

# Global management of stress in demanding postal job roles



Deutsche Post DHL Group, Germany

[www.dpdhl.com](http://www.dpdhl.com)

## The issue

As the world's leading postal and logistics group, Deutsche Post DHL Group's customers have high expectations of the speed and quality of their service, so demand and time pressures are high. The utilisation of new technologies, working in new business areas and working within a globally networked context are additional challenges for DHL employees. Employing around 200 000 workers in Germany alone, good management of stress in all parts of the company must continually be taken into account for maintaining a high-quality service.

## Action taken

In 2013, Deutsche Post DHL Group issued the Health, Safety and Well-Being strategy in which mental health takes a central role. A variety of policies and principles that apply worldwide — including the corporate culture, Code of Conduct, Corporate Health Policy and workplace health promotions conducted in collaboration with the



Works Councils — are influenced by this strategy. In the same year, the company also became one of the founding members of the European initiative 'Target Depression in the Workplace'.

The commitment of management to the mental health of employees is considered essential in Deutsche Post DHL Group. Thus, in 2012, the Leadership and Mental Health web-based training programme targeting managerial staff was developed. This tool gives examples and advice on how managers can remain healthy themselves and also protect employees from stress. In parallel, an expert forum was hosted on 'Don't Stress Out About Stress — Mental Health in the Workplace', in which strategies for promoting mental health in the workplace were discussed. Managers also regularly attend workshops and seminars on psychological stress in the workplace.

Giving employees the opportunity to shape their working day is also recognised as good for mental health. Therefore, employees are directly involved in the design of working practices.

At the individual level, check-ups are carried out by the company physician. Employees are given advice and recommendations on the results of these check-ups and the physician facilitates any interventions required, ranging from coaching on individual resource management to rapid interventions in the case of severe depression. Seminars are also run for employees on stress management skills for their professional and personal lives.

In addition, individual commitment and motivation is enforced by activities such as the Global Volunteer Days that offer employees the opportunity to take part in civic engagement, improving community spirit and employees' levels of personal satisfaction.

## Results achieved

- In the 2013 worldwide employee survey, results showed improvement over the past eight years, including improvements in working conditions and active leadership.
- Around 1500 managers have registered for the 'Leadership and Mental Health' training programme.
- Productivity has been maintained and often boosted.
- Illness-related costs are limited.
- Deutsche Post DHL Group received an award for mental health in 2010 in the Move Europe awards, and, in the area of safety and health, the management system received an A+ grade.



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