



Prioritising Sustainability

着重提升可持续发展

Asian Corporate Governance Association

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马康卫 SAP大中华区企业传播与可持续发展副总裁

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EXTERNAL

Some of SAP's sustainability credentials

SAP在可持续发展领域的领先实践

Carbon emissions at pre-2000 levels – carbon neutral by 2025

碳排放降低至2000年以前的水平——2025年实现碳中和

All data centers run on renewable energy

所有的数据中心都使用可再生能源

2nd company in the world to achieve EDGE LEAD – in China

全球第二个在中国获得EDGE认证的公司

Driving ethical and responsible practices through products like supply chain management

通过产品及供应链管理推进商业道德及负责的商业实践

Developing skills and employment through “digital inclusion” CSR focus

通过企业社会责任进行“数字化赋能”，发展技能，提升就业

#1 Tech on Dow Jones Sustainability Index for 12 years

连续12年被评为道琼斯可持续发展指数科技企业榜首地位

Putting Sustainability at the Heart of Our Strategy

将可持续发展融入到我们的企业战略当中

At SAP, we believe that it is not enough to simply have a sustainability strategy but that, instead, our overall corporate strategy must itself be sustainable. Only by achieving this can we fulfill our vision to help the world run better and improve people's lives. We therefore strive to promote sustainability across our entire business.

在**SAP**，我们相信仅仅具备可持续发展战略是不够的，企业战略本身就是应该是可持续的。只有这样，我们才能够让世界运转更卓越，让人们生活更美好。因此，我们致力于在整个业务层面推广可持续发展实践。

Putting a Value on Non-Financial Performance Indicators

在非财务指标中提升价值



对运营利润的影响

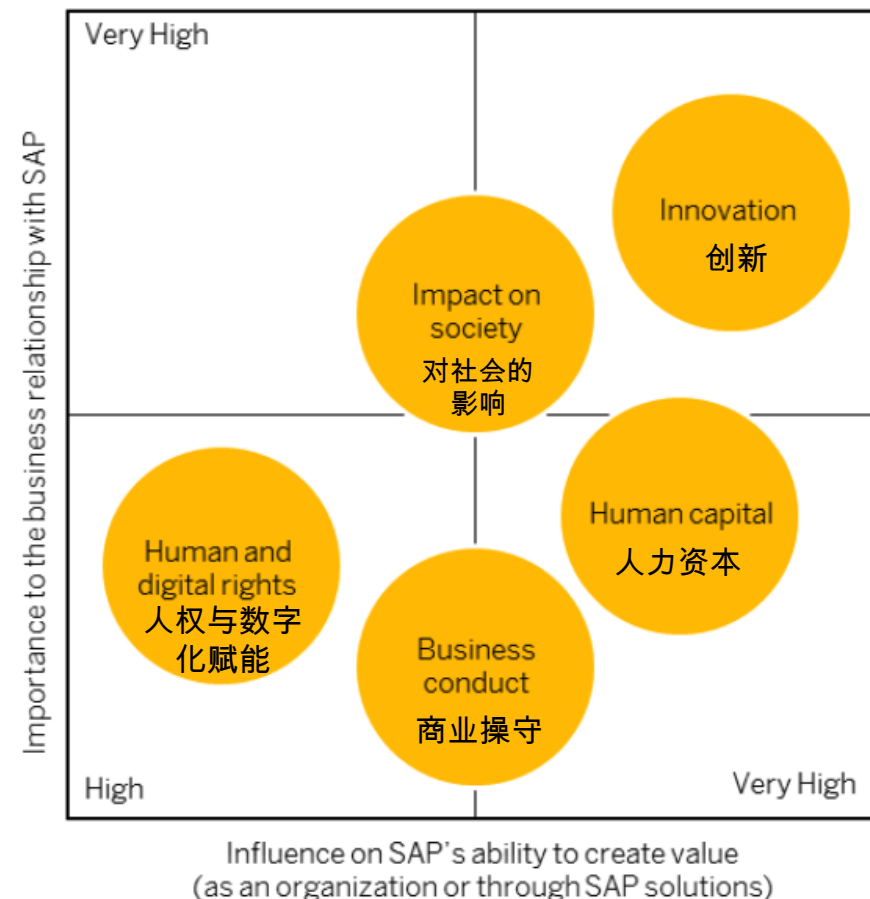
Non-Financial Indicator 非财务指标	Impact on Operating Profit (€ millions, non-IFRS)
Business Health Culture Index 业务健康及文化指标	85 to 95 per pp
Employee engagement 员工敬业度	50 to 60 per pp
Retention 员工保留	55 to 65 per pp
Carbon emissions 碳排放	5 per percent

Figure 1: Connectivity Between Social, Environmental, and Economic Performance. SAP's main KPIs are marked in orange.
社会、环境及经济表现的关联。SAP的主要绩效指标标为桔色。

Determining “materiality”

决定物质转化

- Completed materiality assessment in 2016
 - Process combined GRI and IIRF
2016年完成物质转化评估,过程与GRI及IIRF相结合
1. **Identification** 定义– long list; GRI, SASB, Global e-Sustainability Initiative, and SDGs参考多种指标
 2. **Prioritization** 优先领域 – value creating in 7 categories 在7大领域创造价值
 - – Business conduct 商业操守
 - – Climate and energy 气候与能源
 - – Financial performance 财务表现
 - – Human and digital rights 人权及数字化赋能
 - – Human capital 人力资本
 - – Innovation 创新
 - – Impact on society 对社会的影响
 - Stakeholder interviews to refine 与利益相关者访谈
 3. **Validation** 验证– Committee, advisory panel, CFO 委员会，顾问团及首席财务官
 4. **Review** 审视 – refinement and adaptation 改进与调整



Materiality Matrix (All Items Other Than Financial Performance)

“物质转化”分析列表（除财务表现以为的其他所有指标）

Connecting reporting with strategy

将报告与战略连接

80% of Hong Kong firms said they do not have an ESG strategy, committee or dedicated ESG staff.

80%的香港公司表示他们尚无具备ESG战略、委员会或是ESG专员

- Real-time dashboard for ALL employees 针对所有员工的实时仪表盘
- Executive compensation based on financial and non-financial metrics 管理层的薪酬与财务及非财务指标挂钩
- Internal Audit Committee 内部审计委员会
- Internal sustainability council 内部可持续发展委员会
- External sustainability advisory group 外部可持续发展顾问团
- Sustainability Champions Network 可持续发展专员网络

OUR PURPOSE

我们的愿景

**We help the world
run better and
improve people's
lives**

让世界运转更卓越，
让人们生活更美好



The environment is priceless. Now make protecting it affordable.

VESTAS IS A BEST-RUN BUSINESS. Vestas uses SAP® Cloud Platform to enable faster, more efficient, and cost-effective wind turbine installations. And to lower the cost of maintaining them. So a cleaner environment is never out of reach. **THE BEST-RUN BUSINESSES MAKE THE WORLD RUN BETTER.**

For more, go to sap.com/greenenergy


THE BEST RUN 



Sometimes it's the strongest among us that need the most help.

ELEPHANTS, RHINOS & PEOPLE IS A BEST-RUN BUSINESS. Every year, poachers take the lives of thousands of wild elephants and rhinos in Africa. The nonprofit Elephants, Rhinos & People (ERP) trusts SAP HANA® to help integrate drone footage and GPS data into their efforts to keep endangered elephants and rhinos safe. Thereby helping to preserve the world's ecosystem for future generations. **THE BEST-RUN BUSINESSES MAKE THE WORLD RUN BETTER.**

For more, go to sap.com/conservation

THE BEST RUN 



Communities will always stand together. Provided their buildings do too.

HAKUSAN IS A BEST-RUN BUSINESS. Over 1,500 earthquakes occur in Japan every year. With SAP HANA®, Hakusan blends Big Data, analytics and cloud technology to monitor the structural integrity of buildings in earthquake zones, and deliver relevant data to help protect the structures, along with the people and businesses that rely on them. **THE BEST-RUN BUSINESSES MAKE THE WORLD RUN BETTER.**

For more go to sap.com/safety

THE BEST RUN 



Because moving water is more powerful when you move it to where it's needed.

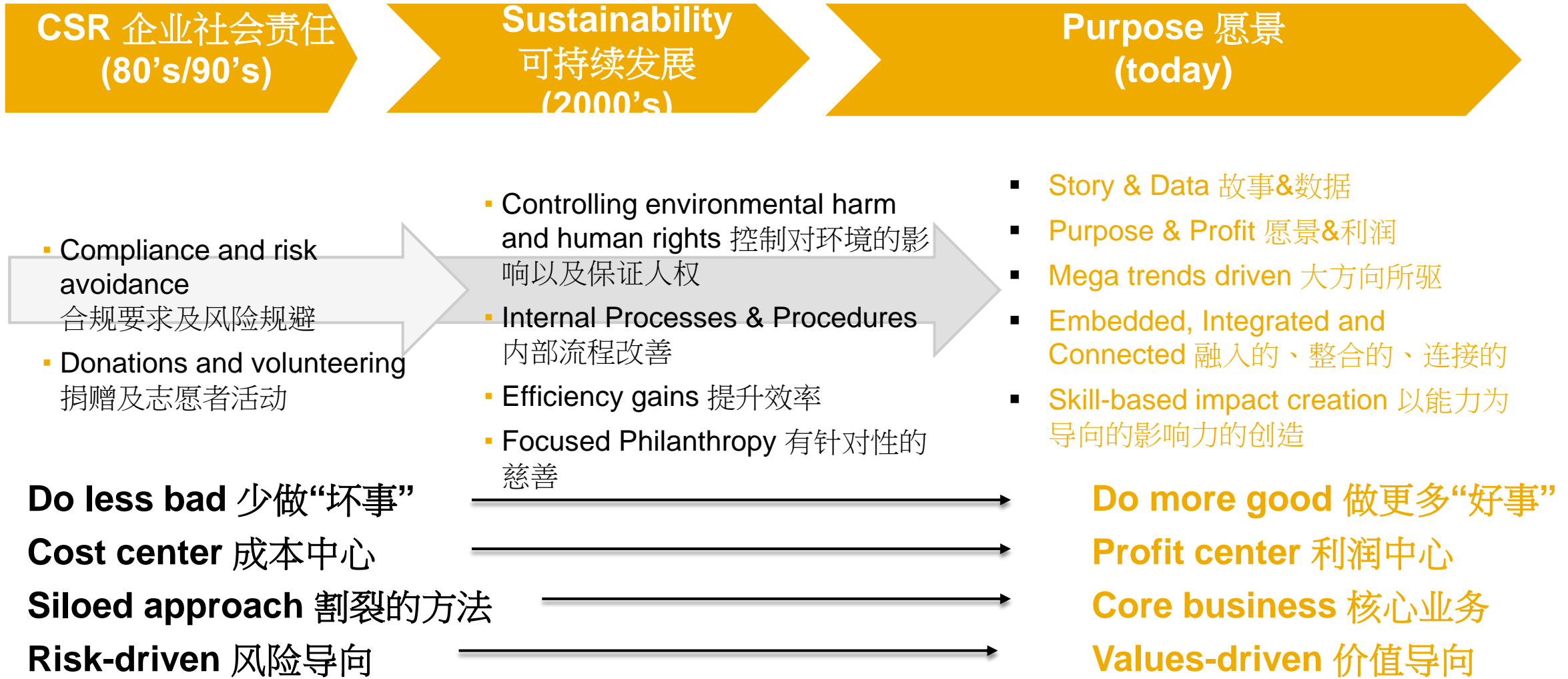
VECTUS IS A BEST-RUN BUSINESS. In India, millions live without clean water. With SAP S/4HANA®, Vectus was able to streamline operations and increase efficiency. So they could eliminate water waste and offer more reliable service to those in India who desperately need it. **THE BEST-RUN BUSINESSES MAKE THE WORLD RUN BETTER.**

For more, go to sap.com/cleanwater

THE BEST RUN 

Evolution of Purpose: From cost center to profit center

愿景的演变：从成本中心到利润中心



Being purpose-driven drives business performance

以愿景为导向提升业绩表现

+6%

increase in share price

股票价值增长

[Project ROI Report, 2015 & EY, 2015](#)

+20%

increase in sales

销售额增长

[EY Winning with Purpose Report 2016](#)

10X

S&P outperformance
by purpose-led
companies between
1996 and 2011
1996-2011年期间以愿景
为导向的公司S&P业绩


[Harvard Business Review and Ernst & Young, 2015](#)


SAP's Digital Transformation Framework Supports Customer Purpose

17  **Strengthen** partnerships by creating transparency of global goal progress via big data analytics and visualization


14  **Protect marine** resources by avoiding illegal fish coming to market via electronic end-to-end traceability


8  **Provide decent** work by eliminating modern slavery via supplier transparency


12  **Substantially reduce** waste by consumer product take-back, processing and reuse via e-commerce platform


5  **Increase equality** by eliminating bias at work via human capital management

10  **Empower economic inclusion** by increasing digital literacy via coding training in developing countries

1  **Reduce poverty** by banking the unbanked via a mobile platform


16  **Support strong institutions** by improving public safety via real-time transparency on incident situations


3  **Promote good health** by increasing cancer survival rates via precision medicine


4  **Provide quality education** by democratizing access via mass open online learning platforms (MOOCs)


9  **Foster innovation** by establishing new business models via B2B and B2C connectivity

15  **Protect biodiversity** by limiting deforestation via real-time data visualizations

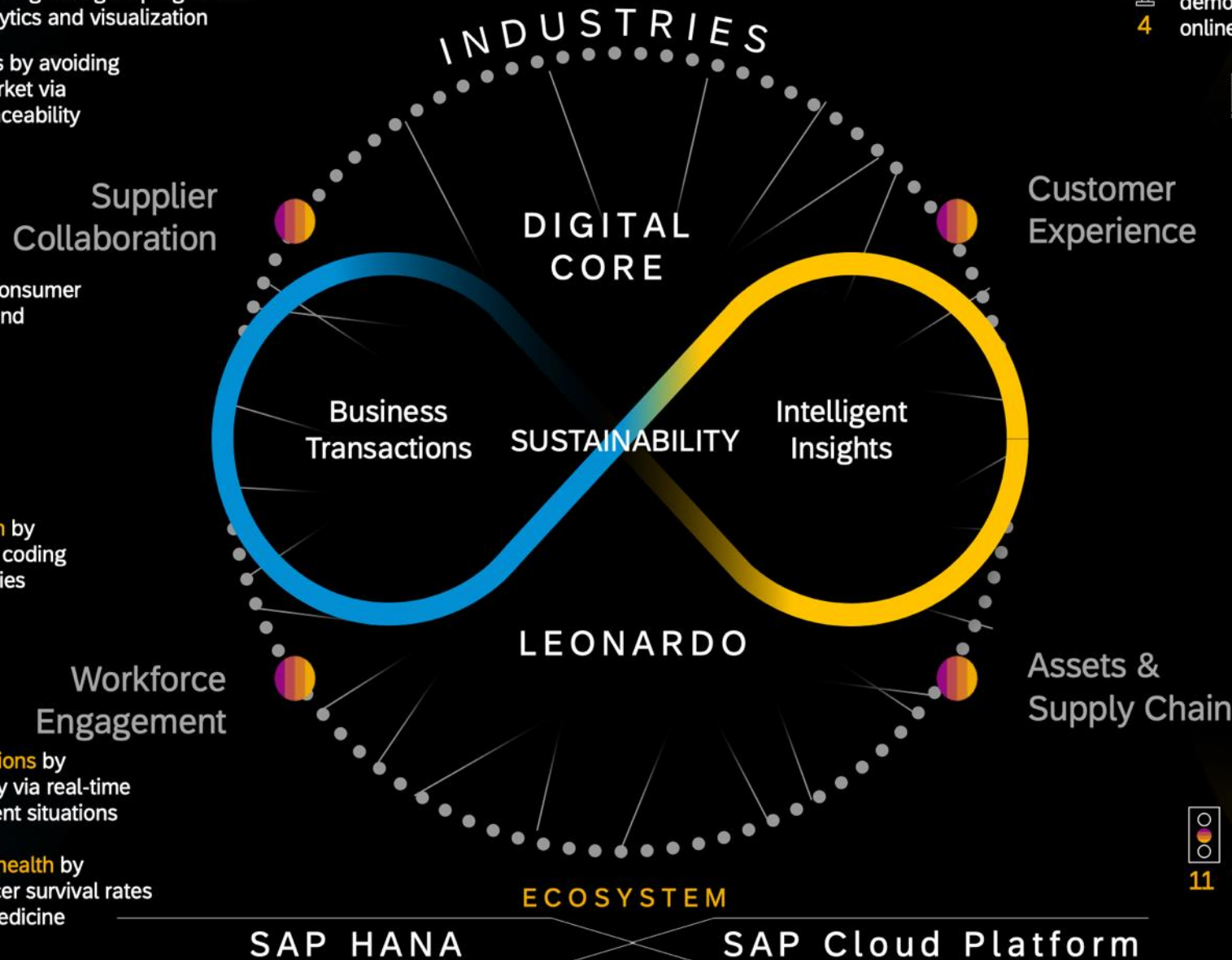
13  **Combat climate change** by reducing ghg emissions via supplier collaboration platform

2  **Reduce hunger** by optimizing produce yield via precision farming

7  **Increase clean and affordable energy supply** by managing building energy demand via smart meter infrastructure

6  **Provide clean water** by ensuring quality via IoT sensing & continuous monitoring

11  **Promote sustainable cities** by minimizing commute time via smart traffic monitoring & IoT sensors



SAP Digital Transformation Framework 助力客户愿景的实现

17 利用大数据分析和可视化技术，透明地掌握全球目标进程，进而**加强**合作伙伴关系

14 利用电子端到端的追溯能力，避免非法渔业，进而**保护**海洋资源

8 实现供应商信息透明化，消除现代奴隶制，进而**提供**体面的工作

12 利用电子商务平台，处理消费者产品退货、加工和再利用，进而**大幅减少**浪费

5 通过人力资本管理，消除工作偏见，进而**增加**平等就业机会

10 通过在发展中国家开展编码培训，提高全民数字化素养，提升**经济包容性**

1 通过移动平台，为无银行账户的人群提供银行服务，进而**减少**贫困

16 通过实时了解事件状况，提高公共安全，进而**为强大的机构提供**支持

3 实施精准医疗，提高癌症患者存活率，进而**促进**健康发展

4 利用大规模开放式在线学习平台慕课，实现民主化的访问，**提供**平等的教育机会

9 利用 B2B 和 B2C 互联，建立新的业务，进而**推动**创新

15 借助实时数据可视化，限制滥砍滥伐，**保护**物种多样性

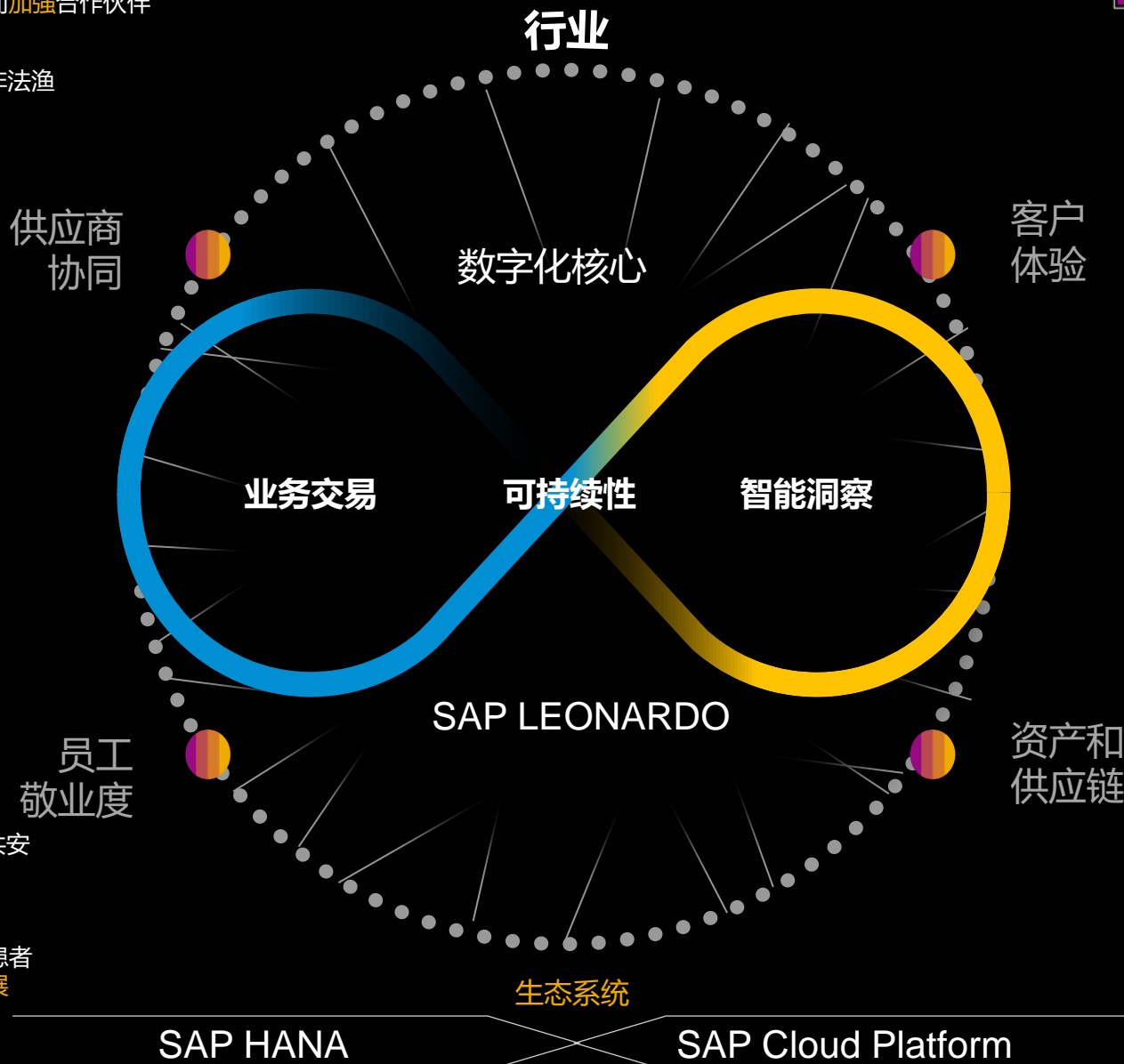
13 利用供应商协作平台，减少温室气体排放，进而**应对**气候变化

2 实施精细农作，提高产量，**减少**饥饿

7 利用智能电表基础设施，管理建筑能源需求，进而**增加**清洁廉价的能源供应

6 利用物联网感知和持续监控技术，保证质量，进而**提供**清洁饮水

11 利用智能交通监控和物联网传感器，尽可能减少通勤时间，**推进**城市的可持续发展

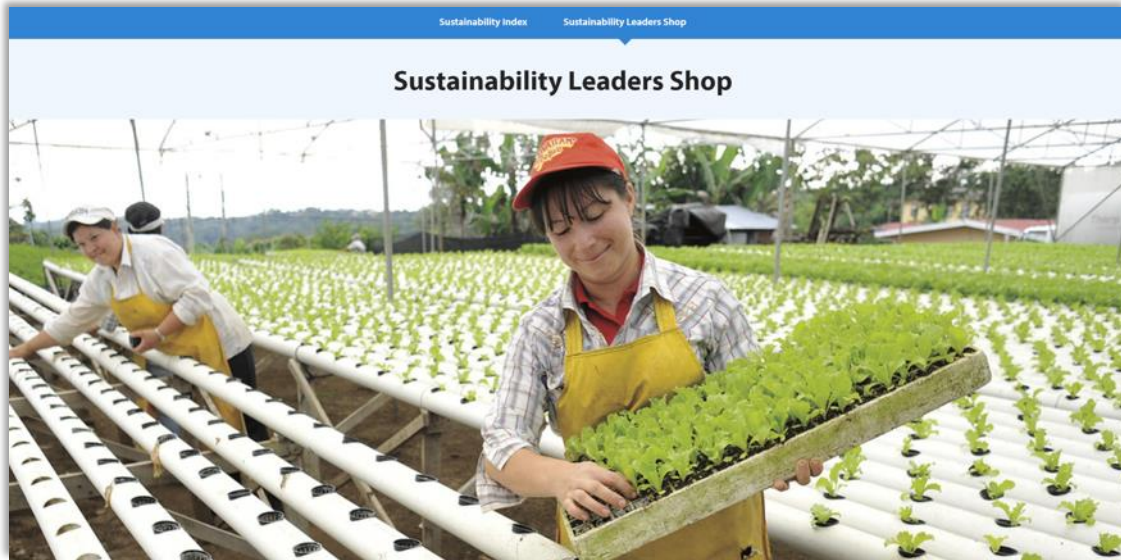


SAP HANA

SAP Cloud Platform

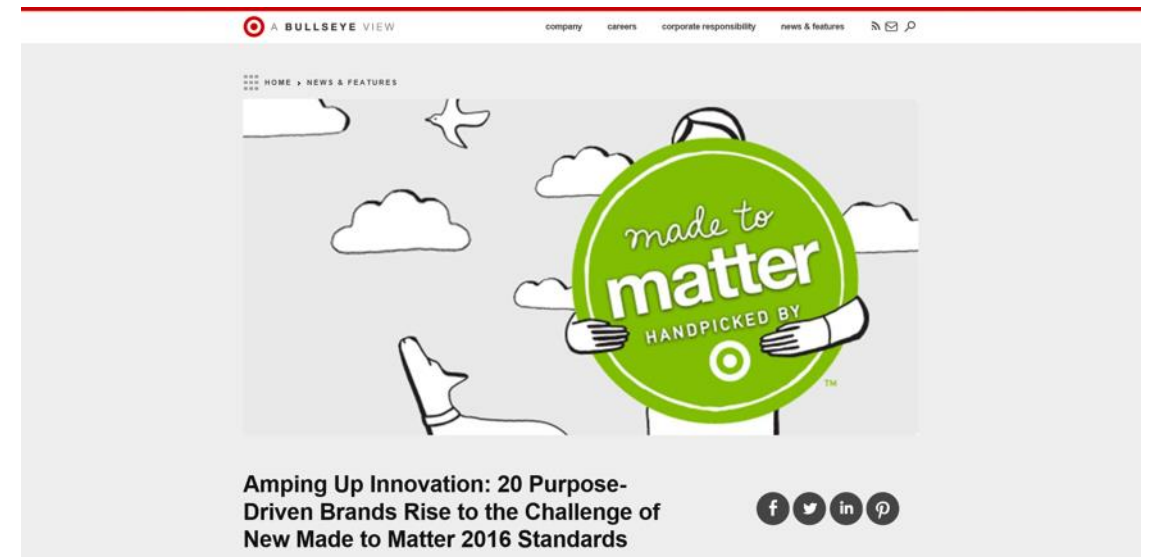
Our Customers: Creating \$1B+ lines of business around Purpose

以愿景为导向的业务为我们的客户创造+10亿美元的新商机



Walmart 沃尔玛

Sustainability Leaders Shop



Target 塔吉特

Made to Matter