

Delivered.

The Global Logistics Magazine

ISSUE 04/2020

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Find out how trends in a “volatile world” will transform our economies

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THE NEW NORMAL?

Learn how the pandemic has forced us to rethink the workplace

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Paper

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Dear Reader,

Big oil and gas companies are currently busy transforming themselves into providers of clean, sustainable energy for the future. In this issue, our **Focus** article looks at how they are changing and the demands they are facing, including making sure the COVID-19 pandemic doesn't derail their ambitions. The scale of these challenges certainly isn't rattling energy giant Total. As we discover in our **Executive View**, the company is determined to get to net-zero emissions by 2050.

Of course, when times are tough, any company, organization – or country, for that matter – requires strong, decisive leadership. But is it a coincidence that countries with female leaders seem to have dealt with the coronavirus particularly well? In our new **Debate** series, Dr. Auma Obama shares her thoughts and recalls how her own childhood in Kenya influenced the way she deals with difficult situations. Staying in Africa, we meet leading Nigerian entrepreneur Bright Jaja who is championing skills development across the continent, while Amadou Diallo, CEO, DHL Global Forwarding, insists that with its limitless resources and resourcefulness, **The time for Africa is now!**

DHL had its own crisis situation to deal with in northern Italy at the start of the year when the city of Bergamo became the European epicenter of the pandemic. Life-saving medical equipment had begun pouring into DHL Express' busy hub at Bergamo, and it all had to be processed and delivered rapidly. So, how did teams manage to cope with these huge volumes while keeping themselves safe at this harrowing and stressful time? You can find out in **Fortune favors the brave**, which also reveals how our DHL Express facility at Milan's Malpensa airport is turning into a key intercontinental hub – proof that commerce and e-commerce are beginning to boom again.

I hope this issue will be a source of information and inspiration!

Sincerely,

A handwritten signature in blue ink that reads "Katja Busch". The signature is fluid and cursive.

Katja Busch
Chief Commercial Officer, DHL

A MASK THAT REVEALS MORE THAN IT HIDES

DHL collaborated with sustainable fashion startup Grubenhelden to design a reversible face mask, with one side using the same fabric as the polo shirts worn by DHL couriers worldwide, and the flip side carrying Grubenhelden branding. The collaboration is a reflection of diverse backgrounds: Grubenhelden's tribute to the melting pot of Germany's Ruhr region in its coal-mining heyday, and DHL's workforce as a microcosm of the world's population. The pandemic led to the face mask as a symbol of consideration for others, pointing to how something as small as a red and yellow mask can become a statement for more humanity and community.



 bit.ly/DHLMasks



GREEN LIGHT FOR GREEN CAMPUS

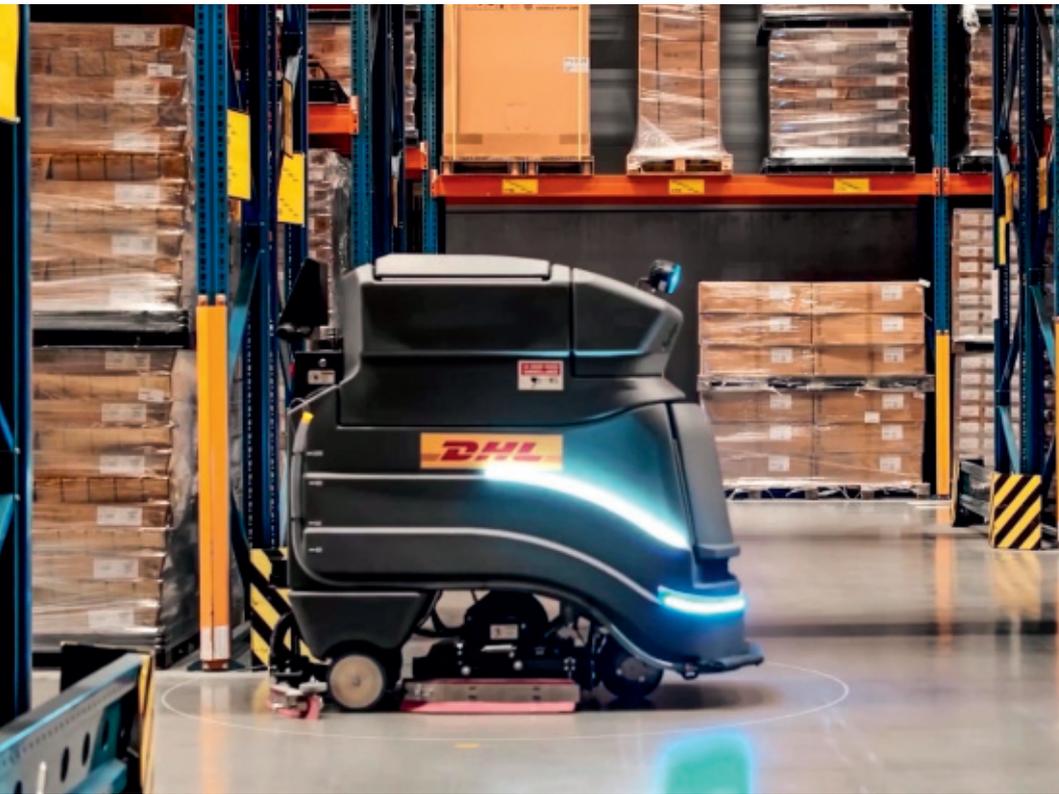
A new state-of-the-art Life Sciences and Healthcare campus is set to open near Brussels. DHL Supply Chain is building the facility with high-speed developer MG Real Estate in the Laekebeek Industry Zone in Lot, just outside the Belgian capital. Due to open late next year, the 28,000-square-meter building will replace DHL Supply Chain's current facilities in Huizingen and Lot. In line with DHL's Mission 2050 strategy, which aims to make the company emission-free in the next 30 years, it will be carbon neutral, with efficient LED lighting, heat recovery technology and an energy management system that helps reduce consumption. The campus will boast more than 20 loading and unloading bays, as well as separate areas for refrigerated pharmaceutical products and extra storage space to allow for future expansion.

 bit.ly/DHLBrusselsLSH

COULD AFRICA BE A SOLAR SUPERPOWER?

What if the Sahara desert could be used to generate clean solar energy? It's estimated that this could generate enough electricity to power the world 7,000 times over. A report by the World Economic Forum questions whether the geopolitical difficulties involved may be too great. And one study suggests solar panels in the Sahara would reflect more heat back into space. This would see more clouds, more rainfall and more vegetation. But would the greening of the Sahara be a good thing?





KEEPING IT CLEAN

Cleanliness and hygiene have been at the forefront of everyone’s mind over the past few months, and technology is increasingly lending a helping hand. A new collaboration between DHL and Canada-based Avidbots will extend their partnership to install ultra-advanced Neo floor-scrubbing robots in warehouses, hubs and terminals worldwide. Avidbots’s automatons, with their advanced 3D sensors, cameras and AI technology, are especially suited to dynamic and changing warehouse environments, and are able to detect and avoid obstacles such as humans, boxes, forklifts and other robots.

 bit.ly/DHLAvidbots



HELPING HANDS

We’ve all realized the importance of regularly washing or sanitizing our hands throughout the coronavirus pandemic, but for many vulnerable communities around the world, that’s not always so easy. Colgate-Palmolive Company identified the need to empower people to take their health into their own hands – literally – by teaching proper hand-washing techniques and providing soap to millions in need. Colgate and DHL teamed up to distribute 25 million bars of soap in support of the World Health Organization’s #SafeHands Challenge. Colgate used five of its production facilities on three continents to manufacture the #SafeHands soap, and DHL Customer Solutions and Innovation coordinated the effort to distribute them to 22 countries in Africa, Asia and Latin America. DHL Global Forwarding handled the ocean and air freight of the soap bars, which were all packaged with instructions on how to wash your hands properly.



The number of consecutive James Bond films for which DHL has provided logistics expertise, starting from “Casino Royale” in 2006 to this year’s “No Time To Die,” the 25th 007 movie and star Daniel Craig’s swan song

 notimetodie.dhl

Photos: DHL (3); PR; Colgate-Palmolive; Cover-images/imagor; Adobe Stock



WORKING TOWARDS THE NEW NORMAL

Amid all the uncertainty of the past months, one thing is for sure: Things will never be quite the same again post COVID-19. And this very much applies to supply chains. As in every crisis, the strengths but also the weaknesses of systems – including supply chains – become visible. To become better, it’s important to learn from such emergency situations. Much has been said about “the new normal,” but businesses may need to undergo a transition phase to bridge the gap between lockdown and a new way of working. A white paper from DHL outlines possible changes in supply chains during this “pre-new normal” and envisions strategies and actions to set up supply chains of the future. Written in collaboration with renowned logistics and supply chain expert Professor Richard Wilding, the white paper assesses how the new normal could look, the impacts of coronavirus on supply chains, the long-term lessons that need to be learned and what action businesses need to take to build in resilience and flexibility for the future. It looks at how the global crisis may accelerate changes to the working landscape that were already happening and how it may uncover new priorities and trends. To download the white paper “Post-Coronavirus Supply Chain Recovery: The Journey Towards a New Normal” go to:

 bit.ly/CSIWildingPaper

HERE COMES THE SUN

It seems too good to be true: a project to create unlimited renewable aviation fuel from water, carbon dioxide and the power of the sun. The Sun-to-Liquid project aims to produce liquid hydrocarbon fuels, using concentrated sunlight to turn water and carbon dioxide into synthesis gas – a mixture of hydrogen and carbon monoxide. This can then be converted into jet fuel in a gas-to-liquid plant. There are many advantages: It helps cut aviation emissions, does not take up arable land needed for food production in the same way that biofuels do, and has few stages in the conversion process. An initial four-year project funded by the EU and Switzerland has ended, but researchers are now seeking funding to continue their work.



 bit.ly/suntoliquid



PENGUINS TURN CULTURE VULTURES

It’s not only humans who’ve been missing contact with others during the pandemic: Many zoos have found that their animals have been yearning for the stimulation normally provided by the crowds of visitors who pass through their gates. One zoo decided that some of its residents would benefit from a day trip and some artistic inspiration. Kansas City Zoo took three of its Humboldt penguins – Bubbles, Maggie and Berkley – to the nearby Nelson-At-

kins Museum of Art, which had also closed its doors during lockdown. They were particularly taken with Caravaggio’s paintings. The zoo has since reopened, so the three art-loving penguins can once again receive visitors.



DELIVERED. MEETS: MICHAEL WIEDEMANN

The new president of DHL's Energy Sector is determined to keep supporting customers through challenging times by powering our world together.



Michael Wiedemann is no stranger to the challenges imposed by complex, large-scale projects in remote places. Now the President of DHL's Energy Sector, Wiedemann began his career as a process engineer in the consumer goods industries. That was a job that took him all over the world, including 2 1/2 years building detergent factories in the wilds of Russia.

Wiedemann's journey to the global logistics industry was a circuitous one, involving several years in the world of consulting before joining DHL in 2003. He worked first in the Express business before moving on to a variety of commercial roles in the company's Customer Solutions and Innovation division.

The beginning of the 21st century turned out to be a dynamic and demanding period for the world's supply chains – and a period of rapid evolution in the logistics sector, too. “When I look back over that time, I'm particularly proud to have been involved in our establishment of a sector approach, beginning in 2006,” says Wiedemann. “I think we were the first in the industry to recognize that large customers are very sector-specific. Each industry has very specific needs, and to serve those customers effectively, we needed to develop sector-specific capabilities. That's something that only a multimodal and global organization can put in place.”

That strategic shift was hugely important, but DHL has faced plenty of tactical challenges, too – from the 2010 eruption of the Eyjafjallajökull volcano in Iceland, creating an ash cloud that grounded aircraft across Europe, to the bankruptcy of key suppliers in the global shipping industry. Each of these events, says Wiedemann, caused significant supply chain disruptions, requiring a rapid and carefully co-

ordinated response. “The first thing we always have to do is create transparency on the challenges for our customers. Next we need to identify the viable options we still have available within our operations. Then we can start to connect the capabilities of our divisions with the needs of our customers. And the last part, obviously, is executing while keeping the customer informed of all developments.” That recipe, he adds, is being applied at scale once again during the current coronavirus crisis.

Mission critical

Now that Wiedemann has taken the helm of the Energy Sector, what is his impression of the industry's challenges and opportunities? “Energy is one of the most diverse and fascinating sectors, and a really important one,” he says. “Our customers are delivering mission-critical infrastructure; a world without access to energy would truly be a poorer place. And many of those customers are involved in the biggest transformation in their history, as they strive to meet some aggressive carbon emission reduction goals. “The sector also has an extraordinarily broad range of supply chain demands,” he adds. “Our customers are involved in exploration and production activities in the most remote parts of the world; they run city-sized refinery operations and chemical plants, and many of them have large retail networks, too. Where else would a single company be involved in such a diverse range of activities?”

Creating visibility and transparency is critical if energy companies are to optimize the performance of their supply chains, says Wiedemann. He believes this is an area where DHL is well positioned to support its customers, offering digital capabilities



that can integrate the needs of complex, multimodal logistics networks at a global scale.

“There is also a big opportunity to share our knowledge and experience with our customers,” he says. “Around the world, we see many examples of supply chain management best practice that could be scaled up and adopted more widely.” While the energy sector itself provides some of those examples, Wiedemann adds that the sector also has opportunities to pick up ideas from other industries, such as the automotive sector’s streamlined processes for the management of inbound logistics at its manufacturing facilities.

Collaborating through the crisis

The pressure for greater supply chain efficiency may have increased significantly this year, as the COVID-19 crisis has caused an unprecedented drop in demand for oil, gas and electricity. The impact of the crisis on both supply and demand could be long-lasting, forcing companies to recalibrate their short- and long-term business plans.

The crisis has also made doing business more complex – and for Wiedemann, the end of lockdowns and travel restrictions cannot come soon enough. “At the beginning of the year, I was in in regular face-to-face discussions with our customers,” he says. “Now we have to do everything by video.” Remote meetings may be part of the post-coronavirus new normal, but they make it harder to have the sort of open, multiparticipant discussions that are a key part of DHL’s regular energy industry conferences. “Meeting the world’s energy challenges will require intense collaboration between producers, customers and supply chain partners,” says Wiedemann. “Our new strapline is ‘Powering our world, together,’ and I’m determined to find ways to bring people from across the industry together to discuss issues and share experiences in this uniquely challenging time.” ■ **Jonathan Ward**

 michael.wiedemann@dhl.com

 bit.ly/DHLEnergy



POWER WITH PURPOSE

Energy companies fueled the industrial revolution.
Now they're powering society's next evolution.



UNDER THE SUN:
Solar panels at a plant in
Uyayna, Saudi Arabia.

12 TRILLION

The number of tons of oil consumed by humans every year

STEPPING ON THE GAS:

bp's onshore compression project in Trinidad, which has the potential to deliver around 200 million standard cubic feet of gas per day. bp is dedicating one of four new divisions to gas and low-carbon energy.

The world has an uncomfortable relationship with energy. On one side, energy consumption and economic progress have been intimately linked since the industrial revolution. Global primary energy use roughly doubled over the past 50 years, and humans now consume the equivalent of almost 14 trillion metric tons of oil every year. On the other, the environmental and social costs of the energy sector are now under increasing scrutiny. Carbon emissions from the burning of fossil fuels are driving climate change, while at a more local level energy extraction can leave lasting scars on landscapes, communities and ecosystems.

Maintaining the benefits of energy while minimizing its harms is a complex challenge in which everyone has a role to play. The individuals, households and businesses that consume energy need to do their part by reducing waste and making considered choices about the products and services they buy and use. Producers meanwhile, especially the giant energy companies that provide most of the world's oil and gas, are under pressure to show that they are taking their environmental and social responsibilities seriously.

The leaders of those companies are listening. In recent years, a trickle of projects and policy changes has become a rush, as many of the world's largest oil and gas players seek to transform themselves

into providers of clean, sustainable energy for the future.

Target zero

In the first half of 2020, for example, a number of the largest oil companies announced ambitions to reach net-zero carbon emissions in the coming years. Such declarations make good headlines and mark a real shift in approach for businesses built on the extraction of hydrocarbons from the ground. The industry is still debating, however, just what it means to be a net-zero energy company. bp, one of the first companies to announce a target, includes three kinds of emissions in its calculations. According to the internationally recognized Greenhouse Gas Protocol, scope 1 emissions are those generated directly by the company in its operations. Emissions generated by others to produce energy and materials consumed by the company are classified as scope 2. And scope 3 emissions encompass those generated by the use of a company's products. bp has included its scope 1 and 2 emissions in its target, which it says add up to around 55 million tons a year. It has also included a further 415 million tons of scope 3 emissions generated by the use of the oil and gas it produces in its own upstream operations.

The bp announcement specifically excludes a much larger quantity of emissions generated by the





PEDAL POWER:

Cycling past the Saudi Aramco oil processing facility at the Abqaiq oil field, Eastern province, Saudi Arabia.

PLANT LIFE:

Engineering work at bp's chemical facility in Texas City, U.S.

oil and gas products that it processes or sells on behalf of other organizations. That includes oil from other companies that passes through bp refineries, for example. Explaining the policy to journalists, Bernard Looney, CEO, bp, said that it had come to this decision to avoid double-counting: Oil produced by other companies would inevitably form part of their own emissions reduction targets by 2050. The company has, however, set a target to halve the overall carbon intensity of everything it sells by 2050 or earlier.

Royal Dutch Shell made its own net-zero announcement in April, saying that it had decided to intensify its ambitions and significantly reduce emissions in line with the universal recognition that global warming now needs to be kept within an increase of 1.5° C. Unlike bp, Shell includes only its scope 1 and 2 emissions within its target, although it is aiming for a deeper 65% cut in the carbon intensity of the products it sells by 2050.

Most recently, Total made its own net-zero commitment, adopting a hybrid of the bp and Shell approaches. Total says it wants to reach net-zero for scope 1 and 2 emissions worldwide by 2050, and has also included the scope 3 emissions of its customers in Europe. It is also aiming for a 60% reduction in the carbon intensity of its worldwide product portfolio.

If the details differ, one thing unites the net-zero commitments made by these major energy players: Nobody yet knows how the targets will be achieved.

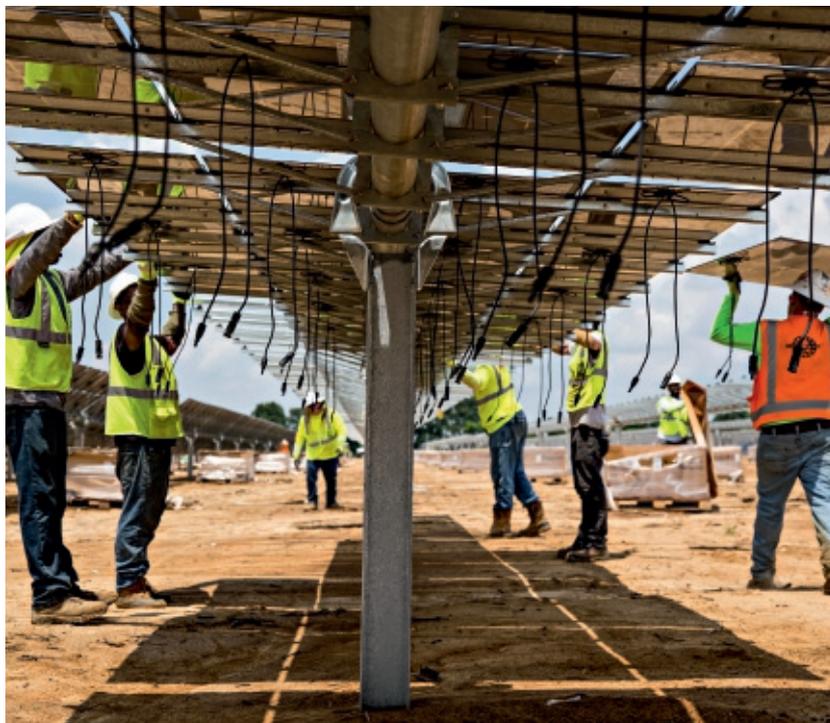
The companies involved are pursuing a wide range of strategies, including investments in renewable energy technologies and electricity distribution, as well as efficiency improvement initiatives within their own operations. bp is even altering the whole structure of its business, dedicating one of four new divisions to gas and low-carbon energy. For all these players, however, the ultimate success of their zero-carbon initiatives will depend on factors only partially within their control, including technological advances and substantial shifts in regulations and consumer behaviors.

Local action

Global energy transition is a long-term project, but there is also plenty of opportunity for energy companies to take action at a local level to optimize their

“There is growing interest in logistics strategies that reduce emissions, and even in zero-carbon logistics offerings.”

Michael Wiedemann, President, Energy Sector, DHL



CABLE GUYS:

Connecting solar panels at a Silicon Ranch Corp solar generating facility in Tennessee in the U.S.

THEY ARE THE FUTURE:

In countries such as Oman, energy companies are implementing societal initiatives that benefit the next generation.

BLADES OF GLORY:

The largest wind turbine in the world in Rotterdam harbor.



operations, improve the environment and support communities. Many are doing just that. In Oman, for example, the country's organization Petroleum Development Oman (PDO) is working with DHL to implement a waste management program built around circular economy principles. The program aims, wherever possible, to find safe and economically productive uses for waste generated during oil extraction. Drill cuttings are being reprocessed into cement for the construction industry, for example, and condensate generated by gas wells is collected and transported to refineries, where it can be turned into useful oil products. Bahwan DHL (BDHL), DHL's supply chain arm in the sultanate, manages the collection and transportation of PDO's non-hazardous and hazardous waste from the point of origin



to the company's waste management yard or other approved waste disposal or recycling sites.

In China, Shell has worked with local communities to restore and improve the environment around a network of decommissioned oil wells. Once the well sites have been dismantled and the equipment removed, around 8,000 tons of concrete remaining at each site is crushed and used as a building material to improve local roads and irrigation systems. The company remediated the land around the sites by adding new topsoil and planting beans to enhance the fertility of the soil.

On Thevenard Island off the coast of Western Australia, engineers working for Chevron faced a different sort of challenge during a program to decommission a number of oil wells. The island is a nature reserve and an important breeding ground for sea turtles, raising concerns that the lights from the 24-hour decommissioning work would disorientate the baby turtles, preventing them from finding their way to the sea. To allow the project to continue safely, the company worked with local experts to set up fences and lighting controls across the site. With these measures in place, and by shutting down work temporarily during peak hatching periods, the company was able to clear the island quickly without harming its fauna.

Sustainable supply chains

The scale and complexity of the energy sector means any attempt to tackle sustainability challenges must

involve the entire supply chain, with equipment makers, subcontractors and service providers all involved in the effort. Michael Wiedemann, President, DHL Energy Sector, says that, in conversations with customers, environmental and social considerations are rising up the agenda. “Safety has always been the number-one concern for our energy customers,” he says. “They want to ensure their people are safe, as well as the communities touched by any part of their supply chain. An important part of our offer to the sector is that we understand their protocols and requirements, and we have people who are trained to do things the right way.

“In recent months, however, we have seen much greater focus on wider environmental issues,” he adds. “Our energy customers want us to track and report our carbon emissions, and there is growing interest in logistics strategies that reduce emissions, and even in zero-carbon logistics offerings.”

This year’s eye-catching environmental commitments from major energy players came before the full impact of the COVID-19 crisis, which has seen oil prices plunge to zero or even below in some regions. Will the shock be enough to derail companies’ carbon-reduction ambitions? Wiedemann doesn’t think so. “When we work with energy industry customers to improve supply chain efficiency, we are looking at a wide range of measures: consolidating activities, bypassing supply chain steps or finding synergies between upstream and downstream operations, for example. Those measures reduce the demand for transportation, which leads directly to lower emissions. There is no conflict between cost and carbon.” ■

Jonathan Ward

65
PERCENT

The cut in carbon intensity that Shell aims to make to the products it sells by 2050

TURNING TURTLE:

Chevron engineers took steps to protect wildlife while decommissioning oil wells in Australia.

3 QUESTIONS FOR...

1. How is the energy sector changing as the world moves away from fossil fuels?

Every individual, every home and every business relies on energy, and the coming decades will see a complex and gradual transition as we shift to low- and zero-carbon energy sources without disrupting that vital lifeline. There’s no doubt that the move to more renewable sources has created opportunities for new market entrants, but the major oil and gas companies also have a central role to play in that change. Those businesses have the technical skill, the financial strength and the customer reach to take on the challenge. We can already see how many of the big players are evolving from being primarily oil and gas companies to becoming energy providers in the broadest sense.

2. What do you see as the most important attributes for success in the energy transition?

I believe that two characteristics will be vital: diversity and purpose. Diversity, because tomorrow’s energy needs will be met by a much broader range of sources and technologies, including fossil fuels, renewables and new energy storage technologies. And purpose, because the relationship between energy and society is changing. Energy is an important part of the world’s development with respect to healthcare, education, prosperity – and particularly the battle against climate change, which affects companies and individuals alike.

3. The coronavirus crisis and the resulting economic shock has created other challenges for the sector. How are energy companies coping?

There’s no doubt that this is a very difficult year for energy companies, as it is for everybody. But these businesses have always operated in a cyclical industry. They are used to dealing with short-term problems without losing sight of their long-term strategy. The crisis is going to delay some investments, and increase the focus on cost and operational efficiency, but I believe that most of our customers have the stamina and the vision to maintain their course.

Michael Wiedemann
President, Energy Sector,
DHL

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Photos: Daniel Acker/Bloomberg; Charles O. Cecil/Alamy/mauritius images; Cultura/mauritius images; Getty Images; DHL.

JULIEN POUGET:
Senior Vice President
of Total's Renewables
division.



LONG-TERM RESPONSIBILITIES

A broad energy company setting itself on the path to carbon neutrality.

With more than 100,000 employees and operations in over 130 countries, Total is one of the world's "supermajor" energy companies. Founded in 1924 by the French government, the group's current form owes much to its mergers in 1999-2000 with two other European oil majors at that time: France's Elf Aquitaine and Belgium's Petrofina. Today, Total is a broad energy company that produces and markets fuels, natural gas and low-carbon electricity.

Total says that its ambition is "to become the responsible energy major" – and on May 5 this year, the company made a significant step toward turning that motto into a reality. Just as the global energy industry was reeling from the double shock of the coronavirus crisis and an escalating price war, Total Chairman Patrick Pouyanné announced the company's new climate ambition to get to net-zero emissions, together with society, by 2050.

Total aims to be as clear as possible about the nature of its commitment. It breaks the pledge down into three steps. First, it wants to achieve net-zero emissions across its worldwide operations by 2050 or sooner. In technical terms, that means eliminating or offsetting the organization's entire scope 1 and scope 2 emissions by the middle of the century. Second, it wants to tackle the emissions produced by customers when they consume the energy products it sells. Its target for these scope 3 emissions is to

reach net-zero by the same date for products sold in Europe, in line with the EU net-zero emissions targets. Total also announced it will make similar carbon neutrality commitments in all countries or regions willing to set similar targets at governmental levels. Finally, it's aiming for a 60% reduction in the overall carbon intensity of its global product portfolio by 2050, capping emissions at 27.5 grams of carbon per megajoule of energy produced.

A head start

Net-zero emissions commitments from big companies with an oil and gas portfolio are still a rarity, but Total's announcement didn't come out of the blue. It has a track record in low-carbon activity, including a significant focus on gas and a sizeable renewable energy business.

In 2016, Total cemented its ambitions to be a major player in the energy transition by establishing Gas, Renewables and Power (GRP) as a separate entity within its organization. As Senior Vice President of the Renewables division, Julien Pouget oversees one of the key segments of that branch.

"Total's low-carbon businesses," says Pouget, "support the company's emissions reduction ambitions in two ways. One part of the business is helping to reduce the carbon footprint of our own sites and those of our partners. We do that with a wide range of solutions, including on-site renewable electricity

generation, natural carbon sinks, biogas, and tomorrow, hydrogen, as well as research into carbon capture and storage and other innovative technologies.”

Scaling up

The second part of the strategy involves the development of zero-carbon electricity for sale to customers. “Since the creation of the GRP branch, Total has made a significant step change in its renewable energy production. Our capacities have grown exponentially in the last four or five years,” says Pouget. Back in 2016, he notes, Total’s renewables portfolio had a total capacity of about 300 megawatts. By the end of 2019 it was 10 times larger, with 3 gigawatts of gross capacity of renewable power generation. This year, the creation of a 50/50 joint venture with India’s Adani Green Energy Limited (AGEL), part of the Adani Group, added another 2 gigawatts of solar generation capacity, and the company currently has more than 3 gigawatts of projects under construction. By 2025, Total aims to have 25 gigawatts of gross renewable capacity.

The company is interested in all types of renewable energy and has developed strong positions in solar and wind power. Total runs large-scale solar power plants all over the world, and supplies rooftop-distributed power systems to businesses and homeowners. It also has a significant footprint in the

wind power segment, including most recent investments in the offshore wind and floating offshore wind developments.

Is it odd that a company with extensive experience in offshore oil and gas production should hold back from offshore wind for so long, given the similarities between the technical and operational challenges of the two sectors? Pouget offers a counterargument. “I think maybe that it was because we have so much offshore experience that we were cautious about offshore wind,” he says. “We know exactly how difficult it is and we wanted to be sure that technology was mature, proven, and could generate electricity at an affordable price.

“Today, renewables are more and more competitive compared to other sources of electricity. We want to invest where it’s profitable to do so, and the falling cost of renewable technologies means there are lots of viable projects.” In the company’s rooftop solar business, for example, it often installs panels on customer premises at its own cost, then sells the resulting clean power to those customers at a lower price than they pay their regular utility. For large projects, meanwhile, investment decisions are less and less dependent on government subsidies. “Despite renewables getting progressively to ‘grid parity’ or even better, it remains important for these projects to secure a stable long-term price for the power generated.” To achieve the ambition to be a major renewable energy player, “We need to be technology-agnostic,” says Pouget. “Wind and solar power are complementary; they usually produce at different times. Our future power systems will depend on a mix of different intermittent sources, together with battery storage.”

Total has already made a move into the battery storage market with the 2016 purchase of Saft, a French industrial battery maker. Saft batteries are found in a host of applications, from satellites, aircrafts and high-speed trains to backup power systems for industrial sites. The company also supplies very large battery storage systems used to improve the performance and stability of electricity networks. Such assets are becoming another element of Total’s renewables portfolio. In Mardyck, close to Dunkirk, for example, it’s currently building the largest battery storage system in France. When the new facility opens this year, it will be capable of supplying 25 megawatts of electricity to the grid.

Cleaning up at the pump

Growing its renewables business will help Total reduce the overall carbon intensity of its activities, but the company will not achieve its net-zero ambitions unless its customers make radical changes to their

LAYING THE FOUNDATIONS:

Philippe Montantème,
Total’s Senior
Vice President, Strategy
Marketing Research.





SUN ROOF:
Total's renewable innovations include rooftop solar technologies.

energy consumption habits. Philippe Montantôme, Senior Vice President, Strategy Marketing Research in the company's Marketing & Services segment, has a role that puts him at the frontline of that shift.

At Total, Marketing & Services encompasses all the organization's end customer-facing activities, including around 15,600 filling stations worldwide and sales entities supplying gas and heating oils to homes and businesses. "Marketing & Services activities account for a significant part of the company's revenues, but also of its carbon emissions. So we have an important part to play in this transition," says Montantôme. He adds that the division has already made significant steps along the road to emissions reduction, including developing fuels and lubricants that improve the energy efficiency of vehicles or the massive deployment of solar panels on the rooftops of its service stations and industrial sites around the world.

Total is now positioning itself as a retailer of low- and zero-carbon energy sources, too. It is, for example, a major player in the supply of gaseous transport fuels in Europe and the U.S. Montantôme points out that 30% to 50% of the gas it sells for transport applications is biogas, produced from renewable

sources. The company has also moved into electric vehicle (EV) charging. In 2018, it acquired the largest French EV charging operator, now Total EV Charge, and plans to grow its network to 150,000 charging points in Europe by 2025.

"All these changes are about laying the right foundations for a zero-net-carbon future," says Montantôme, but the speed of the transition will ultimately be determined by the customers' choices. "We can only move as fast as the market," he says. "We want to be ready to react but we have to move in step with society."

Right now, both society and the energy industry are contending with other challenges. Could the coronavirus crisis derail Total's net-zero plans? "Definitely not," says Montantôme. "In our business, we must plan for the short, medium and long term. Today, we have what we hope will be a short-term health crisis, and we may have to deal with a medium-term outlook of low energy prices and a difficult economy. But, in the long term, society still has to address the challenge of climate change and we are determined to play our part." ■ **Jonathan Ward**



www.total.com

VIEW TO A DIGITAL FUTURE

Made in the shadow of a global pandemic, the forecasts in this year's DHL Logistics Trend Radar reveal the accelerated adoption of new technologies, as well as industry resilience and sustainability.

What humanity tried for years, a virus accomplished in several months," say Ben Gesing and Jordan Toy, co-authors of the DHL Logistics Trend Radar, which outlines the future trends in logistics amid a transformative past and the upcoming decade. They are referring to the prevalence of home working since the appearance of COVID-19, but this statement also sums up the accelerated interest in embracing new technologies, automation and tools for digital work in the logistics industries.

The 2020 report is the fifth edition of DHL's flagship foresight tool, published every two years, which surveys the technology, social and business trends that will affect logistics in the upcoming decade. "It's a big year," says Gesing, and the special circumstances of the pandemic have meant thinking "in agile mode."

Changes and challenges

The report begins with a look back at innovations that have defined the industry in the millennium so far – among them e-commerce, technology megaplatforms, robotics and smartphones. As in the 20th century, when most of the tectonic technological shifts – electricity and the internal combustion engine, for example – occurred in its earliest decades, the pace of breakthroughs may now be slowing down, but their serious adoption in supply chains is still constantly growing in breadth and depth. So while the technological context is now a given, with e-commerce completely changing the way people shop and experience logistics, its applications continue to expand rapidly.

The past decade has also seen wave after wave of disruptive technology: artificial intelligence, 5G, the huge increase in connectivity (almost 5 billion people now have internet access), augmented and virtual reality, the internet of things, the possibility of autonomous cars – each of which requires fresh adaptation.

All of this is taking place against a backdrop of greater political and economic turmoil. As global supply chains become increasingly volatile and complex, and the world economy is hit by the unanticipated impact of the pandemic, the prevalence of trade wars, national interests and social unrest is increasing. Throughout all of this, the role of logistics in keeping the world working and sustaining modern life has never been more relevant to society.

With the turning point of the COVID-19 crisis, some evolving practices have accelerated and come

5
BILLION

The number of people who now have internet access



to the forefront, such as home deliveries, a broader range of online interaction and, perhaps most notably, working from home. Shocks in demand and supply have led to short-term use of 3D printing (to make personal protective equipment, for example) and of last-mile delivery by robots, something which was difficult in the crowded city streets of pre-COVID times.

In the face of economic instability and obstacles to trade, building supply chains that are more durable and sustainable is crucial. Suppliers and distributors will have to find ways to diversify further, while some goods may have to be procured and produced in multiple locations, potentially even closer to home.

As Gesing points out, the COVID-19 crisis may be only the first of several pandemics, and one of its lessons has been that those who don't embrace digital technology will be hardest hit.

A futureproof tomorrow

As to sustainability, three years ago DHL started on its journey to becoming a zero-emissions organization by 2050; now there are many other companies,

even energy companies, who say they want to do the same. After the recent rare spell of restricted human movement due to the virus, we've been given stirring glimpses of the planet's resilience, with cleaner air and clearer views (the Himalayas suddenly visible from Punjab, for example), and wildlife venturing back into cities. It is yet to be seen whether the economic recovery will be as green as we might wish, but environmental issues are certainly going to be of greater interest to more customers than ever before.

The elimination of plastics, which has great relevance to the packaging and delivery of goods, will also come to the forefront.

Technological developments are bound to be amplified, too. For example, this year DHL will deploy a fleet of 1,000 robots from Locus Robotics, while picking and sorting will be assisted by the robotic arm software developed by Covariant. With an accuracy rate of 99% – a human level of dexterity – the software will help maximize order fulfillment, especially during seasonal and unexpected volume peaks.

But “technology is the easy part” for the industry, according to Gesing, and successful digital transformation is still dependent on the human factor. “The hardest part is getting people accustomed to using these things.”

Around 550,000 people work at DHL and, he says, they need to feel comfortable with cameras assisting their decision-making or with using an iPad to control a fleet of robots rather than carrying out a series of repetitive tasks themselves. Future employees and leaders will need continual upskilling in order to use the sophisticated software and equipment now at their disposal.

Above all, to operate successfully, logistics depends on trust, a connection that can be supported by technology, but ultimately only made between people.

The 2020 edition of the DHL Logistics Trend Radar is based on the philosophy of staying close to customers, operations and technology. The insights in the report do not rely solely on traditional research methodologies, but more importantly on the contribution of scores of industry experts and DHL leaders, hundreds of employees at relevant startups and thousands of visitors to DHL Innovation Centers each year.

■ GP Newington

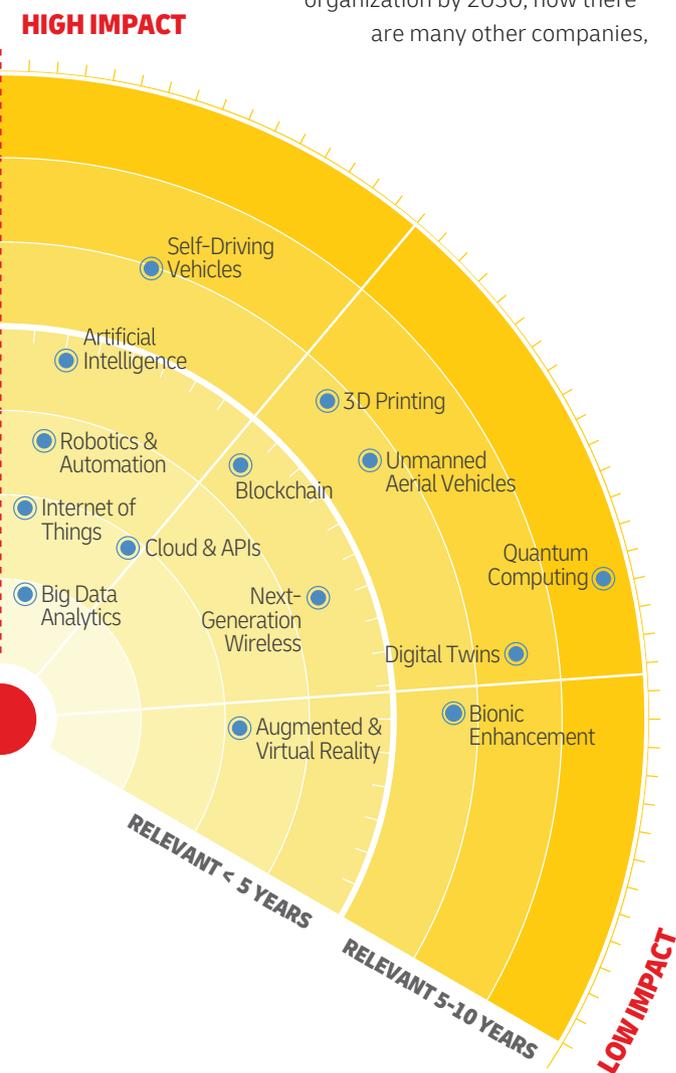
For more information:

✉ ben.gesing@dhl.com

🌐 www.dhl.com/trendradar

99
PERCENT

The accuracy with which the robotic arm software used by DHL can pick objects



FORTUNE FAVORS THE BRAVE

In spring 2020, northern Italy was in the grip of the COVID-19 crisis and the small city of Bergamo became the European epicenter of the pandemic. With an entire region under lockdown and hit full force by what would become a global crisis of epic proportions, teams at the DHL hubs in Bergamo and Milan went into overdrive to deliver critical goods. Now they are looking to the future with confidence once more.

Words: Michelle Bach

Photography: Mario Rota

Production Milan/Bergamo: Valentina Gradoli

The sirens never stopped. From February onward, the small Italian city of Bergamo was hit by the then-novel coronavirus that would later surge across the world. On March 10, the city, nestled at the foothills of the Italian Alps, went into lockdown.

“It was eerie,” says Francesco Capelli, Operations Director at Bergamo Hub. “Our city was virtually silent. All we heard were announcements made from military vans to stay indoors, and the sound of ambulances every three to four minutes.”

With Bergamo’s citizens staying indoors, the streets were deserted. DHL vans were on the road, however. “Traditionally, in any crisis, DHL has a policy of last out, first in,” says Alberto Nobis, CEO Europe, DHL Express, himself an Italian, who has been working in agile mode in northern Italy since the start of the pandemic. “Even in wars or major natural disasters like the Icelandic ash cloud in 2010 or the 2018 hurricanes in the Caribbean, we are known for not giving up and doing what we can. This time we were never out. After a short period of reorganizing themselves, our teams kept on going at double speed, even under very difficult conditions.”

At the center of the crisis

In early February, as the pandemic took hold in northern Italy, Bergamo Hub (BGY) – a key part of the DHL Express network – went into overdrive, as did its hub in nearby Milan (MXP). Teams worked day and night to receive, process and deliver personal protective equipment (PPE), respirators, critical

medicines and also general e-commerce goods for businesses and private individuals across Italy. Yet it was becoming apparent that the virus was spiralling out of control in Bergamo, and that if one person working at the hub became infected, it would quickly spread among teams. So on February 20 – when to most of the world COVID-19 was still an obscure threat rather than headline news – Jesus Sanchez, MD Hubs and Gateways Italy, took the decision to tell some 400 customs department, back office and support function staff at Bergamo Hub to work from home. After that around 400 operations employees (warehouse and ramp agents) were sent home and temporarily stopped work. “This was an unprecedented and unusual move and the decision wasn’t taken lightly, because it was a massive logistical challenge,” says Sanchez. Nevertheless, it was a decision that undoubtedly saved lives.

At peak times, BGY handled 50,000 air shipments from Europe and around the world every day. While volumes initially dropped, both hubs and service centers had to prepare entirely new routines and source masks, gloves, hand sanitizers, disinfectants and laptops for teams working from home.

Working to deliver – 24/7

Whether at home or carrying out critical tasks at the hubs and service centers, or, of course, delivering to customers, teams stepped up, organized themselves and, in many cases, even reported for work after losing close relatives. All were regularly updated about the situation on the ground and received links



ALBERTO NOBIS:
CEO Europe, DHL Express.



ABANDONED AREAS:

Bergamo's streets were deserted during lockdown. Apart from ambulances and military transports, DHL vans were mostly the only vehicles on the roads.



INTENSIVE CARE:

At the beginning of the crisis, the eyes of the world were on Italy – and particularly Bergamo, which was at the epicenter of the pandemic.

to videos on how to cope in lockdown that had been recorded with a psychologist. “Some people call working from home ‘smart working,’” says Sanchez. “I call it ‘safe working.’ I truly believe the action we took saved lives.” Normally, customers could expect their cargo to clear customs and be delivered overnight or within 24 hours. Despite these extraordinary circumstances, Sanchez is proud to say that average delivery time increased to just 48 hours, such was the dedication of the customs team.

Motivated to overcome all challenges

“At first, members of the customs team were concerned about how they would cope with home working,” says Maria Caterina Benincasa, Import Supervisor, Customs Department, Bergamo Hub. “However, these worries disappeared in the blink of an eye because a huge increase in COVID-related shipments – such as masks and other PPE items, coronavirus tests and ventilators – began pouring into the hub. It was critical that this essential life-saving equipment cleared customs, and we were the ones who had to make sure it happened. That was our motivation, our energy. Suddenly everyone in the department found a new willingness to keep going, to keep working, and find their own solutions to the personal challenges they were facing.” Yet this was no easy task, because the volume of goods needing to clear customs was huge. From January to May 2020, the hub registered a 115% increase in imports of medical devices on the previous year. To complicate matters, the team was also having to deal with constantly evolving Italian customs legislation relating to medical devices, which changed 14 times in three months.

Finding the strength to keep going

Those remaining at the facilities in the Bergamo area faced the daunting task of having to ensure teams were adequately protected from the virus. It was also crucial to protect the mental wellbeing of employees in a harrowing situation where approximately 15,000 of Bergamo’s 120,000 inhabitants had contracted coronavirus and more than 6,000 had died. “At first I was scared,” admits Matteo Camozzi, Operations Supervisor at Bergamo Service Center. “But what kept me going, and all of my colleagues too, was the need to help others. We knew that Bergamo hospital, as well as hospitals, doctors, citizens and customers all across Italy, were relying on our deliveries. Personally, I also have a very strong faith, and that sustained me throughout this crisis.”

One man who was never afraid is Alessandro Caironi, a senior ramp supervisor who says his



JET SET:

Alessandro Caironi, a senior ramp supervisor at Bergamo Hub. For several weeks at the start of the pandemic, DHL planes were some of the only ones flying around the world.

REPORTING FOR DUTY:

At Bergamo Service Center, some supervisors and teams worked right through lockdown.

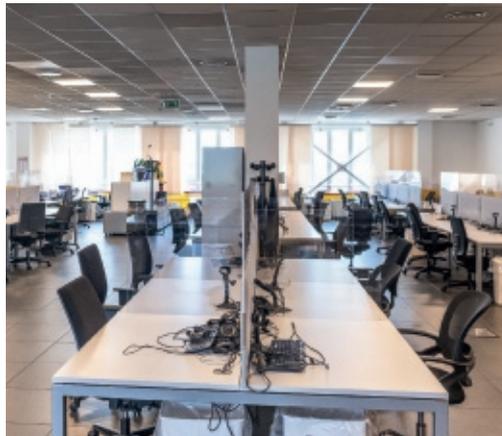
GOOD TEAM:

Maria Caterina Benincasa (foreground), Import supervisor, Customs Department, Bergamo Hub, with Danilo Castelli (middle), an Import senior supervisor, and Stefania Caprini (far right), an Import senior supervisor.



BUSY SCHEDULE:

Matteo Camozzi, an operations supervisor at Bergamo Service Center, was determined to keep deliveries moving.



EMPTY SPACES:

Teams in Bergamo went into smart working mode, delivering service to customers around the clock.

faith gave him a lot of strength. He also credits the strength that people from Bergamo are known for throughout Italy as part of what made teams so resilient. “Throughout history, there has been a special spirit in Bergamo – we are mountain people, used to defending ourselves, but we are also known for being very kind and helpful,” he comments. “This is the spirit that kept us going and also kept us going the extra mile at work, no matter what.”

SLIDE RULES:
Project manager Laura Bonicalza and team members during construction of DHL's new hub at Milan's Malpensa Airport.



HANDLING WITH CARE:
Valentina Zaniboni, a dangerous goods coordinator at DHL's Malpensa Hub, ensured that critical goods received special attention.



“Malpensa offers us opportunities to expand services that are critical to us absorbing our expanding volumes and securing the future.”

Alberto Nobis, CEO Europe, DHL Express

A new way of working

“Since the COVID-19 crisis we have had to modify our entire European and global network in ways that would normally have taken five years of planning and evaluation,” says Roy Hughes, EVP Network Operations & Aviation, DHL Express Europe. “At the start of the pandemic, there were several weeks where our planes were the only ones flying around the world. As passenger airlines became grounded, we had to find other ways of making up for cargo capacity we normally use for a part of our Express shipments, such as securing extra charters, which we managed, albeit at high cost.”

Alberto Nobis believes that DHL has emerged with clear priorities and a new way of working. “First and foremost are the safety and wellbeing of our teams because that’s also what guarantees our continuity,” he says.

“Next is technology. Initially, our tech platform supported 10,000 remote workers, but today there are more than 200,000.

“Digitalization was something we were focused on before the crisis, but this has been accelerated and we are now helping many of our customers transfer their business online. Technology and digitalization will be essential to improving both our offering to customers and the work of our employees.”

Nobis concludes: “Even though these are turbulent times, we are confident we will grow in the future. Despite a significant drop in our volumes at the beginning of the pandemic in April, we quickly saw a great recovery in our shipment volumes from mid-May on. Currently we are growing at high single-digit rates and all trends seem to be converging toward a record high peak period from now until year-end.

Investing in the future

In Italy, this growth will also come from a facility at Milan Malpensa. The company is investing in a new hub that started operations in September and will soon become a crucial part of DHL Express’ European network, with the eventual capacity to increase to 1,300 employees and flights linking Europe, the U.S. and the Middle East.

“Italy is an important European center for Manufacturing, Agriculture, Life sciences & Healthcare, Automotive and Fashion, so there is a high volume of exports from the country itself,” says Nobis. “However, our new Malpensa Hub will also be connected to our global hubs: CVG in Cincinnati, U.S., and BAH in Al Muharraq, Kingdom of Bahrain.”

“Malpensa offers us opportunities to expand services that are critical to us absorbing our expand-

ing volumes and securing the future,” says Nobis.

“Bergamo has been key to our Italian operations for two decades, but due to its limited single runway and geographic location in an Alpine region, we are unable to expand as we need. Despite this, together with our gateway in Brescia, Bergamo is a key part of our ‘family’ in northern Italy. La Famiglia – ‘family’ – is everything in Italy, and as one DHL family, with Malpensa, Bergamo and Brescia, we are confident that we can master the future and deliver for our customers, deliver growth and deliver a secure future for our teams.” ■



Mario Rota

Born in Bergamo, Mario Rota has been a photographer since 1993. He lives in the city’s beautiful old town, the Città Alta, with his wife, a doctor at Bergamo hospital, and his daughter. At the height of the COVID-19 pandemic, Mario spent about 100 days in lockdown, while his wife was working at the hospital. ■



www.mariorota.com

A RAINBOW OVER BERGAMO

DHL's Rainbow Plane, a specially branded Boeing 757 that flew to 45 destinations, made a momentous stop in Bergamo – referred to in the DHL Network by its IATA code, BGY – to thank some 350 colleagues who had been working tirelessly around the clock. Earlier this year, their city had been hit with full force by COVID-19 and became the European epicenter of the pandemic. ■

32

The number of countries the B757 Rainbow Plane visited during its operation



90,000+

The total distance flown in kilometers (56,000 miles)

45

The number of cities that greeted the Rainbow Plane



THE OFFICE – BUT NOT AS YOU KNOW IT

Since COVID-19 struck, working from home and virtual meetings are no longer a novelty. But how are we coping with this new world – and has everything changed for good? What does the future hold for companies and their employees?

Even before this year’s global pandemic, the world of work was changing. But the coronavirus has transformed it faster and more completely than anyone could have predicted.

Since most countries in the world were in partial or full lockdown, many offices and factories were empty, and international travel was more or less out of the question. The usual rules simply couldn’t apply. And so, as if in a particularly grim Grimm’s fairytale, our old world was replaced by a new and unfamiliar one.

The question now is, where do we go from here?

Edwina Fitzmaurice, EY Consulting Global Markets, Business Development, Sector and Solutions Leader, who is spearheading EY’s COVID-19 Taskforce globally, says going back to the old ways is not an option.

“We’re moving to a radically new way of thinking, living and working,” says Fitzmaurice. “We’re re-writing the rules of how to live.”

Rather than working in the new normal, Fitzmaurice talks about working in the “new abnormal.”

Perhaps the biggest change has been the switch to working from home. Global Workplace Analytics (GWA), a U.S. research-based consulting firm dedicated to preparing employers for the future of work, estimates that 25%-30% of the global workforce will be working at home on a multiple-days-a-week basis by the end of 2021.

Home office pros and cons

“The change in how and where people work will have far-reaching implications for the built environment, sustainability, labor markets, transportation infrastructure, regional planning, tax and labor laws, and more,” says Kate Lister, the company’s president. “It’s not going to be work as we knew it.”

It makes sense for businesses to encourage continued working from home. On average, employers who allow employees to work from home part-time save about \$11,000 per year for each employee working remotely.

Many of managers’ reservations about remote working – the fear that workers will take advantage

of the opportunity to slack off, for example – will have been assuaged during the lockdown period. And many more employees have had the chance to sample for themselves the benefits – and the disadvantages – of working from home.

Oscar Thompson is a credit analyst working for an Australian bank in Taiwan. He previously worked in the office but has recently been working from home.

“In terms of being productive, for me the office is a more conducive environment,” Thompson says. “We use an internal communications system, and when working from home, the system is slower. Working remotely also requires more discipline, and there is no work/home life boundary. On the plus side, it’s more flexible – and you can have a nap in the afternoon.”

For Neha Gupta, a child and adolescent psychotherapist working at Family Tree and The Art of Sport in New Delhi, India, working from home brings particular challenges.

“I find myself being more productive and getting things done faster, especially as there is no travel time,” says Gupta. “But the efficacy of online sessions, to me, seems considerably lower than in personal consultations. The screen creates not only physical distance between the client and me but also increases resistance in the client, thereby impacting the therapeutic relationship.”

But without dependable access to the internet, communication can be frustrating. “Internet in India is not the best everywhere,” says Gupta. “Therefore, the efficiency of the session rests hugely on the internet speed and connectivity on that particular day.”

The COVID-19 outbreak was an unprecedented event that forced workplaces to ramp up digitalization efforts. “We had to wholly and quickly adapt everything – how we work, learn and recruit new colleagues – to a virtual setting,” says Afra Morris, a digital media manager at DHL, which has shifted all its recruiting to virtual modes; 80% of classroom training to creating learning journeys in different formats; and in-person meetings to video and audio communication – via Teams and Zoom. “By removing

25-30

Estimated percentage of the global workforce working multiple days a week at home by the end of 2021



the mental barrier of office-centric collaboration and socializing,” Morris explains, “we’ve been able to develop a global working experience and grow closer as a team.”

Work-life balance – and boundaries

As Thompson found, it can be a challenge for employees to separate their work and home lives when working remotely. And then there’s the social aspect. Though few regret not spending hours in their cars or on crowded, potentially virus-infected buses and trains, many managers and employees miss the interaction of office life.

For all these reasons, the likelihood is that, in future, most people will combine working from home with working in the office.

Fitzmaurice predicts that rotas of various kinds will be implemented in the office environment in order to facilitate social distancing. Moreover, she believes measures such as mask-wearing, temperature checks, cafeterias either not opening or opening but serving only pre-packaged foods, and regular sanitizing of buildings are likely to be with us for a long time.

Remaining office areas will have to be expanded to accommodate social distancing, with employers needing to expand working areas to allow for more space between workers, partitions and directing the flow of footfall, explains CNN. They cite former

Google CEO Eric Schmidt, who, appearing on the TV program “Face the Nation,” stated: “My guess is we’ll have more demand for office space. Not less, because people will want social distancing.”

Internet interactions

Sabine Müller, CEO, DHL Consulting, sailed through her learning curve near the beginning of the lockdown by identifying four lessons for virtual office management: communication, vision, digital tools and staying healthy and social.

In addition, accidental benefits of lockdown – such as the reduction in carbon emissions and improvement in air quality, or the partial “re-wilding” of some cities – have underscored the importance of industry becoming environmentally sustainable in the long term.

All in all, it seems the pandemic has fundamentally changed attitudes. Indeed, Fitzmaurice sees the transformation in thinking as being comparable to the Industrial Revolution or the Enlightenment.

“In many ways, COVID-19 is being seen as a wake-up call,” she says. “We’ve all seen how fragile we are as a species, and ESG [Environment and Social Governance] is becoming much more important, and boards are taking it very seriously. There is a very live conversation around that, and leaders realize they are being watched and that the values they espouse affect their brands.” ■ **Cathy Dillon**

VIEWPOINTS



Delivered. upskills with...

BRIGHT JAJA

The entrepreneurial Nigerian-born CEO of iCreate Africa explains why he's on a mission to rebrand vital skills such as welding and plumbing and make them more appealing to young people.

As a 10-year-old growing up in Abuja, Nigeria, Bright Jaja would go to the local market where his mother worked as a trader. "Before I went to school, I'd help arrange her stock," he says. "Then, after school, I'd go to the market to help her sell. I spent more time there than I did in the classroom."

Plainly, Jaja – who recently appeared on the Forbes Africa 30Under30 list – was an entrepreneur from a young age. At 20, he set up a dance studio called Redance Africa, then won the Abuja Young Fellowship Award and was the youngest speaker at the first TEDx event in Abuja.

His latest project, however, has really made people sit up and take notice. In 2017, he founded iCreate Africa, a social enterprise that aims to address the challenge of youth unemployment across the continent by championing skills development. "I thought: 'Why is it that young people aren't doing jobs that already exist in the labor market?'," says Jaja. "Jobs like bricklaying and carpentry, for example. It's because society has defined that technical skills are for people who aren't 'educated.' 'Educated' people go to university, get a degree and come out the other end as a lawyer, doctor or accountant. But that's a stereotype. Education is everywhere." Jaja is therefore desperate to "rebrand" technical and vocational skills that will be in big demand in Africa in the next 20 years.

One of the ways he's doing this is via a skills competition called the iCreate Skill Fest, which iCreate Africa has hosted in Abuja, Kaduna, Enugu and Lagos in partnership with companies such as Bosch and Sterling Bank. Competition entrants compete in numerous skill categories – including welding and fabrication, video production and drone piloting. The winners, known as Skills Champions, receive cash prizes, tools and equipment and, most important of all, training. Ideally, Jaja wants to empower Skills Champions to become entrepreneurs and get them to the point where they can each employ five people.

Following on from the success of Skill Fest, Jaja is launching the world's first technical and vocational skills league in 2020. The iCreate Skills League (ISL) will feature 37 teams picked from technical schools from each state in Nigeria. "The teams are going to be made up of – for example – the best tilers, bricklayers, barbers and plumbers from each school," reveals Jaja, who wants to replicate the idea across the continent.

In response to the COVID-19 crisis, iCreate Africa has recently launched a digital platform, www.Skillers.ng, to support the seamless operation of skilled professionals and service businesses amid the global

pandemic, connecting them to clients, training and business resources. "The platform creates a digital representation of their skills and services, and allows clients to schedule services and transact through an interactive payment system," explains Jaja.

Despite the pandemic, he believes this is an exciting time for Africa. "I want to create a solution that the next generation can benefit from," says Jaja. "Africa is the future of the world, and we need to empower and upskill our young people so they can be ready for the amazing opportunities becoming available."

When did you get the idea for iCreate Africa?

I used to go into a school to teach skills to kids. Also, I looked at how the ministry of education was tackling the skills gap and unemployment problem and realized it didn't have any new, innovative ideas. Times are changing, and you can't fall back on the same old system you used five years ago.

How does iCreate Africa work?

When we started, the idea was to create a hub for skills that will be required in the labor market in the next 10 to 20 years, including construction, fashion, arts, beauty and technology. We do have a Skill Hub (based in Abuja), which serves as center for skills services, and where young people can get together, display their work and collaborate. But that wasn't enough. I knew we had to make people understand that their skills are a global currency.

Why has Skills Fest been successful?

One of the biggest problems we had in Nigeria is that people weren't proud of their skills. Instead, they thought of their skills as something they had to do in order to survive. Now, at Skills Fest, everyone is paying more attention to sharpening their skills because there are lots of opportunities. Skills Champions can even become brand ambassadors for companies, which, in Nigeria, is something that traditionally only happens to celebrities. For example, Bosch signed an iCreate bricklayer as a brand ambassador. So everybody wants to get to the final – and that helps create interest in the skills they have.

How do you reach young people to get them involved?

Through media and videos. We're also developing a mobile phone app to highlight all the skilled trades available and the opportunities they offer. Plus we publish a skills magazine called iCreate that showcases the Skills Fest winners – and we're planning a Skills Park, an environment where young people can work together and be inspired by each other. My message to young people is: "Don't wait for someone to tell you what to do. You are the solution." ■ **Tony Greenway**

750

The number of young people who participated in iCreate Skills Fest events in 2019

5 MILLION

The number of jobs Bright Jaja wants to create over five years by bridging the skills gap in Nigeria

 www.icreateafrica.com

→ THE DEBATE ←

In these times of seemingly permanent crisis, good leadership is essential, and not easy to find. Most of the world's leaders are – still – men. Increasingly, however, some of the most prominent and respected leaders are women: Chancellor Angela Merkel of Germany, for example, and prime ministers Jacinda Adern of New Zealand and Sanna Marin of Finland. An analysis published in the Social Science Research Network suggests that “COVID outcomes are systematically and significantly better in countries led by women ...”

Is it perhaps possible that – whisper it – women make better leaders in crisis situations than men? In the second installment of our series **The debate**, this fascinating possibility is explored by author, speaker and social activist Dr. Auma Obama and Deutsche Post DHL Group's Head of Global Media Relations Anita Gupta. Based on their observations of what constitutes good leadership, they provide their viewpoint on whether women outperform men at the top when the going gets tough and immediate, far-reaching solutions are urgently needed. ■

Anita Gupta: Do women make better leaders in a crisis? Based on my experiences, the answer to this question is a clear yes. Women perform very well as leaders, particularly in times of crisis. In my career, I have encountered many women with excellent crisis management skills – both in business operations and in communications. Likewise, in politics, it currently appears that countries led by women have mounted a strong public health response to the coronavirus crisis – just look at New Zealand, Germany, Taiwan or Finland.

So, why might women make better leaders in a crisis? An argument that I find quite convincing is that women are more comfortable with multitasking. A crisis requires many different, high-priority elements to be managed simultaneously. The key facts, the likely impact and possible courses of action need to be established fast, with a response team structured to monitor the situation 24/7, act quickly and proactively deal with all affected stakeholders in real time.

This requires keeping a cool head, scanning all developments with 360-degree radar, and efficiently switching between the different key priorities to contain the crisis – usually under extreme pressure. In my experience, women do very well at this. But of course you can't generalize, as there are many men who are also adept at multitasking. On the whole, however, I believe that women may have certain advantages in this regard.

If you think I'm building up to singing the praises of female leaders and making a plea for the world to be run by women ... Wrong! Yes, I think there is much to be said for promoting more female leadership – in politics as well as in business. But the ability to manage crises is not the sole requirement of being a leader, and not every woman leader is a better leader than a man. What's more, I very much believe in balance.



In an increasingly volatile and unpredictable world, it's vital for any organization to focus on its diversity in general, not just on gender. There is no doubt that mixed teams are a great source of strength, as they draw from a huge pool of valuable experiences. An organization's leadership needs to fully reflect the diversity of its customers and other stakeholders. Only then will it be sensitive enough to respond to the changes in expectations, views and demands that can eventually lead to abrupt challenges – or new opportunities. There is no doubt that bringing many different opinions to the table can only improve decision-making.

Therefore, I am convinced that societies and companies have much to gain when they fully tap the power of diversity – not just in times of crisis. Fortunately, we have seen rapid progress in diversity – also in leadership ranks. Organizations have become much more permeable and inclusive. Nevertheless, my dream is that, at some point, we will no longer have to talk about gender, equal opportunities or diversity – because it will become a natural part of our lives.

Anita Gupta is Senior Vice President Global Media Relations & Regional Head of America, Communications Sustainability Brand at Deutsche Post DHL Group. Previously, she was responsible for Communications & Sustainability in Asia Pacific/EMEA, after having worked in various leadership functions at Citibank and American Express. A Rotarian and a global citizen with roots in India and New York, she has also developed community support programs with the Missionaries of Charity, an organization founded by Mother Teresa, implemented a women's employment program in Venezuela, introduced indirect micro-finance lending to women in unserved communities and pioneered DPDHL's Global Volunteer Day.

Ms. Gupta is a Global Advisory Council member of Vital Voices, a non-profit organization promoting women's economic, political and social advancement around the world.

Dr. Auma Obama: I have no doubt at all that women make better leaders in a crisis. No matter at what level, practically throughout our whole lives we are trained to deal with crisis. Ask, for example, any woman who is a sister, aunt, wife, mother or grandmother. Women are lifelong crisis managers. Whether it's dealing with a 40-degree fever in the middle of the night or a fall off a bike resulting in a broken tooth or limb, nine out of 10 times it's the woman who steps up, rushes in and saves the day, or the night, 24/7, 365 days of the year, every year.

So, armed with years of experience, it's no wonder that we are able to step up and lead at any level in a crisis. Speed of response, clear-headed focus, multitasking, mixed with empathy: It's all in a day's work and part of that lifelong training.

We are socialized to nurture, to persevere as primary caregivers – and not only as mothers. Almost all girls experience this from a very early age. I remember my own childhood in Kenya, growing up as the only girl among brothers. Only I was expected to help with the cooking and the household chores, while my brothers were allowed to play – not so much at my parents' house, but definitely at my grandmother's. This kindled a spark of rebellion in me and turned me, at a very early age, into something of a champion for gender equity, greatly influencing my later work with children and young people, and leading to my founding the Auma Obama Foundation Sauti Kuu (Kiswahili for "Powerful Voices"). But it also made me not just a great homemaker, but the one who, when needed, could quickly jump into any difficult situation to save the day! Ask anyone in my family. So many times I heard that I should have been the firstborn son (!). It was obviously not enough to excel as a girl. My competence, although a result of my upbringing as a girl, was attributed to my being tough like a boy!? A paradox.

Today things are changing, of course, at least in many parts of the world. Globalization and internet connectivity are opening up our societies in a way that cannot but include women as critical players in the bigger scheme of things. Take Saudi Arabia, for example, where young women, or indeed women of every age, now have opportunities to stride out into the world in ways that their mothers would never have dreamed of. Or look at the many female entrepreneurs all across Africa that are taking their rightful place at the continent's tables of power and being recognized for it. Women are proving their metal

everywhere – from the household or in businesses right up to the highest levels of leadership and power – showing that they are able to handle any crisis, in any of the above-mentioned areas.

It's my personal quest to ensure that we see more women rise, assert themselves and take their place at the table of leadership. We have the skills – and the experience! It's time we stopped stepping back and letting the men take the lead and/or credit for achievements that we have, in equal measure, contributed to. That's what my foundation, Sauti Kuu, is all about. It's about making sure the girls don't get left behind, and that the boys learn to accommodate the girls, while learning other social, emotional and technical skills. It's about equity – being judged by the strength of your character and deeds and not by your gender; about women being given the chance to show what they are made of, and their bringing their skills and experience to the forefront. Our more recent history reflects this, showing us that women can be equally good or even better leaders than men. Not because it's a battle of the sexes, but because it's just a fact. For the longest time, behind every great man was a great secretary (PA) and/or a devoted wife!

Dr. Auma Obama is the founder and Director of the Auma Obama Foundation Sauti Kuu, international keynote speaker, book author and guest lecturer on the topics of ecological and economic sustainability and social responsibility. Dr. Obama was born and raised in Kenya and studied in Germany, where she received a master's degree from Heidelberg University. She also studied at the German Film and Television Academy, Berlin, during which time she also gained a doctorate at the University of Bayreuth.

Active in a number of organizations, Dr. Obama is a Counsellor, as well as the Chair of the Children and Youth Commission of the World Future Council. She also sits on several boards. Her bestselling memoir "And Then Life happens" was published in 2012. Dr. Obama is the sister of the 44th U.S. President Barack Hussein Obama.



 sautikuufoundation.org

 sh-m.de

AFRICA, NOW IS YOUR TIME!

The liberation of young Africa's energy and drive, together with the continent's immense natural wealth and abundant environmental and cultural resources, could launch a power and passion as potent and transformational as the time when the first humans left Africa about 1.5 million years ago to spread across and prevail over the world, believes Amadou Diallo, CEO, DHL Global Forwarding Middle East and Africa.



AMADOU DIALLO

Amadou Diallo has been CEO of DHL Global Forwarding Middle East & Africa since June 2017. He is the founder of Saloodo! GmbH. He was previously CEO of DHL Freight, CEO Africa and South Asia Pacific, DHL Global Forwarding, prior to which he was Chief Financial Officer of Deutsche Post DHL Logistics Divisions and Managing Director for the integration of Exel and DHL. Mr. Diallo has more than 25 years of experience in the tourism, banking, express and logistics industries. He is Senegalese and fluent in several languages, including English, German, French, Fulani, Wolof and Spanish. Mr. Diallo is Chairman of Amref in Germany and on the boards of Welthungerhilfe, Africa 2.0 and Schiller International University.

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A couple of years ago, McKinsey published a survey about growth in Africa. I can't say I was surprised to discover that two-thirds of all respondents thought that the continent's combined GDP will be among the fastest-growing in the world over the next 20 years, because I think so too.

When a country has immense wealth – in terms of both natural resources and passionate, bright and talented people – it should do well. In the case of Africa, this holds true for the entire continent. And yet, to date, only some of Africa's countries do well, while the great majority of them lag behind the rest of the world. Much potential is wasted, as poverty and deprivation resulting from corruption and post-colonial exploitation are still the order of the day in many places.

Nevertheless, things are changing, and post-COVID-19 Africa is on track to emerge as the one of the world's fastest-growing continents. Anyone can see that Africa is ripe with potential and fizzing with energy. It was, however, gratifying to know that other people agreed with me. What I find truly fascinating is where all

this potential and energy springs from – and, more importantly, how it can be harnessed and where it's going.

Africa is lucky to be both resource-rich and resourceful. First, this is a continent that has youth on its side. It's blessed with a young population – the youngest on the planet, in fact – that is hungry for knowledge, democracy, growth and quality of life. The people are impressively dynamic, unceasingly creative and keen to make their mark on their respective countries and the world. It's reassuring to know that the future is in their hands.

Then there's Africa's geological good fortune. One study found that the continent has around 600 million hectares of uncultivated arable land, roughly 60% of the unexploited global total. This opens up the tantalizing possibility of Africa feeding the world, although it's an opportunity that has yet to be unleashed. And while it's true that Africa still needs to build its own food self-sufficiency, change is in the air. Take Senegal, which used to be one of the biggest importers of food – particularly rice – from Vietnam, Thailand and India. Now the country is increasing rice production within its

own borders, thus allowing investment that would have been spent on food imports to be made in other areas.

Africa also has approximately 30% of the planet's mineral reserves, many of which are used in battery development, making it a huge draw for companies in the technology sector that create connected innovations to power the world. Indeed, there were – at the last count – more than 600 tech hubs distributed across the continent, in countries as diverse as South Africa, Nigeria, Morocco, Ethiopia and Rwanda. In fact, Rwanda – where Mara smartphones are manufactured – recently partnered with China's Alibaba to establish Africa's first electronic world trade platform.

Lastly, but no less importantly, Africa is replete with “traditional” energy resources. Mozambique, for example, holds 100 trillion cubic feet (Tcf) of proved natural gas reserves – which, incredibly, is more than Qatar. Nations such as Nigeria, Angola, South Africa, Senegal, Morocco, Egypt, Libya and Gabon are oil-rich; but Africa is also a popular location for renewable energy companies that are keen to harness its limitless solar and hydro power potential.

A growing manufacturing center

Mix all of this together, and the result is affordable energy on a vast scale – which, combined with the young population, makes the continent an extremely attractive location for manufacturing firms. An added bonus is the geographical advantage of being close to huge consumer markets in Europe, the Americas and Asia. In fact, I believe Africa is reaching a turning point because it currently displays the same dynamics that were seen in Asian manufacturing centers such as China, Vietnam and Pakistan before their exponential growth.

For instance, industrial zones are growing in locations such as Kenya, Ghana, Rwanda and Morocco. Currently, Morocco's industrial zones annually produce 600,000 cars – which would otherwise have to be imported. That's a promising development, because when most of the vehicles driven in Africa are made in Africa, it will be a catalyst for more jobs and more investment. Then there's Ethiopia, which has grown as a center for apparel manufacturing and was recently called “Africa's new growth engine” by the World Economic Forum.

Of course, more – much more – needs to happen in order for Africa's manufacturing potential to be unharnessed. Major steps forward will be African autonomy; efficient, low-cost energy; and intra-African free trade.

Benefits of Africa's common market

The borders in Africa have been stifling its development for decades. The irony is that these are not natural borders. They were set during the Berlin Conference of 1884, when Europeans and the U.S. carved up the continent into chunks, designing regional maps in a completely arbitrary way with little or no thought for local cultures, ethnicities and languages. That's why it is today as complicated for an Algerian to visit Morocco, or for a Kenyan to

visit Senegal, as it would be for a European or a U.S. citizen. That can't be right. The administrative burden at these inherited borders has long needed to be simplified so that Africans can easily access each other's markets, allowing people, capital and goods to move around freely.

That's why the African Continental Free Trade Area (AfCFTA) is such a game-changing moment. Created by 54 of the 55 nations recognized by the African Union, AfCFTA's launch has been delayed due to COVID-19. But when it finally comes into force – hopefully in 2021 – it will make it easier for local and international companies to set up manufacturing platforms, while simultaneously opening up a huge domestic market (an expected 1.4 billion people by 2025). It will also – according to an estimate from the U.N. Economic Commission for Africa – boost intra-African trade by 52% by 2022. Dismantling red tape and dispensing with tariffs will create opportunities for entrepreneurs, bring huge economic power and influence, and help rid Africa of its damaging colonial and post-colonial thinking.

In this last regard, Africa's liberated young people are already one step ahead. They're simply not interested in looking back to how things used to be or politely maintaining the damaging colonial status quo. Instead, their aspiration is to run their own lives, make change happen and generate new business opportunities inside their own markets. It's why so many small companies are currently rising up across Africa.

Jettisoning old ways of thinking

It's crucial that African leaders and politicians adopt the same modern mindset. For example, Abiy Ahmed Ali, the Ethiopian prime minister, and Édouard Ngirente, the Rwandan prime minister, are in their mid-40s and possess youthful outlooks that have rejuvenated their respective countries. This is how it should be, because Africa's young people now expect and demand a revitalized and efficient leadership and a high level of transparency that consigns corruption to the dustbin of history. They want governments that are accountable for their actions and leaders who will invest in tangible projects that make a real difference to the lives of their citizens. And they want high-caliber education systems that guarantee free and equal access to learning for boys and girls so that they can go on to become the innovation drivers and wealth creators of tomorrow.

While there is still a lot more to do – like anywhere else – the excitement, energy, passion and determination across the continent is palpable because there's a feeling that, by shaping its own destiny, Africa is on the threshold of an enormous change – one that could entirely transform its standing in the world. Now we need to step up a gear, capitalize on that incredible potential, and make it happen.

We are now shaping our destiny by ourselves and should reap the benefits for our own people – and thereby, for the world.

That's why I shout out loud and clear: Africa, your time is NOW! ■

WHAT'S THE STORY, MR. OTTO?

PRINTING TO PROTECT OTHERS

To meet the huge demand for visors needed by intensive care doctors during the coronavirus pandemic, technician Philipp Otto repurposed the 3D printers at the Deutsche Post branch in Hagen, Germany, to produce them.

I work with my trainees in the operating systems technology department in Hagen. We have two 3D printers running 24/7. Until recently, they used to manufacture spare parts for letter and parcel center sorting machines. That was before the advent of the coronavirus.

When the crisis hit Europe, everyone was aware of how hard medical staff were working, and how desperately they needed personal protective equipment (PPE) to keep them safe while caring for coronavirus patients. The close contact they had with those infected with the virus put them at serious risk of infection.

I got my idea during the March vacation, which I had to spend at home due to the corona pandemic. I heard that, in addition to

other protective equipment, hospitals were in urgent need of visors to protect healthcare professionals from possible infection. A friend of mine suggested that we could produce them on a 3D printer right here at the branch. I was immediately intrigued with the idea and decided to figure out how we could do it. We found the template for the visor on the internet. All we had to do was install a program for layer printing, and we were ready to go.

I pitched the idea to our branch manager, Karl-Heinz Behrens, who immediately jumped on board. So I started production with my trainees. Now our 3D printers are turning out headbands for protective visors. It really is a win-win situation, because the trainees under my supervision have an opportunity to make a positive contribution, and they can learn something at the same time.

In addition to the 3D printer we already had on site, a second one was quickly added. In just four hours, the printers can create two headbands with mounting strips and studs, to which an elastic band and the transparent visor are then attached.

In simple terms, what we're doing makes use of the same concept as a hot glue gun. Eighty layers, each just 0.28 millimeters thick, are built up one on top of the other to produce each headband. We've now produced a total of 600 protective visors to help the hospitals in the region. And to top it off, the materials for each visor cost less than €2 (\$2.36). ■ **Katharina Stahl**



FINE PRINT:

Trainer Philipp Otto (right) and trainee Julian Dworaczek (left) produce protective visors on 3D printers.

FACT:

A layer-printing template was installed on the 3D printers so they could make the headbands for the protective visors

80

The number of layers needed to make each headband

600

The amount of protective visors already produced to help regional hospitals

A woman with long, wavy blonde hair is standing outdoors in a red suit. She is wearing a red blazer over a black and white patterned top, and red trousers. She is looking slightly to her right. In the background, there is a modern building with large windows and a banner featuring a healthcare worker in blue scrubs and a mask. The scene is brightly lit, suggesting daytime.

1.5 M I L L I O N

The amount in euros that was raised by “Delivering Love to Italy” and #noisiamoDHL – a fundraising campaign created by Simona Lertora, Marketing Director, DHL Express Italy, for hospitals in Italy during the COVID-19 pandemic. Starting in Bergamo, the first funds were used to purchase 350,000 surgical masks for the city’s hospital, and then donations were made farther afield as the campaign reached traction via social media and was also promoted by the national press.

Donations can still be made at:



bit.ly/33Pwnlz

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