SOCIO-ECONOMIC IMPACT ASSESSMENT OF SAP IN INDIA

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---IIPA Team

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ACKNOWLEDGEMENTS

Our overwhelming sincere gratitude to the Chairman, IIPA, Honourable Dr. Jitendra Singh, Minister of State, Ministry of Personnel, Public Grievances & Pensions, Government of India, for staying our never flickering beacon of guidance in this project. Deepest appreciation for our most respected, Director General, Sh. S.N. Tripathi, IAS (Rtd) for his contribution in form of valuable input and constant guidance that helped us in this project. We are very thankful to Sh. Amitabh Ranjan, Registrar, IIPA, for extending all the institutional and administrative support throughout the project.

Further, we can't forget the concealed IIPA force of Sh. Mithun Barua, Dy. Registrar, Academic Support, Sh. O.P. Chawla, Dy. Registrar, F& A and Sh. R. D. Kardam, Assistant Registrar, Accounts, Pension & Membership.

Special thanks to indispensable team members of IIPA research, content and graphics team involved in this project. They burnt the midnight oil to bring shape to this report. Profuse thanks to our content and research team- Ms. Vinti Manchanda, Ms. Anushka Bhilwar, Ms. Nishtha Agarwal and Ms. Dhwani Gupta. Special regards to Dr. Rashmi Anand, Senior Research Officer, IIPA and Ms. Shilpa Yadav, IIPA for their support throughout the project for strategic coordination and threading the report in one unit. We thank Mr. Amit Garg, Finance and Operations Expert for his continuous support in various tasks of the report generation. Special thanks to Mr. Aditya Garg, our analytics expert for providing the tools and building the analytics graph for the report.

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FOREWORD

Date: January 6, 2022

The world today is more connected than ever. As India sails through the Fourth Industrial Revolution, one of our biggest strengths has been the adoption of technology by its citizens at an incredible pace. The country today, with the joint endeavour of government, academia and national and international MNCs has been able to create an ecosystem, which is fostering innovation and growth for the socio-economic development of its masses. There is, at the same time, also an urgency to successfully achieve sustainable development goals by the year 2030. In this journey, industry surely plays a major transformative part through its technology, innovation, resources, and skills.

The present study 'Socio-Economic Impact Assessment of SAP in India: Innovation Fuelling Growth' is an effort in the above direction by measuring the impact created by Multinationals like SAP on the Indian economic and social development process. The study, undertaken by IIPA, captures a comprehensive view of SAP's contribution to the Indian economy through its various technology advents and innovations. The study has given way to measure the social transformation within the country. It has also highlighted how sustainability is at the very core of business strategy and growth for SAP in India. I am happy to see that this report has been a culmination of all these ideas that make organizations relevant for the future to come. I hope that this report will clear the path for other organizations to take up this practice of socio-economic assessment and re-orient their goals accordingly.

I sincerely acclaim the team efforts of the SAP team headed by Dr. Lovneesh Chanana and our senior-most faculty Dr. (Ms.) Charru Malhotra (e-Governance and ICT) for initiating this project, guiding it, and working tirelessly on it along with Dr. Pawan Taneja (Operations Research, Management) and the rest of the IIPA team. She has done a tremendous job with her team, to develop a necessary toolkit for measuring and reporting corporate performance that could help not just SAP but all the business-houses to address and reflect their performance scores on SDG goals.

We again wish all the best to SAP for undertaking an interesting journey that has made difference to the millions in the country.

(S.N. Tripathi)

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EXECUTIVE SUMMARY

Industry, in collaboration with other stakeholders – the government, civil society, think tanks and academia, play a major role in the process of socio-economic development of the country. Businesses, through their actions, are able to enhance people's assets, capabilities, opportunities and standards of living. This assessment not only highlights the contribution made by SAP in India, but also its strategic drivers, the geography in which it operates, as well as the company's course of impact creation.

SAP in India has been the fastest growing market of SAP SE, the world's leading provider of business software solutions. It began operations in India in 1996 and has, since then, witnessed unprecedented growth both in terms of revenue and customer acquisition. With this spectacular growth in the Indian subcontinent (its key market), it also becomes imperative for SAP to pay heed to India's growth and SAP's involvement with it.

An 'Organisation Impact Evaluation' of SAP in India can help gauge upon the social and economic impact it has had on the nation as a whole. This task of undertaking the Socio-Economic Impact Assessment of SAP in India was entrusted to Indian Institute of Public Administration (IIPA), New Delhi. IIPA acts as a think tank for the Government of India for training, research and information dissemination in streams related to the ethos of public policy and public administration.

To accomplish this, IIPA proposed an assessment strategy comprising of four components - Capture, Measure, Assess and Impact (CMAI) - in order to gain a comprehensive understanding of the organisation in the country. The initial data for the study was captured along the TELOS framework. The captured data was then assessed and visualised in shape of a 'V' (Value), with innovation driving socio-economic growth in the country. This was finally mapped along the UN Sustainable Developments Goals, which aided the understanding of the grassroots level impact SAP has had on India, as well as its alignment with India's growth agenda.

Contribution to GDP

The total GDP contribution by SAP Ecosystem is approximately **₹54,747Cr (€6.44 billion) for FY20** with following details:

- Direct Contribution: **₹9947Cr[1] (€1.17 billion)** to the national economy in FY20, 0.7% of the Indian IT Industry
- Indirect Contribution: SAP's partner ecosystems in India contributed **₹39,788Cr (€4.68 billion)** to the Indian GDP, 2.8% of the Indian IT Industry
- Induced Contribution because of Jobs created in related sectors: GDP contribution of **₹5,012Cr (€589 million)** for FY20

[1] Please refer to the individual chapter for detailed calculations

Contribution to Employment

The total contribution by SAP Ecosystem in terms of job creation in India is approximately **5.2 Lakh (more than half million jobs)**[2] for FY20 with following details:

- Direct Contribution: SAP in India has approximately **13,500 employees** enrolled on its payrolls for FY20.
- Indirect Contribution: SAP India's indirect job contribution is **1,35,000 jobs** for FY20 through partners ecosystem.
- Induced Contribution of SAP to the India's employment **3,71,250 jobs** for FY20 in other related sectors

Productivity at SAP

The annual productivity (revenue per person) at SAP in India stood at **₹73 Lakh (€85,882)** per employee for FY20, more than **twice** the average of IT Industry in India

Contribution to India's International Trade

- The Software Product and Engineering Services Export at SAP in India for FY19 stood at **₹4124Cr (€485 million),** which is 1.77% of the total software product and engineering services export from India
- SAP in India oversaw a consistent average growth of 30% in its Balance of Trade from FY16 to FY20
- The software product and engineering services export by SAP in India for the FY20 stood at **₹4,567Cr (€537 million)**. The royalty paid to SAP SE for the same year by SAP India was **₹1,853Cr (€218 million).**
- SAP has positively contributed **₹2,194Cr (€258 million)** to India's Balance of Trade for FY20.
- SAP Labs India has been conferred with the prestigious 'IT Pride of Karnataka' award and IT Software Exports Award by STPI, for their contribution to the ER&D exports of the country since 2012.

Cloud Market Share

- SAP in India's cloud revenue has grown steadily from negligible to **12%** of the total revenue from FY16 to FY20
- The Cloud Revenue within the Indian IT Industry for FY19-20 was ₹27,000Cr. SAP in India has significantly contributed to the cloud industry with its revenue of **₹590Cr (€69.4 million)** i.e., Approximately **5%** of Industry revenue.

[2] Please refer to the individual chapter for detailed calculations

Corporate Social Responsibility

- Over **46,80,288 lives impacted** through SAP CSR initiatives in India
- Code Unnati, SAP in India's flagship CSR programme won the prestigious Golden Peacock Award in the year 2019
- Over 18 Lakh people were trained on digital skills under the SAP's Code Unnati Programme
- Over 45,000 master trainers were trained under SAP CSR projects in India
- 65% of the beneficiaries under different SAP CSR programmes have been women and girls
- 8,450 SAP employees have been able to put in 62,324 volunteering hours into different SAP CSR initiatives in India Over 2,35,964 lives impacted through SAP CSR employee volunteering in India
- The Social Return on Investment for the Bharatpur CSR Initiative was greater than 5 times or each rupee spent

Diversity, Equity and Inclusion

- SAP in India consists of 30.9% women workforce, which much higher than India national average of Female labour participation rate of 16.6% in year 2020
- 22.3% women in SAP in India are in the position of management at SAP in India
- SAP Labs India was the first organisation to include Autism at Work.
- SAP in India was recognised as the Top Employer in India by the Top Employer Institute for four consecutive years- 2019, 2020, 2021 and 2022

SAP Training Landscape

- 66,003 SAP certified professionals are from India (since 2011). They represent approximately **23%** of SAP professionals around the globe.
- The University Alliance Programme in India was able to partner with 200+ colleges and institutes where 9,000 students were exposed to SAP software.

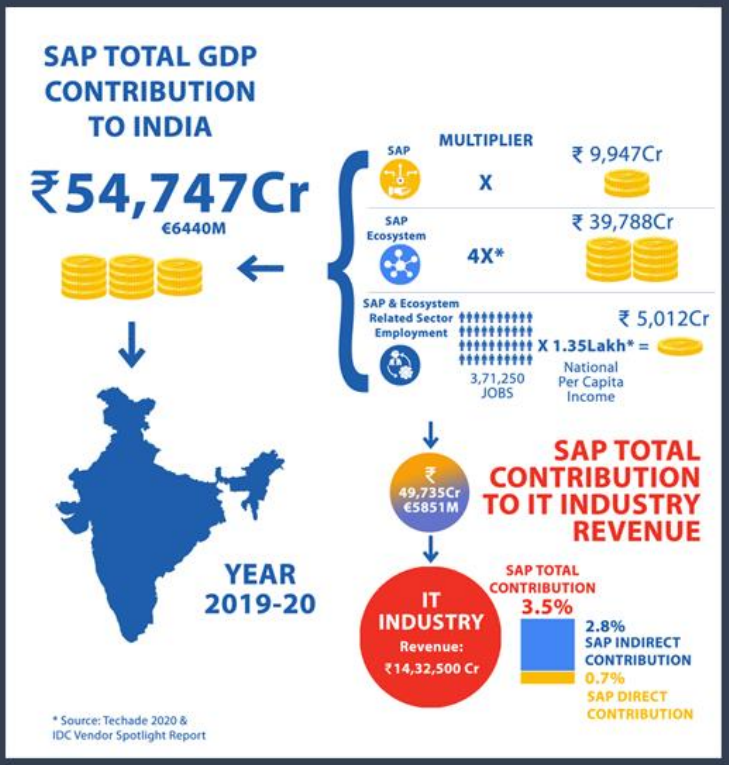
Innovation Fuelling Growth

- SAP Labs India is the second largest Research and Development centre for SAP outside its headquarters in Germany
- SAP, between FY16 and FY21, filed 628 patents worldwide, where at least one of the co-innovators has been from Labs India
- SAP India cloud business has grown steadily from being negligible to over 12% of the total revenue in the last five years from FY16 to FY20
- The Start-Up Studio at SAP in India, has, since its inception enabled the scale-up of 51 early and growth stage tech start-ups. Total External Funding Facilitated is ₹11,012 Cr.
- SAP InnVent promotes ground-up innovation and nascent intrapreneurship within SAP. With 5500+ participants, 1500+ ideas and ₹38.25 Cr (€4.5 M) funds raised till date. InnVent is the spark behind inspiring startup stories such as Brilliant Hire, Innversation and EverLoop.

KEY HIGHLIGHTS

Economic Impact of SAP in India

SAP's Contribution to India's GDP



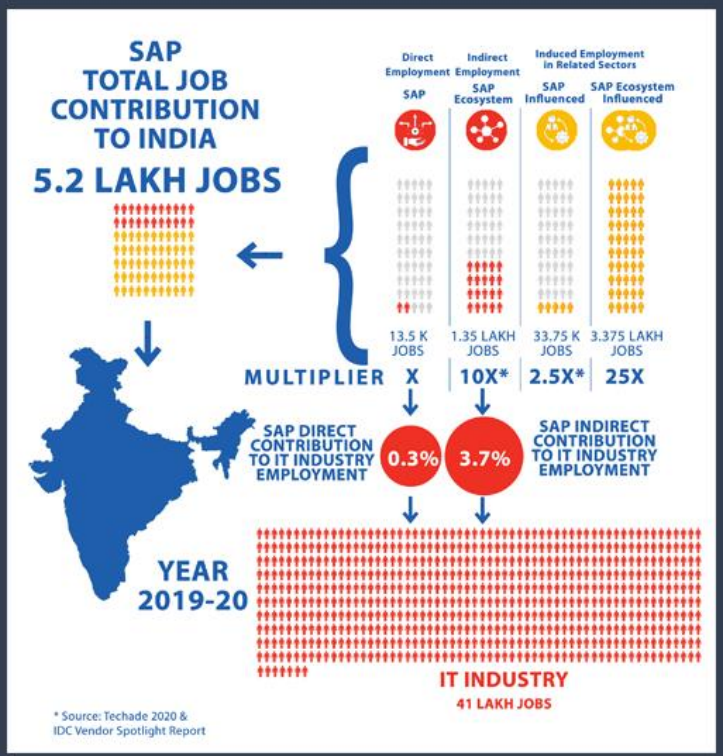
The total GDP contribution By SAP Ecosystem is approximately 54,747Cr (€6.44 billion) for the year FY20.

- Direct Contribution: ₹ 9,947Cr (€ 1.17 billion) to the national economy in the year 19-20, 0.7% of the Indian IT Industry
- Indirect Contribution: SAP partners in India are contributing ₹ 39,788Cr (€ 4.68 billion) to the Indian GDP, 2.8% of the Indian IT Industry
- Induced Contribution because of Jobs created in related sectors: GDP contribution of ₹ 5,012Cr (€589 million) for the year FY20

SAP's Contribution to India's Employment

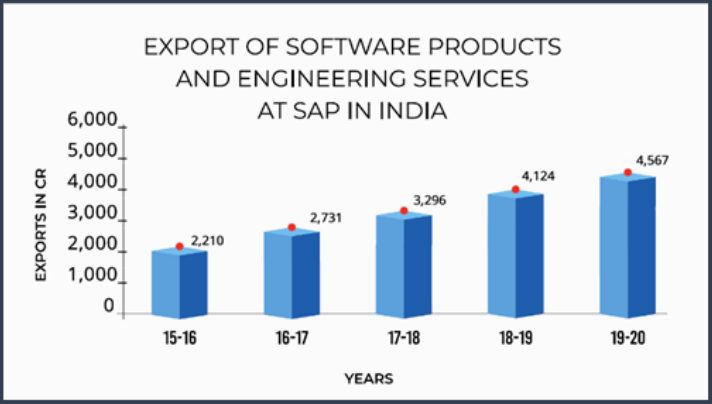
The total Job contribution by SAP Ecosystem to India is 5.2 Lakh for FY20

- Direct Contribution: SAP in India is 13,500 employees strong
- Indirect Contribution: SAP India's indirect job contribution is 1,35,000 jobs for FY20
- Induced Contribution to the India's employment 3,71,250 jobs for FY20



Contribution to India's International Trade

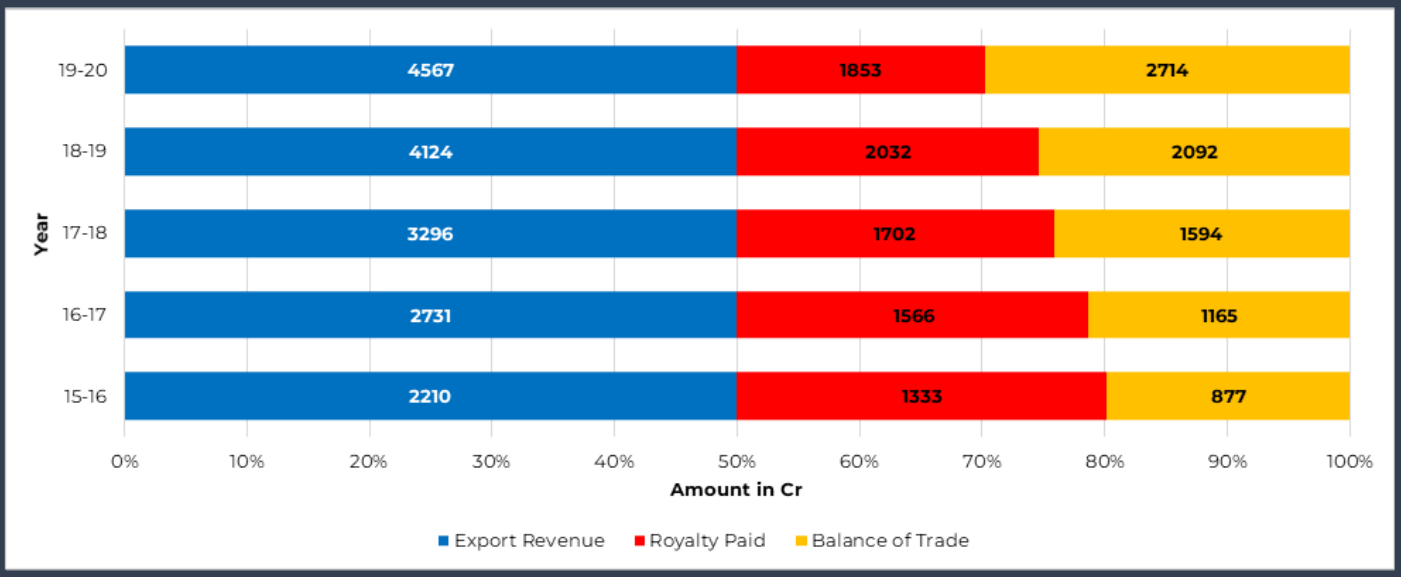
Software Product and Engineering Services Export



SAP Contribution

1.77%
of India's Software Product and Engineering Export

Positive Balance of Trade



SAP Cloud Story in India

5% SAP Cloud in India is of India Cloud Market

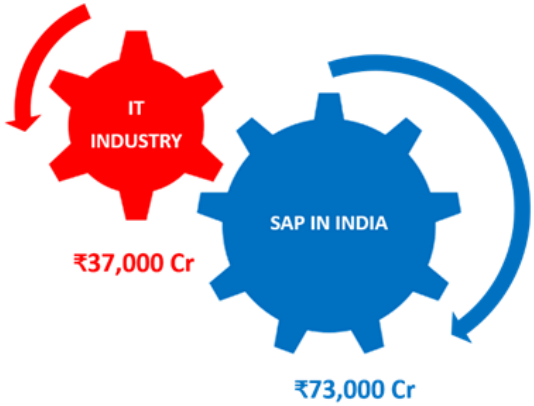
590Cr
SAP Cloud in India

27,000Cr
India Cloud Market

FY20

SAP Productivity in India

2X SAP in India productivity in comparison to IT Industry



Industry Impact of SAP in India

RENEWABLE ENERGY

SAP customers represent **55%** of India's generation capacity across **thermal, hydro, nuclear and renewable sources**

India became a power generation surplus economy and the world's 3rd largest producer of electricity

AVIATION

SAP helps **Airports Authority of India** manage **137 airports**, **16 Cr passengers** and **90Cr tonnes of cargo** every year

India is **world's 3rd largest Aviation market** with extensive connectivity, world class airports and affordable fares

AUTOMOBILE

8 out every 10 cars on Indian roads are manufactured by SAP customers

India is world's **4th** largest automotive market

RAILWAYS

India fast tracked its massive Railway network with a modern un-interrupted ticketing system

SAP systems help India Railways issue **2Cr** tickets every day

DAIRY

SAP helps dairies in India produce **1.35Cr Litres** of Milk per day impacting **32 Lakh farmers**

India is the largest milk producer in the world

TELECOM

SAP customers serve nearly **70Cr mobile subscribers**

India is world's **2nd largest mobile subscriber market**

Industry Impact of SAP in India

ROADS & HIGHWAYS

SAP solutions help NHAI efficiently develop, maintain & manage over **90,000 Km of highways**

India **tripled its road network** adding thousands of kilometers of new state and national highways

OIL & GAS

18 out of 20 Refineries in India run SAP. Almost the entire crude oil production of **7,77,000 Barrels** per day touches an SAP System

India nearly doubled its crude oil refining capacity, reducing dependence on imports

DEFENSE

Indian Navy runs its entire Financial Information System, powered by SAP technology

India built one of the world's largest and most modern armed forces, committed to protecting the sovereignty of the nation

SAP's Code Unnati programme has propelled inclusive growth for over **18,00,000 people**

IT & BPM

SAP Labs in India is our **2nd** largest R&D facility outside of Germany with **9,087 employees** for FY20

India became a global force in the IT & IT Services market, creating over **25 Lakh direct job opportunities**

India became the digital capabilities hub of the world with **75%** of the global digital talent pool

EDUCATION

NATIONAL

Almost **60%** of **India's GDP** today touches an SAP System

Indian economy grew nearly **10 times**, making it a global economic powerhouse and lifting **30 Cr citizens out of poverty**

Innovation

Make in India

Labs India is the second largest Research and Development Centre for SAP outside its headquarters in Germany; over 15% of the total revenue is spent on R&D

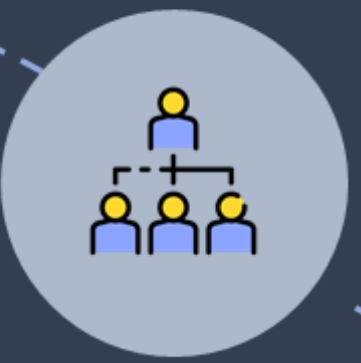
Patents Worldwide

SAP between FY16 and FY21, filed 628 patents worldwide, where at least one of the co-innovators has been from Labs India

Focus on Emerging Tech

Intelligent Technologies from SAP are the Future

- Innovation Centre Network (ICN): SAP's Think Tank, investigates and incorporates emerging techs into SAP Solutions
- Cloud Business has grown from virtually zero to 12% of the total revenue in the last five years (FY16 to FY20)
- ₹500 Cr Invested by SAP in India to accelerate multi-cloud strategy in the country



Robust Co-innovation Ecosystem

For employees, partners and customers

- A holistic approach to innovation has allowed them to share insights and resources collectively with partners, customers and employees
- The Co-Innovation Lab (COIL) is a platform to develop innovative solutions on SAP technologies.
- SAP InnVent: Promotes ground-up innovation and nascent intrapreneurship within SAP. With 5500+ participants, 1500+ ideas and 38.25 Cr (€4.5 M) funds raised till date. InnVent is the spark behind inspiring startup stories such as Brilliant Hire, Innversation and EverLoop.

Fuelling Growth

Awards

- The Golden Peacock Award for Sustainability in 2020
- CII Innovation Award: Most Innovative Company of the Year 2020

Sustainability as Innovation

- Sustainability is an inherent part of their business model globally: Climate Action, Circular Economy and Socially Responsible Value Chain
- Technology solutions to enable sustainable operations for partners and customers: SAP Product Footprint Management, SAP Environment Health Safety Management System, SAP Business Ecology Management
- SAP in India with its customers can influence approximately 36% of the country's GHG emission (per unit of GDP).
- In Campus Initiatives: 100% Data centres run on renewable energy, Green Energy at Bangalore Campus, 70% of Labs India transportation is powered by Electric Vehicles

Start-Up Studio at SAP

- Has enabled the scale of 51 early and growth stage start-ups
- Total External Revenue Facilitated: ₹1,021 Cr
- 280+ VC firms
- 1000+ active mentors

Health and Well Being

Emphasis on **Physical, Mental, Emotional & Social Well Being of Employees**

Childcare crèche and maternity care

Employee Assistance Program
Care for Life Fund

Get Wellness Coverage

Medical Insurance for staff and family members

Leadership Sensitivity for employee and community healthcare

Are you ok? - SAP India had set up 24x7 helpline number for SAP employees and their immediate family members

SAP has been leveraging the power of technology to find solutions to immediate problems and help support colleagues, governments, and local communities.

SAP Global, in 2021, has committed €3 million to its Covid Emergency Fund, supporting equitable vaccine distribution and immediate relief for India.

COVID-19 Management in India

COVID EMERGENCY FUND added another €3 million to a total €6 million for relief

Relaunched **#KarnatakaFightsCorona Sankalpa** portal – facilitated **4,300 volunteers**

SAP Labs India partnered with Government of Karnataka (GoK) and NGOs to create a live directory to help citizens find verified COVID-19 resources

SAPMitra
an AI powered COVID19 support Chatbot

Catering 1,600 distress calls everyday for GoK

Construction of make-shift hospitals in Bangalore

€2 million to support colleagues in India

Oxygen Digital Tracking System (OTDS) in collaboration with MeitY

€1 million for COVAX – CEPI, Gavi, WHO and UNICEF

Supported Vaccination of its 14,000+ workforce and their families in India

Round-the-clock efforts from SAP's Crisis Management Team (CMT) to support its workforce

Partnered with the District Collectorate of Rural Bengaluru to provide 50 Oxygen Concentrators in 4 Taluks' government hospitals: Devanahalli, Doddaballapura, Hoskote and Nelamangala

Procured 100 Oxygen Concentrators and 29 Oxygen cylinders for distribution among employees

Donated Ventilators to Karnataka Health Ministry to be used in the remote areas of the state

Partnered with IIT-D to augment its hospital with Oxygen Plants to treat around 30 patients at any given time

Augmented public health and health care system in collaboration with CSR partners such as UNDP India, Govt. of Karnataka and Govt. of Haryana

Corporate Social Responsibility

45,000
Masters trainers are trained

Contributed
INR 24 CR
for SAP flagship initiative Code Unnati

Social Return on Investment (SROI) is greater than 5 times. For every ₹ 1 spent has created a social value of ₹ 5

8,450
employees have put in **62,324** volunteering hours

Helped in Social Entrepreneurship to **30** Social Startups

SROI > 5*

46,80,288
Lives Impacted through CSR

18 lakh
people are provided Digital Literacy under Code Unnati

65 %
CSR beneficiaries are Women and Girls

Collaboration with NITI Ayog, AICTE, Govt. of Karnataka, NGOs and Private Companies, Public-Private Partnerships with UNICEF and UNDP

* Internal EY Report on Bharatpur Project

CHAPTER 1

INTRODUCTION

Need of Impact Assessment

The process of socio-economic growth within a country, to a large extent, relies upon collaboration between different stakeholders – the government, civil society, think tanks, academia and businesses. A socio-economic impact assessment, in this context, can be seen as the most effective medium to understand the role played by each of these stakeholders within this process. An assessment, in essence, will allow both present and prospective stakeholders to recognise what a company's highest-potential impact is, but, also where they come from, how they unfold, and what can be done in collaboration at scale to mitigate or leverage them. Such an understanding, additionally, highlights an industry's contribution, its strategic drivers that are contextual to a sector, the geography in which it operates, as well as the company's course of impact creation. It is also a major predictor of business success. Assessing the socio-economic impact businesses have on the nation as a whole, thus, holds the potential to build a more sustainable world for generations to come.

Businesses, moreover, are an important part of society and operate within it. They create jobs, train workers, procure raw material, build physical infrastructure, pay taxes and expand people's access to different products and services. Through this, businesses can enhance people's assets, capabilities, opportunities and standards of living. They have also been crucial in the growth of different industries such as food, healthcare, energy, information technology and hospitality. Businesses have thus, come to play an important role in the socio-economic development of the nation.

SAP in India has been the fastest-growing market of SAP SE[3], the world's leading provider of business software solutions. It began operations in India in 1996 and has since then witnessed unprecedented growth both in terms of revenue and customer acquisition. With this spectacular growth in the Indian subcontinent (its key market) it also becomes imperative for SAP to pay heed to India's growth and SAP's involvement with it.

An impact evaluation for SAP in India as an organisation will help gauge the social and economic impact it has had on the nation as a whole. The task of assessing the socio-economic impact of SAP in India was entrusted to Indian Institute of Public Administration (IIPA), New Delhi.

[3] SAP Document Data to IIPA

About IIPA

The Indian Institute of Public Administration (IIPA) is an institution of national eminence. It was established on March 29th, 1954, by its First President Pt. Jawaharlal Nehru, to enhance the frontiers of knowledge in through applied research and education as well as training of administrators to serve the people of India. IIPA acts as a think tank for the Government of India for training, research and information dissemination in streams related to the ethos of public policy and public administration. IIPA takes the reality of governance in transition into consideration in all its skill-development, research and knowledge management activities. The institute undertakes policy research studies on current issues of public concern on its own initiative; it also conducts operational researches in response to specific organisational need to find solutions in difficult decision-making areas. IIPA equips public servants with knowledge, skills, and behaviour required for managing the task of public policy and governance. In its endeavour to enhance the leadership, managerial, and administrative capabilities of the executives in government and public sector enterprises, the institute works in close collaboration with national and international organisations.

Objectives of the Study

This study aims to analyse the potential of SAP in assisting India's progress towards a five trillion-dollar economy by the year 2025. The objectives of the research were as follows:

1. To study and to trace the genesis of SAP;
2. To understand the current landscape of SAP with special reference to India;
3. To evolve a conceptual framework delineating the micro and macro sectoral indicators for evaluating SAP in India;
4. To examine some of the identified initiatives of SAP in India on the proposed conceptual framework;
5. To apply the proposed framework for examining the overall impact of SAP in India so that it could contribute more meaningfully to the Indian economy to achieve its five trillion-dollar target by the year 2025; and
6. To provide recommendations to augment the competitiveness of SAP.

CMAI ASSESSMENT STRATEGY

IMPACT

ASSESS

Indicators	Areas of Analysis		Areas of Analysis	Indicators
CSR, Health and Well Being, Diversity and Inclusion, Digital Literacy and Future Ready Skills	SOCIETAL BENEFITS Exploring benefits to society in areas of digital enablement, economic empowerment, social investments and Impact on SDGs	SOCIAL	ENVIRONMENT Exploring how SAP is contributing to the global fight against Climate Action, and how Industry can help India achieve its environmental goals	Influence on India's emission targets E-waste management Dedicated Projects Internal Initiatives
Impact on GDP, Employment, Productivity, Export and Balance of Trade	ECONOMIC IMPACT Exploring benefits to business, sector and country, Economic outcome of Innovations	ECONOMIC	SUSTAINABILITY Exploring how sustainability is a core business practice at SAP , Sustainability as Innovation	Sustainability as Business Model Technology Solutions enabling sustainability
Philosophy, Innovation to Market, Patents, Emerging Tech, Co-innovate and Co-create, Start-ups	INNOVATION Continuous thrust on innovation, investments in emerging markets, decentralized policy for cultivating innovation is resulting in surviving and thriving in long run.	INNOVATION		

MEASURE

CAPTURE

Research Strategy

Organisations can foster a culture of empowerment and inclusivity within itself, but, the challenge for them usually pertains in directing the same empowerment to its partners, customers, vendors, society, government and civic society. A framework that can assess this perspective will not only provide a wholistic understanding of the impact the organisation has had, but, at the same time also provide a roadmap for a way forward.

The impact assessment study for SAP in India reviews the impact the organisation has had on the Indian economy, society and environment. To achieve this objective, the research team at IIPA decided to customise an assessment strategy for evaluating the organisation's impact comprehensively. The Capture, Measure, Assess Impact (CMAI, hereafter) strategy used was for a complete understanding of the socio-economic impact of SAP in the country.

The first step within the strategy involves capturing data for the initial assessment and understanding of the organisation, the general structure, as well as the impact. The data for the primary stage of the study was, thus, captured along the parameters of Technology, Economy/Economic, Legal, Operational/Organisational and Social (or TELOS). This was recognised as the most suitable medium to capture data for this phase of the study. The data and information collected were further checked and validated for their correctness at the measurement stage.

The next stage of the study involves defining the impact parameters for a technology-based organisation. The impact for SAP India was visualised in the shape of 'V', with innovation at its base.

Innovation at SAP and with its customers can be seen driving economic growth which has resulted in both direct and indirect societal benefits. On the other side, innovation can be observed guiding SAP's sustainability strategy ultimately culminating in the environmental impact the organisation will be able to have. It was additionally indicative of the edge within the thought leadership at SAP in India.

Finally, the outcomes of all these SAP activities, whose value is assessed using 'V' representation, is further mapped on the 17 UN Sustainable Development Goals (UN, 2015).

Research Process

The research team at IIPA, conducted a thorough secondary research and analysis to understand and explore the impact of various SAP activities and initiatives in the country. This involved perusal of relevant industry reports, research papers and information available on different public domains. This allowed the team to develop a fundamental understanding and reach a conjecture for next phase of the study. It also enabled them to identify the various indicators for evaluation of the organisation's impact on the country.

The next phase of the study involves seeking an informed view and validation on the understanding of the organisation achieved through the medium of secondary research. This entailed semi-structured primary interactions with various business heads at SAP in India. The inputs from this process were gauged along the TELOS framework.

This was followed by multiple focus group discussions between the IIPA research team and SAP to further validate the data received. The qualitative and quantitative data from these interactions were assessed, analysed and then visualised in shape of V, with innovation at its base fuelling growth. This enabled the research team to assess and represent the impact of different SAP activities and initiatives on India's economy, society and ultimately, the SDGs.

Nomenclature and Standards

Through the process of this study, it was necessary to adopt certain nomenclature and standards for purpose of clarity and consistency. These largely pertained to the classification of different SAP entities in the country and numeric standards. To do so, the research team come up with a base standard, which could be used throughout the study. These are:

- SAP in India: This term, for the purpose of the study, is inclusive of SAP India Pvt. Ltd. and SAP Labs India Pvt. Ltd.
- SAP Ecosystem: This term, for the purpose of the study, is inclusive of SAP in India, its partners and customers
- SAP SE: This term, for the purpose of the study, represents the parent company based in Walldorf, Germany
- The Indian Numeral System has been followed for the representation of different numbers and figures for the purpose of the report
    - 1 Lakh is equivalent to 100,000
    - 10 Lakh is equivalent to 1,000,000

    - 1 Crore is equivalent to 10,000,000
    - 10 Crore is equivalent to 100,000,000
- The base value for Euro for the purpose of calculation was ₹ 85
- The base value for USD for the purpose of calculation was ₹75

Structure of the Study Report

This report is an outcome and an overview of the results attained through review and research analysis undertaken in the study. A bird's eye-view of the study has been represented herein:

Chapter 1: Introduction- This chapter establishes the need and background of the study and gives a scope of work along with the framework and methodology used to pursue the proposed impact assessment study.

Chapter 2: Striving to Excel: SAP in India Contribution Towards SDGs- This chapter maps the impact of SAP in India and its ecosystem along 17 Sustainable Development Goals.

Chapter 3: The Alchemist: Economic Impact of SAP in India- This chapter delineates the economic contribution made by SAP in India and its ecosystem to the Indian economy. It specifically covers the contribution made to the GDP, employment and emerging sectors of the Indian economy.

Chapter 4: The Good Samaritan: Social Impact of SAP in India- This chapter communicates the Social benefits SAP in India and its ecosystem has been able to generate. It outlines the training universe within the organisation. The next section tries to understand the CSR initiatives and activities for SAP in the country. Empowerment of MSME sector in the country forms the next section of this chapter of the study. The effect of the SAP's 'Diversity, Equity and Inclusivity' policy on its employees, ecosystem and the society has been also been underlined. Lastly, the Covid-19 management and emergency response at SAP in India is also covered in this chapter.

Chapter 5: Solving the Unsolved: Innovations at SAP in India- This chapter highlights the need and significance of innovation and research at SAP Labs India. It also underlines the consequent positive impact it has had on the organisation, society and nation as a whole.

Chapter 6: Growth Trajectory of SAP in India – The final chapter of the report outlines the different aspects that drive growth at SAP in India.

CHAPTER 2

STRIVING TO EXCEL: SAP IN INDIA CONTRIBUTION TO SDGs

Introduction

The 17 United Nations Sustainable Development Goals (SDGs) provide a globally accepted framework which SAP uses for communicating their purpose to "*help the world run better and improve people's lives*." Through sustainable, purpose-led operations, and by enabling its customers to operate in a sustainable way, SAP aims to execute this purpose (SAP Integrated Report, 2020). Post the adoption of SDGs by world leaders in September 2015 (UNDP, 2015), SAP has identified and aligned several of its existing initiatives with all 17 SDGs across the globe (SAP Integrated Report, 2020). Examples of SAP's involvement in achieving SDGs include the focus of social investments on building digital skills and SAP's guiding principles for artificial intelligence (AI). It becomes important that SAP assesses the extent of alignment of its existing initiatives with SDGs in Indian context. Hence, this chapter aims to assess the contribution of SAP initiatives (direct, indirect, global and government) on achievement of SDGs and its targets in an Indian context.

SAP and SDGs

On September 25th, 2015, the Sustainable Development Agenda of 2030 was agreed upon and adopted by the United Nations. This agenda consists of 17 Sustainable Development Goals (SDGs) and 169 targets. It expressed a global call for taking urgent actions to save the planet. In this regard, the private sector is one of the key stakeholders that could shoulder a fundamental responsibility for accelerating the SDGs implementation process (Rashed and Shah, 2020). Private sector plays a significant role in attaining the SDGs through contributing resources, expertise and experience. In line with this notion, SAP also considers implementation of SDGs as an element of their sustainability plans and strategies (Integrated Report, 2020). SAP has committed itself to embrace the SDGs since their launch in 2015 by extensive use of resources and reach across 25 industries to contribute to virtually all of the 17 SDGs. For example, SAP software helps companies to work better and bring economic prosperity and fairly paid jobs to people, optimise resource utilisation, increase overall resource productivity and transform businesses to reduce carbon footprint. Through its initiatives, SAP commits to empower the world's youth, experienced staff pursuing additional education, differently abled people and the unemployed with the right skills to thrive in the digital economy. SAP offers programmes that range from inspiring early-stage innovation to scaling mature social enterprises, thereby engaging in a wide range of partnerships to address implementation of SDGs.

However, for playing a meaningful role in achieving the SDGs it is important that SAP's engagement towards the goals must be comprehensive. This implies implementing, achieving and adopting the SDGs in a fully integrated manner, across all levels while recognising the interlinks that exist across all sectors of society and economy. Globally, SAP focuses on eight of the SDG's where they believe they can provide maximum value and there is a tangible and material link between SAP's operational activities or the use of software by customers. These eight SDGs are –

1. SDG 3 (Good Health and Well-Being)
2. SDG 4 (Quality Education)
3. SDG 8 (Decent Work and Economic Growth)
4. SDG 9 (Industry, Innovation, and Infrastructure)
5. SDG 10 (Reduced Inequalities)
6. SDG 12 (Responsible Consumption and Production)
7. SDG 13 (Climate Action) and
8. SDG 17 (Partnership for the Goals).

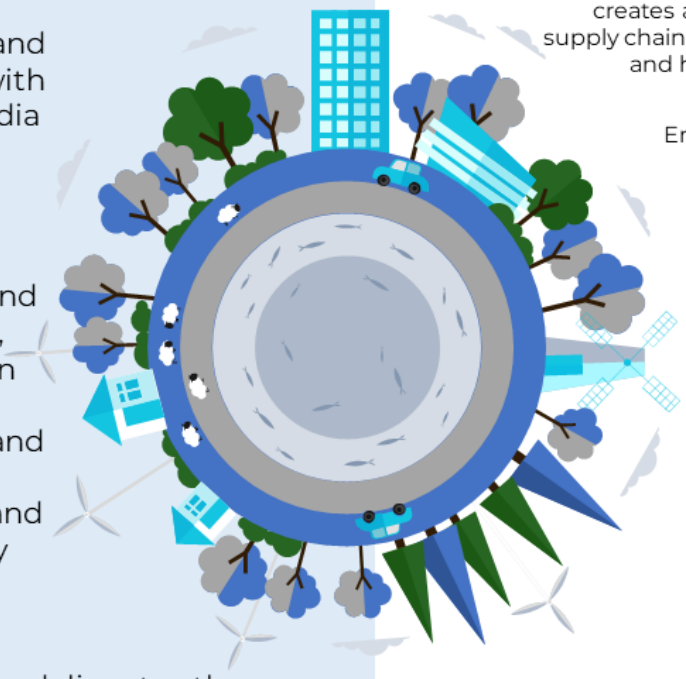
In order to assess the comprehensiveness of engagement and contribution of SAP towards achieving the SDGs in Indian context, the methodology involves identification and analysis of SAP's initiatives in Indian context corresponding to the SDGs and its targets. The initiatives are investigated from four perspectives - Direct Initiatives, Indirect Initiatives, Global Initiatives and Government Initiatives. The Direct Initiatives are in accord with SAP's own operations in India. Indirect Initiatives describe the impacts through the use of SAP's own solutions and technology or in its ecosystem by its Indian clients. The Global initiatives are its globally followed systems and procedures towards achieving the SDGs followed in India. Lastly, the Government Initiatives refer to SAP initiatives towards helping the Indian government in its policies and schemes to achieve SDGs.

Socio-Economic Impact of SAP in India on SDGs

The Sustainable Development Agenda in 2015, was agreed upon and adopted by the United Nations, expressing a global call for action to save the planet. They were identified as significant milestones to be achieved for sustainable growth. The private sector, in this regard, was recognised as one of the key stakeholders that could shoulder fundamental responsibility for accelerating the implementing process.

It plays a significant role in attaining the SDGs by contributing resources, expertise and experiences. In line with this notion, SAP in India also considers implementation of these goals as an element of their sustainability plans and strategies. They have, since the introduction of SDGs, invested extensive resources and knowledge to reach across 25 industries and contribute to virtually all of the 17 SGDs.

This section, therefore, delineates the contribution of various SAP initiatives (direct, indirect and government) along different SDGs and their corresponding targets in an Indian context.



40% employment rate (youth) under CODE UNNATI
Empowered **65%** women & young girls for the tech industry

Assists Indian dairies benefited **32 Lakh** farmers
Leveraged more than **20 Lakh** companies to tackle problems of modern-day slavery – supply chain

SAP's Agribusiness Solutions, creates a transparent and sustainable food supply chain and increases farming efficiencies and helps dairies in India produce up to **1.35Cr** Litres of Milk
Enhancing incomes of **small and medium scale** producers

SAP Labs in India was the first corporate organisation in India to talk about **Autism at work** and hire them
Employee Assistance Programme
Care For Life Fund - the average financial assistance is 500 times of their monthly contribution towards the programme
Get Wellness Coverage
Are You OK – 24 x 7 helpline number
SAP Global Mindfulness Programme

4 QUALITY EDUCATION

Code Unnati - trained up to **15 Lakh** Children & Adolescents

Empowering **50,000** young people under Youth: Future IT Skills, employability

Trained **50,000** people under Masters Trainer Training

Improving the diversity at workforce readiness by empowering **65%** Women in tech

Rural Development Initiative empowered **30** villages in Rajasthan

Helped **2,000** children gain access to quality education

TechSaksham: training **62,000** women students in artificial intelligence, cloud computing, web design, and digital marketing

5 GENDER EQUALITY

31% of workforce at SAP in India are women

22% of women at SAP in India are hold management positions

Stonewall Top Global Employer for the third year in a row for LGBTQIA+ inclusion

Achieved **100 percent score on the Disability Equality Index (DEI)** in the year 2019 and 2020

Selected for the **Bloomberg Gender-Equality Index** for the second year in a row

Empower **65%** women in tech through Code Unnati and train **62,000** women under TechSaksham on future skills e.g., AI, Cloud Computing and ERP Systems

6 CLEAN WATER AND SANITATION

Improve the delivery of clean water, Indian water storage and transportation with companies like Vectus

SAP's solutions resulted in **60%** improvement in Vectus's operational excellence and **50%** increase in real-time data availability

Helped up to **1,700** citizens to receive safe drinking water and sanitation services under the **Swachh Bharat initiative**

7 AFFORDABLE AND CLEAN ENERGY

SAP Data Centers ensure to run **100%** on renewable energy

SAP customers in India represent up to **55%** of India's generation capacity across thermal, hydro, nuclear and renewable sources

11 SUSTAINABLE CITIES AND COMMUNITIES

Golden Peacock Award for Sustainability 2020 for running its operations in a sustainable way

SAP Smart Cities Project empowers future smart cities to solve challenges quickly, optimise liveability and prosperity with accurate, real-time insights

SAP Human Resource Management System (HRMS) enables greater transparency and higher investment in capacity development and quality in public services

10 REDUCED INEQUALITIES

Stonewall Top Global Employer for the third year in a row for LGBTQIA+ inclusion

SAP in India has been recruiting and promoting a diverse workforce, and was recently named by **Forbes as the Best Employer for Diversity in 2020**

Received Best Workplace Awards for Women, Diversity, and Disability Inclusion

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

60% of India's GDP today touches an SAP System either through direct or indirect means

SAP manages **137 airports**, **160Cr passengers** and up to **90Cr tons** of cargo annually

Out of every 10 cars, 8 cars on Indian roads are manufactured by SAP customers

SAP customers represent up to **55%** of India's generation capacity across thermal, hydro, nuclear and renewable sources

18 out of 20 refineries in India are run on SAP, almost the entire crude oil production of **7,77,000 Barrels per day** touches an SAP System

9,087 employees innovating for the world across the SAP product portfolio

SAP in India has been empowered to grow nearly **10 times** owing to its digital innovation and make it a global economic powerhouse to uplift **30Cr citizens** out of poverty

8 DECENT WORK AND ECONOMIC GROWTH

SAP in India is home to **31%** of women in its workforce and approx. **22%** women are in management

SAP in India consists of 73% **Generation Y** – the highest percent as their employees, followed by **15.1% of Generation Z** and **11.8% of Generation X**

TechSaksham, SAP India and Microsoft will be able to skill **62,000** women students in artificial intelligence, cloud computing, web design, and digital marketing

SAP India has an annual productivity (revenue per employee) which is 2 times the average productivity of Indian IT Industry as of FY 2019-2020

SAP in India further has contributed **5.25 Lakh** jobs at the national level i.e., **3.7%** employment of Indian IT Industry

SAP Cloud computing will result in **low energy** consumption and increased efficiency

SAP Carbon emission accounting system provides transparency by making carbon emissions visible across the value chain, including across sectors, nations, goods, and services

Seven tonnes of e-waste were successfully removed from the IT storage rooms by the Labs IT India team

SAP works to accelerate climate protection in order to achieve **Carbon Neutrality by 2023**

SAP launched **Climate 21**, makes the CO2 product footprint available to corporate and consumer customers so that they may make climate-friendly purchasing decisions

100% SAP Data Centres run on Renewable Energy

Plant **2.1Cr trees** by the end of 2025

Food waste is composted in-house using an organic waste composter

SAP technologies has powered **Indian Navy** to run its entire Financial Information System on SAP
SAP in India facilitates **2Cr railway ticket** every day and supports several city metro corporations in running their operations
Helping Mumbai Municipal Corporation to assist **1Cr** people through re-engineering citizen services

Helps in managing **125 airports** of Airport Authority of India (AAI) by providing air navigation services over **28 Lakh square nautical miles** of air space

SAP is committed to contributing to climate protection and has added the goal of planting **2.1Cr trees** by the **end of 2025** to a comprehensive portfolio of measures

SAP works closely with the Central Government

Worked **with Government of Karnataka, Government of Telangana, NITI Aayog, Ministry of MSME, Ministry of Corporate Affairs**

Code Unnati has collaborators from both private sector companies and Government of India (NITI Aayog)

SAP has also forged several PPP projects with multilateral organisations like **UNICEF and UNDP in India**

Partnered with **Microsoft, HP** and for Future of IT Skills & Customers with **Amul** along with other partnership with **ITC, L&T Trust and M&M**

Collaborated with **NASSCOM foundation** and **PRATHAM** to ensure specialization

CHAPTER 3

THE ALCHEMIST: ECONOMIC IMPACT OF SAP IN INDIA

SAP's Contribution to India's GDP

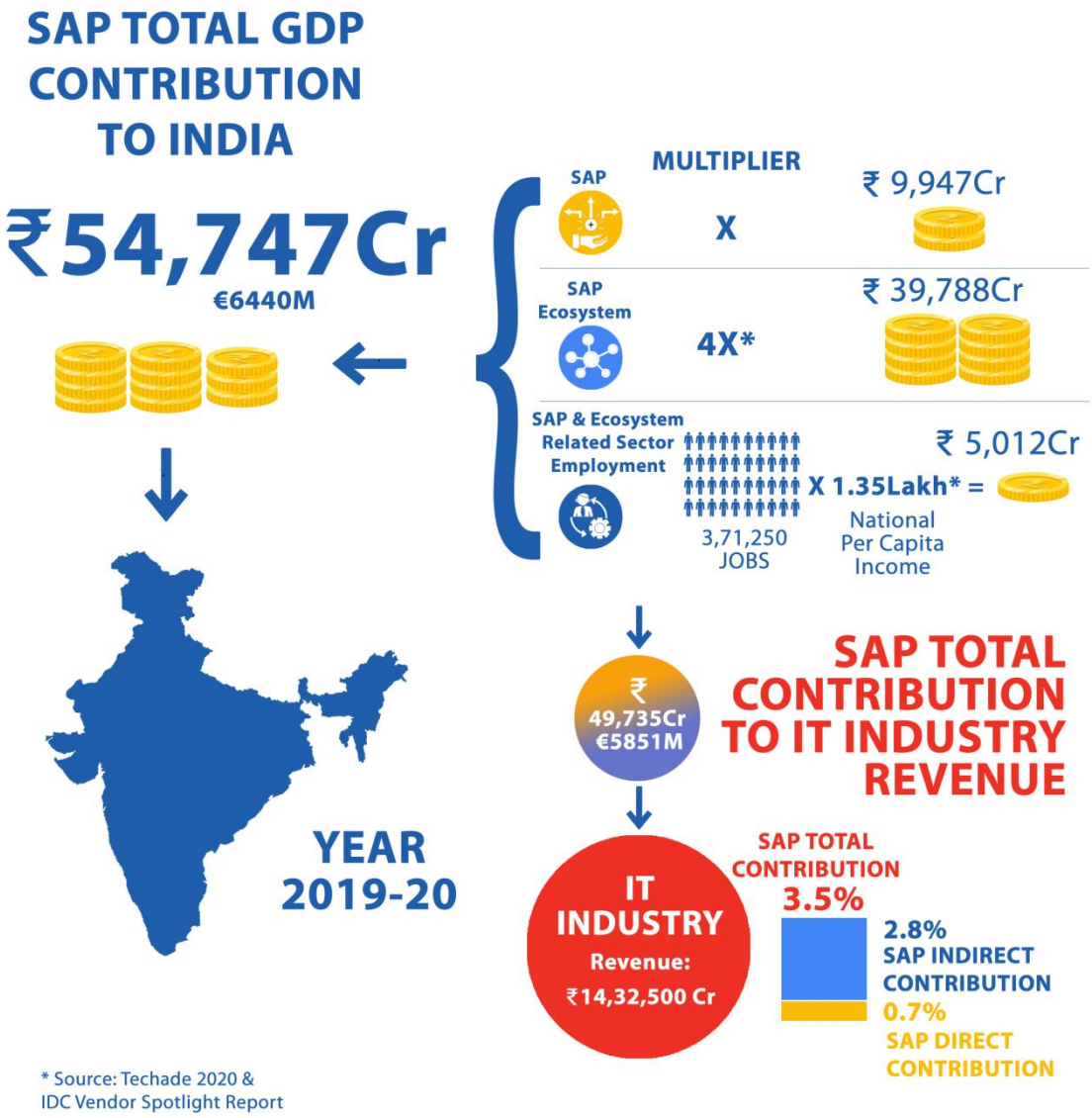


Figure 1 The GDP contribution of SAP in India

SAP in India in FY20 has directly contributed ₹ 9,947 Cr to the Indian IT industry. SAP, as an organisation, believes in business ethos of collective development and growth. It has indirectly contributed to the Indian economy in form of opportunities created for IT and allied 4x business[4] it has created for its partners. In absolute terms, this value, stands at ₹ 39,788 Cr.

[4] The multiplier has been derived from IDC Vendor Spotlight Report

The IT industry, for every job in the sector, creates 2.5 more jobs in the related sector in the country.[5] These additional jobs are also reflected in the value they generate for the national economy. This number, even when calculated using the average national income (₹ 1.35 Lakh per annum) for the FY20, stands ₹ 5,012Cr in income generated for the country by the SAP India *Ecosystem*[6]. This number can also be attributed as the induced impact created by SAP within the Indian GDP in form of salaries paid.

1. SAP in India is contributing 0.7% to the IT Industry and SAP Ecosystem is contributing 2.8% to the IT Industry.
2. The IT industry's total revenue stood at $191 bn in FY20, i.e., ₹14,32,500 Cr (NASSCOM, 2020). This revenue is 10% of the India's GDP in FY20.
3. The total GDP contribution By SAP Ecosystem is approximately ₹54,747 Cr for FY20.

Over and above, it is difficult to quantify the business value created for the customers by SAP in India, but the overall impact of this digital transformation on them is significantly large. This can be attributed principally to the inherent cost benefits that SAP solutions entail. These too, are further supplemented into the country's GDP.

After studying one aspect of economic empowerment in form of contribution to GDP, employment is another related parameter that requires deeper study. The following section covers this.

[5] NASSCOM Foundation. (2020) *Technology Sector in India 2020, Techade: The New Decade/Strategic Review*

[6] The ecosystem for the purpose of this study has been defined as inclusive of SAP in India (SAP India and SAP Labs India) along with its partners.

SAP's Contribution to India's Employment

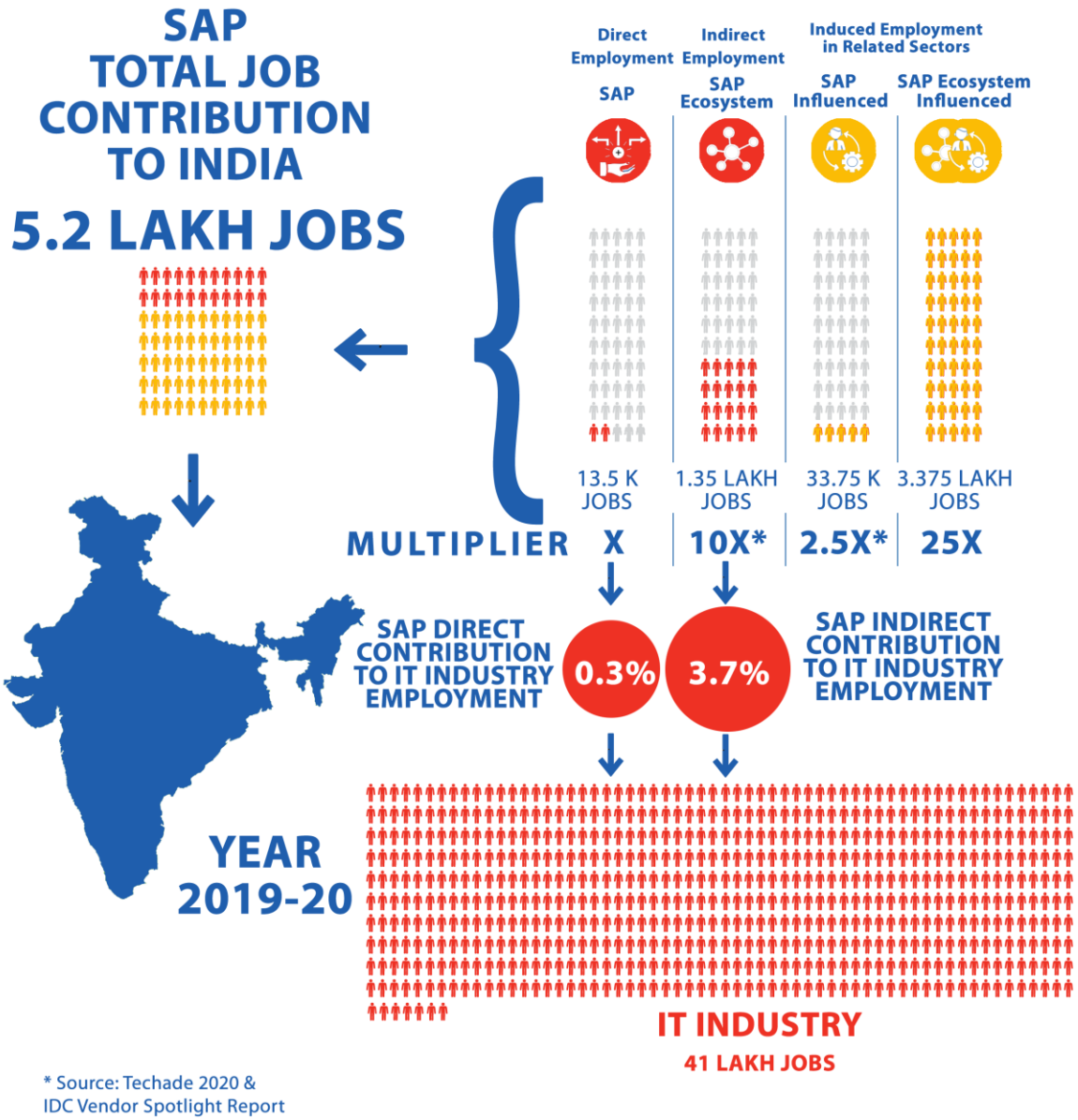


Figure 2 SAP in India's contribution to Employment in India

The IT sector currently employs over 41 Lakh people[7] and is expected to grow further in the coming years. SAP, as an organisation, has been able to augment this number both directly and indirectly. The company in the FY20 was 13,500 employees strong. This can be attributed as its direct contribution to the national employment numbers. In addition to this, SAP

[7] NASSCOM Foundation. (2020) *Technology Sector in India 2020, Techade: The New Decade/Strategic Review*

in India also creates a 10x employment multiplier[8] for its partners, which, when quantified, stands at approximately 1.35 Lakh partners' employees. Every technology related job further creates 2.5 jobs in the adjacent sectors like logistics, mobility, hospitality, security etc.[9] SAP in India, in accordance of this multiplier, creates 33,750 more jobs in related sectors. Its ecosystem, additionally, creates 3.375 Lakh jobs with this multiplier. SAP India and its ecosystem was thus able to add a total of 5.2 Lakh jobs to the employment numbers for India in FY20.

SAP in India is contributing 0.3% direct employment to IT Industry. SAP Ecosystem is contributing 3.7% to the IT Industry in India. 4.1 million jobs are there in IT Industry (NASSCOM, 2020). These numbers while being a positive addition to the employment numbers for the country are also a great indicator of its contribution in building a future ready workforce. Within this number, around 9,000 people work at SAP Labs India alone. These employment numbers are notable and promising as they support the innovation agenda for the country.

SAP in India, in addition to this, through the medium of different training programmes - SAP Certification, openSAP, University Alliance Programme - has been proactively involved in the digital skilling of women, children, youth, adolescents and professionals. These initiatives have further added to employment in the country.

SAP for instance, has certified 2,85,125 people globally, out of these 66,003 have been certified in India alone[10]. Moreover, the economic footprint created by those certified is much higher, as they not only lend their services to Indian companies, but also to global organisations. The University Alliance Programme is, similarly, being offered to over 200 institutions in the country, where approximately 9000 students are being exposed to SAP software through the programme. This is further demonstrative of SAP's part in creating a future skill ready workforce for the country that will add substantially to the GDP.

[8] The multiplier has been derived from IDC Vendor Spotlight Report
[9] NASSCOM Foundation. (2020) *Technology Sector in India 2020, Techade: The New Decade/Strategic Review*
[10] SAP Document Data to IIPA

Productivity

A nation's revenue per person or productivity is a key indicator of its economic growth and competitiveness. The output per worker specifically defines its ability to improve the standards of living within the country. SAP in India's revenue per person or employee productivity stands at ₹ 73 lac per person. This is important as it comes out to be more than twice the average of the Indian IT industry.

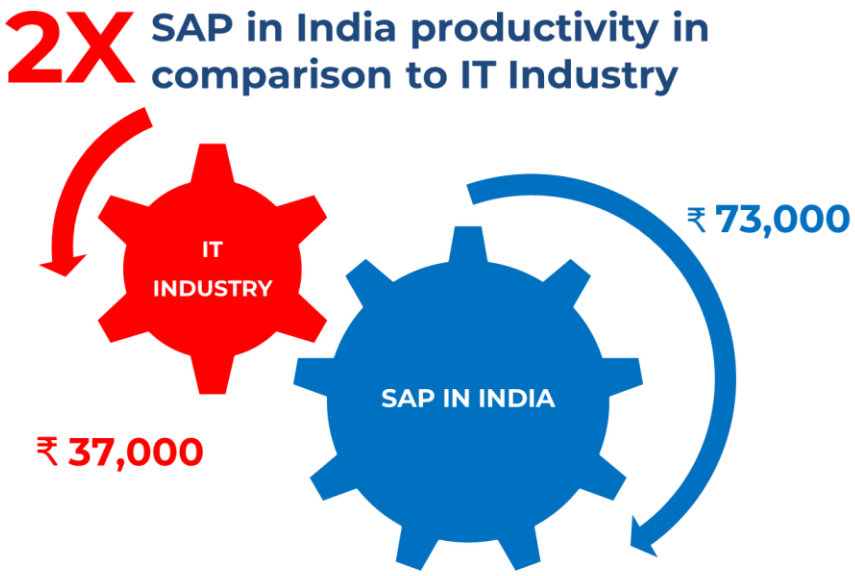


Figure 3 Productivity at SAP in India in comparison to India IT industry

SAP's Contribution to India's International Trade

Software Product and Engineering Services Export

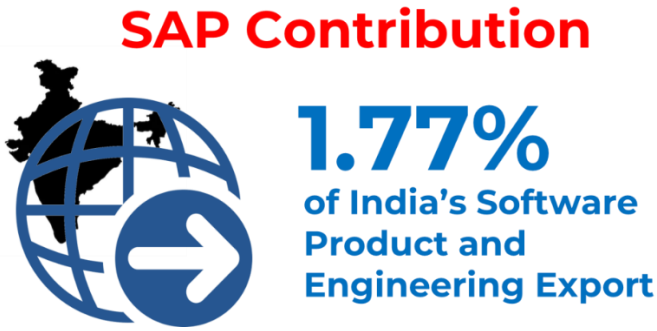


Figure 4 SAP in India's contribution to the Indian Software and Engineering services export

The Indian IT industry, over the last five years, has witnessed a consistent growth in terms of revenue generated from software exports. The sector saw a growth of CAGR of 8.02% from FY16 to FY19.[11] Software products and engineering services exports from the country, following this trend of growth, also saw a consistent double-digit growth from FY15-16 to FY19-20[12]. SAP in India, concurrently, has had nearly three times the national growth rate in terms of ER&D exports in the last five years. This number is indicative of the positive growth the organisation has witnessed in these years. It also exhibits the role played by service sector in generating valuable foreign exchange for the country. This further adds to effective contribution made by the sector to India's GDP and economic growth.

[11] Indian Brand Equity Foundation (July 2021). *IT and BPM Industry in India.* Retrieved November, 30, 2021 from: https://www.ibef.org/research/reports
[12] Data Calculated based on the numbers from the IT and BPM Industry in India, IBEF 2021

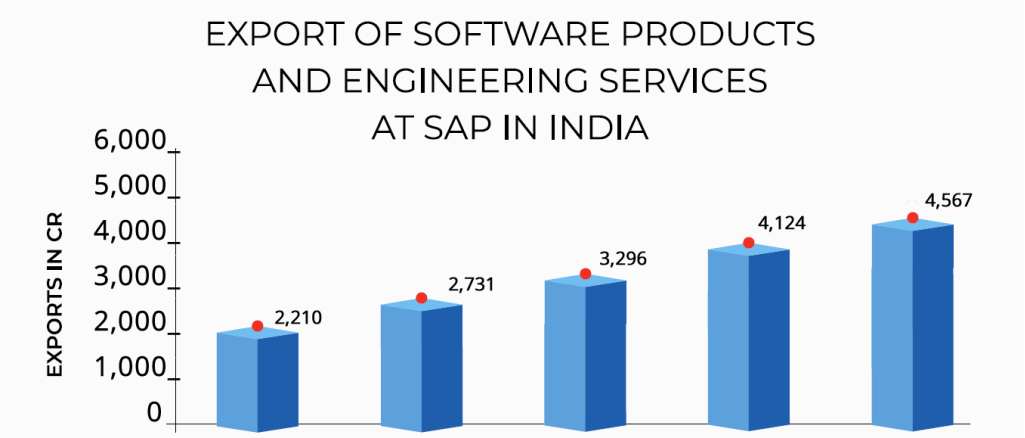


Figure 5 Software and Engineering Services Export at SAP in India in the last five years

This contribution to the country's ER&D Exports by SAP in India has also been recognised over the years. SAP Labs India, has been among the top 15-20 IT Companies which were bestowed with the prestigious 'IT Pride of Karnataka Award' by STPI. This award is conferred to IT organisations with exports greater than or equal to ₹ 2000 Cr and less than ₹ 10,000 Cr. They have also been awarded with the IT Software Exports Award since 2012.

Positive Balance of Trade

SAP in India oversaw a software product export of ₹ 4,567 Cr for FY20. The royalty paid by SAP India to SAP SE on sales for the same year stood at ₹ 1,853 Cr. SAP in India, thus, maintains a positive balance of trade of ₹ 2914 Cr for FY20, which notably, has been steadily growing since 2015-16.

SAP's business model, in this context, creates an economically favourable position for India. A trade surplus for the country not only strengthens its GDP, but can also create employment and lead to economic growth. It further helps India consolidate its economic position within the global market

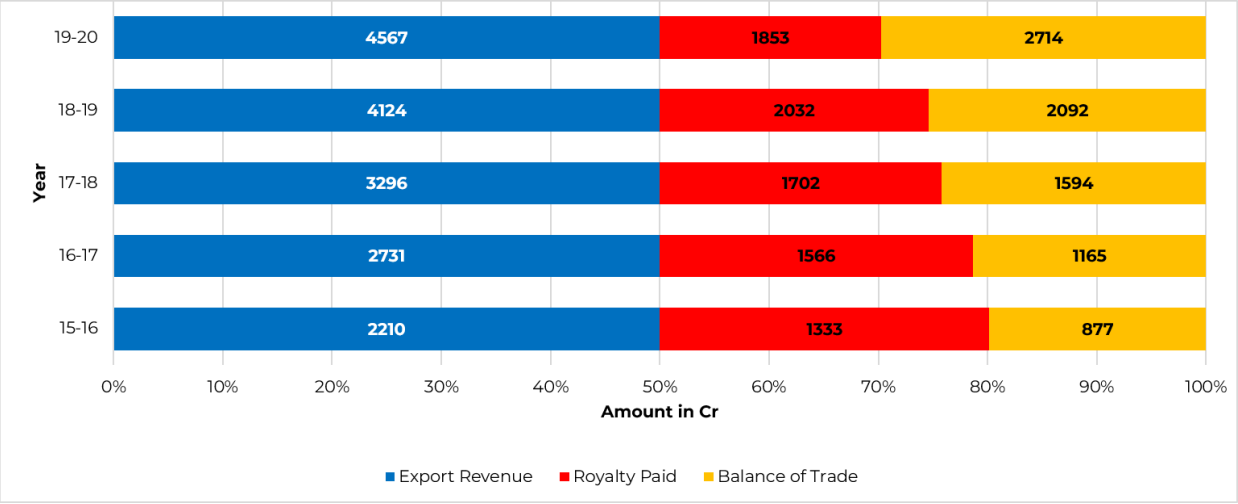


Figure 6 Positive Balance of Trade at SAP in India

Further, SAP in India registered a positive y-o-y growth of more than 30% from FY16-FY20. This growth rate is impressive and should be replicated by other organisations and industries as well. The right encouragement by the government on these models, moreover, can also positively impact the country's exchange repositories.

SAP in India Cloud Story

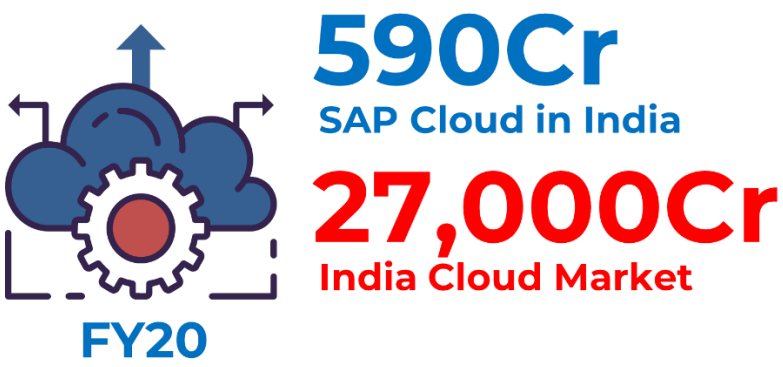


Figure 7 SAP in India's cloud revenue in comparison to the Indian IT industry

India's IT industry cloud revenue for FY20 was ₹ 27,000 Cr (IDC, 2021)[13]. SAP India, with its revenue of ₹ 590 Cr[14], from cloud is clocking a significant 5% of the IT industry cloud revenue. The subsequent financial and cost benefit impact from emerging technologies, as many industry reports indicate, will also lead to accelerated adoption of Industry 4.0 tools within the vertical.

The organisation's focus on emerging technology and investment on multi-cloud implementation will help steer the country's growth story further**.** SAP India's cloud revenue has grown steadily from negligible to over 12% of the total revenue in the last five years (FY16 to FY20). This is indicative of the considerable increase in the rate of cloud adoption among its customers. This has, in turn, opened up more vistas of Industry 4.0 advantages, viz., AI, IoTs, RPA and Machine Learning for its customer.

[13] (2021, June 3). Indian Public Cloud Services Market to Grow at a CAGR of 21.5% for .... Retrieved November 30, 2021, from https://www.idc.com/getdoc.jsp?containerId=prAP47856521

[14] SAP Document Data to IIPA

CHAPTER 4

THE GOOD SAMARITAN: SOCIAL IMPACT OF SAP IN INDIA

4.1 CSR ENDEAVOURS AT SAP
4.2 MSME EMPOWERMENT
4.3 DIVERSITY, EQUITY AND INLCUSION
4.4 TRAINING AT SAP
4.5 COVID 19 MANAGEMENT

CSR Endeavours of SAP

CSR policy is an effective instrument that guides a company to direct energies in a concentrated manner towards the society in which it functions. It provides a governance framework that focuses on the social, environmental and ethical responsibilities of businesses to help ensure long term success, competitiveness and sustainability. This further helps endorse the view that businesses are an integral part of the society and are essential to the development and society at large. It also acts as a tool to communicate the desired outcomes as a result of these activities to varied stakeholders (both internal and external), including its commitment to nation building. It is a medium that helps set boundaries with a general plan of action used to guide desired outcomes.

SAP India has been the fastest growing subsidiary of SAP SE, the world's leading provider of business software solutions. It began operations in India in 1996 and has since then witnessed an unprecedented growth both in terms of license revenue and customer acquisition. With this spectacular growth in the Indian subcontinent (its key market) it also becomes imperative for SAP to pay heed to India's growth and SAP's own involvement with it. Their approach towards CSR has, accordingly, been focused on utilising technology and innovation to promote digital inclusion and encompassing initiatives that offer a powering opportunity for all people. It is indicative of a strategic activity for a sustainable future for the company, its customers and the society as a whole. Their efforts have till date impacted the lives of over 46,80,288 lives around the country.[15]

A comprehensive and holistic assessment for the CSR undertaking of an organisation like SAP India should, thus, be reflective of not only its adherence to the local CSR compliances but also be gauged as a collaborative exercise that involves employee participation, promotes digital literacy, aligns with the SDGs and has a substantial social return on investment.

[15] SAP Document Data to IIPA

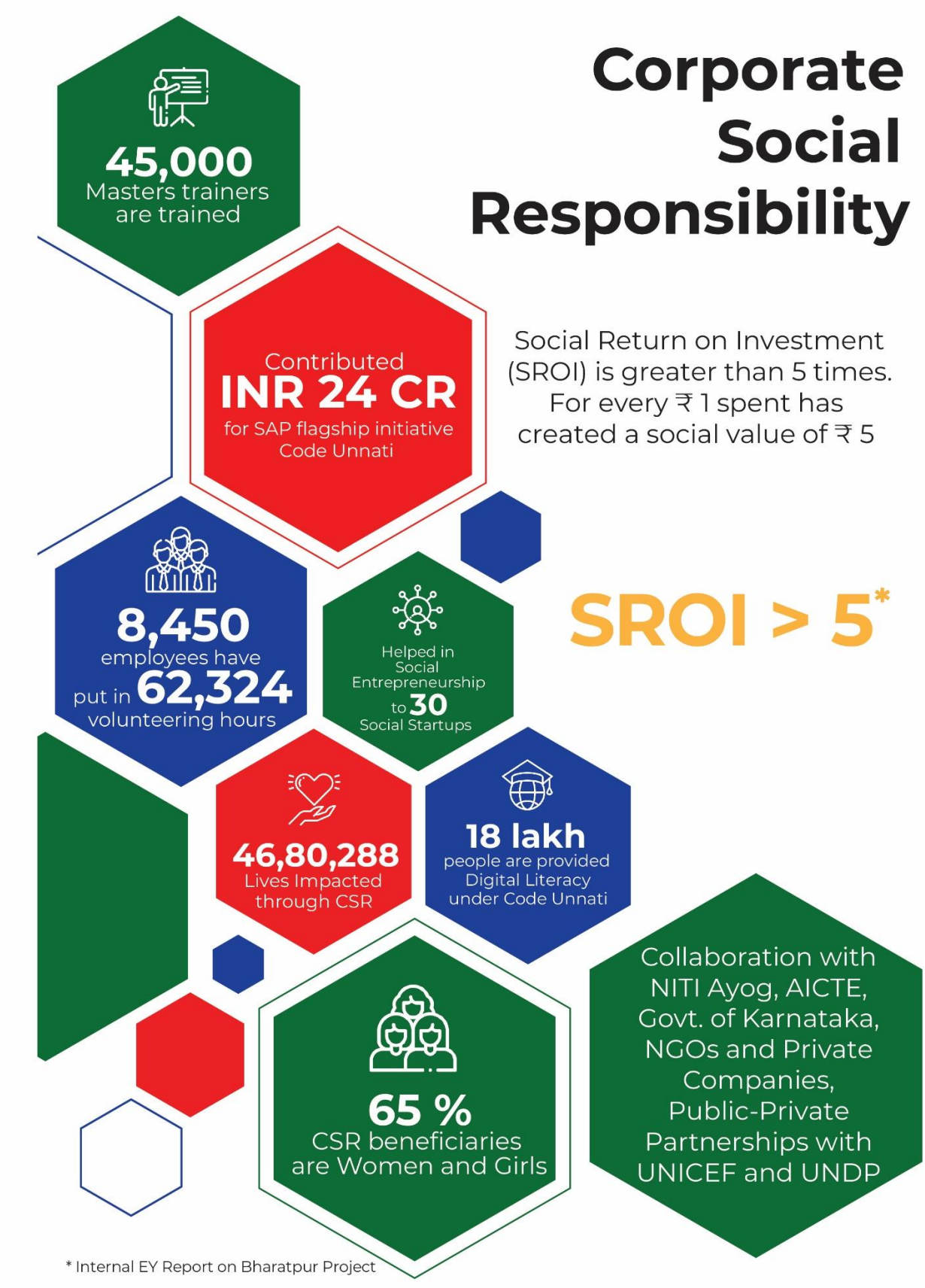


Figure 8 Corporate Social Responsibility at SAP

CSR Compliances: The Indian Government, in 2013, initiated an amendment within the Companies Act 2013, which made it necessary for companies with net worth, total revenue or net profit in a given fiscal year above a specific value [16] to have a dedicated CSR policy within their organisation. This provision of Section 135 within the Companies Act 2013 for CSR has brought in a set of compliances that have, since, helped organise CSR activities within companies to effectively participate in an effort to address the development challenges within the country[17]. It has, further, allowed businesses to bring their innovative and creative potential to try and resolve the various problems that afflict our society. These compliances have, thus, enabled companies to build social capital through a regulatory structure.

A high level of conformity to these compliances, as a KPMG study on India's CSR reporting highlights, 'is indicative of company engagement at the Board level which can be key to effective CSR action.' [18] SAP in India's commitment to these compliances as part of their social responsibility is pretty high. The organisation has, for instance, consistently spent 2% or more under the CSR head in the country [19]. It has a CSR committee consisting of a President, Legal Counsel, Compliance Officer, CFO, Directors, etc. All of its CSR initiatives in the past 5 years have been detailed out, with full disclosures, in the company's annual report. These efforts are reflective of the efficient way in which SAP India has been able to bring social concerns into its business operations. This has, additionally, been in accordance with the growing trend for CSR among Indian companies as reported by KPMG.

Alignment with SDGs: SDGs and Indian CSR compliances have an enormous potential to create a cohesive sustainable growth model for the country. This can largely be attributed to the overlap that exists between core development areas and activities required to achieve either. They were both introduced to collectively address the various social and development challenges that burden our society and nation as a whole. This collaborative effort, as well as the convergence of intended purpose within the two, can

[16] The provision is applicable to companies with a net worth of INR500 crore or more, or a turnover of INR1,000 crore or more, or a net profit of INR 5 crore or more

[17] (n.d.). India's CSR reporting survey 2019 - assets.kpmg. Retrieved November 30, 2021, from https://assets.kpmg/content/dam/kpmg/in/pdf/2020/02/india-s-csr-reporting-survey-2019.pdf

[18] (n.d.). India's CSR reporting survey 2019 - assets.kpmg. Retrieved November 30, 2021, from https://assets.kpmg/content/dam/kpmg/in/pdf/2020/02/india-s-csr-reporting-survey-2019.pdf

[19] Data based on figures received by IIPA from SAP

lead to a wider socio-economic impact. The CSR regulations, additionally, set a broad framework and give direction for a better sustainable future, and the SDGs, on the other hand, set tangible well defined targets to measure the outcome of these activities.[20] Alignment of company's CSR policy with SDGs can, thus, lead to a more comprehensive impact.

Bharatpur Case Study

The Bharatpur Initiative by SAP in India, which was carried out in partnership with Hope Foundation, is an effective example of a CSR project aligning with SDGs. This rural development initiative, a social intervention project, was undertaken to achieve multiple goals. The project aimed at lowering student dropout rates, enhancing education quality, building digital skills and providing better hygiene and sanitation facilities to the citizens of the region.

They decided to undertake a holistic approach towards attaining each of these objectives. A government senior secondary school in Peepla, for instance, saw a significant rise in enrolment numbers after the addition of new toilets, a computer lab, artwork on lab walls and adequate drinking water. The students were provided with improved study material and qualified instructors. A skill development centre with training in CCC, basic computers, Tally and hospitality addressed the problem of unemployment after graduation. It enabled students have basic digital literacy skills and become job ready. Mobile vans and community healthcare centres solved the problem of access to basic healthcare facilities in the region. It also led to a notable decrease in the female mortality rates, with as many as 33,000 individuals in and around Bharatpur having benefited from the healthcare programme. The initiative has also worked towards empowering women in the region to become financially self-reliant. This was made possible by cultivating entrepreneurial skills through jewellery making. Several women have, as a result, become financially self-sufficient, earning ₹ 4,000- 6,000 per month.

SAP in India was, thus, able to influence the lives of nearly 1,60,000 people utilising technology to fulfil the demands of the local population. Most of the objectives set out at the onset of the project were met. They were, through their creativity and innovation, able to solve many of the development challenges that plagued the region of Bharatpur and provide an enabling

[20] (n.d.). Sustainable Development Goals (SDGs): Leveraging CSR to …. Retrieved November 1, 2021, from https://assets.kpmg/content/dam/kpmg/in/pdf/2017/12/SDG_New_Final_Web.pdf

opportunity to all. The outcomes of this social intervention project were also in alignment with several of the SDGs adopted by the UN, particularly, SDG 1: No Poverty, SDG: 3 Good Health and Wellbeing, SDG 4: Gender Equality, SDG 6: Clean Water and Sanitation, and SDG8: Decent Work and Economic Growth.

Collaborative Exercise: Fostering partnership can be crucial in achieving the desired outcomes and creating a larger footprint through CSR initiatives. Collaborations allow companies to involve a wide range of stakeholders who work together to expand on each other's strength and attain a shared outcome. This further allows organisations to increase the social value by creating solutions that serve the local community better.[21] In an Indian context, this can involve collaboration with various central, state, private and non-profit agencies on different national/local initiatives to extend its benefits to a larger audience.

SAP in India has, over the years, created effective partnerships with multiple players to enlarge the impact through their CSR undertakings. They have collaborated with the Central Government (Government of India), Government of Karnataka, Government of Telangana, NITI Aayog, Ministry of MSME, Ministry of Corporate Affairs, global organisations like UNICEF and UNDP, IT ecosystems and organisations such as Microsoft, HP, Amul, ITC, L&T, Mahindra and Mahindra, etc. SAP also partners with NGOs like NASSCOM Foundation, Hope and PRATHAM.

Employee Participation: The Cone Millennial Group in their study, 'The 2020 Workplace', had identified that 80% of a sample of 1800, 18–25-year-olds, wanted to work in a company that is responsible and accountable for the different ways in which it impacts and contributes to the society.[22] We currently live in a world where employees are conscious of the impact they have and can have on the society as a whole. Corporate Social Responsibility programmes within an organisation in this context, grants them an opportunity to engage with a cause and become personally engaged in making a difference at work.[23] It is also beneficial for the company as the

[21] (2021, March 6). The Power of Collaboration in CSR. Retrieved October 31, 2021, from https://thecsrjournal.in/collaboration-in-csr-business-partnership/

[22] (2012, June 7). The Future Of Work: Corporate Social Responsibility Attracts Top .... Retrieved November 1, 2021, from https://www.forbes.com/sites/jeannemeister/2012/06/07/the-future-of-work-corporate-social-responsiblity-attracts-top-talent/

[23]Tariq, Maryam Hanzala. (February 2015). *Effect of CSR on Employee Engagement.* Indian Journal of Science and Technology Vol 8 (S4), 301-306

meaning and purpose derived by people from active engagements help them become valuable ambassadors for the company.[24]

SAP CSR empowers its employees to take action on causes such as pursuing purpose and sustainability. This culture of serving society is enshrined within the organisation and reflects the vision of SAP of 'helping the world run better and improve people's lives'. Employee volunteering within the organisation is a strategic imperative mainly divided into two segments, skill-based volunteering (teaching coding, Science/Math or communication skills) and Inclusive or traditional volunteering (involves health awareness & sensitisation, environment sustainability or ecology conservation, community inclusion, Sports for development, etc.). The employee volunteering activities are further aligned with UN Sustainable Development Goals, thereby making it "Year-long employee volunteering" rather than during one month or one week. The employee volunteer programme, thus, may be a CSR effort but it is driven by various Lines of Business (LOBs) leading to compelling & impactful participation.

Over 8,450 SAP in India employees have been able to put in 62,324 volunteer hours [25] across CSR initiatives within the organisation. Additionally, the programme has been successful as the volunteering focus areas are in sync with employees' passion and interest. Each year, a month of service is dedicated to social causes and employee network groups are formed based on the specific causes they are passionate about. There are six broad areas where employees contribute their time and talent – education and digital literacy; health and sensitisation; environment and sustainability; sports for development; disaster rehabilitation; and community inclusion[26].

Promoting Digital Literacy and Skills: The 21st century is regarded as the digital century, where automation and digitisation have become an integral part of our everyday lives. Familiarity with technology and reliance on different modes of mobile communication is changing the way we consume, create, work, entertain and collaborate. Digital literacy, thus, has evolved and gained acceptance as the most valuable tool for lifelong learning in today's world. It has moved beyond definition restricting it to just a technical skill. This has made the task of building the required digital infrastructure and imparting digital skills among people necessary. The

[24] (2021, March 6). The Power of Collaboration in CSR. Retrieved November 1, 2021, from https://thecsrjournal.in/collaboration-in-csr-business-partnership/
[25] (n.d.). SAP India Corporate Social Responsibility. Retrieved November 30, 2021, from https://www.sap.com/india/about/overview/social-responsibility.html
[26] https://www.linkedin.com/pulse/passion-purpose-power-sap-indias-employee-initiative-gunjan-patel/ Passion and purpose power SAP India's employee volunteering initiative Published February 12, 2020 Accessed June 4, 2021

Government of India has been actively initiating a number of programmes and measures to foster the development of digital skills among the citizens of the country. These are IT Mass Literacy, Digital India, DISHA, PMGDISHA, etc.

SAP has globally been utilising its strength in technology and innovation and actively promotes digital inclusion for its CSR initiatives as a powering opportunity for all people. In India, similarly, SAP's education initiatives have helped people reach the relevant 21st century skills to thrive and secure decent meaningful work - including entrepreneurial pursuits - in a digital world.

SAP has been driving Code Unnati, corporate to citizen, digital literacy & IT skilling initiative, based on the principal partnerships among private sectors and government. The main goal of Code Unnati is to foster digital inclusion for "Equitable" and "Inclusive" growth which SAP achieves through its four-pronged approach[27].Through collaboration among private sectors, youth development organisations, government and skills development agencies or departments, SAP is strengthening the ecosystem for employment, employability, capacity building and digital transformation of MSMEs. The success of Code Unnati is recognised with the amount of impact it has had by reaching out to over 10 Lakh children and adolescents, skilling over 1,50,000 youth through connection with more than hundred institutions and nine government and private sector collaboration.[28] Over 65% of the beneficiaries for the programme have been women and girls. They were further able to train around 50,000 teachers and equip 50,000 youth with next-gen skills. These numbers resonate with the accolades that the initiative has earned by winning Golden Peacock Award for Code Unnati[29] and the prestigious FICCI CSR Award in 2020.

This initiative has also been in line with the country's digital literacy agenda. India's flagship digital literacy programme, PMGDISHA, till date, has trained and certify approximately 3.5 crore people throughout the country. Code Unnati, similarly, was able to train over 15 Lakh people around the country

[27] https://www.linkedin.com/pulse/sap-code-unnati-launched-mobile-app-digital-skilling-msme-patel/ SAP Code Unnati launched Mobile App for digital skilling for MSME workforce Published October 29, 2020 Accessed June 4, 2021

[28] https://www.youtube.com/watch?v=piDIsBFHZVo&t=12s SAP's Code Unnati (re)defining various models of skilling, employability and workforce readiness Published April 5, 2021 Accessed June 4, 2021

[29]https://www.linkedin.com/pulse/sap-csr-initiative-code-unnati-wins-golden-peacock-award-patel/ SAP CSR initiative - Code Unnati - wins Golden Peacock Award Published March 4, 2020, Accessed June 4, 2021

by the end of FY20 and contributed approximately 4.5% more to the country's digital literacy agenda.

The TechSaksham programme is another initiative that focuses on developing necessary employability skills to secure jobs in the market amongst female students in sciences, computer applications, vocational areas and engineering. It is a joint initiative between SAP India and Microsoft that aims to address this issue and equip women with the skills of the future. The impact and success of the initiative can be gauged by the reach it has had till date. It has been able to train over 2000 women students across 5 locations in the country[30] within a year of implementation. It has also been able to train over 1200 teachers across domains[31].

SROI: Calculating the Social Return on Investment within the context of CSR allows companies to measure change and assign a quantitative value to a company's CSR undertaking. It lets them gauge the impact the initiative might have created by measuring the social, environmental and economic outcomes and representing them with a monetary value. This assessment, additionally, provides direction to the organisation for strategic decision making and helps expand the social value generated by an initiative. It also creates a framework that allows 'them to make their services accountable and involve them in service design more meaningfully'.[32] This framework, thus, allows companies to determine and explicate much broader concepts of value.[33]

SAP in India has also utilised Social Return on Investment to calculate the impact their initiatives have had on the whole. Their SROI for the Bharatpur Initiative, as per the audit report by E&Y, was greater than 5 times for each rupee spent. This is a high value generated for every rupee invested in development sector interventions. It is also indicative of the success; the change and the difference SAP's CSR initiative was able to bring about in the lives of people at Bharatpur on multiple levels.

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[30] (n.d.). Tech Saksham: Empowering female students towards tech careers .... Retrieved October 28, 2021, from https://techsaksham.org/

[31] (n.d.). Tech Saksham: Empowering female students towards tech careers .... Retrieved October 28, 2021, from https://techsaksham.org/

[32] (n.d.). Social Return on Investment Measuring Impact - assets.kpmg. Retrieved November 1, 2021, from https://assets.kpmg/content/dam/kpmg/in/pdf/2019/01/Social-Return-on-Investment–Measuring-Impact.pdf

[33] (n.d.). Social Return on Investment Measuring Impact - assets.kpmg. Retrieved November 1, 2021, from https://assets.kpmg/content/dam/kpmg/in/pdf/2019/01/Social-Return-on-Investment–Measuring-Impact.pdf

MSME Empowerment

The Indian MSME sector is today acknowledged as an active and dynamic sector with a potential of immense growth. There are about 6.3 crore[34] MSMEs in India that contributed a significant share of 30% to its GDP in FY20[35]. The industry is positioned to function as a power driver of India's overall economic growth as a major employer, exporter and GDP contributor. This sector, however, continues to encounter a number of problems which hinder its profitability and viability in today's digital economy. Most of these relate to technological obsolescence, supply chain inefficiencies, lack of capital, markets, and other issues. The government, recognising their potential and need, has been working actively towards addressing this issue and promoting measures that will help the MSMEs prosper in this new digital world.

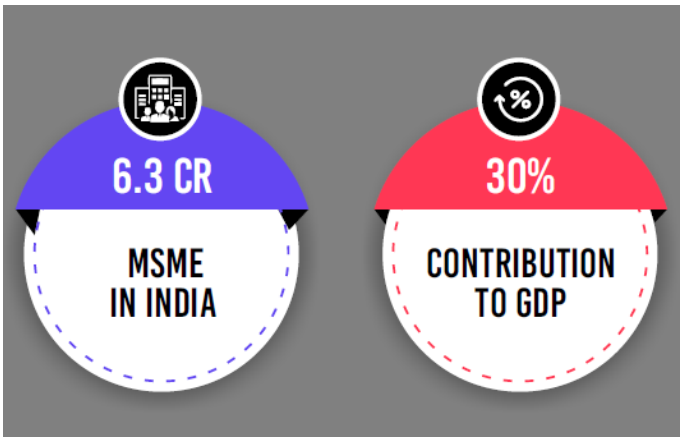

Figure 9 India's MSME Sector

These measures have been particularly focused on four major areas - access to finance, access to markets, digital transformation and ease of doing business for the MSMEs. The initiatives by the Government of India became even more important after the outbreak of the Covid-19 pandemic which has had a disproportionate impact on this sector. The pandemic exposed the vulnerabilities of this section of the economy as they encountered challenges in securing what they needed to operate. This period made their need to access tools and gain skills required to survive in this new digital landscape more absolute. The government and the industry, thus, stand at

[34] (2021, October 12). MSME Industry in India – Market Share, Reports, Growth & Scope. Retrieved October 19, 2021, from https://www.ibef.org/industry/msme.aspx
[35] (2021, August 9). Contribution of MSMEs to GDP - PIB. Retrieved October 19, 2021, from https://www.pib.gov.in/PressReleasePage.aspx?PRID=1744032

a stage where they have a shared responsibility to help this section of the Indian economy survive and thrive within the new age of digital economy.

SAP and SMEs

The government has already identified availability of finance, technological transformation and market as key focus areas for this sector. SAP's approach to empower the MSMEs is in sync with this national policy and agenda. The SMEs occupy a position of prominence for SAP in the country. The organisation, over the years, has effectively helped over 8,500 SMEs[36] in India to innovate and successfully navigate their journey to digitisation with necessary skills and technologies. This has not only helped these companies embrace the process of digitalisation better, but has also assisted them in upskilling their workforce and witness overall business growth.

The SMEs, additionally, represent over 80% of SAP's present customer base in India. The organisation's expertise to serve SMEs, therefore, enables it to extend the same corpus of its vast knowledge and services to MSMEs and help them excel and observe growth.

Figure 10 Global Bharat Programme for MSMEs by SAP in India

[36] SAP India Corporate Factsheet 2021

SAP, in alignment with these requirements identified by the Government of India for the MSMEs, had initiated a three-pronged effort under its MSME empowerment programme called 'Global Bharat'. It comprises of:

1. Market Access
2. Skills Training
3. Digital Transformation for the MSMEs.

Market Access: Access to Market due to limited resources and network has been time and again highlighted as a critical hurdle for growth. SAP India, through its Ariba Discovery platform, allows Indian MSMEs to enrol themselves as suppliers and reach a worldwide client market. Ariba is the world's largest digital B2B marketplace with over ₹2,47,50,000Cr ($3.3 trillion) in yearly worldwide trade. The network has handled 6,45,000 purchase orders for ₹1,74,000Cr ($23.2 billion) and 4,30,000 invoices totalling ₹11,62,500Cr ($155 billion) in the last year alone[37]. This, thus, presents a great opportunity for Indian MSMEs to register themselves as sellers on the network and have a space that fosters growth at scale.

Skills Training: Digital economy is here to stay. The vast network of economic activities, commercial transactions and professional interactions in the country are going to be enabled by information and communications technology. Access to soft skills and proficiency specific to these processes, will be necessary. SAP India has endeavoured to provide digital skills to the MSMEs. The courses have been made available to individuals on mobile. They cover topics related to digital finance, soft skills and productivity technologies. This programme, thus, serves the dual purpose of digitally skilling MSMEs and at the same time providing them access to knowledge that will help them adapt to new working conditions.

Digital Transformation: A more holistic approach towards MSME empowerment, besides providing them with market access and skills training, would involve facilitating a strategic adoption of digital technologies by the sector. The Global Bharat programme provides competitive access to enterprise resource planning (ERP) software through the cloud. This initiative provides small and medium-sized businesses access to SAP's Business One Starter Pack on cloud. It is an inexpensive and accessible piece of sophisticated technology made available through SAP's

[37] (2020, June 29). SAP launches MSMEs initiative "Global Bharat" to make them .... Retrieved October 27, 2021, from https://news.sap.com/india/2020/06/sap-launches-msmes-initiative-global-bharat-to-make-them-globally-competitive/

Bharat ERP project. In addition to improving efficiency, this access also enables firms to deliver better products and services to their clients.

SAP India, in addition to this, has also worked directly with both central and state governments to foster the digital enablement of this very important sector of the Indian economy. It had signed an MoU with the Union Ministry of MSMEs[38] to digitally empower 30,000 MSMEs by 2020. They had also signed a similar MoU with the Government of Telangana[39] with the aim to digitise and empower the MSMEs in the state by equipping them with digital skills and technology. This association has not only enabled the MSMEs to become future ready, but has also helped them achieve greater efficiencies given the current business scenario and state of economies.

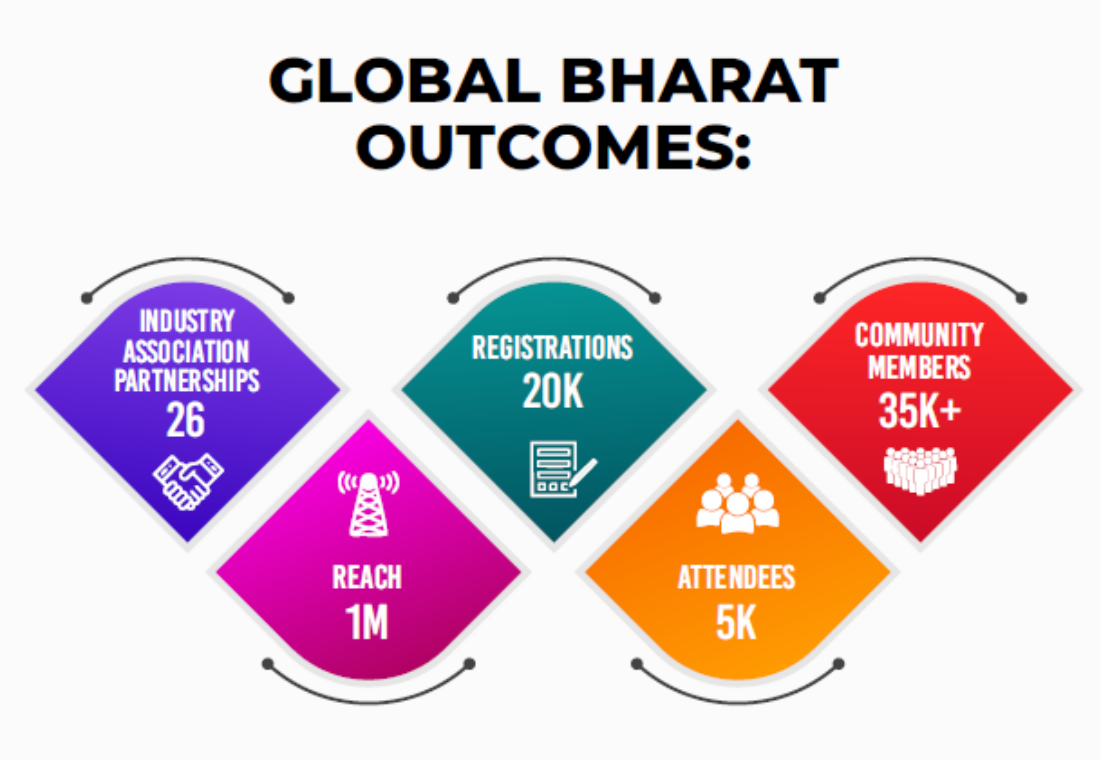

Figure 11 Global Bharat Programme Outcomes

[38] (2017, June 27). SAP India Signs MoU with Ministry of MSMEs to Launch Bharat ERP. Retrieved October 27, 2021, from https://news.sap.com/india/2017/06/sap-india-signs-mou-with-ministry-of-msmes-to-launch-bharat-erp/

[39] (2020, December 23). Government of Telangana and SAP India collaborate to drive .... Retrieved October 27, 2021, from https://news.sap.com/india/2020/12/government-of-telangana-and-sap-india-collaborate-to-drive-digitization-for-msmes/

MSME Empowerment Observation: The current customer base for SAP India consists of approximately 80% SMEs.[40] The MSME sector, with the government's push, is looking for digital transformation and seeking growth, which will help the sector realise its full potential. Availability of cloud infrastructure has helped these organisations to use enterprise solutions for the next level of digital transformation which was not possible earlier. Thus, providing a holistic opportunity and platform is not only a good social move but also a smart economic growth decision as an organisation by SAP in India.

[40] SAP India Corporate Fact Sheet 2021. An SME for SAP in India is classified as any company with a maximum revenue of ₹1500 cr.

Diversity, Equity and Inclusion

*"Companies with more inclusive business cultures and policies see a **59% increase in innovation** and **37% better assessment of consumer interest and demand**." International Labour Organisation*

Workplaces today are changing drastically. New technologies, interconnectedness and globalisation are rapidly changing the way we communicate, collaborate and perform our everyday jobs. Diversity, as a consequence, has been interwoven into the core of our society. This is also true for businesses. Diversity in the business environment today, however, is much more than gender, race and ethnicity. Workplaces now include people from diverse religious beliefs, education, socio-economic background, sexual orientation and disabilities. This has made constant innovation and adoption of a more comprehensive Diversity, Equity and Inclusivity (DEI) policies within a company necessary. There is a need to for these policies to be recognised as better bottom-line business strategy rather than a HR programme. **This would include having truly diverse and inclusive workforce that is reflected at all levels within the organisation.**

Having a diverse workforce, besides directly contributing to a more inclusive and open society, has proven to be a fruitful asset for the companies. There have been multiple studies that have highlighted the transformative impact a diverse and inclusive workforce have for businesses. It has been acknowledged to directly contribute to the overall growth, collaboration and innovation within the organisation. A diverse workspace, thus, has much more than perceived benefits for a company.

DEI at SAP in India

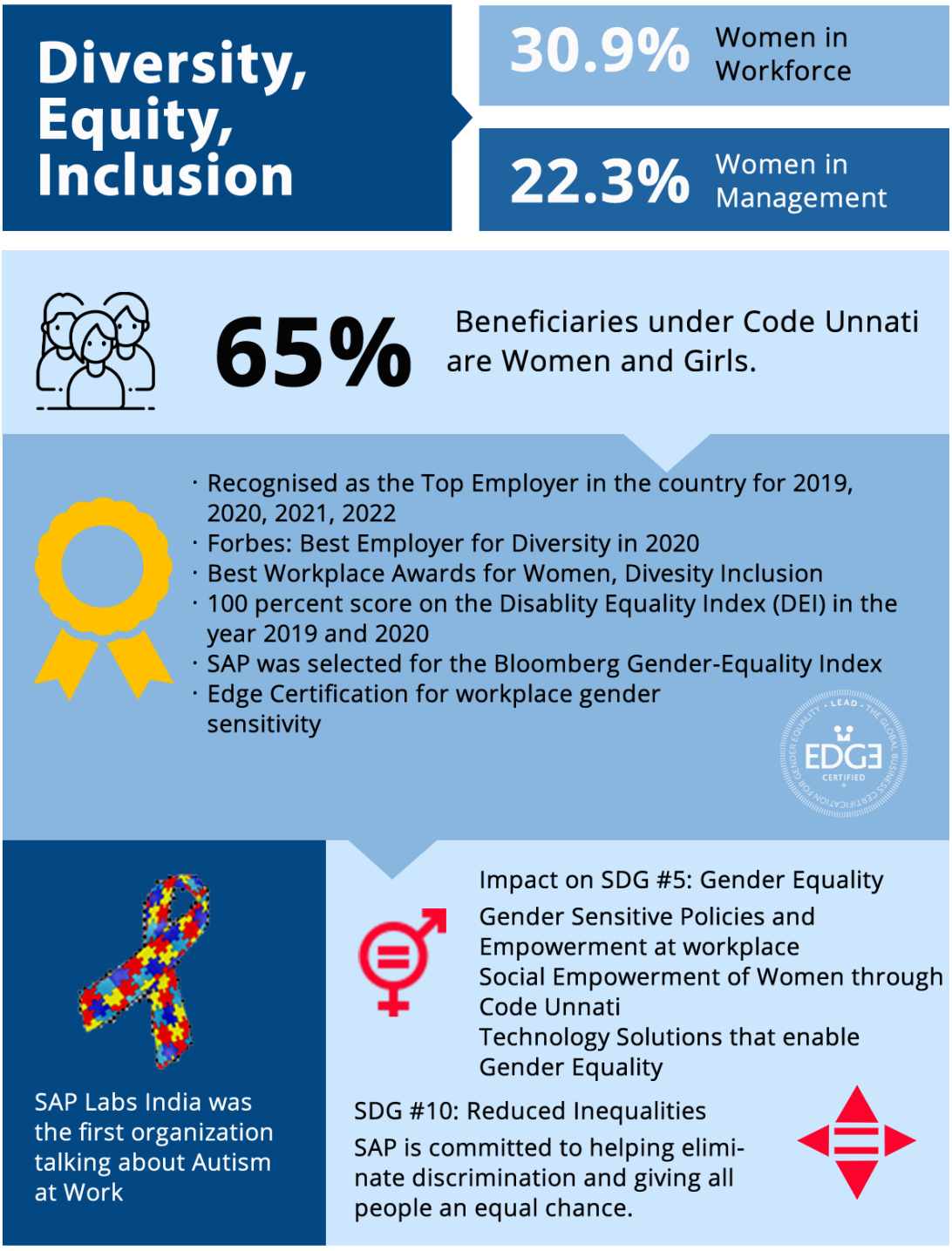

Figure 12 DEI at SAP

SAP, as a global organisation, has always had a comprehensive Diversity and Inclusivity philosophy. They have strived to foster a space that embraces and encourages different perspectives and believe that this unique blend creates a greater mix of ideas and spurs innovation. Their culture of inclusion and focus on health and well-being helps ensure that everyone, regardless

of background, feel included and are able to grow to their fullest potential within the organisation.

SAP in India too have been able to weave this ethos of diversity, equity and inclusion within their organisation. The activities, business priorities and culture at the organisation, are reflective of the progress made by them towards this philosophy. They have been recruiting and promoting a diverse workforce since their inception.

SAP in India today consists of 31% of women in workforce, much higher than India national average of Female labour participation rate of 16.6% in year 2020[41]. The organisation also consists of approximately 22% women in positions of management. These numbers in groups like SAP in India has helped the Indian IT industry to emerge as a very lucrative and unbiased field to work in for women and young girls. It also echoes the trends of the Indian IT industry which has emerged as the champion of inclusivity and accounts for over 35% women in its total industry employee base.[42] SAP in India, in addition to this, carries out various initiatives to discover and encourage female hidden gems within their workforce.

Women at position of management, furthermore, have been able to build a more inclusive organisation and equitable work culture. This has also been noted by various industry studies and the UN. The United Nations Development Programme, for instance, noted that women led economic development has been key in achieving inclusive, equitable and sustainable rural and overall development in India.

This policy and practice of inclusivity is also reflected in the various CSR initiatives undertaken at SAP in India. TechSaksham, a joint venture between SAP India and Microsoft, reiterates this view. The programme aims to equip women with skills of the future and encourage them towards tech careers.

The course imparts the fourth Industrial Revolution (IR 4.0) tech skills such as AI and cloud computing, along with lifelong skills such as problem solving, collaboration, communication, etc. This not only makes people ready for future job roles but also teaches them how to create value of knowledge gained. The numbers achieved by the initiative are indicative of its reach and impact. It has, till date, been able to train over 2000 students and 1200 teachers across 5 locations in the country. Code Unnati, another

[41] (2021, August 3). India's female labour participation rate falls to 16.1% as pandemic .... Retrieved October 27, 2021, from https://www.reuters.com/world/india/indias-female-labour-participation-rate-falls-161-pandemic-hits-jobs-2021-08-03/

[42] NASSCOM Foundation. (2020) *Technology Sector in India 2020, Techade: The New Decade/Strategic Review*

digital literacy initiative at the organisation, similarly, boasts about 65% women as its beneficiaries.

Figure 13 TechSaksham Achievements

The commitment and success of the DEI practices are further confirmed by the various accolades and certificates received by SAP in India from different international institutions of repute.

They, for instance, have been certified by EDGE for its gender sensitivity measurement. EDGE certifications for a work space are a major achievement for an organisation as it takes a holistic approach for workplace gender and intersectional equity gaps. The status is validated by an independent agency and measurement gaps are closed using a systematic approach. The impact is also measured for the changing cultural requirements for both gender related policies and practices within the organisation. EDGE, additionally, helps companies design an effective roadmap to ensure accountability and transparency. The outcomes of these implementations can be seen not only within the organisations but are also reflected in the impact they have outside.

The organisation has also achieved a 100 percent score on the Disability Equality Index (DEI) in the year 2019, and in the year 2020, SAP was selected for the Bloomberg Gender-Equality Index for the second year in a row. With its Autism at Work Programme, SAP Labs India was the first organisation in India to dedicate a programme for members on the autism spectrum.

SAP was named a Stonewall Top Global Employer for third year in a row for LGBTQIA+ inclusion (2019-2021). They have also received Best Workplace Awards for Women, Diversity, and Disability Inclusion. These policies and initiative have all contributed in making SAP in India as the most preferred place to work in the country. They were recognised as the top employer in the country for four consecutive years (2019-2022) by Top Employer Institute.[43]

Technology and DEI

SAP believes that emerging technologies, such as big-data, IoT and blockchain, can help in contributing to a bias free decision-making process and consequently help in building equity within various institutes. Some of the technological solutions provided by SAP in India have inherent features which work to highlight and eliminate any discrimination or bias a candidate might encounter during the process of recruitment. This philosophy of DEI is, thus, not only restricted to organisational structure at SAP in India, but, is also extended to its customers and society as well. It is also reflected in the impact it has had for the society.

Observation: The ethos of global DEI policies at SAP is transcended at SAP in India. This is ensured by creating a space that provides equal opportunities to all its employees and prospect employees across culture, race, ethnicity, age, gender, sexual orientation, gender identity or expression, physical or mental ability, and work-life situations. Their claim for the proactive approach in DEI can be seen in the efforts at the all stages of the employee life-cycle for its success and is also extended to their partners and customers. DEI implementation within the organisation is expanded with inclusion of DEI in CSR activities. The impact of DEI becomes much larger with the inclusion of DEI in technology and solutions when the fruits are reaped by partners, customers and society.

[43] SAP Document Data to IIPA

SAP Training Landscape

India currently is home to a fifth of the world's youth population (Ministry of External Affairs, 2021) and is set to have the second largest graduate pipeline globally.[44] The country's economy is further expected to grow at fast pace, fuelling rapid industrialisation that would require an incremental economic growth by 2030. India could, thus, potentially become a global supplier of skilled manpower to the world.

Digitisation, automation and other forms of technologies are, moreover, changing the nature of work as we see it today. The shift in workplace trends is also indicated by several think tanks (for instance, Global Business Coalition for Education in 2019[45]; NASSCOM, FICCI & EY in 2018). The reports categorically stated that these 'exponential' technologies will disrupt existing industries by altering the product market categories and industries through innovation[46].

A crucial approach, in light of this situation, would be geared towards building these new skills among the youth and professionals of the country. Collaboration between the government, industries and academia at this juncture can help India realise its target to become a ₹37.5 Lakh Cr (US$ 5 trillion) economy.

SAP India and Training

SAP India, since its inception in 1998, has considered education and training to be an important aspect of its processes and operations in the country. This significance, in part can be attributed to the sophisticated and intricate range of solutions and products they offer. These often require an in depth, functional and technical knowledge as well as insight into the workings of various solutions offered to be able to extract maximum benefits and productivity.

In addition to this, SAP in India, through the medium of different training programmes - SAP certification, openSAP, University Alliance Programme - has been consistently involved in expanding access to working, operations and skills to youth and professionals in the country.

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[44] (n.d.). Education - AMRG & ASSOCIATES. Retrieved November 30, 2021, from http://amrg.in/education

[45] The 2030 Skills Scorecard on Bridging Business, Education and the Future of Work

[46] (n.d.). Future of Jobs in India - Development Sectors.cdr - FICCI. Retrieved November 30, 2021, from http://ficci.in/spdocument/23031/Future-of-Jobs-in-India-2.0.pdf

SAP Certification Programme

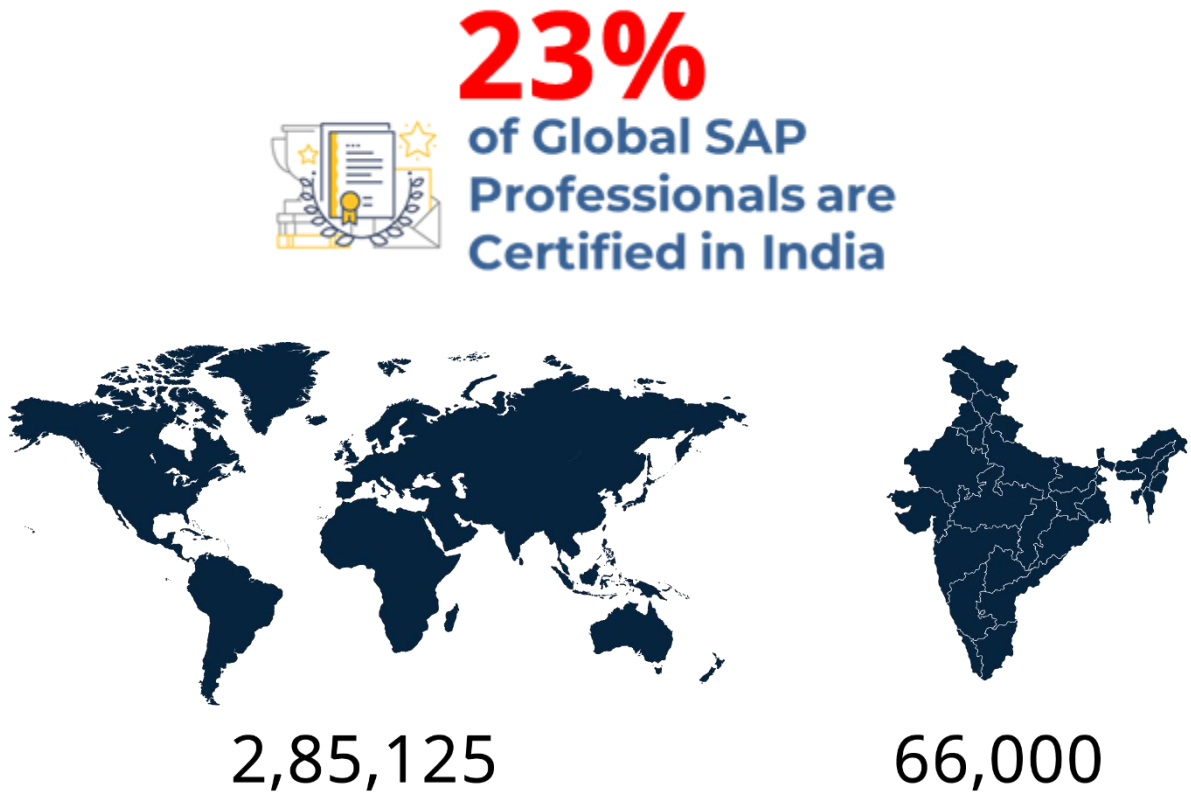


Figure 14 SAP Certified Professionals in India in comparison to the world

SAP certification programme is offered by SAP in India and its partners to meet the growing demands of the sector domestically and globally. The organisation, through this programme, has been able to certify 2,85,125 professionals globally (since 2011), out which approximately 23% professionals (66,000) have been certified in India (since 2011) alone.[47]

The economic footprint created by these professionals is much higher. They not only work with Indian companies, but also provide their services, through partners and customers, all around the world. They, additionally, contribute significantly to the GDP of the country and bring in high value foreign exchange by providing SAP expertise to a global customer base.

A professional certification programme supported by SAP and a very capable training partner ecosystem are, thus, able to create a sufficiently equipped, functional and technical workforce for the country.

[47] SAP Document Data to IIPA

University Alliance Programme

SAP's University Alliance Programme is a direct link between SAP and educational institutes around the world. It is aimed at building the talent of the future for the intelligent enterprise and experience economy.[48] The programme enables the faculty and teachers to prepare the next generation of youth with SAP skills for intelligent enterprise and experience economy. It further works to inspire young thinkers, helping them build industry partnerships and provides a platform to launch graduates into the SAP ecosystem.

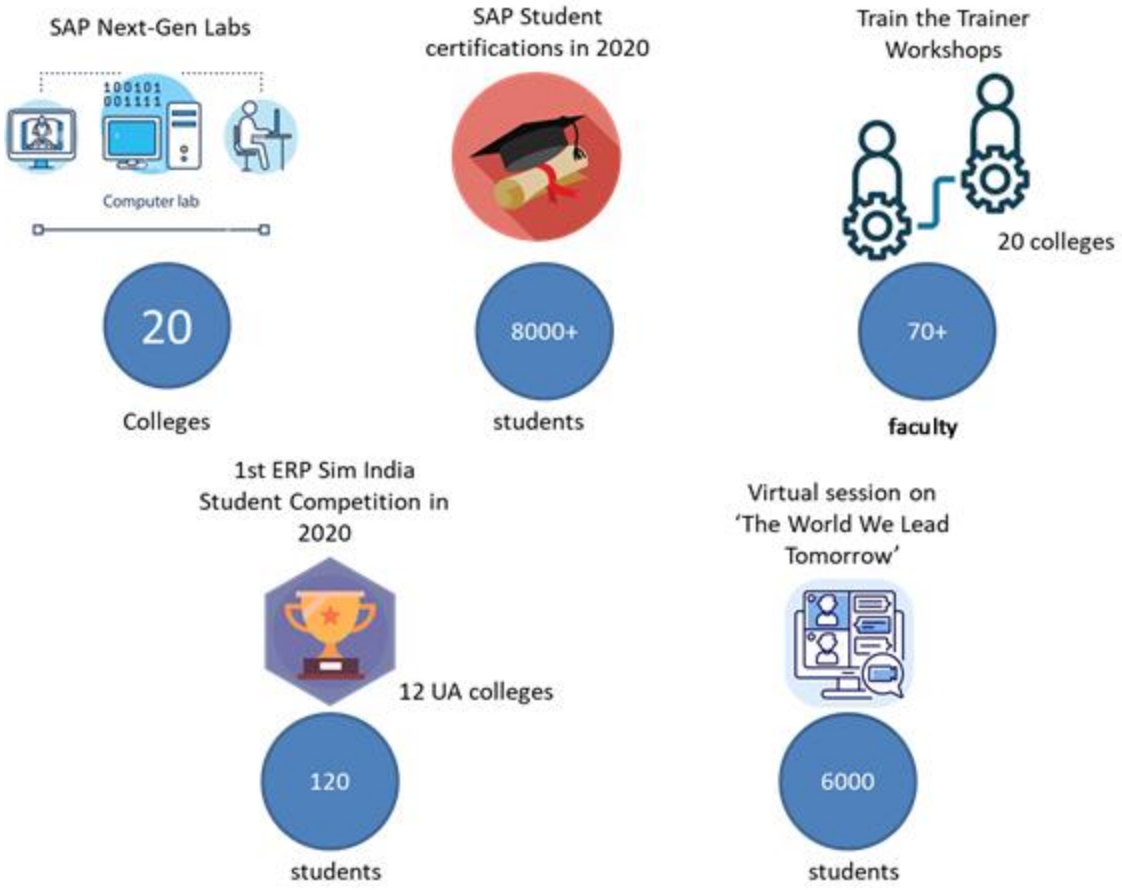


Figure 15 The Outcomes of University Alliance Programme at SAP

The curriculum is designed and developed by professors from the SAP University Alliances globally. Hosting support is provided by hosting partners (University Competence Centre - UCC) locations. These services provide a very low-cost peer hosting of SAP systems pre-configured for classroom teaching. Additionally, six Academic Competence Centre (ACC) locations provide localisation services and support for faculty across the

[48] (n.d.). SAP University Alliances. Retrieved November 30, 2021, from https://www.sap.com/sea/about/company/innovation/next-gen-innovation-platform/university-alliances.html

globe. The programme is also in line with the technological services that are offered to the industries by SAP.

The University Alliance Programme has emerged as an effective medium in creating a future ready workforce for the country. Its reach within the country is further demonstrative of its success. The programme for the year 2020 was able to partner with 200+ colleges and institutions, where approximately 9000 students were exposed to SAP software through the programme. This was conducted either online or face-to-face. Within this number nearly 15% of the colleges are actively teaching SAP software via cloud offerings.

COVID-19 Management

The World Health Organisation (WHO), in 2009, had summoned a body of experts with the aim of developing standards and identifying best practices for community participation during a public health emergency. This group, during the convention, came to a common understanding that the role played by behavioural imperatives of human beings in cases of public emergencies often goes unrecognised. Community participation, in this context, these experts emphasised, played a major role in devising a collective response.[49] This can largely be owed to the space they occupy within the community. They are generally the ones who are best placed to identify the major problems, suggest best solutions and work with others in the community to ensure the same.[50]

The COVID-19 pandemic, similarly, highlighted the importance of these engagements in determining the public health emergency preparedness and response. Community engagements and volunteering were a major force in ensuring compliance with the lockdown measures, community support, information dissemination and mobilising necessary resources for the people.

SAP for the Government and Community

SAP India, throughout the pandemic, worked closely with government, non-profit organisations and industries to support the local communities in this global fight against the virus. The second wave of the pandemic, especially, saw an exponential rise in the number of cases in the country. This put immense pressure on the country's healthcare and public infrastructure. There was an acute shortage of essentials such as lifesaving medicines, hospital beds, medical oxygen supplies, ICU beds with ventilators among other resources. Swift response and actions in such a situation were critical. SAP, as an organisation, was able to respond to this call by the nation.

[49] World Health Organisation. *Community Engagement Module B5* Retrieved November 30, 2021 from https://www.who.int/risk-communication/training/Module-B5.pdf
[50] World Health Organisation. *Community Engagement Module B5* Retrieved November 30, 2021 from https://www.who.int/risk-communication/training/Module-B5.pdf

COVID-19 Management in India

COVID EMERGENCY FUND added another €3 million to a total €6 million for relief

Relaunched **#KarnatakaFightsCorona Sankalpa** portal – facilitated **4,300 volunteers**

SAP Labs India partnered with Government of Karnataka (GoK) and NGOs to create a live directory to help citizens find verified COVID-19 resources

Catering 1,600 distress calls everyday for GoK

SAPMitra

an AI powered COVID19 support Chatbot

Construction of make-shift hospitals in Bangalore

€2 million

to support colleagues in India

Oxygen Digital Tracking System (OTDS) in collaboration with MeitY

€1 million

for COVAX – CEPI, Gavi, WHO and UNICEF

Supported Vaccination of its 14,000+ workforce and their families in India

Round-the-clock efforts from SAP's Crisis Management Team (CMT) to support its workforce

Partnered with the District Collectorate of Rural Bengaluru to provide 50 Oxygen Concentrators in 4 Taluks' government hospitals: Devanahalli, Doddaballapura, Hoskote and Nelamangala

Procured 100 Oxygen Concentrators and 29 Oxygen cylinders for distribution among employees

Donated Ventilators to Karnataka Health Ministry to be used in the remote areas of the state

Partnered with IIT-D to augment its hospital with Oxygen Plants to treat around 30 patients at any given time

Augmented public health and health care system in collaboration with CSR partners such as UNDP India, Govt. of Karnataka and Govt. of Haryana

Oxygen Digital Tracking System

The team at SAP collaborated with the Ministry of Electronics and Information Technology (MeitY) to develop a solution to track the liquid oxygen supply in the country at a time of immense need. The Oxygen Digital Tracking System (ODTS) was able to track oxygen supply across the country in real time. It helped monitor and streamline the measures to increase the availability of oxygen in the country. This further helped strengthen the nation's oxygen storage infrastructure.

Information Directory for Essential Resources

The team partnered with the Government of Karnataka (GoK) and multiple NGOs like Reap Benefit, Mercy Mission, and Labournet to create a live directory of verified information and essential resources for those in need. This directory was set-up to help people find verified information on COVID-19 test centres, ambulance services, tele-consultation with doctors, oxygen concentrators, as well as food and medical supplies. This platform, over the course of second wave, enabled distressed users across the state of Karnataka, even in the smaller cities of Tumkur and Mysore, to access verified information. The team at Labs India, in addition to this, also assisted the GoK COVID-19 war room by catering to over 1,600 distress calls a day.

Augmenting Public Health Infrastructure

The SAP India team was simultaneously working towards augmenting the health care and critical care system in collaboration with the Karnataka State Government and district administration of Rural Bengaluru. They, in partnership with the District Collectorate of Rural Bengaluru, have worked towards providing 50 oxygen concentrators to government run hospitals in the districts of Devanahalli, Doddaballapura, Hoskote, and Nelamangala. SAP India, as part of its CSR funding, also supported the construction of makeshift hospital near Yelahanka in Bangalore through the support of Principal Scientific Advisor (PSA), Government of India and the NASSCOM foundation. The CSR team at SAP India was also continuously working towards more ways to strengthen the existing infrastructure. They partnered with Löwenstein Medical, a German Organisation to bring in ventilators to be used by the State of Karnataka. The team also worked closely with the Government of Haryana to provide protective care kits (Masks, PPE Kits, Surgical Gloves, and Oxygen Concentrators etc.) to people in need.

They also partnered with different industry leaders and organisations to help augment the existing public healthcare system with UNDP India. They

worked collectively with the aim to create an extension to or additional critical care infrastructure to provide oxygen supply to different charitable and government hospitals.

SAP for Employees

Social distancing norms due to lockdown necessitated the need for remote work, which was made feasible by the systems at SAP India. There was a complete shift to virtual technology for all SAP interactions with their customers, including support and sales, as soon as the dangers of the virus became apparent. The teams at SAP, further, worked towards ensuring that their employees had access to all the essential services and information on how to keep safe during the pandemic. SAP Global, in addition to this, set up and committed ₹25.5Cr (€3 million) to its COVID-19 Emergency Fund, supporting immediate relief and equitable vaccine distribution in India. These funds were used to procure necessary first response and medical supplies by SAP India for its employees, as well as support to communities and the government.

CHAPTER 5

SOLVING THE UNSOLVED: INNOVATIONS AT SAP IN INDIA

INNOVATION FUELING GROWTH

MAKE IN INDIA,

INNOVATION FACTS

2nd Largest Lab

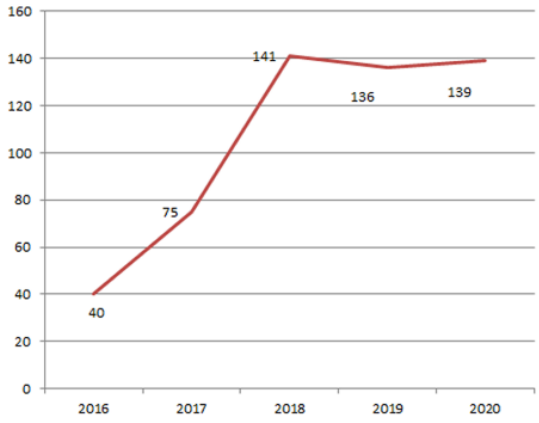
SAP Labs India is the second largest Research and Development Centre for the organisation outside its headquarters in Germany and is delivering across all products and services of SAP offerings globally.

15% R&D Investment

They have invested approximately 15% of their earnings on Innovation. SAP Labs India in addition to this, employs over 9,080 people across the country. This large manpower is key to the creation of an India Innovation Story. This also opens up a new confidence in India as an innovation hub, and demonstrates the exemplary contribution by SAP Labs India in building an economic case study for the country.

PATENTS FILED

Innovation philosophy and focus on innovative practices has allowed Labs India to contribute meaningfully to the global innovation market. The organisation filed 40 patents in FY16, 75 patents in FY17, 141 patents in FY18, 136 patents in FY19, 139 patents in FY20 and over 97 patents in FY21 till September. Out of the patents filed at least one of the participants is from Labs India.



FOCUS ON EMERGING TECH

Intelligent technologies from SAP are the future

Centre Network (ICN) is SAP's think tank that investigates and incorporates emerging technology into SAP solutions.

0-12% Cloud Growth in last five years

SAP's makes the best business case of turning customer's businesses into intelligent enterprises with the help of Machine Learning, Internet of Things and Artificial Intelligence technologies. Businesses use Advance analytics for deep business insight and better collaboration to stay ahead of competition. SAP consistent innovation focus on Industry 4.0 is bearing fruits and customer cloud adoption has risen **0 to 12% from FY16 to FY20.**

₹500Cr Investment

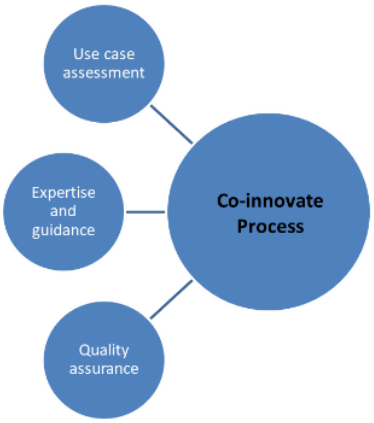
SAP has decided an investmestment of INR 500Cr to acclerate its multi-cloud strategy in India.This focus on emerging tech and investment in multi-cloud implementation will help steer the country's growth story further.

INDIA AS AN INNOVATION HUB

DELIVERING TO THE WORLD

COINNOVATE & COCREATE

Robust Co-innovation Ecosystem for customers, partners and employees

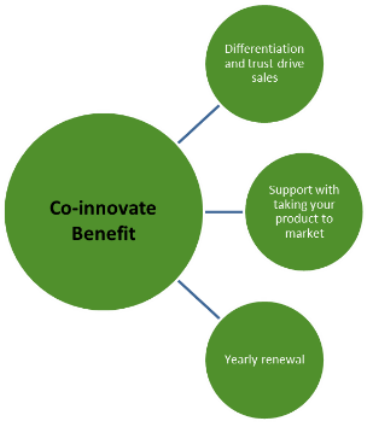


The Co-Innovation Lab (COIL) is a platform to develop innovative solutions on SAP technologies. It augments SAP's strategic intent to co-innovate with their partners and customers.

SAP InnVent: Promotes ground-up innovation and nascent intrapreneurship within SAP. With **5500+ participants, 1500+ ideas and 38.25 Cr (€4.5 M)** funds raised till date. InnVent is the spark behind inspiring startup stories such as Brilliant Hire,

COINNOVATE & COCREATE

Holistic approach to-innovation has enabled organisations to share resources and insights collectively



"Our relationship with SAP Co-Innovation Lab has existed for more than four years and we have been jointly engaged in building 12 digital platform solutions in core processes of industries. This has resulted in significant business value for our customers and visibility across the CxO levels. Our success in this co-innovation space has been the partnership with SAP and their support to build a differentiated

Murali Raghavan, Global Head, EBS Competency, Tech Mahindra business model."

FOSTERING STARTUPS

The country today, is home to 88 unicorns

The Indian Start-up scene holds the promise of tremendous economic growth for the country with the potential of building a global enterprise.

The organization, through its Start-Up Accelerator Program (SAP Start-up Studio, SAP Innovation Network, and Experience Centre) has created a robust space that enables co-innovation.

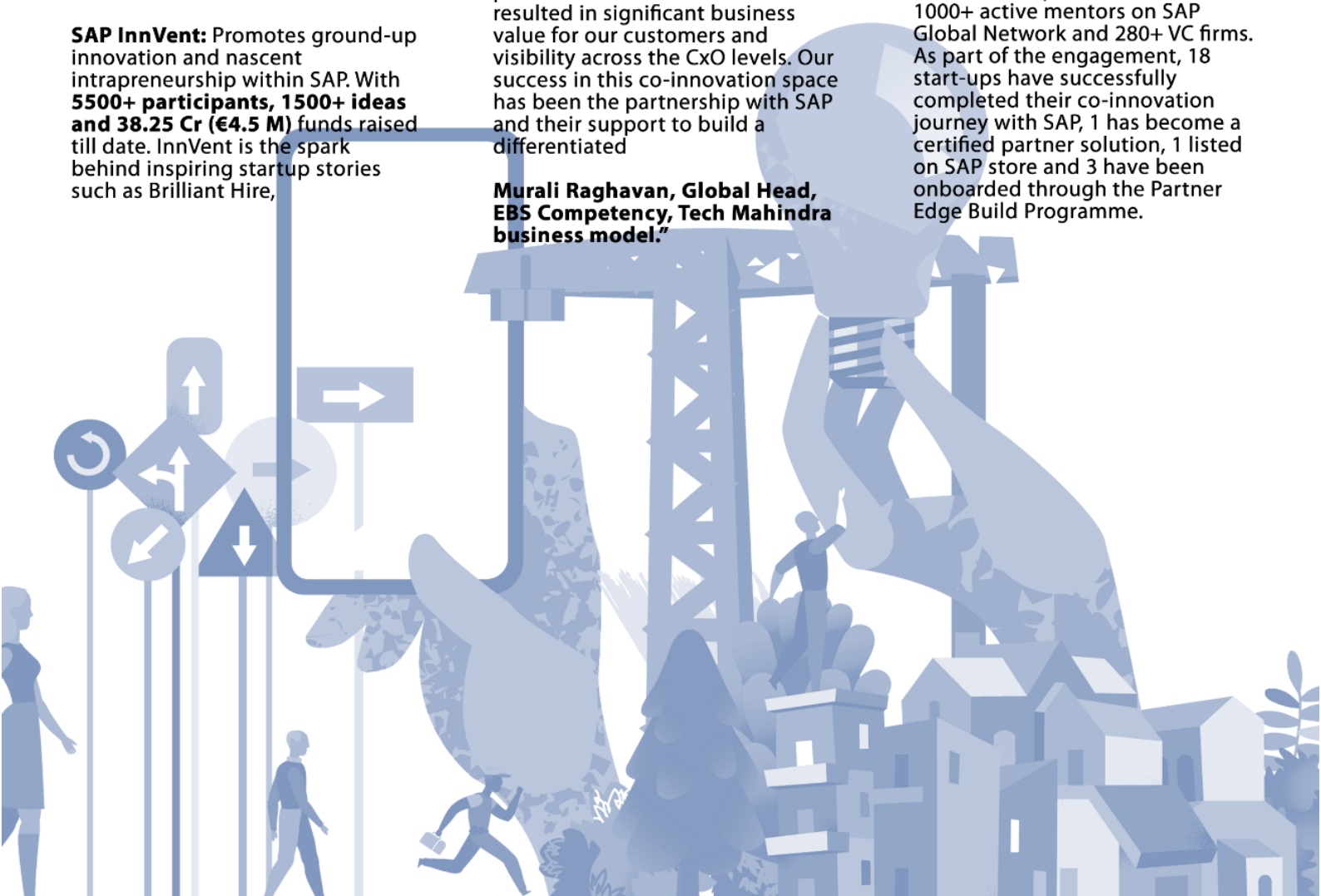
51
Early and Growth Stage Startups

₹11,012Cr
Total External Funding Facilitated

1000+
Active Mentors

280+
VC Firms

The Start-Up Studio has enabled growth of 51 early and growth stage tech enterprise start-ups. These start-ups have access to 1000+ active mentors on SAP Global Network and 280+ VC firms. As part of the engagement, 18 start-ups have successfully completed their co-innovation journey with SAP, 1 has become a certified partner solution, 1 listed on SAP store and 3 have been onboarded through the Partner Edge Build Programme.



MAKING SUSTAINABILITY PROFITABLE

SUSTAINABILITY AS INNOVATION

Sustainability as a Business Model

With their motto of "Making sustainability profitable, and profitability sustainable", the company has been able to make sustainability as an inherent part of their business model globally. SAP with this, has been able to create a positive impact for not only their organisation, but also its users, partners and customers. Their business operations and practices are further centred around the three core philosophies of:

1. Climate Action
2. Circular Economy
3. Socially Responsible Value Chains

AWARDS

Golden Peacock Award for Sustainability 2020

CII Innovation Award: Most Innovative Company 2020

DEDICATED PROJECTS

Climate 21

To attain the goal of carbon neutrality by 2023, SAP has introduced Climate 21. It is a platform that goes beyond corporate emissions reporting regulations to include data on product-related greenhouse gases and other sustainability issues, helping businesses and consumers to make better purchasing decisions. The objective is to make the CO_2 product footprint available to business and consumer consumers so they may make environmentally conscious purchasing decisions. Customers who are aware of the CO_2 rating of each product and service they use are better equipped to choose things that have the least negative environmental impact.

PROJECT शून्य

A program that brings together awareness, advocacy & technology to drive environmentally sustainable business practices in corporate India

INTERNAL INITIATIVES

100% SAP Data Centers Run on Renewable Energy

The shift will help minimize the company's carbon footprint as it moves to a cloud business model, and will help eliminate carbon emissions caused by its customers' systems by moving them into a green cloud.

21 Million Trees by the end of 2025 under Project SAPling

SAP has pledged to plant 21 million trees by the end of 2025 as part of the 1t.org business partnership, which aims to protect, repair, and increase trees throughout the world

SAP Campus Initiatives

70% SAP Labs' transportation operations are powered by electric vehicles (EVs)

80% Green energy consumed at the SAP Labs Bangalore campus

AND PROFITABILITY SUSTAINABLE

TECHNOLOGY

SAP Product Footprint Management

An open and cloud native app to assess and evaluate different environmental impact footprint. The calculated footprints are finally embedded into end-to-end processes such as idea-to-market, source-to-pay, plan-to-produce, and finance.

SAP Business Ecology Management

This solution provides customers especialy SMEs for quick insights about their carbon footprint of their individual products through – communication between B2B customers and consumers, help make product portfolio & investments and lastly, promoting eco-efficiency.

TECHNOLOGY

SAP Environmental Health Safety Management System (EHS)

SAP Environment, Health, and Safety Management allows its customers to engage with their workforce and identify and act on hazards, before they impact safety through real-time analysis of operational data along with the provision of relevant information. The SAP EHS management not only protects asset integrity, but also assists in optimising production by reducing unplanned downtime and outages through proactively identifying and mitigating safety risks. The customers are also able to improve EHS performance by incorporating risk management into daily operations with integrated business processes and shared data and workflows

CONTROL CARBON EMISSION

Use of Technology to Control Carbon Emissions

SAP has been able to develop a carbon emissions accounting system that tracks carbon emissions using technology. This system's goal is to make carbon emissions visible across the value chains, industries, countries, commodities, and services. SAP is also adept at navigating the complexity that such projects involve. They think that making the carbon footprint of products transparent all the way to the user will encourage climate-conscious purchase and consumption.

This technology has moreover, allowed SAP in India to potentially play an active role in achieving the country's Paris Treaty commitments. India's total green house greenhouse gas emission for the year stood at 2743 million metric tonnes. SAP customers in the country for the same year emitted 977 million metric tonnes of GHG into the atmosphere. The organisation with its customers can thus, influence approximately 36% of the country's GHG emissions (per unit of GDP).

SAP India EHS Use Cases

1. U.P. Power Transmission Corporation Limited through EHS deployment has enhanced workplace safety during maintenance operations.
2. Bajaj Electricals Ltd. has used EHS Management to meet regulatory compliance.
3. Maharashtra Samruddhu Mahamarg uses EHS to manage operational risks proactively by elimination, substitution, engineering controls, administrative controls and PPEs.

The Goal: Carbon Neutrality By 2023

SAP examines all of its direct and indirect emissions, as well as emissions from the supply chain, such as business flights, business excursions in rental vehicles, and third-party data centres, in its goal to become carbon-neutral. The firm has a three-step plan to avoid, reduce, and compensate for emissions. SAP is working on all of this in order to speed up climate protection and attain carbon neutrality by 2023.

CHAPTER 6

GROWTH TRAJECTORY OF SAP IN INDIA

The growth trajectory of SAP in India can be understood along four major pillars- Value based Ecosystem[51], Focus on Innovation, Customer Centric Approach and a Future-Centric Mindset. The organisation's initiative in India can be seen as not only empowering, but also responsible in totality. Value for SAP in India can be observed as a multi-faceted entity that spans across stakeholders, beneficiaries (both visible and invisible)[52] and time. The system at SAP in India is designed in such a way that value is intrinsic to the outcome for its beneficiaries. This value-based approach within the ecosystem helps in deriving both, direct and indirect value when these processes and their outcomes are measured. This value, additionally becomes part of the delivery in most cases. The quantification of the same can also be seen in the form of process improvement, employee engagement, cost reduction, time reduction, quality improvement, better governance, transparency and other time in climate improvement and better collaboration. Value is, thus, not only a philosophy embedded within the ecosystem, but also, a measurable outcome that makes the whole proposition beneficial and empowering for the future.

The next pillar which is crucial for the growth of SAP in India has been their Focus on Innovation. Their R&D investment, employee centric philosophy, focus on emerging technology and sustainability has resulted in the development of a range of innovative products and services for both-the existing and new customers. By placing Innovation at the core of their philosophy, policy and practice in the country, SAP in India has thus been able to open new markets while empowering the existing ones. The continuous thrust on innovation right from vision to implementation, systematic improvements to collaborations and a total belief in people has resulted in the development of products needed in a competitive and dynamic market place. The SAP management additionally, has moved an extra-mile by not only empowering the employees but also encouraged their partners and customers to co-innovate and co-create.

Co-innovation and Co-creation with partners, customers and employees (Co-Innovation Lab, SAP InnVent Programme) has been another successful strategy that has aided SAP in India to expand the technology base of its offerings by building new applications and intellectual property. They are now extending it further, by including the customer into their ecosystem of co-innovation and co-creation. SAP in India, through this venture support

[51] The ecosystem, for the purpose of this study, is inclusive of SAP in India, its partners and customers.
[52] The definition of beneficiary for SAP in India is huge and is inclusive of humans, environment and other species.

with its customers, is not only building and realising intellectual property, but also reducing the cost of ownership for its customers. This, along with the new start-up ecosystem (SAP Start-up Studio) opens up a huge arena of opportunities for SAP, its customers and the country.

SAP in India, when mapped on Customer centricity as core value of an organisation, was able to achieve a very high perception impact. The organisation is able to extend this even further, by providing customer experience and behavioural nuances as part of its solutions delivery. This empathetic attitude towards the customers of Indian companies, has helped them adapt with agility in dynamic situations and needs. The mechanism and the data driven insight provided by the SAP solutions to sense and predict the demands and challenges in a dynamic business and social environment has helped organisations to build customer centric resilience. This approach has proven to be a game changer in forming lasting partnerships and collaborations built on trust.

A Future Centric Mindset is the fourth pillar of the organisation's growth strategy, which makes SAP in India relevant and completely future ready. This mindset enables them to absorb the shocks of the changing environment easily and more efficiently. In this process, they also build more opportunities for the organisation. The shift from in-premise to cloud infrastructure as part of their growth strategy, investments in emerging technologies and Industry 4.0 i.e., Cloud, Internet of things, Automation, Robotics, Artificial Intelligence and Machine Learning has enabled the SAP in India to cater to the future needs of their customers. The customer, in process, also becomes the part of this journey of the transition to embrace the future with right guidance and collaboration. This investment on a multi-cloud strategy is also in line with the local governing policies and demands of the customers. The growth can also be seen in the rate of cloud adoption among SAP India customers over the last five years. This transition has empowered its customers with newer solutions, powerful tools, more analytics and better decision support system.

GLOSSARY

S. No	Abbreviations	Description
1.	AI	Artificial intelligence is the capacity of a computer or a computer-controlled robot to do jobs that are normally performed by humans because they need human intelligence and judgement.
2.	B2B	A Business-to-Business transaction occurs when one company conducts a commercial deal with another company.
3.	CAGR	The Compound Annual Growth Rate is a word used in business and finance to describe the geometric progression ratio, which gives a steady rate of return over time.
4.	CCC	It is an abbreviation for Course on Computer Concepts. The National Task Force on Information Technology and Software Development endorsed the certificate as a computer literacy programme. CCC is a programme aimed to teach fundamental IT literacy to the general public.
5.	CEPI	The Coalition for Epidemic Preparedness Innovations is a non-profit organisation that accepts donations from governmental, private, charitable, and civil society organisations in order to fund independent research initiatives to produce vaccines for new infectious illnesses.
6.	CFO	A Chief Financial Officer is a senior corporate executive who is in charge of the entire financial planning and administration of a corporation.
7.	CMAV	CMAV (Capture, Measure, Assess, Vision) is an abbreviation for a customised methodology developed by the IIPA research team to assess the socioeconomic effect of SAP in India.
8.	CMT	A Crisis Management Team (CMT), sometimes known as an incident management team or a corporate incident response team, prepares a company to respond to future situations. In the case of a real disaster, it also executes and directs the reaction.

9.	CSR	Corporate Social Responsibility refers to a company's ongoing commitment to incorporating social and environmental issues into its operations.
10.	CR	Crore is an abbreviation for ten million, which is equal to 100 Lakh in the Indian numbering system.
11.	CxO	A Chief Experience Officer is an executive who is in charge of the entire experience of a company's goods and services.
12.	DEI	It is an abbreviation for a company's Diversity, Equity, and Inclusivity policy.
13.	Digital India	Digital India is the Government of India's flagship programme, with the goal of transforming India into a digitally enabled society and knowledge economy.
14.	Disability Equality Index	The Disability Equality Index (DEI) is a comprehensive benchmarking tool that assists businesses in developing a roadmap of quantifiable, actionable steps to promote disability inclusion and equality.
15.	DISHA	The Digital Saksharta Abhiyan (DSA) or National Digital Literacy Mission (NDLM) Scheme has been designed to provide IT training to 52.5 lakh people across the nation, including Anganwadi, ASHA workers, and authorised ration dealers.
16.	EDGE Certification	EDGE is the world's premier gender and intersectional equity evaluation methodology and corporate certification standard. It assesses where companies stand in terms of representation, pay equality, policy and practise efficacy in ensuring fair career flows, and the inclusivity of their culture.
17.	ER&D	Engineering R&D services are those that supplement or manage processes connected with the production of a product or service, as well as those involved with maximising the life duration and optimising the yield associated with a product or asset.
18.	ERP	The integrated administration of major business operations, frequently in real-time and mediated by software and technology, is referred to as enterprise resource planning.

19.	EV	It is an abbreviation for Electric Vehicle. It is a vehicle propelled by one or more electric motors that use energy stored in batteries.
20.	E&Y	EY, or Ernst & Young Global Limited, is a worldwide professional services network headquartered in London, England. EY is one of the world's leading professional services networks.
21.	FICCI	The Federation of Indian Chambers of Commerce and Industry is an India-based non-governmental trade organisation and lobbying group.
22.	FY	A Fiscal Year is used in government accounting, which differs by country, as well as budgeting. It is also used by corporations and other organisations for financial reporting.
23.	Gavi	GAVI, or the Vaccine Alliance, is a public–private global health cooperation that aims to increase access to vaccination in low-income countries.
24.	GDP	The Gross Domestic Product (GDP) is a common measure of the value-added generated by a country's output of goods and services over a certain time period.
25.	GHG	A Greenhouse Gas is a gas that absorbs and emits radiant energy in the thermal infrared spectrum, resulting in the greenhouse effect. Water vapour (H 2O), carbon dioxide (CO 2), methane (CH 4), nitrous oxide (N 2O), and ozone are the principal greenhouse gases in the Earth's atmosphere (O3)
26.	GoK	It is an abbreviation for the State Government of Karnataka in India.
27.	HP	The Hewlett-Packard Company, abbreviated HP, is an American global information technology corporation based in Palo Alto, California.
28.	IDC	International Data Corporation is a market research firm that analyses consumer markets by devices, apps, networks, and services in order to deliver comprehensive solutions for success in these growing industries.
29.	IIPA	The Indian Institute of Public Administration was founded in 1954 as a research and training organisation under the Government of India's Ministry of Personnel.

30.	IMF	The International Monetary Fund is a 190-country institution that promotes global monetary cooperation, financial stability, international trade facilitation, high employment and sustainable economic growth, and poverty reduction across the world.
31.	INR	It is an abbreviation for the Indian rupee, the country's official currency.
32.	IoT	The Internet of Things refers to physical objects embedded with sensors, processing power, software, and other technologies that connect to and exchange data with other devices and systems via the Internet or other communication networks.
33.	IR 4.0	The Fourth Industrial Revolution, also known as Industry 4.0, envisions fast change in technology, industries, and social patterns and processes in the twenty-first century as a result of increased interconnection and smart automation.
34.	IT	The study of technologies, particularly computers and telecommunications, for storing, retrieving, and transmitting information is known as Information Technology.
35.	KPMG	KPMG International Limited is a worldwide professional services network based in the United Kingdom and the Netherlands that is one of the Big Four accounting firms.
36.	LGBTQIA+	It is an abbreviation for those who identify as lesbian, gay, bisexual, transgender, queer, intersex, or asexual.
37.	L&T	Larsen & Toubro Ltd, or L&T, is a Mumbai-based Indian multinational company with operations in engineering, building, manufacturing, technology, and financial services.
38.	MeitY	It is an abbreviation for the Ministry of Electronics and Information Technology, which is an executive agency of the Republic of India's Union Government.
39.	MoU	A Memorandum of Understanding is a sort of agreement that is signed by two or more parties. It reflects a convergence of will among

		the participants, suggesting a planned agreed course of action.
40.	MSME	According to the Micro, Small, and Medium Enterprises Development Act, 2005, enacted by the Government of India, MSME stands for Micro, Small, and Medium Enterprises.
41.	NASSCOM	The National Organisation of Software and Service Companies is a non-governmental trade association and advocacy group based in India that focuses mostly on the country's technology industry. NASSCOM is a non-profit organisation that was founded in 1988.
42.	NGO	A Non-Government Organisation, is a non-profit organization that operates independently of any government, typically one whose purpose is to address a social or political issue.
43.	PMGDISHA	The Pradhan Mantri Gramin Digital Saksharta Abhiyan is a Government of India project to digitally educate six crore people in rural India.
44.	PPE	Personal Protective Equipment, or "PPE," is clothing used to reduce exposure to dangers that cause significant industrial injuries and illnesses.
45.	PRATHAM	PRATHAM is an innovative learning organisation that was founded to increase educational quality. Madhav Chavan and Farida Lambay co-founded it.
46.	ROI	Return on Investment, often known as return on costs, is a ratio of net income to investors.
47.	RPA	Robotic Process Automation (RPA) is a software technology that makes it simple to create, deploy, and manage software robots that mimic human motions while dealing with digital systems and software.
48.	SAPMitra	It is an AI-powered Chatbot developed by the SAP Labs India team. The SAP Conversational AI platform was used to create this Cloud Foundry-based application. It aided the SAP team in scaling its First Response Measures and ensuring a more rapid response to people in need.
49.	SAP SE	SAP SE is a German multinational software firm headquartered in Walldorf, Baden-Württemberg, that creates enterprise software to manage corporate operations and customer relationships. The firm is particularly well-known for its ERP software.

50.	SDG	SDG is an abbreviation for the United Nations General Assembly's adoption of the Sustainable Development Goals in 2015. They were proposed as a roadmap for constructing a more sustainable and better future for everybody.
51.	SME	Small and Medium-sized Enterprises, often known as small and medium-sized businesses, are companies with less than a certain limit.
52.	SROI	Social Return on Investment is an outcomes-based measuring method that assists organisations in understanding and quantifying the social, environmental, and economic value they create.
53.	STPI	Software Technology Parks of India is a science and technology organisation established by the Ministry of Electronics and Information Technology (MeitY) with the objective of encouraging, promoting and boosting software export from India.
54.	TALLY	Tally is an ERP accounting software suite used to capture a company's day-to-day business data. This programme is used to keep detailed records of all business transactions for each account.
55.	TELOS	TELOS is an abbreviation for the approach used in India to acquire data for a basic grasp of SAP. It gathers information along the lines of Technology, Economics, Law, Operational/Organisation, and Social.
56.	UN	The United Nations is an intergovernmental organisation that’s mission is to ensure international peace and security, foster cordial relations among nations, promote international collaboration, and serve as a focal point for nations' actions.
57.	UNDP	The United Nations Development Programme is a United Nations body entrusted with assisting nations in eliminating poverty and achieving long-term economic and human development progress.
58.	UNICEF	UNICEF, also known as the United Nations Children's Fund, is a United Nations agency that provides philanthropic and developmental aid to children all over the world.

59.	VC	A Venture Capitalist is a private equity investor that lends money to firms with strong development potential in exchange for a share in the company. This might include sponsoring fledgling initiatives or assisting small businesses that want to grow but lack access to equity markets.
60.	WHO	The World Health Organization is a United Nations specialised organisation in charge of international public health.
61.	Y-o-Y	Year-over-year is a way of comparing the results of two or more measurable events from one period to those of a comparable period on an annualised basis.