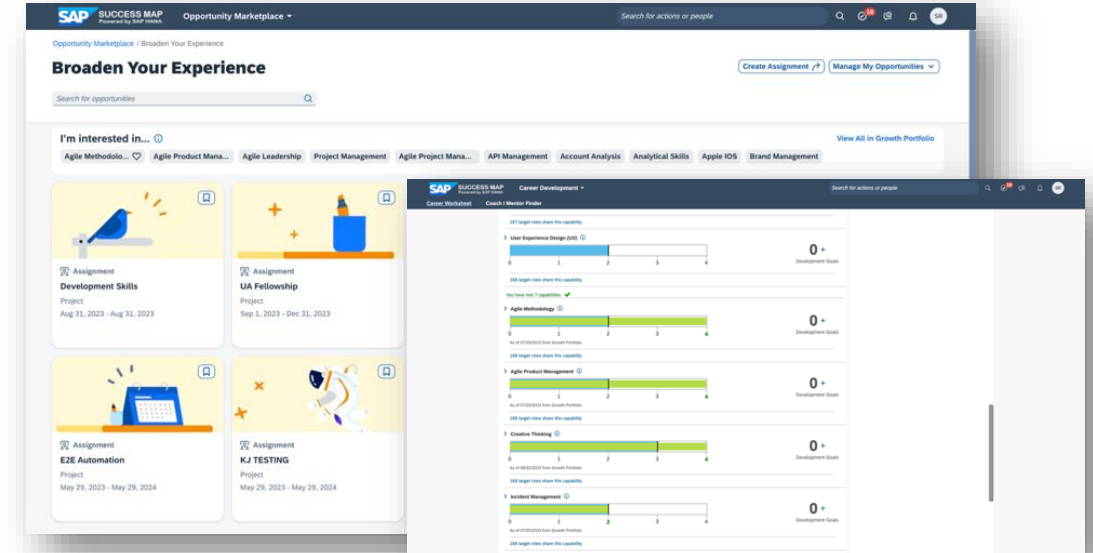
Top: SAP SuccessFactors Opportunity Marketplace | Bottom: SAP SuccessFactors Career Worksheet

SAP Business AI

- **AI-driven job recommendations** – In planning for 108k employees
- **Third-party opportunity recommendations** – In planning for 108k employees
- **Opportunity Marketplace Writing Assistant (AI-assisted opportunity marketplace assignments)** – In planning for 108k employees
- **Career Explorer: show recommendation reasons** – In planning

= Key Generative AI Projects at SAP HR 55

Mentoring and Coaching

Details of Internal Usage

- **Globally all employees are eligible** to find suitable internal mentors and coaches
- They can **find support for their personal development on various focus areas** like:
  - Networking
  - Personal branding
  - Health & well-being or
  - Career advice & guidance
  - Etc.
- Additionally, mentees can follow their interest in both career development and **diversity topics**
- **2,000+ active mentors and coaches are registered in SuccessFactors** to find matches for 7,000+ mentees & coachees (managers and employees alike)

Visual Impression of SAP's Internal Implementation

SAP SuccessFactors Mentoring
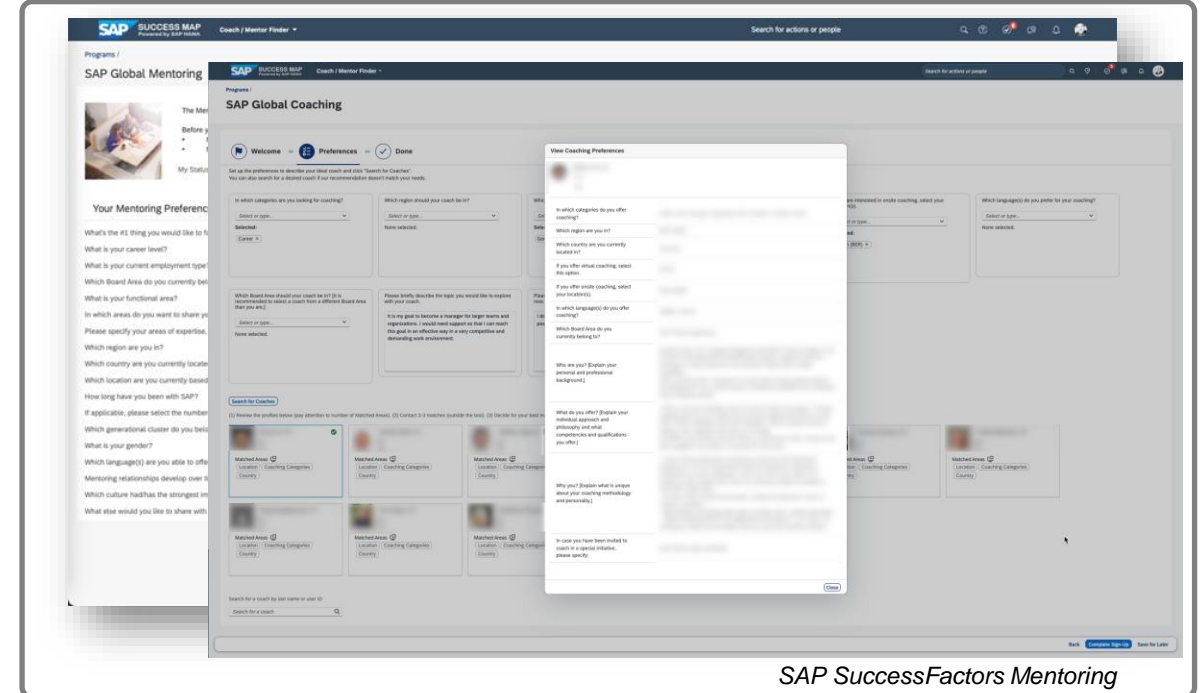
SAP Business AI

- HR use cases powered by AI currently being analyzed

Learning

Details of Internal Usage

- The **new learning experience** with re-imagined UI is available since the November 2023 release

- All employees globally have access to **one learning experience platform** to conduct online and onsite training

- They can choose from a wide **variety of learning categories** leverage internal learning and integrated external learning content, like company compliance, product training, leadership and personal development, etc.

- Additionally, **diversity & inclusion awareness is maintained through dedicated learning offerings**, like intentional inclusion as part of leadership development or "Women to Watch" to support women in management

- **Health Learning Curriculum** – We support all >108k SAP employees worldwide with a wide range of **learning offerings about healthy working habits and healthy leadership**, enabling them to stay balanced and productive. W offer a Global Health & Safety Policy (SAP Health & Safety Commitment Statement) Training to ensure health and safety compliance globally

- In 2024 already over **1.9M learnings completed**

- On average learners have completed **17.7 learning hours** 2024 YTD

- Continuous user satisfaction tracking revealed the Learning module to be **among the highest ranked modules** with a satisfaction score of 3.9 on a 5-point scale

- **High Net Promoter Score of 65.5** of our leadership programs

Visual Impression of SAP's Internal Implementation

SAP SuccessFactors Learning
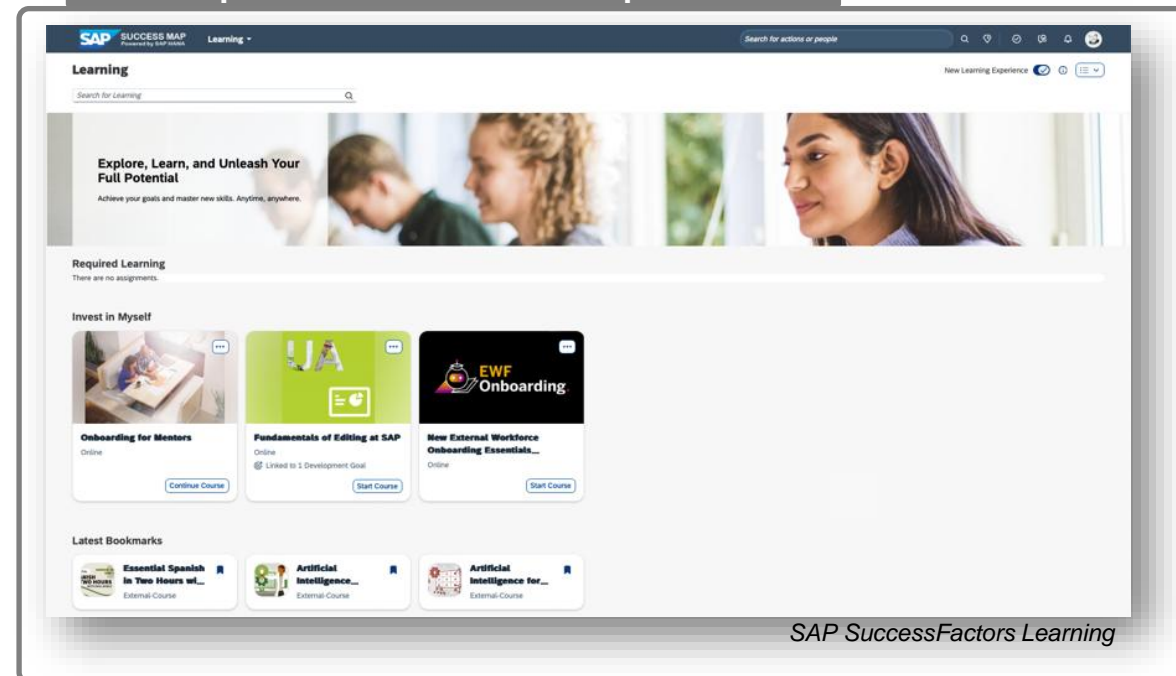
SAP Business AI

- ⚛ **Skill Tagging for Learning Content** – Currently in implementation for 20k+ Learnings

- **Integrated learning experience** enabled by the Talent Intelligence Hub – In planning for 108k employees

Roundtable & Talent Card

Details of Internal Usage

- **Leaders play a crucial role** in nurturing employees' growth and building a talent pipeline to ensure SAP's long-term success

- **Managers discuss in regular leadership dialogues on development of talents** within their organization to decide on concrete development activities for them, nominate them as key talents and follow-up on

- Prior to a Roundtable session, managers nominate employees they would like to discuss **via a dedicated portlet in the People Profile** with a selected reason for conversation and notes

- The Roundtables are managed via **SuccessFactors Calibrations**

- Additionally, **Executive Talent Roundtable Meetings** are a structured bi-annual meeting held at Board level to review and discuss Talent and Succession via SAP SuccessFactors **Presentations** which are prepared by the responsible HRBPs and HR Advisors

- Integral part for an effective conversation are **Talent Cards.** Talent Cards contain all necessary data to effectively discuss executives at hand. Executives are asked to update their profiles with information like experience and career aspirations

- Regular leadership dialogues on development allow SAP to have good **visibility on its talent pipeline across the organization**, provide a forum to discuss strategic development opportunities, and address talent coverage needs. This is key to **preparing for future skill and role needs**

- **More than 1,200 Roundtable sessions** are conducted per year

Visual Impression of SAP's Internal Implementation
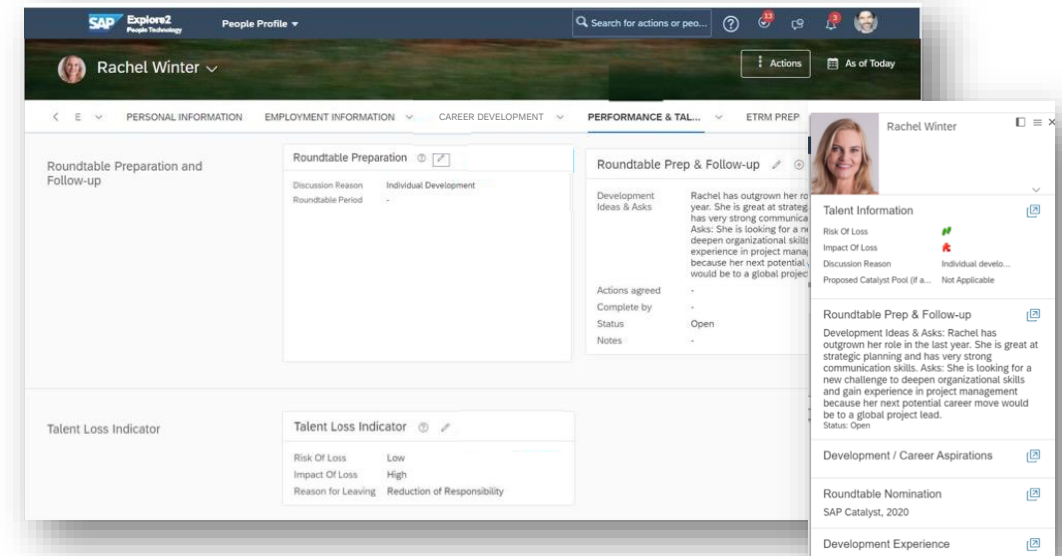
Top: Nomination Portlet – SAP SuccessFactors Employee File | Bottom: SAP SuccessFactors Talent Card

SAP Business AI

- HR use cases powered by AI currently being analyzed

Succession

Details of Internal Usage

- Succession has been established as **a regular Talent Review topic leveraging Talent Cards** instead of just a once-per-year exercise

- Succession Management is **driven by managers**

- It can be an **outcome of different events**, like

  – Roundtable sessions

  – After re-organizations

  – Etc.

- The Succession Org Chart allows managers and HR business partners/ HR Advisors to **create and review succession plans for any position** within an organization

- **8,900 managers** have access to succession planning tool plus **630+ Executives**

Visual Impression of SAP's Internal Implementation

SAP SuccessFactors Succession
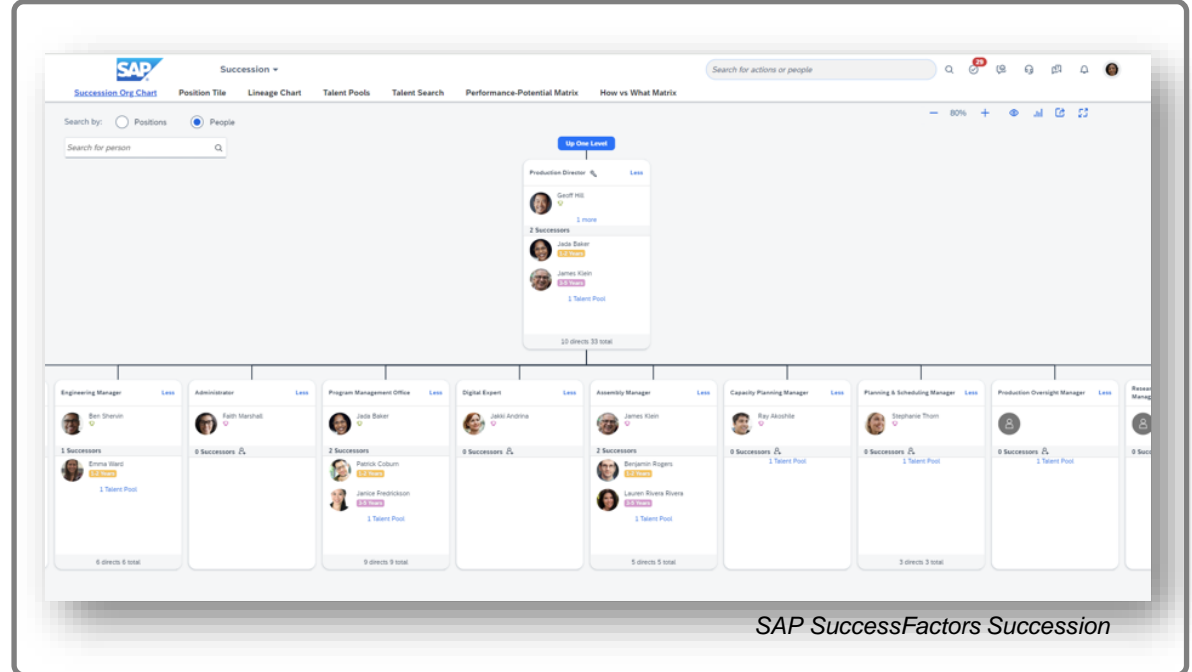
SAP Business AI

- HR use cases powered by AI currently being analyzed

Feedback

Details of Internal Usage

Additional Feedback with SAP SuccessFactors 360

- At SAP, we have established a dedicated program for **regular, open conversations between an employee and their manager** to discuss performance and development, and to ensure the right working conditions are in place for employee success

- These conversations are an opportunity to build trust by aligning on expectations, **sharing feedback**, and ensuring the employee knows overall where they stand in relation to their performance and development

- Employees can **collect additional, valuable feedback** from others who have worked closely with them, like **peers, project managers, direct reports, previous managers,** or **even external participants** via **SuccessFactors 360**

- The feedback form is **linked to their performance goals**

- This feedback helps to have **meaningful conversations** between employees and managers

Continuous Feedback with SAP SuccessFactors Continuous Feedback

- **Technically live since May 2024** for all 108k employees (currently except for Germany, Israel and the Netherlands)

- Employees can request **ad-hoc feedback from peers and colleagues**

- By default, three questions are suggested, however, **employees are free to edit and formulate their set of questions** and can decide if they want to use the provided feedback for the conversations with their manager

Visual Impression of SAP's Internal Implementation
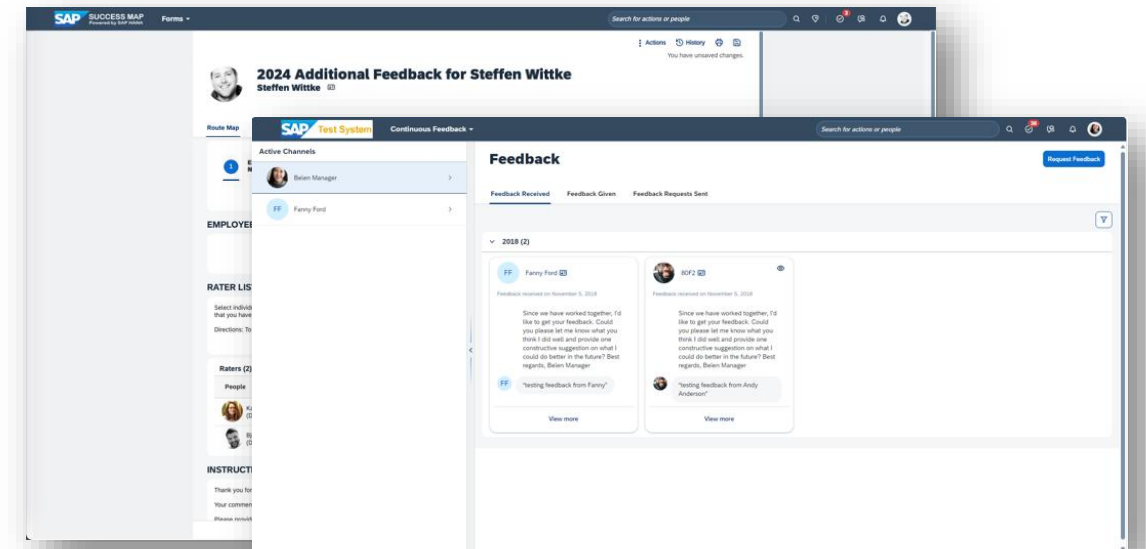
Top: Additional Feedback – SAP SuccessFactors 360 | Bottom: SAP SuccessFactors Continuous Feedback

SAP Business AI

- **Writing assistant for Continuous Feedback incl. translation** – Live for 80k employees

- **Requesting feedback in AI Copilot Joule** – Live for 24k employees

Compensation

Details of Internal Usage

Annual Compensation Review (ACR)

- All Managers (>9k) have **one annual compensation planning sheet** including base salary, bonus and equity, as well as promotions

- **Metrics analytics** within the planning worksheet used for the first time in the last cycle with very positive feedback

- Leveraging **SAP Enable Now** to provide guidance to managers

- Number of employees which were planned during ACR: **more than 108k employees**

- Number of different budget buckets included in the tool: **14**

- Number of editable fields available to managers: **25**

- **>22k off-cycle promotions** and **salary changes** in 2023 processed via SuccessFactors

Total Rewards Statement

- **Total Rewards (TR) Statement powered by SuccessFactors** available to all managers (>9k) and >108k employees to optimize the communication of the **individual new TR information**

Equity Management

- **5 equity plans** managed via EquatePlus platform

- **>90% of the plan participants** receiving share-settled instead of cash-settled grants in 2023

- **>770k allocations vested** in 2023

Compensation Assistant & Modeler (BTP applications)

- Compensation Assistant is foundation for pay transparency and provides **visibility & easy access into compensation framework** for HR, managers and employees

- Compensation Modeler **better guides compensation decisions** with all information in one place and **automated compensation modeling**

- Average app usage of **27,000 views per month** in 2023

Visual Impression of SAP's Internal Implementation
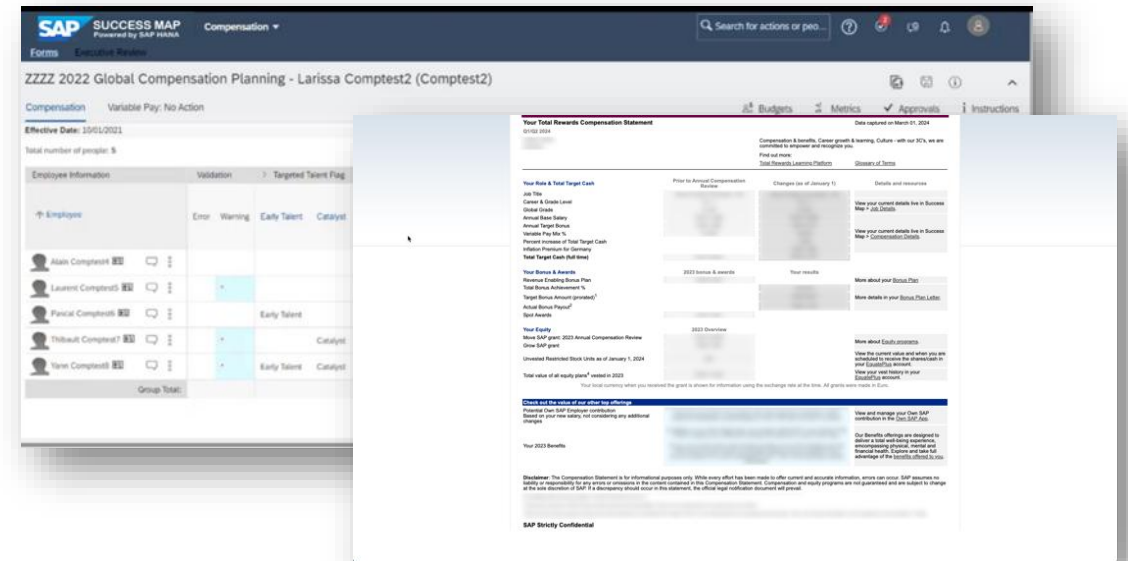
Top: SAP SuccessFactors Compensation | Bottom: Total Rewards Compensation Statement – SAP SuccessFactors Employee File

SAP Business AI

- ⚛ **Insights for Compensation Discussions** – In planning for 10k managers

AI Copilot Joule

Details of Internal Usage

- At SAP, **Joule integrated with SAP applications like SuccessFactors** has **already been rolled out** in March 2024 with two **rollout waves, currently including 24k employees. Global go-live with 108k employees is planned for Q2 2025.** Various benefits are expected to positively attribute to **work efficiency and effectiveness**:
  - Currently use cases in the following categories are supported:
    - **Transactional**: Assists users in efficient completion of their tasks on the conversational user interface, saving their time from going to corresponding pages to do the tasks
    - **Navigational**: Helps users navigate to the functionality they're looking for without having to go through multiple links to reach a destination page
    - **Informational**: Helps users retrieve the information from existing documents without having to ask HR for assistance
  - One-stop shop for employees to **access SAP and non-SAP applications** to **reduce time to tasks by at least 1 hour per employee per week**
  - Recurring cost reduction: **reduced volume of tier 1 support by 10%** (an equivalent of 7-10 resources)
  - **At least 200 hours per years saved in IT operating costs** due to chatbot consolidation and efficiency gains
  - **10-15% of time saved** to flag and check HR content for improvement
  - **Reducing 10-15% time to create and quality-check knowledge base articles** for HR service specialists
  - **Reduction of 10-15% of live chats with HR service agents** through automatic response generation
  - **Expected increase in end-user satisfaction**
- New **custom Joule function for HR ticket requests** helps to guide a user to the right **HR support channel** (e.g., create ticket, connect to HR live chat, navigate to HRdirect portal page, etc.). This is an additional use case and not replacing any standard functionality

Visual Impression of SAP's Internal Implementation
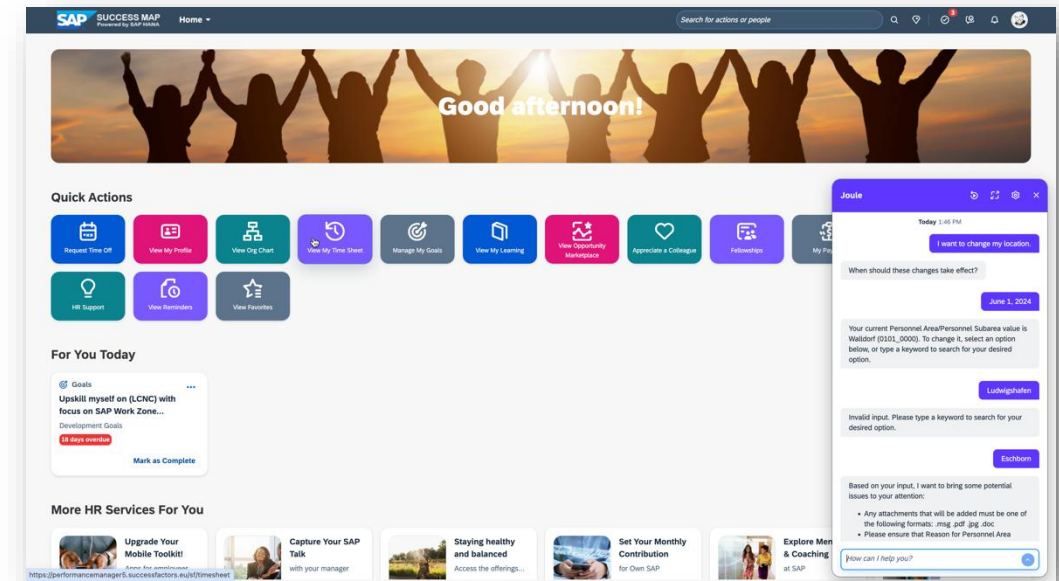
SAP's AI copilot Joule embedded in SAP SuccessFactors

SAP Business AI

- ⚛ **Joule integrated with SuccessFactors** – Live for 24k employees with 77 use cases and Q&A for 250 global policies, currently in planning for 108k employees

- **Joule-based Q&A** connected with SAP HR's knowledge base – Live for global HR policies for 24k employees, currently in planning for 108k employees incl. local HR policies and extension to additional SAP products, e.g., Concur, Fieldglass, SAP Analytics Cloud

- Create new **custom Joule function for HR ticket requests** – Live as customer zero (i.e., not yet generally available for customers)

AI Launchpad

Details of Internal Usage

- We provide a secure playground based on the **SAP AI Launchpad** with a special contract for Microsoft Azure accounts and other AI model providers to **provide a secure playground to allow for the usage of business and internal data** (except for personal data)

- Every SAP employee is encouraged to **familiarize themselves with Generative AI and prompt design**, **explore AI capabilities** for business purposes, and **start developing use cases**

- It is possible to **choose from multiple foundational models**, like OpenAI GPT versions and Falcon-40B-instruct to understand the difference in performance and output quality by use case

- It is ensured that **ethical AI standards are followed** by embedding the limitation and restrictions for certain use cases to avoid AI ethics violations

- A **prompt library** allows choosing from a collection of templates & best-practice prompts

- The **Gen AI Governance App** is an extended AI Launchpad which better controls AI access and includes detection of bias and PII (personal identifiable information)

Visual Impression of SAP's Internal Implementation
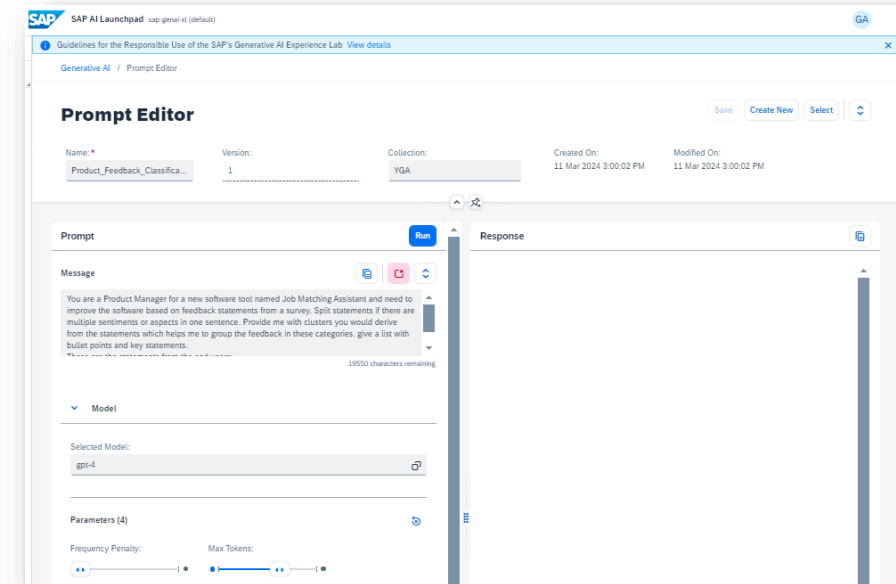
AI Launchpad for Large Language Models – SAP AI Launchpad

SAP Business AI

- ⚛ **AI Launchpad**– Live for 108k employees

- **Gen AI Governance App incl. bias and PII detection** – in implementation for 1,600+ HR employees

⚛ = *Key Generative AI Projects at SAP HR*   63

Home Page & Org Chart

Details of Internal Usage

Home Page

- The Reimagined Home Page and new mobile experience provides SAP's employees a **simplified and personalized employee experience** by leveraging all UI features, like engagement cards, quick action cards and **additional access to the most used HR services** outside of SuccessFactors via custom cards

- The Reimagined Home Page was rolled out to **all >110k employees** in Q1 2022. It was a key milestone on SAP's HCM (HCM) journey

- Continuous user satisfaction tracking revealed it to be **the highest ranked module** with a satisfaction score of >4 on a 5-point scale

Org Chart

- The SuccessFactors Org Chart shows the **entire structure and hierarchies of all organizations and teams** at SAP

- **Since May 2024, the reimagined Org Chart is available** to all employees

- It not only presents the org chart in a **fresh and modern look**, but now also **includes a preview of the new Employee File Spotlight view** with the most important information

Visual Impression of SAP's Internal Implementation
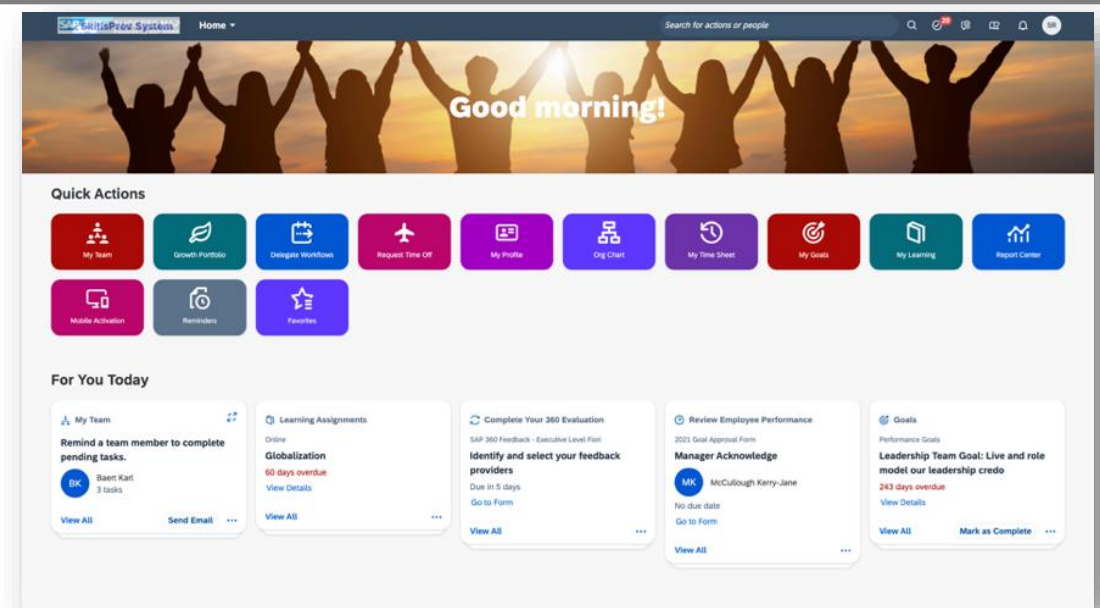
SAP SuccessFactors Home Page

SAP Business AI

- HR use cases powered by AI currently being analyzed

Employee File

Details of Internal Usage

- **>108k employees in >74 countries and a significant number of external workers have a profile in the Employee File** – this is the reason why it is internally named "**People Profile**"

- The People Profile **contains all employee-related data in one place**; hereby, visibility of the **data is thoroughly permissioned** to many different roles, like employee, manager, recruiter, HR Advisor, etc. so that each only sees what they are supposed to see

- **Manager & employee self-services are standardized and simplified and accessible 24/7 in the People Profile (desktop and mobile)**; here most of the **personal data can be changed by the employee** directly or via dedicated workflows depending on local policies, like personal contact details, emergency contact, marital status, disability, etc.

- Additionally, employees can **update pronouns to reflect their gender identity & preferred first and last name** to introduce their authentic selves (e.g., transgender colleagues prior to their legal name change)

- Employees can also **update their gender to a third, non-binary option** where this is legally recognized (in countries like Germany & Argentina)

- People Profile is among the **highest ranked modules** with a satisfaction score of 3.8 on a 5-point scale

- **Automated workflows are run via 470 business rules** configured in Employee Central

- Since May 2024, we also offer the **brand-new Spotlight view** by SuccessFactors

Visual Impression of SAP's Internal Implementation

Top: Full Profile
| Bottom: Spotlight – SAP SuccessFactors Employee File
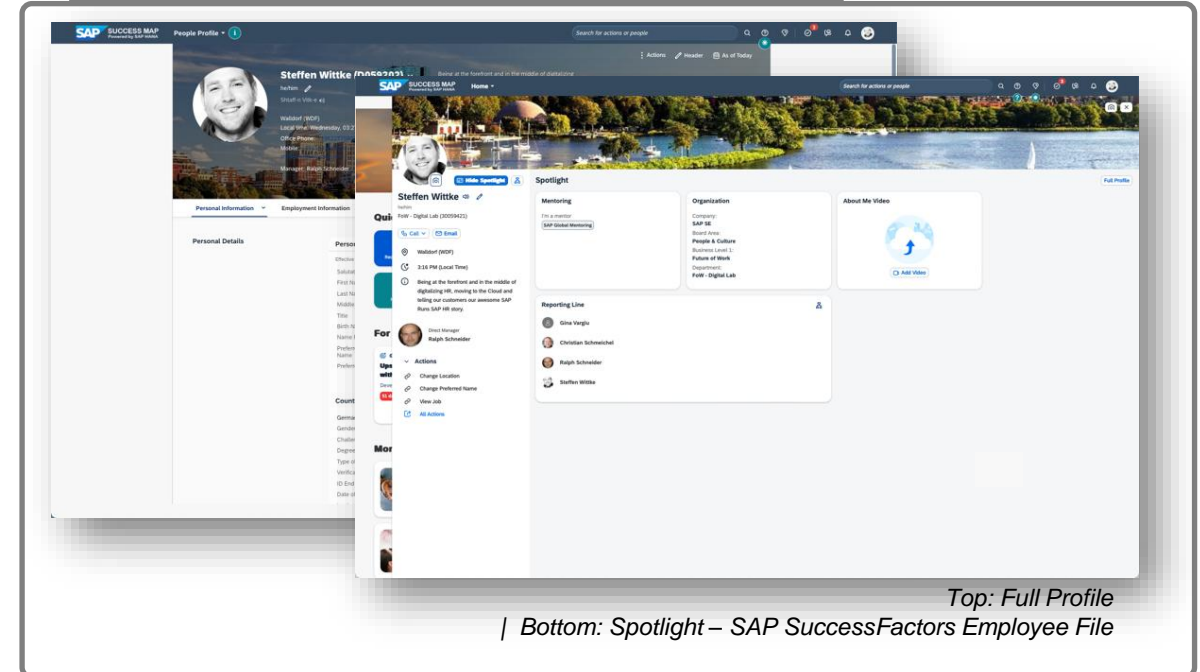
SAP Business AI

- HR use cases powered by AI currently being analyzed

Employee Central (Core HR + Time + Benefits)

Details of Internal Usage

- Employee Central is the **leading master data management for all employees** at SAP

- **>108k employees in >74 countries** are managed in Employee Central

- **Automated workflows utilize 470 business rules** configured in Employee Central

- **>4.8k organizational changes** are performed per month. This includes **>1,350 changes to the organizational structure** as well as **>3,500 changes to positions**

- While Employee Central runs in the background and data is maintained by HR, **most personal data can be changed by the employee directly** or via **dedicated workflows** depending on local policies, like personal contact details, emergency contact, pronouns, gender change, marital status, disability, and many more

Employee Central Time Management

- Employee Central Time Management is currently being rolled out **country by country** and is live in Bulgaria, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, and on-call duty and overtime in Germany.

Employee Central Benefits

- Employee Central Benefits started to be rolled out **in 2023 country by country approach** and is live in South Korea and Egypt for the component Allowances

Exit Management

- SAP has managed **thousands of offboardings via Employee Central**: submissions and approvals are workflow based, and workflows can be managed via the SuccessFactors Mobile app

- **Custom e-mail notifications for each workflow type and step** link to relevant offboarding content, ensuring a good offboarding experience

- **Exit record automatically entered** with final approval

Visual Impression of SAP's Internal Implementation

SAP SuccessFactors People Profile – Employee Self-Services

SAP Business AI

- **SAP Intelligent Robotic Process Automation (IRPA): Offer package creation bot for candidates** – Live

- **SAP IRPA: Variable Pay Bonus Plan Assignment** – Live

- **SAP IRPA: Stalled workflow elimination bot** – Live

- **SAP IRPA: Custom Portlet „HomeOffice Plan" delimitation bot** – Live

- **SAP IRPA: Background Verification bot** – Live

- **SAP IRPA: Requisition Assignment bot** – Currently in design phase

- **Document Processing** – Live in Germany (private health insurance); others planned

Workforce Analytics & Planning

Details of Internal Usage

- The **My Team Dashboard (MTD) is the one-stop-shop for people reporting and analytics** as a self-service solution for managers at all levels

- MTD provides managers with easily consumable organizational and team insights with details on direct employee level **covering the entire employee life-cycle**

- MTD provides direct access to SAP SuccessFactors via **deep links to turn insights into actions , MTD 2.0** was recently launched with **latest SAP Analytics Cloud (SAC) features and design improvements,** such as customizable entry page, information texts on hover, improved page-to-age navigation, more organized content structure and layout etc.

- **Daily data feed from SAP SuccessFactors to SAC** with >30 Mio. records ensuring always up-to-date data in the dashboard

- **About 100 HR KPIs**, such as Women in Management, Share of Early Talents etc. are tracked via the Digital Boardroom and HR Mission Control Center to provide actionable insights

- High usage and adoption of analytical assets with **>166K hits on My Team Dashboard**, >6K hits on HR MCC+, with ratings >4 out of 5

- **>40 people analytical assets available via target-group-specific solutions** accessible via the Enterprise Analytics Store with data transparency based on target-group specific authorizations

- **Health Dashboards** – We generate meaningful health insights and measure outcomes with Qualtrics & SAC based reporting landscape. We leverage operational health data and experience data on country level to reduce health risks and improve health of SAP's workforce

- **Diversity & Inclusion Dashboards** – Provide insights for HRBPs and diversity champions into the **most relevant diversity KPIs**, like insight into women in management, women in workforce, early talents, internal & external hires, promotions, progressions & terminations; data can be analyzed for different time settings and along eight dimensions incl. region, board area and career level

- D&I KPIs are also included in the **SAP Sustainability Control Tower** and in the **Leadership Insights Dashboard**

Visual Impression of SAP's Internal Implementation
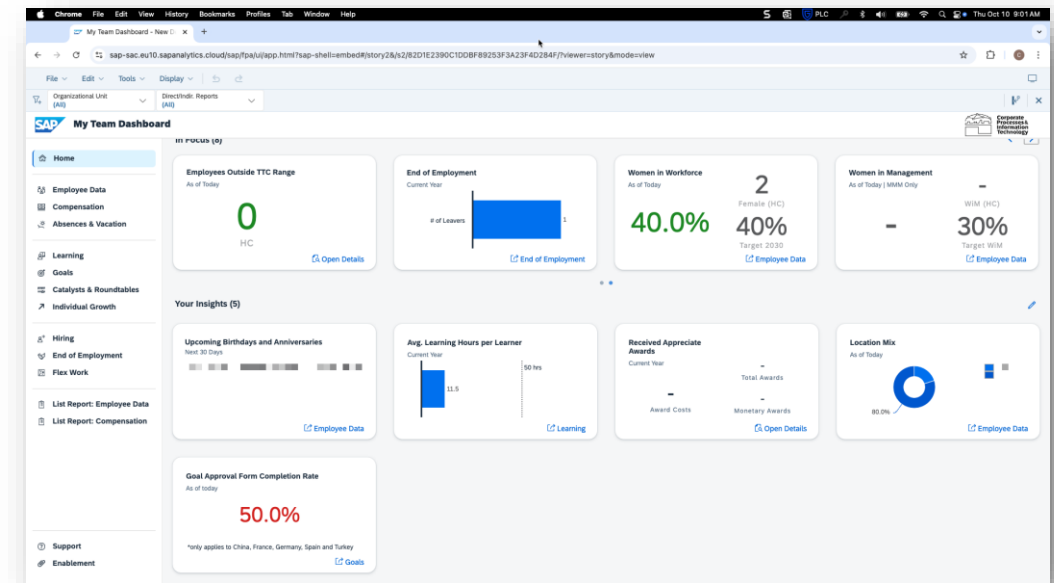
SAP SuccessFactors & SAP Analytics Cloud – My Team Dashboard 2.0

SAP Business AI

- ⚛ **SAP Analytics Cloud Just Ask** integrated into Joule (Joule Analytics Insights) – In planning for 108k employees

Experience Management

Details of Internal Usage

- **Qualtrics used as central experience management solution** to manage >1,000* internal surveys performed on Qualtrics within one year along employee-life cycle (one-time and ongoing)

- **Ensuring to stay on top of employee sentiments on Talent concepts** and programs, we regularly run dedicated surveys in Qualtrics around candidate experience, onboarding, goal management, catalyst program, etc.

- **>108k employees automatically updated** in Qualtrics via SuccessFactors Employee Central integration

- **Global #Unfiltered survey program** as part of our continuous listening with **two surveys each year** instead of only an annual survey in the past – **average participation rate ~70%**

- We continuously do **survey research to identify people-related trending topics** based on the available experience data and deliver AI-driven insights

Health, Safety & Well-Being

- **RUN HEALTHY Health Management System** – SAP's Health Management System supports legal entities & countries to address health, safety and well-being requirements systematically

- **Business Health Culture Index** – It utilizes data from nine questions in SAP's #Unfiltered survey to measure the general cultural conditions at SAP that enable employees to stay healthy and balanced. Each percentage point change of the BHCI, would mean an impact on the operating profit of €90-100M (based on calculation 2015-2019 published in SAP's Integrated Report)

- **Health Navigator & Health Feedback Survey** – Supporting all employees with individual health & well-being information based on their interests and ensure highest service quality

Diversity & Inclusion

- **#Unfiltered D&I Culture Index** – The index is of high relevance for managers & organizations during the understanding phase. It focuses on equal opportunities, a culture of inclusion and a climate in which diverse perspectives are valued. Results can be analyzed by diversity categories like gender, age and, for the U.S., ethnic group

- **Global Diversity Survey** – Runs yearly to understand the workforce diversity with categories like LGBTIQA+ community, disability , veteran status, caregiver status, underrepresented ethnic groups and others

* = Including all surveys, including those outside HR

Visual Impression of SAP's Internal Implementation

Catalyst Development Program Check-in Survey

After our mid-year pulse check into the Catalyst Development Program, we would like to check in with you and hear again about your experience. Please take 5 minutes to share your feedback that will allow us to improve.

The participation in this survey is voluntary, please read the Privacy Statement for further information.

I am actively participating in learning and development opportunities within the Catalyst Development Program.

| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |

Catalyst Development Program Check-in Survey on Qualtrics

SAP Business AI

- **Open Comment classification, summarization, and sentiment analysis** – Pilot is live, enhanced version is planned

# Recognition & Communication Hub via Semos Cloud

Details of Internal Usage

SAP Appreciate (JobPts by Semos Cloud)

- Our global Appreciate program is a **simple and consistent approach to recognizing and rewarding each other** – across all levels. This provides an opportunity for all eligible SAP employees to recognize others and be recognized themselves for demonstrating and living **SAP's How We Run principles** in their everyday work

- Employees can recognize others with **Thank You cards** (including automatic notification of the appreciated employee's manager) or suggest them for **receiving points** (local agreements apply) which can be **redeemed in the form of items or activities**

- By the end of 2023, SAP Appreciate had facilitated **over 2,3Mio+ recognitions**, with continuing growth and utilization

- By the end of 2023, SAP Appreciate recorded over **1Mio+ redemptions**, with continuously sustainable user activity and interest in redeeming points to meaningful rewards

- Among the 100k+ employees at SAP, in 2023 there were **86k+ unique recipients** and **53k+ unique senders of recognitions**

SAP Communication Hub (Nurture by Semos Cloud)

- SAP Communication Hub is a solution to **create and run dedicated information campaigns via e-mail or text message in a high-quality format**

- The solution is **integrated with live data from SuccessFactors Employee Central** which allows for fast and always up-to-date building of target audiences

- Employees can find **all corporate communications in one place**, accessible via the SuccessFactors Home Page

- Since the go-live in May 2020, **15k+ campaigns were launched with 70Mio deliveries**

Visual Impression of SAP's Internal Implementation
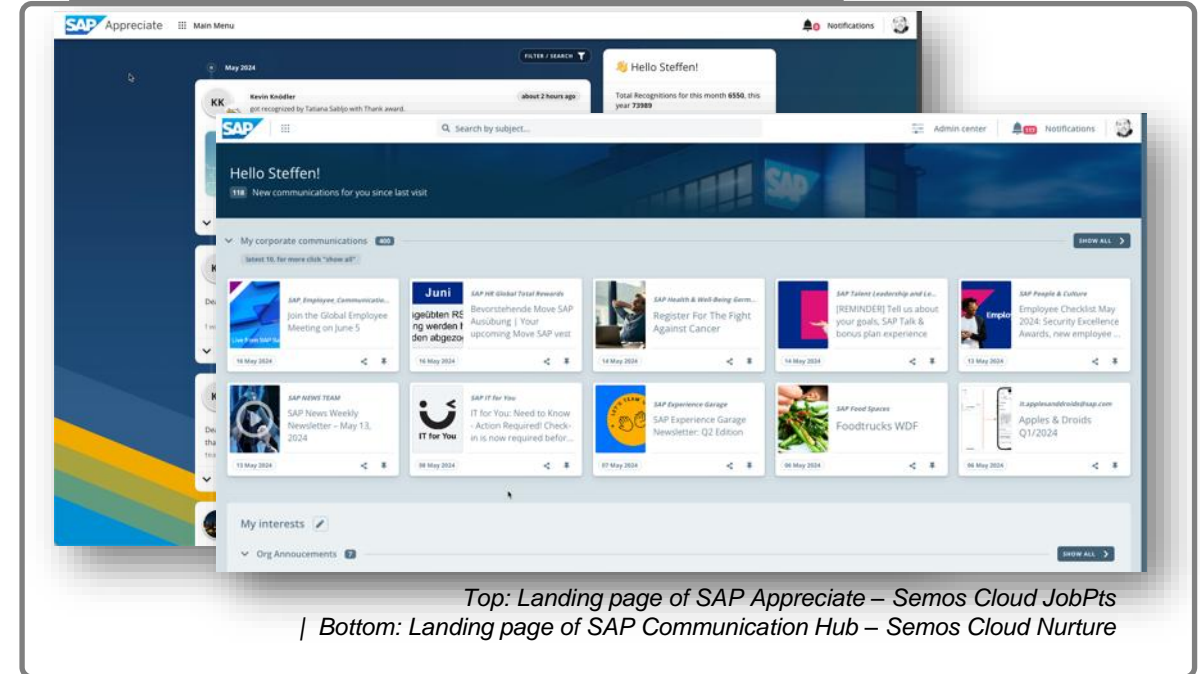
Top: Landing page of SAP Appreciate – Semos Cloud JobPts | Bottom: Landing page of SAP Communication Hub – Semos Cloud Nurture

SAP Business AI

- **Joule custom function** – in implementation for 108k employees

SuccessFactors Mobile App

Details of Internal Usage

- The SuccessFactors Mobile app is **available to all employees** with company-issued Apple and Android devices
- Employees can make **use of all features and functionality** that is made available by SuccessFactors, incl.
  - New Spotlight profile and org chart
  - Self-services and workflows
  - Links to other (mobile-enabled) HR offerings outside of SuccessFactors via seamless switch thanks to single-sign-on and SAP's Fiori design

Visual Impression of SAP's Internal Implementation
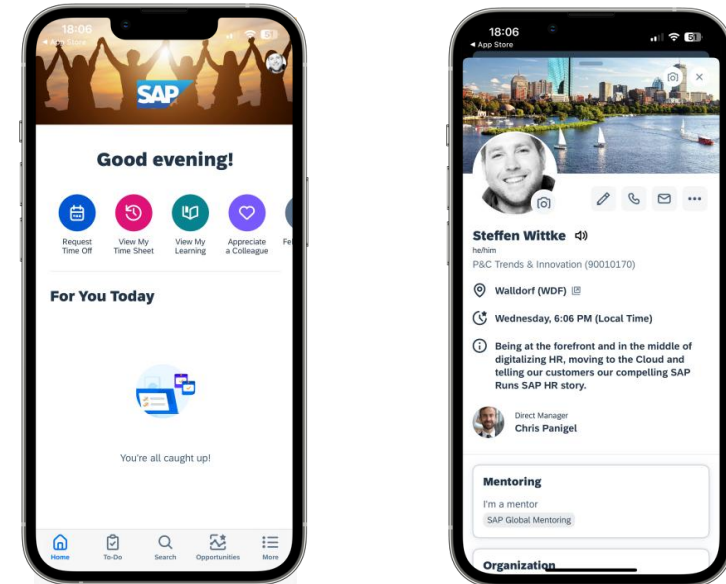
SAP SuccessFactors Mobile App

SAP Business AI

- **Joule Integration** – in planning for all company mobile device users