



ULTIMATE SIDEKICK:

HOW TO HARNESS THE SUPERPOWER OF THE EMPLOYER BRAND

DHL Supply Chain



INTRODUCTION

Four years ago – in a world which now seems like a very different place – DHL Supply Chain published ‘The Supply Chain Talent Shortage: From Gap to Crisis’¹, a report based on a survey of supply chain and operations professionals around the world.

The research sought to explore the factors that lay behind a global study, which had estimated that demand for supply chain professionals exceeded supply by a ratio of 6:1 – with some even predicting that ratio could be as drastic as 9:1.

Now, as we emerge from a pandemic which has not just turned our world on its head, but brought the terms ‘supply chain disruption’ and ‘supply chain skills shortage’ firmly into the public consciousness, we revisit the subject of talent in the logistics industry.

Our report revealed a number of the causes of the talent shortage crisis, according to those surveyed:



lack of talent development



changing skill requirements



an aging workforce



and a **perception that supply chain jobs lack excitement.**

¹ https://dhl.lookbookhq.com/ao_thought-leadership_talent-gap/research-report_talent-shortage-from-gap-to-crisis

This time, however, we examine it through the lens of the employer brand and how much of an impact it can make in our industry to meet a demand for people that is greater than ever before.

In this paper we look at...



...the intense focus that has been placed on supply chains by **Covid-19**



...the new role of inclusive **leadership**



...the benefits of **digitalization** for employees



...why a robust approach to **sustainability** matters



...how celebrating **diversity and inclusion** strengthens a business



...why potential employees need to know your vision for the **future of work**



...why opportunities for **learning and development** need to be constant



...and, finally, why at DHL Supply Chain we see our role as the **ultimate sidekick**.

PART 1: SUPPLY CHAIN ON THE FRONT PAGE



For an industry deemed to have a reputation for lacking excitement four years ago, logistics has never been as newsworthy as it is today.

Read the political and business pages of a newspaper or news website anywhere in the world and you will find stories of how supply chain issues are impacting our lives – from the mundane to the extraordinary – from the mere inconvenience of ‘first world problems’ to matters of life or death.

In the UK, according to one website: “Hauliers’ wage bills are going through the roof. Crops are rotting in the fields. The scale of Britain’s supply chain meltdown is the worst since the 1970s.”²

It’s supply chain problems in the UK that have been blamed for the doubling of lead times for items such as kitchens or furniture, while companies such as IKEA

and Coca Cola have faced issues getting their stock to customers for the same reason. The country’s Road Haulage Association estimates that the problems are the result of a shortage of around 100,000 drivers in the UK alone.³

At the other end of the scale, in the United States the Biden-Harris administration has taken supply chain disruption so seriously that, as the result of an executive order, it has directed a whole of government approach to assessing vulnerabilities in, and strengthening the resilience of, critical supply chains. According to the White House: “These efforts are critical because, as the COVID-19 pandemic and resulting economic crisis have shown, structural weaknesses in both domestic and international supply chains threaten America’s economic and national security.”⁴

² <https://www.theguardian.com/business/2021/sep/10/from-coffee-to-microchips-how-the-supply-chain-crisis-is-disrupting-uk-plc>

³ <https://www.rha.uk.net/News/News-Blogs-and-Press-Releases/press-releases/detail/driver-shortage-rha-and-freight-industry-write-to-prime-minister-boris-johnson>

⁴ <https://www.whitehouse.gov/briefing-room/statements-releases/2021/06/08/fact-sheet-biden-harris-administration-announces-supply-chain-disruptions-task-force-to-address-short-term-supply-chain-discontinuities/>



The story is no different in the Far East, the source of so many of the components relied on in the west to manufacture electronics. Due to new waves of COVID-19 in countries including Vietnam, South Korea, Malaysia and Thailand, there have been supply chain disruptions at electronics plants. It has meant that global electronics manufacturers have faced severe delays in receiving parts from suppliers, and consumers have borne the brunt – particularly those wanting to buy new cars, who have found that the shortage of semiconductors has pushed lead times for vehicles back significantly.

Of course, COVID-19 is only one part of the story, and other factors – Brexit, and the Suez Canal blockage to name just two – have kept supply chains in the public eye.

But there is a factor that is almost always cited as one of the biggest causes of supply chain challenges – a shortage of talent.

So at a time when supply chain companies have never been so much under the spotlight, and whose

employees are hailed as key workers essential to the smooth running of the modern world, could building a stronger employer brand be the answer to the current global recruitment crisis?

The employer brand has been defined as 'a set of attributes and qualities, often intangible, that makes an organization distinctive, promises a particular kind of employment experience, and appeals to those people who will thrive and perform best in its culture'.⁵

As far as potential employees are concerned, research has found that 88% of millennials believe that being part of the right company culture is very important, and that 78% of people will look into a company's reputation as an employer before applying for a job. And for existing employees, 84% would consider leaving their current jobs if another company has a better reputation.⁶

What then are the elements of an employer brand that can make a difference in logistics, and what are the expectations that the future workforce has of employers in the industry?

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⁵ <https://www.cjpd.co.uk/knowledge/fundamentals/people/recruitment/brand-factsheet>

⁶ <https://theundercoverrecruiter.com/employer-branding-infographic/>

PART 2: LEADERS WHO CREATE 'PSYCHOLOGICAL SAFETY'



Like many aspects of the employer brand, it starts at the very top – with the organization's **leadership**.

Rose Gailey, Partner at executive search firm Heidrick & Struggles, says: "Inclusive leadership has become an imperative among teams. Leaders are more intentional in finding ways to bring employees together and ask for their input. Leaders are recognizing that every employee's personal situation is unique and requires flexibility and understanding in order to make way for them to perform at their best."⁷

Rob Rosenberg, Executive Vice President, Human Resources at DHL Supply Chain, fully agrees, and points to inclusive leadership and a focus on building balanced teams as the critical differentiators that helped DHL during the pandemic.

"Our leaders are the ones that must walk the talk and so we're very focused on developing our leaders in DHL. Our set of six leadership attributes includes

being results-oriented, leveraging strengths, having and creating trust, providing purpose, focusing on clear priorities and being positive during uncertainty, challenges and change. Especially during the pandemic our leaders have been guided by those attributes, striking a balance between leading with head, heart and guts and sustaining a culture of respect and results."

During the huge disruption of the COVID-19 pandemic, DHL demonstrated an inclusive approach everywhere we operate, in numerous ways. For example, flexible working arrangements have, in many instances, helped to ensure that our colleagues with young children or those caring for family members could continue working. We also encouraged virtual get-togethers and team social events to emphasize that we are all part of a community and further, to ensure that those who live alone did not feel isolated.

Inclusive leadership involves taking actions that make people feel included in an organization. The authors of a study in the Harvard Business Review⁸ found that what leaders say and do makes a 70% difference to whether someone says that they feel included.

⁷ <https://www.forbes.com/sites/kathycaprino/2020/04/30/how-employees-expectations-have-changed-through-the-pandemic-what-leaders-and-hr-officers-need-to-know/>

⁸ <https://hbr.org/2020/03/the-key-to-inclusive-leadership>

Across the organization, leaders communicated proactively with their teams and sought to provide them with a safe space and support to deal with any issues they may have. They were provided with information about benefits and employee assistance programs, giving them access to helplines, discount schemes and well-being tools and resources.

Inclusivity also involves clear, consistent and aligned communication whether that's through apps, social walls, magazines, newsletters, letters, family activity packs, text messaging services or helplines. Each of those enable a business to connect with its employee base in a more personalized way – and crucially, on their own terms.

Importantly for a logistics business, inclusive leadership doesn't only apply to office-based workers. In the operations arena too, it has contributed to successfully tackling logistics challenges. Rob says that by bringing together diverse teams to solve complex problems, DHL has accelerated its innovation agenda.

“In the end, the spirit of inclusive leadership is neatly summed up in our purpose of ‘Connecting people,

improving lives.’ To truly live that purpose as an organization, our leaders need to take actions that really make our people feel connected to the business.”

That connection with the business and its leaders is something that during times of uncertainty, employees look to for security and guidance as they navigate the new normal. Maintaining employee morale is critical to weathering the storm and coming out stronger the other side.

Rose Gailey goes so far as to describe it as ‘psychological safety’: “The health and safety of employees are truly the top priorities. While all organizations have policies to support and protect their employee base, the crisis has elevated these priorities to a critical everyday thread in the fabric of their cultures. Through this crisis, leaders have leaned in to embrace humanity as a way of maintaining connection, momentum and focus. And increased human interaction and connection has fostered more psychological safety than ever before.”⁹

⁹ <https://www.forbes.com/sites/kathycaprino/2020/04/30/how-employees-expectations-have-changed-through-the-pandemic-what-leaders-and-hr-officers-need-to-know/?sh=615e7d884f89>



PART 3: BUILDING A TRULY DIGITAL EMPLOYEE EXPERIENCE



In 2020, a McKinsey survey of 800 executives around the globe found that 85% of them believed their organizations had become more **digitalized** since the start of the pandemic.¹⁰

Meanwhile, a survey of IT leaders by a workforce communications software company found that 78% of workers now use 6-10 digital tools simply to communicate. It pointed out that this isn't only office workers, as "many modern frontline positions are also somewhat app-dependent, from warehouse staff to rideshare drivers."¹¹

It's clear then that the digitalization of logistics and supply chains doesn't only involve the technologies that drive modern warehousing and transport: collaborative robots take the strain out of strenuous or mundane tasks and the Internet of Things smart sensors enable real-time visibility or temperature control of goods in transit.

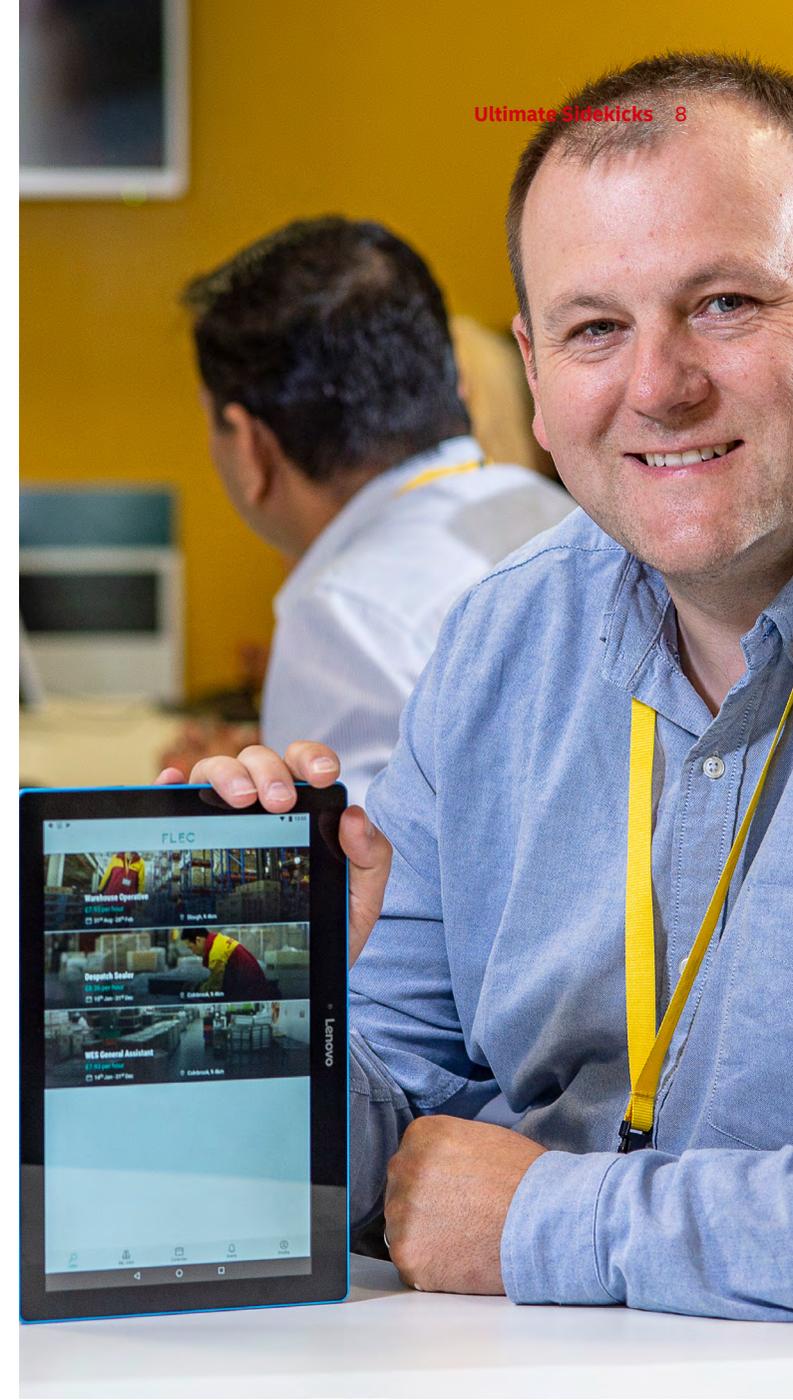
Digitalization is also being used to improve the employee experience, both for candidates and for existing employees, enabling a modern, engaging approach that attracts people to want to work for a company, and to stay and grow their career once they are in role.

At Deutsche Post DHL Group – a huge global business with multiple divisions and 570,000 employees – it starts with bringing standardization to its recruitment websites and establishing dedicated recruitment centers that have handled over 1.8 million applications in the past 18 months. We are using the latest technology to help candidates more easily find out about job opportunities with DHL. From there, they can quickly and easily apply, or sign up for alerts to future openings in their areas of interest.

In today's hyper-connected world, on-boarding can also be made faster and easier thanks to digitalization,

¹⁰ <https://www.mckinsey.com/featured-insights/future-of-work/what-800-executives-envision-for-the-postpandemic-workforce>

¹¹ <https://socialchorus.com/ebooks/it-leaders-agree-employee-engagement-and-communications-drives-productivity/>



with opportunities for new hires to engage and begin to build their relationship with an employer before they take up their role. For instance, via apps or websites, it is possible to access information about the company, location, or department that the person will be joining, and perhaps start e-learning courses so that they are able to hit the ground running on day one.

DHL employees can access an app – SmartConnect – which provides them with news, information and interaction around the business, and which can be used to order equipment or register for training.

The company also gives its employees direct digital access so that they can see and update their personal information – with less of a reliance on paper or emailed forms to request any changes. This enables more timely data updates to be made, and increases accuracy through easy self-service maintenance.

Of course, one aspect of the employee experience which matters most is for remuneration to be market competitive and for pay to be both timely and accurate.

Claudius Christmas Jr, VP, Global HR Transformation, Digitalization & BPO, DHL Supply Chain, says: “For those eligible for the annual merit and bonus cycle, our deployment of CompConnect has brought greater transparency and control to the process, and given

employees faster visibility to the resulting changes. Further, as employees move to different roles within the business through job changes or promotions, new enhancements are giving us a consistent platform to manage related pay changes and to ensure ongoing consistency and fairness in how our compensation policies are applied. The system is also helping us to simplify through automating requests for pay change recommendations and collecting approvals.”

The Career Marketplace is another innovation that is currently being implemented to encourage growth and development opportunities across all divisions, which Claudius describes as akin to “an internal LinkedIn for DHL”. This aggregates job openings across the Divisions and enables employees to upload their CV or job history.

Importantly, it will also let them select their own topics and areas of interest. Using that information, the platform will derive skills from their job history and use those, along with the person’s interests, to proactively suggest job openings, or recommend training so that they can become a better fit for those roles.

Claudius says: “HR digitalization is helping to make DHL a ‘Great Place to Work’ for all, motivating people to not only join our great business but, with our progressive people policies, to stay and grow with us too.”

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PART 4: TAKING SUSTAINABILITY SERIOUSLY



If the employer brand is defined as an organization's reputation, then there can be no higher stakes than the importance the organization places on its ESG (Environment, Society, Governance) agenda. Simply put, people want to work for companies that are doing good – or at the very least, not doing harm – in the world.

Studies have shown that to feel a connection with an employer, employees expect them to take their **sustainability** pledges and commitments seriously.

In the UK, one recent survey of office workers showed that 65% of respondents are more likely to work for a company with a strong environmental policy, 63% would like to learn more green skills to become more valuable in the workplace, and 57% felt they needed more information on their company's environmental goals.¹² No coincidence then that the demand for 'green'

jobs in the UK rose by 32% between 2019 and 2020.¹³

McKinsey found a similar picture in its global survey, which reported that “companies that generate value from their sustainability programs follow a distinctive set of management practices. Survey respondents say these companies are more likely than others to make sustainability a strategic priority and to set out specific aspirations and targets. Responses also suggest that value-creating companies are more likely than others to make sustainability an element of their corporate culture and train employees on how to integrate sustainability into their work.¹⁴”

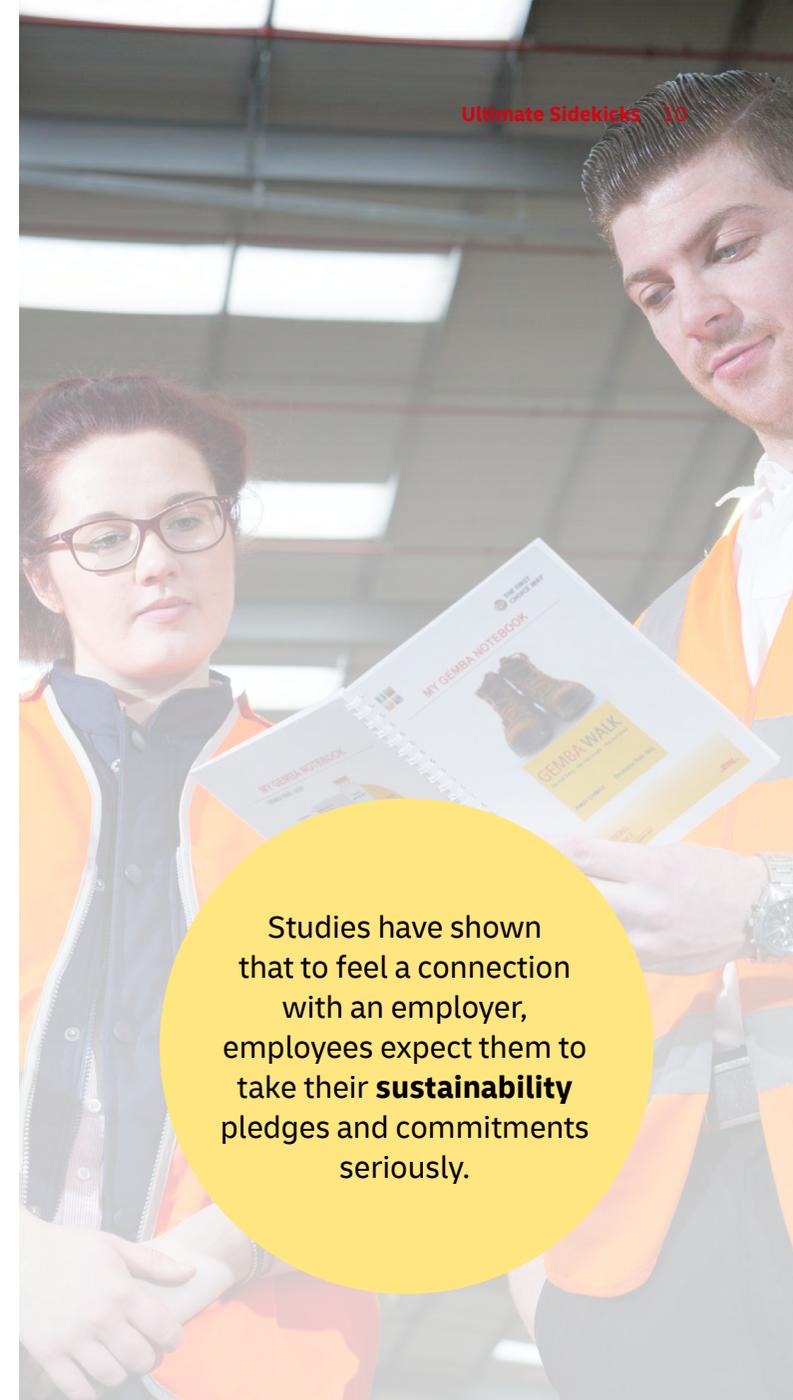
While much of the attention on ESG is placed on the 'E', employers who value the **societal** and **governance** pillars are also ones with strong employer brands. They are likely to be the ones that afford diverse opportunities for career development and advancement, or offer

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¹² <https://www.reuters.com/sustainability/employees-want-climate-positive-action-companies-heres-how-they-can-deliver>

¹³ <https://theundercoverrecruiter.com/green-jobs/>

¹⁴ <https://www.mckinsey.com/~/media/mckinsey/business%20functions/sustainability/our%20insights/how%20companies%20capture%20the%20value%20of%20sustainability%20survey%20findings/how-companies-capture-the-value-of-sustainability-survey-findings-vf.pdf>



training programs and certifications that focus on specific functional and operational skills, as well as those who develop leadership attributes.

A commitment to human rights has never been so important, as organizations strive to make a positive impact on society. Our workforce comprises employees from many regions and cultures, so it is essential that we create a common understanding with regard to respecting human rights and providing fair working conditions. Our Human Rights Policy statement underpins our aspiration to be best-in-class in our industry for human rights relevant for our business and operations; and, through our management system - focused on risk assessment and mitigation, grievance mechanisms, awareness and training, we ensure uniform implementation of the Policy Statement.

Other areas of focus might be the approach to coaching and mentoring, the incentives used to reward good performance, or the ways in which the workforce is upskilled, as a result of the rise of digitalization and automation in the workplace.

Florence Noblot, Head of ESG Strategy at DHL Supply Chain says: "It's crucial to us that we operate responsibly, and because of that, our customers trust

us to fulfil our ESG promise. We have the expertise, vision and focus to make their supply chains more sustainable and we work together with them to achieve their business sustainability goals. We're committed to striving for a sustainable future for logistics and making sure the decisions we make today will positively impact the world tomorrow."

In 2021, DHL published its sustainability roadmap¹⁵, building even further on its past achievements. All of its key aspirations help to bolster its employer brand: from achieving net-zero emissions by 2050 to building trust by strengthening compliance management and ESG governance, while continuously building a sustainable and resilient supplier base. Most relevant though is the commitment to being a great company to work for all, and taking "action to provide a safe, inclusive and engaging working environment for all our employees".¹⁶

Florence says: "We are inspired and committed to supporting our customers' sustainability strategies and fulfilling our purpose to create long-term value as a partner. Our new **Sustainability Roadmap** will help us fully realize our sustainability ambitions and drive the implementation of our ESG agenda to benefit our customers, our employees and our investors."



“ The decisions we make today will positively impact the world tomorrow ”

Florence Noblot

^{15,16} <https://www.dpdhl.de/content/dam/dpdhl/en/media-center/responsibility/dpdhl-sustainability-roadmap-facts-figures.pdf>

PART 5: A WORKPLACE IN WHICH YOU BELONG



Just as it's human nature to want to work for an organization that values the planet, it's equally natural to want to work for one that values people, no matter their gender, race, age, sexual orientation or physical abilities.

Beyond that, it's been found that there's a 56% increase in job performance related to workplace belonging as part of organizational **diversity and inclusion** efforts.¹⁷

It's not surprising then that more and more businesses are communicating their intent to be a diverse, inclusive employer both internally – by openly celebrating diversity and recognizing people in the organization – and externally, by actively participating in events such as Pride and International Women's Day.

That's important not just in recruiting terms, but also in making people aware that an organization is a great place to work. For example, at DHL Supply Chain, the

result of its International Women's Day campaign showed a three to five percent increase in the number of female applicants.

In APAC and UKI, our graduate programs run targeted marketing and as a result it has seen significant increases in the number of women securing roles - 48% of the UKI 2021 intake was female - helping it to reach its 2025 Women in Leadership target of 30%.

Roxi Corp, HR Vice President UKI & Global D&I Lead, DHL Supply Chain, emphasizes the importance of everyone playing their part, from the senior leaders down. "To reach every one of our 155,000 colleagues at DHL Supply Chain we have taken all the necessary steps to make D&I part of our workplace conversation. We have visible buy-in from our top leadership; we have taskforces at both global and regional levels to keep momentum and engage employees; and we also have external support to help shape our agenda and to share with us best practice from other industries.

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¹⁷ <https://hbr.org/2019/12/the-value-of-belonging-at-work>

For the very first time we surveyed over 55,000 people in our organization to find out what diversity means to them and what we can do to become a more inclusive business. We were delighted that the survey led to nearly 20,000 people sharing their views, with more than 5,500 leaving comments.”

While, traditionally, the D&I focus in the logistics industry has been predominantly on increasing the number of women in management, that focus is widening to a much larger range of groups. At DHL, a D&I podcast invites colleagues to speak openly about the challenges and need for D&I in the workplace. Although based in the UK, its popularity has seen it reach 53 countries globally. Colleagues share their personal stories, demonstrating that it’s acceptable to talk about these topics and is, in fact, far more powerful than any initiative carried out at a corporate level.



PART 6: KEEPING THE PLATES SPINNING



Another central part of the employer brand is not so much how someone will work in their role, but how it is planned that they will **work in the near future**. Covid has thrown a curveball in that respect, consigning some ways of working to history, while accelerating many trends that we had previously thought were several years away from becoming the norm.

For example, hybrid or flexible working is now regarded as the new normal.

Globally, the importance of flexibility is recognized by business executives, who ranked “the ability of their people to adapt, reskill and assume new roles” the top item in the 2021 Deloitte Global Human Capital Trends survey, with 72% selecting it as the most, or second most important factor. Further, 41% of executives said that building workforce capability through upskilling, reskilling and mobility is one of the most important actions they are taking to transform work.¹⁸

It’s an attitude that’s certainly familiar to those employees directed to work at home, as they adapt their skillsets, and manage their working day. The signs are there is a growing acceptance that workloads may move to new times of the day to accommodate other responsibilities and that employers need to approach remote working with empathy to enable people to perform.

Covid lockdowns proved that, in the majority of cases, office-based tasks can be carried out just as effectively in peoples’ homes. Almost overnight employees adopted new approaches including conferencing and chat platforms, employee engagement tools and apps, virtual whiteboards for brainstorming ideas, newsfeeds, messaging and broadcast functionality.

However, the move by professionals from the office into their home environment has been a complex one involving more than just technology. On one level, it may be an increased sense of isolation whilst for



Supply chain businesses know what flexibility looks like – after all, supporting customers through the peaks and troughs of seasonality and demand is in their DNA.

¹⁸ <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html>

others it's the competing needs of family, caring and work responsibilities all coming into sharp focus under one roof.

Employers who ask important questions, such as 'how are our people doing?' are also now looking at how to support their employees as they meet these challenges. DHL has an ongoing program of support to help its teams and has successfully trialed initiatives such as online wellbeing classes.

Nicki Hay says: "We don't want anyone to feel like they are sub-par in any aspect of their work or home life. It really is tough to keep all those plates spinning. Helping people to achieve that balance has to be a part of any modern organization's DNA."

In a fast-changing technology landscape, data analytics has an important role to play in improving visibility across an organization – and with its digitalization agenda and fast-expanding capability in data analysis, DHL has been well-placed to maximize the opportunities for bringing new skillsets together and enabling agile collaboration.

Nicki says, "If there's been one time when we've needed to rely on data analytics, it's been over the last year. At the press of a button, we've been able to see

what the situation is on the ground, which sites may have a problem, and which sites have the capacity to help with that problem."

Data aside though, Nicki says that the future is less about the technology, and more about the ways in which we adapt, engage with and respond to it.

To engage the workforce that are home based, virtual get-togethers and team-building exercises have been prioritized – something that is clearly aligned with the DHL purpose.

"We define our purpose at DHL Supply Chain as **'Connecting People, Improving Lives'** and employee engagement is always a top priority for us. In fact, one of our strategic pillars revolves around forming a team of Connected People – which means keeping one another safe and engaged, collaborating as a diverse team to deliver high performance and striving to be certified and passionate experts in our tasks," says Nicki, who is encouraged by the ways in which people have responded to share and engage more. The 2020 internal DHL Employee Opinion Survey, which focused heavily on attitudes to engagement activity, recorded an impressive 95% response rate.

Such results leave Nicki Hay positive about the future and DHL's employer brand:

“I'm optimistic that the future of work might encapsulate those very human attributes of adaptability and trust, as well as a deeper appreciation of wellbeing, transparency, learning and forming connections with the people around us.”

PART 7: LEARNING AS A LIFELONG JOURNEY



According to research firm Gartner, “as skill needs shift more rapidly due to digitalization and the resulting ongoing organizational changes, [businesses] overwhelmingly ask **Learning and Development** to upskill and reskill employees as quickly and effectively as possible. Yet today, 70% of employees report that they do not have mastery of the skills they need for their jobs.”¹⁹

How then, can employers address that skills gap, and improve their employer brand?

When organizations plan their approach to learning and development so that they can give their employees what they need to do their job well, there are numerous things they should consider. Louise Gennis, VP, Talent Management/Acquisition, Learning & Development, DHL Supply Chain says that they need to:



...link learning to strategy, thinking about the critical roles in their company and starting with their learning needs. What are the future roles that are going to be required in the business in order to deliver the strategy? What is the learning content that they need to develop themselves and which content can be purchased externally?



...nurture a learning culture. With forecasts that at least 30% of workplace activities will change over the next five years, learning has never been more important. Business leaders and learning and development professionals need to promote the idea of continuous learning and motivate people to be on a continuous learning journey.



...use the full suite of technologies available. People don't necessarily associate learning at work with fun, but when they see, for example, a virtual reality forklift simulator, they realize that they could actually enjoy learning. Similarly, a gamification approach to learning can be a quick win in creating engagement.



...be creative. Combine different elements to make learning a really exciting and engaging experience. Not everyone has an intrinsic desire to learn, so it's sometimes necessary to take people by the hand metaphorically to help them.



...recognize the size of the task. Naturally, the larger the business, the larger the task. With a global business, there is a complex range of practicalities to consider. Translation of materials into several languages, training of facilitators, and participant management are just three of the challenges that come with scaling across a global organization.

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¹⁹ <https://www.gartner.com/en/human-resources/role/learning-development>

Louise Gennis firmly believes that the learning opportunities provided by DHL are a key differentiator in the logistics industry.

She says that the pandemic provided a unique opportunity to develop and improve even further the company's existing suite of training tools and platforms.

In practice, this has meant the development of tools such as an internal portal that provides training and resources for employees to access anywhere at any time, on specific subjects such as route optimization or robotics in the warehouse.

It extends further to induction programs for new joiners, with a new online format for the internal certified training program, **Certified Supply Chain Specialist (CSCS)**. This combines the basic knowledge needed to perform logistics tasks with the more personal, fun elements from previous 'live' modules, to instill a sense of the DHL culture and purpose.

The philosophy is to encourage the idea of learning as a lifelong journey, with employees offered the opportunity to broaden their horizons, perhaps by learning new languages or becoming certified as an environmental specialist. The success of the approach is reflected in the data that shows that 70% of completed courses are ones that people choose based simply on their intrinsic motivation to learn and grow. We have recently invested in a Supervisory Academy to ensure all of our Supervisors - the line managers who lead and inspire operations teams - are world class. Our aim is to have at least 70% of our 14,000 supervisors go through the Academy by 2025.

Louise says, "The pandemic challenged all of us to learn new behaviors, routines and skills and it was amazing how fast we could all adapt. Fortunately, we had our digital learning eco-system ready before the pandemic and we definitely saw an acceleration of digital learning, as 50% of our training courses can be delivered through a virtual experience. Every third employee in DHL Supply Chain is an active user of our cloud based learning solution already and numbers are increasing every day. The use of videos is four times higher today than in 2018 and the use of online tests five times higher. The amount of user-generated content is also significant.

"Today, our employees are mainly accessing the learning platform from their own or shared PCs. However, 85% of our people work in warehouses and in transport without access to PCs. With our recently launched smartphone app we will accelerate even further the opportunities for everyone to tap into digital learning and exploit their full potential."

In an operational environment there are many ways in which technology can be used for learning: forklift simulators on-site can closely replicate the experience of driving the vehicle, enabling people to work towards their forklift driver qualification in a virtual way. Similarly, warehouse safety training can be provided using virtual glasses. Trainees are able to walk virtually down the aisle of a warehouse, looking out for trip hazards, moving vehicles and other risks.

CONCLUSION: WE ARE THE #ULTIMATE SIDEKICK



In a sense, logistics is an industry that could not be better suited to dealing with a situation as profoundly serious as the coronavirus pandemic.

Supply chains' central *raison d'être* – to keep the world moving – is also precisely in tune with these difficult times, which is why the industry has been put under the spotlight more than it ever has before.

But an industry cannot be any use if it doesn't have people to work in it, and if anything, the shortage of skills and talent is greater than it was when DHL Supply Chain last researched the subject. Certainly, the shortage has been made clearer now to the public as the result of Covid.

Perhaps, though, this heightened supply chain awareness may serve to stimulate more interest in logistics as a possible career route – which is precisely why the time is right for logistics companies to put more focus on their **Employer Brand**.

The fact that supply chain workers have been regarded as key or critical workers during the pandemic has been recognition of the important work that they do in – amongst other things – keeping supermarket shelves stocked, and vaccines on the move.

But while at DHL Supply Chain we're deeply proud of the work we do, it's our customers whose efforts are central. They are the manufacturers of lifesaving pharmaceuticals, the providers of electronics that enable critical communication, and the many other companies who make our modern world what it is.

As the world's largest logistics company, we have the size, scale, expertise, experience and resilience to overcome anything.

But it's our customers who are the heroes.

We are the Ultimate Sidekick.

Some of the benefits that logistics companies offer to their customers – flexibility, agility and resilience for example – are exactly what the world has needed over the past two years.



FOR FURTHER INFORMATION

Contact our supply chain experts [here](#) >
or visit our [website](#) >

