

Internship Report on
**“Effectiveness of Employee Engagement for DHL
Worldwide Express Bangladesh Pvt. Ltd”**



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“Effectiveness of Employee Engagement for DHL Worldwide Express Bangladesh Pvt. Ltd”



Letter of Transmittal

April 30th, 2019

Md. Zaheed Hosein Mohammad Al-Din

Senior Lecturer

BRAC Business School

BRAC University

Subject: Submission of Internship Report, Spring 2019.

Dear Sir,

With due respect, I would like to inform you that I have completed my Internship Report. This report is an experience & result of the three months of my internship experience at DHL Worldwide Express Bangladesh Pvt. Ltd, situated in Molly Capita Centre (Level 4 & 5) 76, Bir Uttam Mir Showket Road, Gulshan-1, Dhaka-1212.

My topic of choice for this internship being “Effectiveness of Employee Engagement for DHL Worldwide Express Bangladesh Pvt. Ltd”. In order to complete and enhance my knowledge in the field of Human Resources, I am thankful to Ms. Taufica Erfan the National HR Manager for DHL Express BD, who happened to be my on-site supervisor.

I have worked closely with the HR Executives and Business Partner for the HR Department at DHL Express BD observing and shadowing their daily working activities, delegations and management, in order to achieve the corporate experience and be familiarized with the corporate culture. I would also like to thank you for your support and kind supervision throughout the entire process. I have given my best effort, throughout the stages, which helped in enhancing my knowledge at a greater degree. If you have any query regarding any aspect of my report, I would be glad to answer them.

Hoping that you would be kind enough to accept this report.

Sincerely,

Tahseen Labeeba Preema

14204013

Letter of Endorsement

The Internship Report titled 'Effectiveness of Employee Engagement for DHL Worldwide Express Bangladesh Pvt. Ltd' has been completed under my supervision. It has been submitted to BRAC Business School by Ms. Tahseen Labeeba Preema (ID - 14204013) to fulfill the requirements of the degree of Bachelor of Business Administration, under BRAC University. The report has been accepted by me and may be presented to the Internship Defense Committee for evaluation.

Thanks,

Zaheed Hosein Mohammad Al-Din

Senior Lecturer

BRAC Business School

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Acknowledgement

At first, I would like to express my gratitude to my academic supervisor, Md. Zaheed Hosein Mohammad Al-Din in preparing my internship report on, “Effectiveness of Employee Engagement for DHL Worldwide Express Bangladesh Pvt. Ltd.” without his assistance and proper guidance, this study would have been a failure. In every phase, from topic selection to data collection and data analysis, he assisted me to finish it successfully want to heartily thank my on-site supervisor Ms. Taufica Erfan for giving me the opportunity to have a practical working experience, and learn to be more confident and collective with the corporate environment. I also want to thank my colleagues, All the HR Executives who provided me with necessary information, guidance and support that I required in making this report. They made sure that I have a great working experience at DHL by delegating me company tasks which I know would serve me in future use.

Lastly, I would thank everyone at DHL Express BD, who have made the environment at work an excellent place to work in. Three months of my stay here, felt more of a combination of learning with bonding, which was highly motivating for me to carry forward in my future career progress.

Executive Summary

Global logistics sector has brought about revolutionary changes in Bangladesh, one of the first initiates being “DHL Worldwide Express” as a part of “Homebound” packagers and shippers limited in 1991. Since its starting DHL expanded its operation to help local business grow globally. The timely launch of different product and services has helped to fulfill the needs of local enterprises, being the first ever to have Air Side Express Handling Unit at Airport in 1994. It was the first company to introduce different services to the customers, in terms of fast delivery mediums be it anything or everything. DHL pioneered door to door import service understanding the growing demand of the RMG sector and became the first ever to introduce frontline customer service in the industry sectors of Bangladesh. Now DHL has the most advanced state for customer service departments in the country.

Undergoing my Internship period, and being closely linked to HR operations and management, the report I have made is subjected to the title “Effectiveness of Employee Engagement for DHL Worldwide Express Bangladesh Pvt. Ltd.”. DHL, by far has very good number of employee engagement percentages. Employee Engagement leads to job satisfaction and higher productivity returns, and being an employer of choice DHL Express BD is a very attractive work place in the corporate field. Being linked with the HR team, I have accumulated a detailed analysis to how DHL Express BD, operated its engaging activities at workplace and beyond, and how this incorporates performance enablement for the employees which return is the sole reason for consistent high performance of the organization as a whole, for more than 18 years in Bangladesh.

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'Effectiveness of Employee Engagement under DHL Worldwide Express Bangladesh Pvt. Ltd.'

1.0 Organizational Overview:

Larry Hillblom (Founder) along with his two friends Adrian Dalsey and Robert Lynn as co-partners, combined initials of their surnames to form the company name (DHL). The company was founded in 1969 to deliver documents between San Francisco and Honolulu in U.S.A.

DHL Worldwide Express initially an American company, is currently the largest international courier, parcel, and express mail service of the German logistics company Deutsche Post DHL. Deutsche Post DHL is the world's largest logistics company, skilled in sea and air mail, with a delivery service over 1.3 billion parcels per year.

Deutsche Post started to gain shares in DHL in 1998. In 2001, it absorbed DHL into its Express division, while spreading the use of the brand name to other Deutsche Post divisions, business units, and subsidiaries. Today, DHL is part of the world's leading postal and Logistics Company and encompasses the business units DHL Express, DHL Parcel, DHL eCommerce, DHL Global Forwarding, DHL Freight and DHL Supply Chain, globally.

The company is present in over 220 countries and territories across the globe, making it the most international company in the world, with a workforce exceeding 350,000 employees, providing solutions for an almost infinite number of logistics needs.

1.1 DHL: Vision, Mission, Purpose and Strategies:

Vision: To be the best Logistics Company for the World.

Mission: Excellence. Simply Delivered – A representation of what DHL does.

Strategy 2020: Focus. Connect. Grow.

Every year the company brings out newer and more refined strategies that match up to the ultimate goal, to serve customers with the best of quality. The vision, mission and goals for the future are laid out in this coming year's "Strategy 2020: Focus. Connect. Grow."

It's a simple yet effective strategy, built on the three pillars of Focus, Connect and Grow

Focus on what has made us successful: Being a global logistics company that is well-positioned in the world's growth markets. Focused on logistics as our core business.

Connect across the organization: Our people around the world possess an enormous wealth of know-how, expertise and talent. We are working diligently to find new ways to tap into this treasure trove and share it across our global family of businesses. One very significant step we have taken was to introduce our worldwide certified program, which is a specialist training program for our entire workforce.

Grow in new market segments: We are expanding our business in growth markets and segments, especially in emerging markets and the vibrant e-commerce markets of the world. There is a massive potential to build on our success and gain market share, and we aim to broaden our logistics services and tap into these opportunities as we move toward 2020.

1.2 Our Purpose:

Connecting people, improving lives the quintessence of what we do. And by connecting people, DHL plays an important role in improving lives. Global trade makes the world a better place, and as a logistics company, DHL Believes to bring real value to society. They understand the power of trade. We deliver much more than parcels and packages and ensure containers arrive on time: we deliver prosperity, we transport health, we power growth, and we deliver joy. Every day we connect people, improving their lives.

We connect people by being uncompromisingly customer-centric and delivering excellence day in and day out. We bring people together and make life simpler – for our customers, our employees, our investors, and our society – we help make the world a better place.

1.3 DHL Worldwide Express: What we do.

Express deliveries worldwide via planes, trucks, ships and trains, as well as warehousing services that go beyond just storage, but include everything from packaging to repairs alongside international mail deliveries, customized and specialized shipping – *if it is about logistics, it is about DHL.*

Express is predefined and operated in transporting urgent documents and goods. Reaching customers on time from door-to-door in more than 220 countries and territories, and operates the

most comprehensive global express network. With a fleet of more than 250 aircraft, DHL Express is also one of the largest air carriers worldwide.

The Leading International Air Network: DHL Express serves over 500 airports in Europe, Asia Pacific, Americas, Africa and the Middle East. With such an extensive global coverage and density, our air network is unparalleled in the express industry. It forms the backbone of our international express delivery organization. We maintain a sophisticated system of standardized air express routes. Our routes are served by DHL-owned airlines as well as contracted partner and third party airlines. To enhance our capabilities and economics, we commercialize excess air capacities by offering an airport-to-airport service to our sister companies and third parties.

Aircraft and Facilities: DHL Express has established guidelines that ensure only the safest and most modern, climate-friendly aircraft are used at all times. In the same way, all new air facilities must offer state-of-the-art technology and the highest environmental and safety standards.

European Air Transport Leipzig (EAT) is DHL's airline



European Air Transport Leipzig is the largest of three dedicated airlines that serve DHL Express' European and partly also Middle Eastern and North Africa Region networks. Its fleet currently connects more than 50 airports. EAT operates eleven Boeing 757 and 14 Airbus 300-600 freighter aircraft. EAT is also the core aircraft maintenance organization for the airlines that serve DHL Express in Europe. It holds the AOC D-170 license and the PART-145 / PART-M approval. EAT is line-maintenance provider for:

- Airbus A300B4-622R (PW4158)
- Airbus A300B2/B4 (GE CF6)

- Boeing 757-200/-300 (RR RB211)
- Boeing 767-200/300 (GE CF6)
- Boeing 777-200/300 (GE 90)

EAT is a 100% subsidiary of DHL Express. Headquartered at the DHL Air Hub facilities at Leipzig/Halle Airport (Germany), the company employs more than 750 pilots, maintenance engineers and specialists in airline management and support and administrative functions. Accountable Manager: Markus Otto, Vice President Aviation Germany.

DHL Express Worldwide (2017)	
Head Office	Bonn, Germany
Revenue	Approx. 15.04 billion euros
Network	More than 220 countries and territories served/approx. 500 airports served globally
Employees	Approx. 96,000
Customers	Approx. 2.7 million
Aircraft	More than 250 dedicated aircraft

Express Delivery Services & International Shipping

When you ship with DHL Express – you’re shipping with specialists in international shipping and courier delivery services! With wide range of express parcel and package services, along with shipping and tracking solutions to fit your needs.

DHL offers a wide range of delivery options.

- ✓ Services to Another Country
- ✓ Services to Your Country
- ✓ Services within Your Country

1.4 DHL Worldwide Express: Bangladesh

Air Express Services of DHL was established in Bangladesh on 10th May 1991. DHL Express in Bangladesh started its office through its Agent Homebound Packers & Shippers Limited.

Since it’s starting DHL expanded its operation in Bangladesh to help local business grow globally. The timely launch of different product and services has helped to fulfill the needs of local enterprises. DHL is the first company to have Air Side Express Handling Unit at Dhaka Airport in

1994. It was extended, modernized at the international standard in next phases later. DHL pioneered door to door import service understanding the growing demand of the RMG sector in 2001. DHL is the first to introduce frontline customer service in the industry in 1997. Now DHL has the most advanced state for customer service department in the country.

Desmond Quiah took over the position of Country Manager and under his leadership, DHL started to grow aligning with the requirement of 21st century. The installation of modern Quality Control Center (2006), custom built shipment processing facility (2007), introduction of six sigma based efficiency program “First Choice” (2008), launching of Certified International Specialist (2011); a globally award winning training program for the all employees of DP DHL, have accelerated the path towards a greatness for DHL. The company expanded its retail network with 25 service points nationally which is the highest among the players.

DHL and The Daily Star jointly launched "Bangladesh Business Award" in 2013, which was the first award of its kind in Bangladesh to recognize the business laurels of the country. DHL always believes that giving back to society is a responsibility, therefore is involved in different CSR activities as part of its global campaign “Living Responsibly”. DHL volunteers extended their effort in the programs like afforestation, education for underprivileged and blind children, pure water supply for schools in different times.

The company has been successful in creating a unique bridge between Bangladesh and the world.

2.0 Rationale of the Study:

My topic of choice for the internship report is effectiveness of employee engagement under DHL Worldwide Express Bangladesh Pvt. Ltd. The reason to why I chose this topic, was firstly because of my interest and educational background with one of my majors being human resource in order to complete my degree in Bachelors of Business Administration under BRAC University. Alongside this my supervisor who is the National HR Manager for DHL assigned me a few assignments that were relevant to the core of engaging employees through events. The ones that I was privileged to be assisting include women networking events such as DHL Women Network and DHL4HER. I was also assigned an employee engagement calendar that included monthly based engaging activities for the whole year of 2019, providing the notion of belongingness to the

employees as a part of the DHL family. Activities of such are put into high consideration in the work culture of DHL. The company profoundly believes in employee engaging activities which are various in nature. Being a part of these activities not only made me create but also play a role in initiating such events, which was truly empowering.

2.2 Background: Job Description as a HR Officer (Intern)

As an intern, I was assigned to look after the daily one on one basis administrative work, as an HR Officer for the company. I assisted in relevant recruitment and onboarding procedures, replying to official emails, managing employee filings for 408 employees (as of count today). Alongside these I made relevant interview calls and scheduling, record keeping in terms of medical claims, insurance, performance evaluation, employee verification etc. I also aided a hand in helping for training and development events such as Quarterly Town-hall Meetings, Employee Opinion Surveys, Staff Appreciation Week, and many more. I played a shadow role in learning as well as assisting in all sectors to human resource management in DHL. The three significant sides being recruitment, training and development and compensation and benefits.

My entire internship report is based in two categories. The first part is the practical assessment and support I provided in initiating these employee engaging events. One of the main events I first handedly assisted was a fresh campaign that was circulated regionally, called DHL4HER. Targeted towards the female workforce, providing them sense of belongingness irrespective of gender as well as inspiring them to carry on with their career progression particularly in an Asian society, where women is seen to be more tied down to household responsibilities. After a practical experience in initiating such events which included agendas, themes, budget handling and approval. From planning to execution, and post employee feedback. Other than assisting in practical employee engaging events, DHL is also focused on taking valued employee opinions every year effective from September. I was privileged to have access to the latest employee opinion survey that had one of the main KPI's as employee engagement. The surveys are conducted across all permanent employees, regionally.

Therefore these conclude to my sole reason in choosing employee engagement and its effectiveness being implied in the work organization for DHL Worldwide Express Bangladesh.

2.3 Literature Review: Concept of Employee Engagement in Human Resources

In today's world, Human Resource is the one of the significant departments, playing direct influence to any organization in terms of gaining competitive advantage and optimum employee productivity.

Managing human resources is very challenging and for its effective management, organization requires effective HRM practices, for a greater efficiency and harmony towards aligned goals of the company as a whole. According to Khatri (1999), people are one of the most important factors providing optimum beneficiary in terms of flexibility and adaptability to organizations. Rundle (1997) argues that one needs to bear in mind that people (managers), not the firm, are the adaptive mechanism in determining how the firm will respond to the competitive environment. HRM can help firms improve organizational behavior in such areas as employee commitment, ideals, competency and flexibility, which in turn leads to improved staff performance (Koch and McGrath, 1996). The challenge for businesses is to create an environment where employees understand and commit to the company's direction, strategy and goals. A dynamic and proactive company like DHL strives for efficiency with the leverage of its employees, optimizing efficiency in its HR practices, throughout, maintaining a rather global brand standard.

Employee engagement has emerged as a popular organizational concept in recent years. It is the level of commitment and involvement of an employee towards the organization and its values. An engaged employee is aware of business context, and works to improve performance within the job for the benefit of the organization. Employee engagement develops positive attitude among the employees towards the organization. If employees are happy, they perform better and have stability. Schmidt et al (1993) defines employee engagement as a modernized version of job satisfaction, which is basically an employee's involvement with commitment to and satisfaction with work. 'Employee Engagement' has been a significant factor for organization's benefit in the corporate world today. It is a fad word that employers think they understand, but face difficulties and challenges while practicing. Kahn (1990) was the first to coin the term engagement as he described how people can "use varying degrees of their selves - physically, cognitively and emotionally in work role performances".

2.4 Employee Engagement at DHL Worldwide Express: Bangladesh

Town-Hall Meetings:

Town-Hall meetings as we may put it, all staff meetings are held at DHL at a quarterly basis, subjected to the months of January, April, July and October. Usually held at the end of these months, I was privileged enough to encounter two all staff meetings one held at January and one in April. Meetings of such includes a series of activities that are comprising of recognitions made by individual employees and as teams. This opens a platform for all staff at individual branches, be it a service center or the country office where I was appointed, to mingle, share their updates and set further goals as well as receive appreciation if they have accomplished something remarkable in count. These meetings are held usually at the end of the day post lunch, as people are more relaxed and can ease down the day's pressure with a fun and relaxing gathering. Town-Hall Meetings include, employee of the quarter recognitions for individuals who have performed remarkably, they are congratulated and provided with trophies as well as certificates. Other than this, each department head or representative comes forward with an update to how they have improved at their performance as a team from before, to contribute to the DHL family. The ceremony concludes with light snacks, music and cake cuttings just like one whole family. This is a great medium for employees to share out their opinions and ideas, as well as ease down from daily work pressure but yet in a formal but free spirited way. HR at DHL, makes sure the meetings are launched timely, are effective in nature to engage and enable employees, resulting and hoping for a high performance from employees further on.

DHL4HER- Launching on IWD'19(International Women's Day)

Another core "fresh out of the oven" event, which was personally my most surreal moment within my internship program was DHL4HER, launching for the first time ever on International Women's Day'2019. This campaign has been designed solely for women empowerment which is of great significance in terms of the company's vision. DHL Express, is highly employee centric, and hence focuses on making women workforce more visible and productive, hoping to be the best choice of organization for females. DHL4HER set a high standard to build on existing female employees, be it a permanent employee or an intern like me. I was also taken into consideration whilst participation. This campaign launched at IWD'19 with the title theme 'Inspire to Aspire'. I was lucky enough to be handed with the responsibility from inventing the theme, to budget planning, logistics support and create presentation for approval from Country Manager. My colleagues were

highly supportive and helpful in providing me necessary feedback and help to carry out the responsibilities effectively and efficiently. DHL4HER was a successful launch and will be carried out with necessary campaign needs, as per instructed from region throughout the year and female employee needs. This platform is particularly targeted for engaging the female workforce to evolve and come out of their shells. Activities include day long celebrations, lunch outings, bonding activities like: watching movies together and many more. Women are always highly appreciated in this organization, and this by far is my first-hand experience in this organization. They are given a floor to enjoy, and platform to speak up and well treated with equal rights to everything. There is no such thing as gender discrimination within this company.

Keeping in line with my report objective, I was lucky to be having a first-hand look out on how DHL promises its employees, with meeting more than expected and in context to engagement. DHL Express BD, has 38 females' employees, inclusive of 1 Senior Management Team Member, out of which 37 female enthusiastically participated on the launch of DHL4HER. The event was divided into 2 days for balancing work and time. Day one solely, celebrated the International Women's day, with inspiring the female employees, to self-empower, speak up and enjoy themselves for a day.



I was lucky enough to be a part of this event, work closely as well as enjoy myself on this event.

Above, is a picture I shared for the Day1 event, with all the female employees and a few SMT (Senior Management Team Members), inclusive of the Country Manager himself, Mr. Miarul Haque sir.

Day 2, included a half day movie session, where all the female employees were invited to watch a movie together at Blockbuster Cinemas, Jamuna Future Park. The movie entitled to see was also in line with the theme, to encourage women to take part in roles they have passion towards, with the premiers of a new movie called “Phagun Haway”.



Above is another picture from the day, we all went to watch the movie, bond and communicate with one another besides just workplace agenda. These are only a few glimpses of what DHL, does to engage employees to the maximum. The participative rate was also 100% as 37 out of 38 female employees willingly agreed to take time out and have a bit of networking.

Birthday Program:

A small gesture of appreciation for all staff being a part of DHL, celebrating their special day. Birthday Programs include a birthday card, a gift, and cake celebrations. Each individual is handed with a special birthday card signed by the country manager and National HR Manager, with special comments from colleagues. A gift from the DHL family if also provided. Cakes however, are cut quarterly, in every Town-Hall Meeting. This year I also assisted in designing the card, coming up with a unique idea, however branding the company as much as possible. Birthday gifts for this year is designed to be an airplane toy figure, showcasing DHL, flying across the globe. These small token of appreciation proves a sense of belonging to the employees, so they feel more empowered to work for a family than seeing DHL as just an organization.

DHL Women Network Program:

A platform for women to speak up to their needs, and build network amongst all business units operating at DHL Bangladesh. Themes to be set each year, with fund provided across regions. This year I was also privileged to be present during this year's Women Network program titled 'Fight to Fight' 2019. The year focused on how to make females fit to overcome violence and learn basic self-defense. Employees had a day-long event with special combat trainer, from Butthan Martial Art learning self-defense. There was also a guest speaking session with speakers like Azra Mahmood talking on self-confidence and presentability skills.

I was one of the 38 female employees, from DHL Express to participate in this event which played a great part in motivating me to feel self-confident, just being a minor intern. Events of such play a huge role for DHL, and I was lucky enough to be included in the engaging activities too.

There are many more engaging activities each greater than the other for this organization in terms of execution. The list is huge but out of the ones I was able to see on a firsthand basis where the mentioned above, where I took a key part in organization as well as participating myself.





Here are a few glimpses of the day-long event, I was a part of and participated equally.

2.5 Statement of Problems:

Other than taking up daily work responsibilities alongside report writing, I was also given huge amount of diverse tasks, due to the shortage in manpower under HR department for that time period at DHL Express BD. Due to this, I was also extended a month further as per the company's need. Although it increased my scope and medium of learning furthermore from all sectors to HR roles, be it launching engaging events to handling massive backlog on HR operations, it was difficult for me to manage time. Therefore, I believe the only statement of problem I faced was shortage of time. More time could have made this report more descriptive and detailed in nature. Alongside this I also faced some confidentiality and policy issues, for which I could not single handedly conduct a fresh survey, with my personal set of questions for 408 headcounts to all employees (as of today), instead took detailed information and analyzed it from the surveys already existing at the work environment, which are approved regionally.

2.6 Scope and Delimitation of the Study:

The main focus of this report was to measure how effectively employee engagement activities makes an impact on the workforce directly at DHL. This is kept in consideration with questions divided in categories of pure employee engagement activities (How positively employees participate in such events/ activities), and employee enablement (Enabling tools and processes post engagement for employees to have a higher performance) practiced at workforce. The system of measuring effectiveness however, is only limited to the part of participation, which is solely the choice of the employees to take or leave, where company can only motivate them to take part in. Another limitation is, not 100% employees being present on the day of survey, due to personal or professional agendas that needed to be looked after, Therefore the survey is majority based effective, although leaves out a percentage of employees that were not able to participate due to unavailability.

2.7 Objectives of the Report:

Objectives of the report, is solely to identify the level of employee engagement being effectively significant, bringing a positive outcome for the productivity for overall workforce, and providing enough motivation for a considerable increase in favor of organizational benefits and growth.

2.8 Research Questions:

The research questions includes relevant factors to align opinions according to need base for understanding the effectiveness of employee engagement, and how employees are actually satisfied, proceeding to performance levels from previous years to now.

Subdivided into necessary KPIs', also known as Key Performance Indicators.

The questions are distributed yearly upon need to change (if required any), by the region through an online link via email for participation of all full time employees working for DHL. The latest one as of now is from September 2018, as feedbacks after each survey is taken into consideration and improvement is made to activities and processes with core significance. The survey is titled Employee Opinion Survey, in short EOS and is run every year on the month of September.

Post Survey and prior to the survey, employees are also provided with a toolkit that includes notebooks, and materials to write down points of achievement and ways of further development,

as an individual and as a team or department. This is distributed across all departments and every individual full time employees, through the HR. Post survey the objectives and strategies and are also collected by HR, to keep track to how motivated employees have become and whether it has actually impacted on the performance levels in reality.

EOS, or also known as employee opinion survey consists of 10 segments or as we say divisions, upon which consists the questions relevant to the segment. The segments are based on the factors that seem the most significant for the organization and hence are put in focus below as per titled.

#I HAVE A VOICE: Employee Opinion Survey (EOS)

QUESTION SEGMENT 1 EOS KPI: ACTIVE LEADERSHIP

1. My direct supervisor explains clearly what he/she expects of me?
2. My direct supervisor takes an interest in and is supportive of my development?
3. My direct supervisor keeps his/her commitments?
4. My direct supervisor treats me with respect?
5. My direct supervisor recognizes me when I do a good job?
6. My direct supervisor inspires me to do my best work?
7. My direct supervisor provides me with timely and useful feedback?
8. My direct supervisor leads by example?
9. My direct supervisor supports me in adapting to change within my company?

QUESTION SEGMENT 2 EOS KPI: CUSTOMER CENTRICITY, QUALITY

1. As a customer of my company, I would be extremely satisfied with the quality of the products and services I receive?
2. I have the freedom to take actions that are needed to ensure good customer service?
3. We regularly use customer feedback to improve our processes?
4. In my team, we constantly look for better ways to serve our internal and/or external customers?
5. Where I work, we set clear performance standards for product/service quality?

QUESTION SEGMENT 3 EOS KPI: EMPLOYEE ENGAGEMENT

1. I would recommend my company as a great place to work.

2. If I were offered a comparable position at another company, I would stay at my company?
3. I am proud to work for my company?
4. Overall, I am satisfied with my job at my company?

QUESTION SEGMENT 4 **EOS KPI: FUTURE & STRATEGY**

1. Senior leadership demonstrates that employees are important to the success of my company?
2. I trust the senior leadership of my company?
3. My company is making the changes necessary to compete effectively?
4. My company's strategy and vision for the future motivate me?
5. I understand how my role contributes to my company's success?

QUESTION SEGMENT 5 **EOS KPI: COMMUNICATION**

1. I receive the information and communication I need to do my job effectively?
2. In my team, there is open and honest two-way communication?

QUESTION SEGMENT 6 **EOS KPI: TEAMWORK**

1. In my team, we help one another by sharing experiences and knowledge?
2. The people I work with cooperate to get the job done?

QUESTION SEGMENT 7 **EOS KPI: LEARNING & DEVELOPMENT**

1. My job makes good use of my talents/skills and abilities?
2. I have the training I need to do my job effectively?
3. My company provides me with the opportunity for learning and development?
4. I understand that I play an active role in my own career development?

QUESTION SEGMENT 8 **EOS KPI: JOB FULFILMENT & WORKPLACE**

1. My company is committed to employee safety?
2. I have access to the resources I need to do my job effectively (e.g. materials, equipment, technology)?

3. My ideas and suggestions count?
4. I enjoy my work?

QUESTION SEGMENT 9 EOS KPI: CONTINUOUS IMPROVEMENT

1. Where I work, we are continually improving the quality of our products and services (e.g. through First Choice)?
2. In my team, we have taken action on results from the last employee opinion survey?
3. I have seen positive changes taking place as a result of the last employee opinion survey?

QUESTION SEGMENT 10 EOS KPI: GROUP RESPONSIBILITY

1. My company inspires me to act in a socially and environmentally responsible way?
2. My company shows a commitment to ethical business decisions and conduct?
3. My company creates a climate of mutual respect among all employees regardless of different backgrounds?

3.0 Methodology of the Study:

As I mentioned earlier on, the main survey for depicting the effectiveness of employee engagement at DHL, is titled EOS or also known as Employee Opinion Survey. The survey is conducted across all department and is entitled for all staff (permanent only). The entire survey is done online, with link sent by region across the chains situated at different countries.

Data Collection: Through individual online survey.

Questionnaire: is set by the region (Singapore, DHL).

Sample size: 333 (as of count of September'18).

Respondents: 332

Participation: 99.99% rounded to 100%

Survey Timeline: September 2018

Next Survey: September 2019

Report methodology

The 5-point-scale of the questionnaire is grouped into three response categories in this report

Questionnaire

Example:
I would recommend my company as a great place to work.

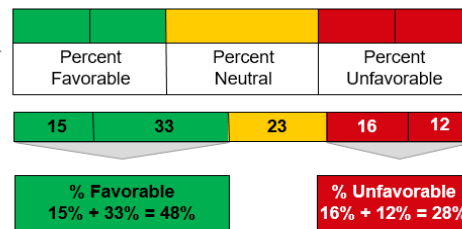
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
↓	↓	↓	↓	↓
X	X			

Each survey question was rated on a 5-point-scale in the questionnaire with the following scale points:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Agree nor Disagree
- 4 = Agree
- 5 = Strongly Agree

Results¹⁾

Example:
I would recommend my company as a great place to work.



To simplify the interpretation of the results, responses are grouped into three response categories:

- Percent Favorable (green) = Strongly Agree and Agree
- Percent Neutral (yellow) = Neither Agree nor Disagree
- Percent Unfavorable (red) = Strongly Disagree and Disagree

3.1 Sources of Data: Primary Research

Primary research for this report has been gathered through inputs from The Employee Opinion Survey (EOS), organized by the Human Resource Department, on a yearly basis, every September for DHL. Under the survey, employees are requested to provide their valuable opinions based on various KPI's amongst which employee engagement plays a significant role for overall employee satisfaction level at workplace.

An overview from this survey will provide all necessary information to the level of employee engagement practiced in DHL, and how effectively it has incorporated to the success and productivity of the overall workforce. Individual opinions placed by the workforce, will provide the exact level of motivation and the impact of these engaging events on the employees themselves. Therefore, aiding me with valid details to the effectiveness of the employee engagement, which is primarily my topic of research for this entire report.

Apart from this, firsthand experience on one of the core employee engagement events named DHL4HER, with a brief overview to the insights of arranging such events, alongside post

employee feedback will also play a part on this report to understand the effectiveness of engaging employees for DHL Worldwide Express.

Engagement programs in DHL Express include different induction training, sports tournament, events, cultural programs, awards etc. All events and surveys are maintained regularly within the organization, and all information provided in this report are strictly subjected to copyright.

After collecting these following information first handedly, I was able to provide a cohesive report with a detailed analysis of how effectively employee engagement is practiced at this organization, and whether it is adding value to the productivity of the workforce in terms of motivation. The dominant factors of engagement activities are:

Participation in the Events: My job is to understand the rate the employees attend the events. The level of active participation. This will show their interest level for the programs, post survey participation and how willingly they look forward to attending these. I will be looking at this factor through on one of the key events I assisted in launching, DHL4HER. The participation rate here, which will add to the EOS Opinion hopefully this year, and more corely the participation rate at the survey of EOS (as of the latest), will help me compare and identify the effectiveness to overall engagement of employees here.

Post Employee Feedback from EOS: Measuring the satisfaction and motivation level of employees, in being a part of such events, from post event feedbacks, such as EOS surveys etc.

4.0 Interpretation of Data: Analysis of Survey Results:

EOS & High Performance



What is Performance Enablement?

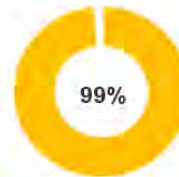
- Performance Enablement is about creating an environment that allows our employees to give their best at work
- Being enabled means to have the tools & processes available to provide first class quality

How it all fits together

- High performance requires both: being motivated and having the tools & processes available to get the job done
- Teams that score high on Employee Engagement & Performance Enablement also do very well in business KPIs and customer satisfaction

Your results

EOS 2018 Country Overall



Employee Engagement



Performance Enablement

If you want to improve **Engagement**, please focus on the Top 10 Driver questions displayed on [page 11](#)

If you want to improve **Enablement**, please focus on the questions displayed in the Enablement index on [page 12](#)

EOS Follow-up Life Cycle



For more information, ideas and material about the EOS Follow-up, please also visit our [Follow-up ishare](#).¹⁾


1) In rare cases problems may appear when clicking on the hyperlink and loading the respective website. In such cases, we kindly ask you to copy the respective hyperlink and paste it to your browser.

4.2 EOS: Employee Opinion Survey 2018:

Employee Opinion Survey 2018

EOS 2018 Country Overall

Employee Engagement and its Drivers

	Percent Favorable	Percent Neutral	Percent Unfavorable	2018 % Favorable	Diff. to 2017	Most Engaged Teams	Group Overall	Global Ext. Norm
Employee Engagement								
EOS 2018 Country Overall				99%	+1%	94%	76%	75%

The KPI Employee Engagement includes the following survey questions:

6. I would recommend my company as a great place to work.
7. If I were offered a comparable position at another company, I would stay at my company.
8. I am proud to work for my company.
9. Overall, I am satisfied with my job at my company.

Top 10 Drivers

Questions Determined by: EOS 2018 Country Overall

Scores Displayed for: EOS 2018 Country Overall

	2018 % Favorable	Diff. to 2017	Most Engaged Teams	Group Overall	Global Ext. Norm
10. My direct supervisor explains clearly what he/she expects of me. (Active Leadership)	98%	0%	92%	82%	80%
35. I enjoy my work. (Job Fulfillment & Workplace)	98%	-1%	95%	80%	83%
27. The people I work with cooperate to get the job done. (Teamwork)	99%	0%	94%	84%	83%
20. I trust the senior leadership of my company. (Future & Strategy)	99%	+1%	91%	65%	68%
19. Senior leadership demonstrates that employees are important to the success of my company. (Future & Strategy)	99%	+1%	92%	69%	69%
38. I have seen positive changes taking place as a result of the last employee opinion survey. (Continuous Improvement)	99%	+1%	88%	63%	49%
25. In my team, there is open and honest two-way communication. (Communication)	98%	0%	91%	75%	76%
37. In my team, we have taken action on results from the last employee opinion survey. (Continuous Improvement)	99%	0%	90%	68%	58%
41. My company creates a climate of mutual respect among all employees regardless of different backgrounds. (Group Responsibility)	100%	+1%	95%	78%	75%
15. My direct supervisor inspires me to do my best work. (Active Leadership)	98%	+1%	91%	73%	73%

Out of 41 questions, question no.6, 7, 8 and 9 were the main KPI's of employee engagement. Although the top 10 drivers being questions 10,35,27,20,19,38,25,37,41 and 15. As per my analysis these are the top 10 drivers to a positive report in comparison to 2017's survey results, and are the key positive ones for favorable engaged teams and overall positive group performance, for DHL Express BD.

Out of 41 questions, I will be closely putting attention to question numbers 6,7,8,9 which are the key identifiers to engagement levels and their fulfillment as per employee opinion at DHL. However a brief analysis on the other variables are also kept in line, to identify the overall cumulative result.

4.3 Participation Rate:

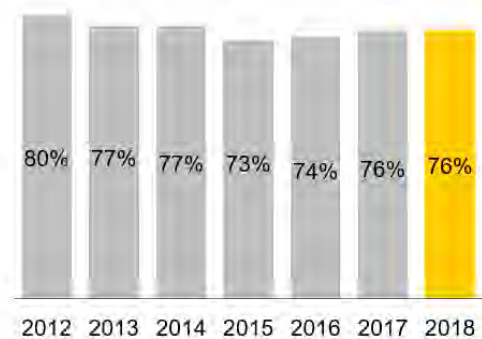
Participation

Participation 2018

Dataline	Participation	Invited	Returned
EOS 2018 Countr	100%	333	332

Group Overall

	2017	2018
Invited	460,085	488,854
Returned	348,302	369,866



Please note

Response rates indicate whether your results really reflect your team's opinion; All response rates > 65% are considered representative. (When using Paper Surveys a response rate of 56% is acceptable.)

The Participation rate as per seen above is 76%. Anything above 65% are considered a fair representative with more qualitative results. Out of 333 headcounts as of (September'18), 332 responded as well as actively participated in the survey. This also shoes that employees are willing taking part, as they feel the right to answer to company's affairs, as well as utilize their positions of opinion.

4.4 Overall Analysis: (segment wise)

KPI overview

EOS 2018 Country Overall

■ % Favorable
■ % Neutral
■ % Unfavorable

Results 2018		Diff. to 2017	MET ¹⁾	Ext. Norm ²⁾	Group Overall	
	Customer Centricity & Quality	100	+1	95	76	81
	Employee Engagement	99	+1	94	75	76
	Active Leadership	98	0	92	76	76
	Future & Strategy	100	+1	93	73	72
	Communication	99	0	92	75	77
	Teamwork	99	0	95	83	84
	Learning & Development	99	0	94	76	82
	Job Fulfillment & Workplace	99	0	94	78	79
	Continuous Improvement	99	0	91	61	69
	Group Responsibility	100	+1	95	--	78
	Performance Enablement	100	+1	95	77	81

1) Most engaged teams: Average score of 25% most engaged employees across the Group; 2) Global External Norm: Average Norm from IBM global data base; when no value is displayed in this column, a norm is not available

Question Based Analysis:

Employee Engagement

EOS 2018 Country Overall

■ % Favorable
■ % Neutral
■ % Unfavorable

Results 2018		2018	Diff. to 2017	MET ¹⁾	Ext. Norm ²⁾	Group Overall
	Employee Engagement	99	+1	94	75	76
6.	I would recommend my company as a great place to work.	99	+1	95	72	75
7.	If I were offered a comparable position at another company, I would stay at my company.	97	+1	90	69	72
8.	I am proud to work for my company.	100	+1	96	80	77
9.	Overall, I am satisfied with my job at my company.	98	0	95	77	79

1) Most engaged teams: Average score of 25% most engaged employees across the Group; 2) Global External Norm: Average Norm from IBM global data base; when no value is displayed in this column, a norm is not available

Question no. 6, as per employee inputs depicts mostly favorable results with a score of 99% and a 1% neutral opinion. DHL Express BD has been quite successful in maintaining the standard of choice for a great place to work award. It has been certified “A Great Place to Work” valid till June’19 upon application on survey by the ‘A Great Place to Work’ organization, institute of Srilanka. Therefore the results of the survey and certifications go hand in hand, for a positive feedback all in all.



Question no. 7 also shows a positive result of 97%, however a blend of 3% for neutral and unfavorable preferences. This is because not all would want to restrict oneself from a career with passion, if they receive such an opportunity. But, looking into the brighter aspect majority would still choose DHL over any other choices.

Question no. 8 shows a flat 100% score, from employees, feeling proud to be working for the most international company in the world this is clearly because DHL maintains the standard of acceptance to be an ideal organization to work for, staying connected globally, with the colors red and yellow. Yellow for Energy and Red for Power.

Question no. 9 the final addition to the engagement feedback to how satisfied an employee really is, in terms of feeling a sense of belongingness and as a whole family, working together. How in sync employee feels with the organization in overall terms. The results shows a high favorable score of 98% with 1% neutral and 1% unfavorable. Since, the majority is favoring towards satisfaction, DHL is seen to be cohesive with its employees interest and hence shall maintain to be as per, for the following years.



The overall segment score for employee engagement for DHL, after combining the segment based questions and bringing out an average score, is 99%. That portrays that DHL is effectively communicating the essence of involvement with its employees, as they feel engaged and connected to the organization.

Top 10 Drivers of Employee Engagement EOS 2018 Country Overall

 Tip Focus on these questions if you want to improve Engagement in your team.		2018	Diff. to 2017	MET ¹⁾	Ext. Norm ²⁾	Group Overall
	Employee Engagement	99	+1	94	75	76
10.	My direct supervisor explains clearly what he/she expects of me. (Active Leadership)	98	0	92	80	82
35.	I enjoy my work. (Job Fulfillment & Workplace)	98	-1	95	83	80
27.	The people I work with cooperate to get the job done. (Teamwork)	99	0	94	83	84
20.	I trust the senior leadership of my company. (Future & Strategy)	99	+1	91	68	65
19.	Senior leadership demonstrates that employees are important to the success of my company. (Future & Strategy)	99	+1	92	69	69
38.	I have seen positive changes taking place as a result of the last employee opinion survey. (Continuous Improvement)	99	+1	88	49	63
25.	In my team, there is open and honest two-way communication. (Communication)	98	0	91	76	75
37.	In my team, we have taken action on results from the last employee opinion survey. (Continuous Improvement)	99	0	90	58	68
41.	My company creates a climate of mutual respect among all employees regardless of different backgrounds. (Group Responsibility)	100	+1	95	75	78
15.	My direct supervisor inspires me to do my best work. (Active Leadership)	98	+1	91	73	73

The Top 10 Drivers of Employee Engagement refers to the questions that steers the results of the employee engagement segment. DHL always looks forward to continued commitment towards employee engagement for a positive outcome for both the parties, the organization and its employees. Therefore, these questions are advised to be kept in focus if the organization intends to improve engagement in their individual departments and teams further on in the future.

Performance Enablement Index EOS 2018 Country Overall

 Tip Focus on these questions if you want to improve Enablement in your team; Performance Enablement questions remain the same every year.		2018	Diff. to 2017	MET ¹⁾	Ext. Norm ²⁾	Group Overall
	Performance Enablement Index	100	+1	95	77	81
2.	I have the freedom to take actions that are needed to ensure good customer service. (Customer Centricity & Quality)	100	+1	94	76	80
3.	We regularly use customer feedback to improve our processes. (Customer Centricity & Quality)	100	+1	94	69	77
4.	In my team, we constantly look for better ways to serve our internal and/or external customers. (Customer Centricity & Quality)	100	+1	96	84	82
5.	Where I work, we set clear performance standards for product/service quality. (Customer Centricity & Quality)	99	0	96	77	83
24.	I receive the information and communication I need to do my job effectively. (Communication)	99	0	93	73	78
27.	The people I work with cooperate to get the job done. (Teamwork)	99	0	94	83	84
29.	I have the training I need to do my job effectively. (Learning & Development)	99	+1	95	76	89
33.	I have access to the resources I need to do my job effectively (e.g. materials, equipment, technology). (Job Fulfillment & Workplace)	100	+1	94	77	79

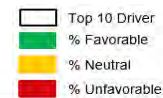
Performance Enablement: Post Engagement:


Performance enablement questions remain the same throughout the years for the survey, for individual teams improvement. These questions are highly kept in focus as well, for overall productivity improvement from the organization towards its employees, to have the equal benefits in return,

Other Questions: Aiding to overall engagement (segment wise)

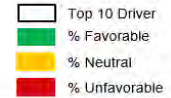
The following questions though not directly linked with employee engagement, but are still sideline relevant for the overall success of the organization's high performance returns. Therefore I have incorporated these questions further on, for a more detailed analysis to what actually goes behind all the positive outcomes in line with the company's mission. Excellence simply delivered to all stakeholders!

Active Leadership EOS 2018 Country Overall



Results 2018	2018	Diff. to 2017	MET ¹⁾	Ext. Norm ²⁾	Group Overall
 Active Leadership	98	0	92	76	76
10. My direct supervisor explains clearly what he/she expects of me.	98	0	92	80	82
11. My direct supervisor takes an interest in and is supportive of my development.	98	0	91	70	72
12. My direct supervisor keeps his/her commitments.	98	+1	91	78	77
13. My direct supervisor treats me with respect.	98	0	95	85	85
14. My direct supervisor recognizes me when I do a good job.	97	-1	92	83	76
15. My direct supervisor inspires me to do my best work.	98	+1	91	73	73
16. My direct supervisor provides me with timely and useful feedback.	98	0	92	75	75
17. My direct supervisor leads by example.	98	+1	90	72	74
18. My direct supervisor supports me in adapting to change within my company.	98	0	92	72	74


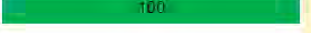





Customer Centricity & Quality EOS 2018 Country Overall



Results 2018		2018	Diff. to 2017	MET ¹⁾	Ext. Norm ²⁾	Group Overall
 Customer Centricity & Quality		100	+1	95	76	81
1. As a customer of my company, I would be extremely satisfied with the quality of the products and services I receive.		100	+1	96	73	81
2. I have the freedom to take actions that are needed to ensure good customer service.		100	+1	94	76	80
3. We regularly use customer feedback to improve our processes.		100	+1	94	69	77
4. In my team, we constantly look for better ways to serve our internal and/or external customers.		100	+1	96	84	82
5. Where I work, we set clear performance standards for product/service quality.		99	0	96	77	83

Future & Strategy EOS 2018 Country Overall







Results 2018		2018	Diff. to 2017	MET ¹⁾	Ext. Norm ²⁾	Group Overall
 Future & Strategy		100	+1	93	73	72
19. Senior leadership demonstrates that employees are important to the success of my company.		99	+1	92	69	69
20. I trust the senior leadership of my company.		99	+1	91	68	65
21. My company is making the changes necessary to compete effectively.		100	+1	94	70	76
22. My company's strategy and vision for the future motivate me.		100	+1	92	73	65
23. I understand how my role contributes to my company's success.		100	0	97	83	87

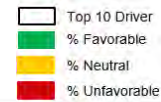
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Teamwork EOS 2018 Country Overall



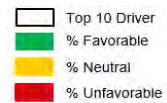
Results 2018		2018	Diff. to 2017	MET ¹⁾	Ext. Norm ²⁾	Group Overall
 Teamwork		99	0	95	83	84
26. In my team, we help one another by sharing experiences and knowledge.		99	0	95	82	85
27. The people I work with cooperate to get the job done.		99	0	94	83	84


Communication EOS 2018 Country Overall



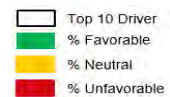
Results 2018	2018	Diff. to 2017	MET ¹⁾	Ext. Norm ²⁾	Group Overall
 Communication	99	0	92	75	77
24. I receive the information and communication I need to do my job effectively.	99	0	93	73	78
25. In my team, there is open and honest two-way communication.	98	0	91	76	75

Learning & Development EOS 2018 Country Overall



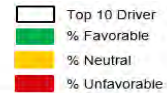
Results 2018	2018	Diff. to 2017	MET ¹⁾	Ext. Norm ²⁾	Group Overall
 Learning & Development	99	0	94	76	82
28. My job makes good use of my talents/skills and abilities.	98	0	93	77	80
29. I have the training I need to do my job effectively.	99	+1	95	76	89
30. My company provides me with the opportunity for learning and development.	99	0	93	72	72
31. I understand that I play an active role in my own career development.	99	0	97	80	87





Job Fulfillment & Workplace EOS 2018 Country Overall



Results 2018	2018	Diff. to 2017	MET ¹⁾	Ext. Norm ²⁾	Group Overall
 Job Fulfillment & Workplace	99	0	94	78	79
32. My company is committed to employee safety.	100	+1	97	86	87
33. I have access to the resources I need to do my job effectively (e.g. materials, equipment, technology).	100	+1	94	77	79
34. My ideas and suggestions count.	99	+1	90	67	70
35. I enjoy my work.	98	-1	95	83	80






Group Responsibility EOS 2018 Country Overall



Results 2018		2018	Diff. to 2017	MET ¹⁾	Ext. Norm ²⁾	Group Overall
 Group Responsibility		100	+1	95	--	78
39. My company inspires me to act in a socially and environmentally responsible way.		100	+1	95	--	77
40. My company shows a commitment to ethical business decisions and conduct.		100	+1	96	81	79
41. My company creates a climate of mutual respect among all employees regardless of different backgrounds.		100	+1	95	75	78

Continuous Improvement EOS 2018 Country Overall



Results 2018		2018	Diff. to 2017	MET ¹⁾	Ext. Norm ²⁾	Group Overall
 Continuous Improvement		99	0	91	61	69
36. Where I work, we are continually improving the quality of our products and services (e.g. through First Choice).		100	0	95	75	77
37. In my team, we have taken action on results from the last employee opinion survey.		99	0	90	58	68
38. I have seen positive changes taking place as a result of the last employee opinion survey.		99	+1	88	49	63

Each and every segment contains necessary questions to understand the inner psychology of the employees, and work accordingly if the scores are not favorable to the companies image. With reaching nearly 50 years of business experience, DHL has designed organizational structure as such, learning from each step, as well as standing strong to maintaining it. Amongst the other 9 segments of the EOS survey, the results show:

98% overall **Active leadership** across the organization, which plays a vital role for employees staying motivated to work and learn from.

A 100% on **Customer Centricity and Quality**, which is the core objective of the organization itself. The no.1 choice for logistics globally.

A 100% score on overall **Future and Strategy** alignment, portraying how DHL, thinks and plans ahead of time, motivating employees to have future aspirations with the organization. This is great way to keep the turnover rate around 4% which is pretty good in depicting how engaged the employees are, in line with the organization.

Overall **Teamwork, Learning & Development, Communication, Job Fulfillment & Workplace Environment** stand at a positive rate of 99%. This further shows how the company constantly commits to building a network that grows together. All these segments though not directly, but definitely makes an impact on the engagement level cumulatively from the employees mindset on the organization.

Total **Group Responsibility** furthermore shows the alignment of ethical morals and culture, that is fairly well maintained within the work environment with a solid score of 100%

And last but not the least, as I mentioned on DHL's belief for **Continuous Improvement**, lied at a rate of 99% overall. This also shows how they are constantly striving to do bigger and better every year.

5.0 Findings, Conclusion and Recommendations:

Upon Analysis the findings in alignment with the objective of the entire report suggests that, the effectiveness of employee engagement in DHL Express BD, is very much positive keeping all the factors and segments into consideration. With a count of 333 employees and a score in average above 90% for all the questions, surely proves how effectively and efficiently the company has been able to create the engagement and enablement necessary for overall high performance. The turnover rates being low, as well as high participation of employees in each and every program is visible.

Therefore, I feel the organization is quite in line with the whole notion and needs to carry forward the implications it has so far, in terms of continuous improvement. The following are the top 5 and bottom 5 questions I feel, the company needs to have a look on closely, to further look up to and improve upon simultaneously. I have also included the questions, I felt has most improved with data received from previous years. Also. The most declined question that the company should look forward to correct upon, for 100% achievement in all segments and sectors.

Looking at the bottom 5 questions, I feel, the major parts to improve is on how the alignment with one's supervisor is. The company structures although favorable misses out on what leaders expect of their subordinates. Whether to be autonomous or delegative in nature, varies from time to time. But, a clear understanding with one to one basis meetings with the senior management team will really help improve and mitigate on these minor issues, that is refraining the organization to reach a full score overall.

Another aspect of the recommendations being the part on the most declined question on the entire survey, being if employees enjoy their work. Sometimes, a balance between work and life is crucial, like allowing flexible working hours then a fixed one, more activities that releases stress from employees will really help improve on these aspects. So, that employees feel that they enjoy their work with a sense of empowerment.

Top 5 / Bottom 5 questions

EOS 2018 Country Overall

Top 10 Driver

1) Most engaged teams: Average score of 25% most engaged employees across the Group
2) Average Norm from IBM global data base

★★★★★ Top 5		2018	Diff. to 2017	MET ¹⁾	Ext. Norm ²⁾	Group Overall
4.	In my team, we constantly look for better ways to serve our internal and/or external customers. (Customer Centricity & Quality)	100	+1	96	84	82
23.	I understand how my role contributes to my company's success. (Future & Strategy)	100	0	97	83	87
32.	My company is committed to employee safety. (Job Fulfillment & Workplace)	100	+1	97	86	87
40.	My company shows a commitment to ethical business decisions and conduct. (Group Responsibility)	100	+1	96	81	79
3.	We regularly use customer feedback to improve our processes. (Customer Centricity & Quality)	100	+1	94	69	77
☆☆☆☆☆ Bottom 5		2018	Diff. to 2017	MET ¹⁾	Ext. Norm ²⁾	Group Overall
7.	If I were offered a comparable position at another company, I would stay at my company. (Employee Engagement)	97	+1	90	69	72
14.	My direct supervisor recognizes me when I do a good job. (Active Leadership)	97	-1	92	83	76
17.	My direct supervisor leads by example. (Active Leadership)	98	+1	90	72	74
10.	My direct supervisor explains clearly what he/she expects of me. (Active Leadership)	98	0	92	80	82
11.	My direct supervisor takes an interest in and is supportive of my development. (Active Leadership)	98	0	91	70	72

Most improved / declined questions

EOS 2018 Country Overall

1) Most engaged teams: Average score of 25% most engaged employees across the Group
 2) Average Norm from IBM global data base

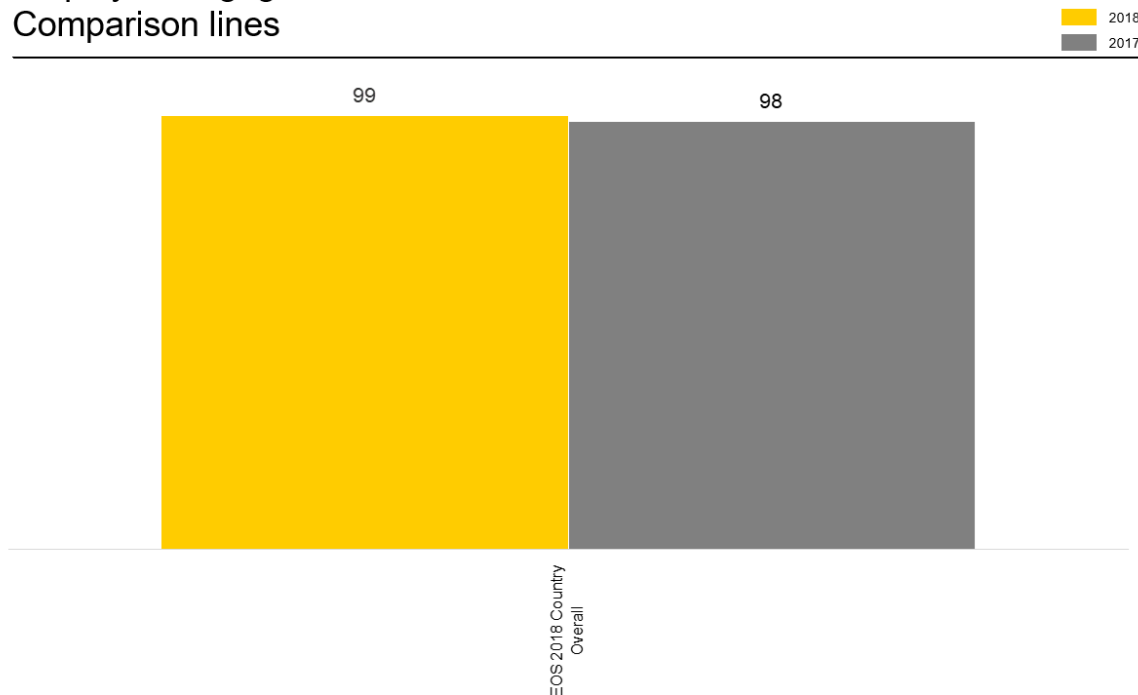
 Top 10 Driver

		2018	Diff. to 2017	MET ¹⁾	Ext. Norm ²⁾	Group Overall
Most Improved						
1.	As a customer of my company, I would be extremely satisfied with the quality of the products and services I receive. (Customer Centricity & Quality)	100	+1	96	73	81
2.	I have the freedom to take actions that are needed to ensure good customer service. (Customer Centricity & Quality)	100	+1	94	76	80
3.	We regularly use customer feedback to improve our processes. (Customer Centricity & Quality)	100	+1	94	69	77
4.	In my team, we constantly look for better ways to serve our internal and/or external customers. (Customer Centricity & Quality)	100	+1	96	84	82
8.	I am proud to work for my company. (Employee Engagement)	100	+1	96	80	77
Most Declined						
14.	My direct supervisor recognizes me when I do a good job. (Active Leadership)	97	-1	92	83	76
35.	I enjoy my work. (Job Fulfillment & Workplace)	98	-1	95	83	80

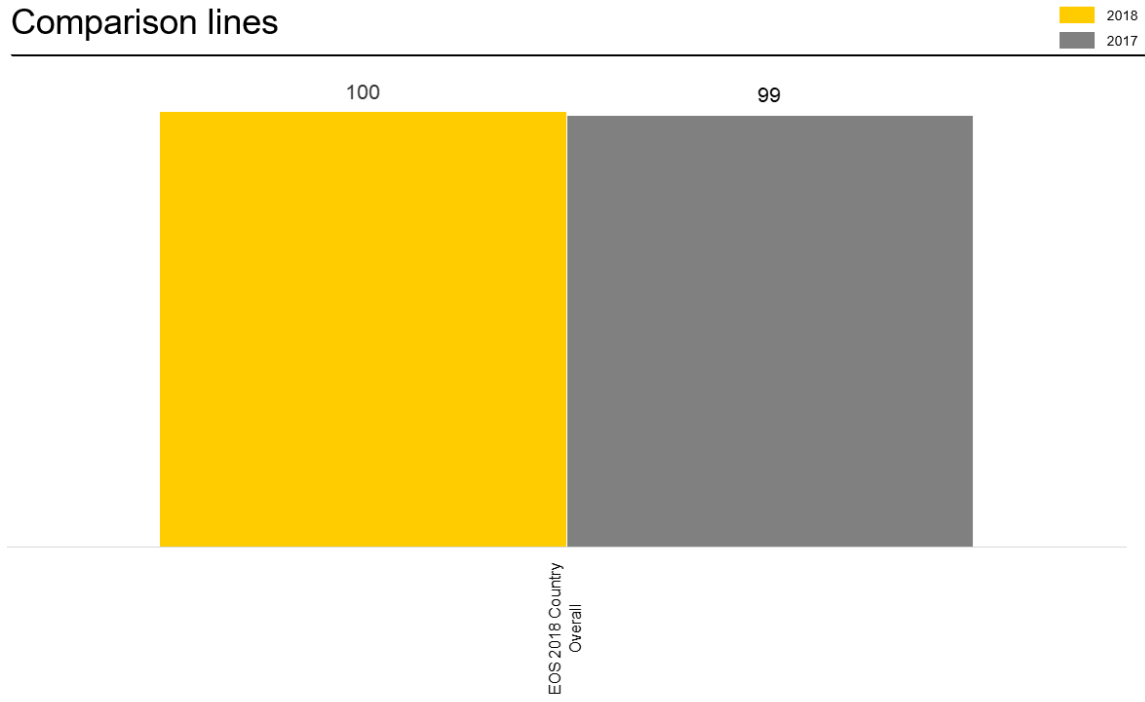
Results in Comparison to 2017:

Results in comparison to 2017 EOS, still show a positive improvement which DHL, hopes to increase further on for 2019 with alignment to the 2020 strategy to Focus. Connect. Grow!

Employee Engagement Comparison lines



Performance Enablement Index Comparison lines



Appendix

7.0 References:

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