



## AA Application 9.14

### ALIGNING STRATEGY AND TEAM IN DHL EXPRESS: THE FUNDAMENTAL ROLE OF HUMAN CAPITAL

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DHL Express, recognized as a global leader in express delivery services, stands out for its extensive international coverage, spanning over 220 countries and territories. The Human Resources (HR) department plays a crucial role in its success by closely aligning with the operational structure, organizational culture, and business strategy. Recently, DHL has strengthened its focus on strategic leadership by updating the attributes and competencies of its leaders. These HR initiatives equip managers and supervisors with the tools to lead effectively, foster collaboration within their teams, manage conflicts, and provide constructive feedback. This strategic approach enhances internal cohesion and drives the company's continued success in a dynamic global market.

The configuration of the department is characterized by a diverse team of professionals who possess a combination of experience in different geographic areas and specialties, covering key functions such as Compensation and Benefits, Talent Development and Management, Labor Relations, and Occupational Health and Safety. This diversity of knowledge and experience enriches DHL's HR approach, enabling it to effectively adapt to the changing demands of the business environment and provide innovative and effective solutions for human capital management.

DHL's organizational culture is distinguished by its emphasis on core values such as speed, service excellence, and a passion for well-executed work. These values not only guide employees' actions but also inform the company's strategic decisions.

Since 2009, DHL has undergone a significant cultural transformation driven by its FOCUS strategy, which focuses on service quality, team development, and cost optimization to foster customer loyalty. This strategy is supported by four interconnected pillars: employee engagement, service excellence, customer loyalty, and network profitability.

In this regard, the company is firmly committed to a work culture characterized by inclusion, positivity, and equity. Improving work environments for its employees is fundamental to promoting a strong commitment to sustainability, both environmental and social, which is at the core of its business strategy. DHL Express, as a pioneer in the global logistics sector, established a leading environmental protection program years ago and is now advancing towards the goal of zero emissions by 2050. Its strategic objectives in this area include an investment of €7 billion in sustainable operations by 2030, the design of carbon-neutral buildings, a wide range of eco-friendly solutions, and the electrification of 60% of its local distribution services, among other initiatives.

The promotion of diversity, collaborative work, motivation, and respect are essential elements to ensure success in their multinational business. To support employee engagement, DHL employs a series of HR tools and policies designed to attract, develop, and retain talent. These include training and development programs, performance evaluations, effective reward systems, and flexible compensation





policies tailored to market trends. More specifically, the company stands out as a high-value employer thanks to its proactive shared management approach, which involves all levels of the organization—from senior management to operational employees—in strategic decision-making that drives business and HR objectives. This approach is reinforced by effective HR communication that provides excellent conditions for employees' professional development, fostering talent growth at all levels of the company.

In terms of leadership, DHL promotes an active style that aims to create "The 21st Century Exemplary Manager at DHL Express." These leaders act as role models, fostering an environment of respect, collaboration, and excellence at all times.

In summary, through the implementation of a robust organizational culture, a well-defined strategy, and a proactive focus on personnel development, DHL Express exemplifies how organizational mechanisms can support and facilitate strategic change in a leading company within its industry.

**Date of application: July 2024**

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