

The background of the advertisement is a composite image. In the upper left, a DHL cargo plane is shown in flight against a blue sky with wispy clouds. In the lower left, a large container ship is docked at a port, its deck stacked with colorful shipping containers. In the center and right, a modern city skyline with various skyscrapers is visible. In the foreground, a yellow DHL delivery truck is parked on a paved area, and a DHL employee in a yellow uniform is walking towards it. The DHL logo and slogan are visible on the side of the truck.

DHL GROUP - CONNECTING PEOPLE. IMPROVING LIVES.

Berlin, July 5th, 2025

Lillian Ueng

DHL
Group

EXCELLENCE. SIMPLY DELIVERED.

DHL GROUP STRATEGY 2030





OUR GLOBAL PRESENCE

**600K employees in over 220
countries & territories
33.6% women in workforce**

**22.1%
AMERICAS**

**59.3%
EUROPE**

**4.7%
MIDDLE EAST/AFRICA**

**14.8%
ASIA PACIFIC**



OUR LOCAL PRESENCE: SOME EXAMPLES

15% (90,000)

of our employees have **citizenships** other than the country in which they work



179 nationalities represented across our workforce in **Germany**



Almost **100%** of our workforce in **Qatar** has a citizenship other than Qataris



99% of our workforce in **Brazil** is Brazilian



The citizenship of **44%** of our employees in **Singapore** is non-Singaporean

CHALLENGE TO BE ADDRESSED: LABOR MARKET DEVELOPMENT

EXAMPLES

1

**Low/negative
labor supply
growth**

4 - 6mm

Expected **Germany** working-age
population decline by 2035¹⁾

>10mn

Current employees are set to
retire in Germany in the next 5
years¹⁾

1) ©statista

CHALLENGE TO BE ADDRESSED: LABOR MARKET DEVELOPMENT

2 Increasing labor demand surpassing labor supply growth

Gap between average supply and demand growth rates between 2020-2023¹⁾

	LATAM	APAC	Europe	Africa	Middle East	NORAM
Frontline	-37%	-29%	-11%	-10%	-7%	-3%
Office	-23%	-39%	-12%	-16%	-16%	-10%

1) NextGenerationTalent Insights, % = percentage points

EXAMPLE 1 - GERMANY

CHALLENGE TO BE ADDRESSED

- ! Hiring for peak season - more than 10,000 temp staff every year
- ! Covering our mid-term personnel requirements despite an ageing society

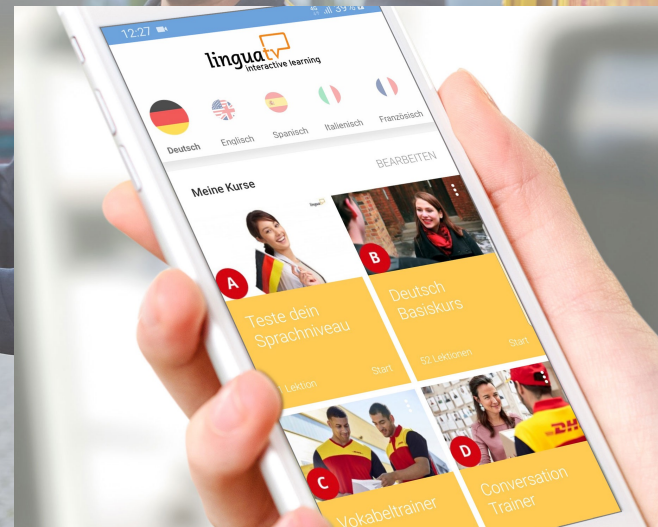
HOW DOES MIGRATION HELP

- Dedicated hiring from abroad, e. g. Spain, Poland, Uzbekistan
- 50% of all new hires in operations without a German passport
- 30,000 refugees hired since 2015

EXAMPLE 1 - GERMANY

INTEGRATION SUPPORT

- Internships
- Language courses and specially developed in-house language learning app
- Volunteer employees as mentors, trainer or coaches
- Dedicated onboarding programs



EXAMPLE 2 – MALAYSIA

CHALLENGE TO BE ADDRESSED

- ! Strong business growth with simultaneous labor shortage in operational workforce

HOW DOES MIGRATION HELP

- Dedicated hiring from Nepal, India and Bangladesh, w/o involvement of third party agencies

EXAMPLE 2 – MALAYSIA

INTEGRATION SUPPORT

- Pre-Departure Orientation Training
- SOP Training and assessments in home country language
- Induction & Warehouse Familiarization Program
- Misc. activities for all employees, e. g. sports events, celebrating Asian & Diwali Day


SUCCESS FACTORS

INTERNAL

- Targeted **onboarding & integration** support, e. g. language skills
- **Inclusive** culture/workspace and cultural awareness on all sides
- Upskilling **leaders**

EXTERNAL

- Local **legal frameworks**, e. g. work permit
- **Integration** support, e. g. language courses



TAKE
HOME

DHL Group relies on migration –
it not only drives **diversity** but also
ensures **business growth**

Migration is a **local** topic –
driven by local labor markets and
requiring local solutions

Efforts from both, companies and
governments, are needed

A photograph of three DHL employees standing in a warehouse. On the left, a man with dark hair wears a red polo shirt and a red high-visibility vest with reflective silver stripes. In the center, a woman with blonde hair wears a yellow polo shirt and a yellow high-visibility vest with reflective silver stripes and the DHL logo. On the right, a man with glasses and a beard wears a green polo shirt and a green high-visibility vest with reflective silver stripes and the DHL logo. They are all smiling and looking towards the camera. The background shows blue metal shelving units filled with cardboard boxes in a warehouse setting.

**CONNECTING PEOPLE.
IMPROVING LIVES.**