

Deutsche Telekom

2024

HR FACTBOOK



Connecting
your world.

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At a glance

About the HR Factbook 2024



Dear Readers,

Our world is changing at great speed. Confidence in institutions is waning all over the world, and this is a development that worries us as an employer. However, confidence in Deutsche Telekom continues unabated. In this respect, we are fully aware of our responsibility. At Deutsche Telekom, we are all about connecting people rather than excluding them. This commitment is reflected in our brand promise, “Connecting Your World,” and our purpose: “We won’t stop until everyone is connected.”

When we say “everyone,” we mean our customers – regardless of their individual backgrounds. Our goal is to provide all people with access to the digital world, making their lives easier and more fulfilling. We promote participation and connect our customers with whatever is important in their personal and professional lives.

“Everyone” also includes our employees – the people who give their best for Telekom every day. We’re committed to creating a work environment where everyone can realize their full potential. We firmly believe that our diverse workforce, which incorporates many different perspectives, leads to better decision-making and is a key factor in Telekom’s success. With the best team, we’re determined to remain successful well into the future.

2024 was another year of great challenges. Demographic change and the ongoing skills shortage require innovative strategies. After all, we want to strategically develop our workforce while also attracting and retaining talents for the long-term – both locally and globally.

A connected and digitally operating workforce is essential for a global company like Deutsche Telekom. Only with such a workforce are we able to meet the dynamic requirements of our industry and successfully develop new markets. Technological progress, especially with respect to the integration of artificial intelligence, presents us with excellent opportunities but also means we have to take new approaches to future-proof our company. To ensure our flywheel – our symbol for our new strategy – keeps turning, we must therefore keep reinventing ourselves.

We have over 198,000 employees in 33 countries and they are the key to our success in this dynamic environment. They are the brains and the heart of Deutsche Telekom. They provide Deutsche Telekom with numerous perspectives and skills that make us stronger as a global company. With their dedication and commitment, they all contribute to making us the Leading Digital Telco. Consequently, we have gained additional momentum this past year. Deutsche Telekom is the most valuable telecommunications brand and we remain Europe’s most valuable corporate brand – with the best networks, the best service, and a corporate culture in which every single person counts. After all, only an environment in which everybody can thrive and really make a difference gives us the platform we require to achieve our best together – for ourselves and for Deutsche Telekom. I believe this is what constitutes the best team.

We invite you to read our HR Factbook 2024 in which you can learn more about the developments, figures and challenges that shape our transformation. This is a reflection of our journey and illustrates our commitment to shape the opportunities offered by digital change – responsibly, innovatively, and with humanity.

Happy reading!

Best regards,

Birgit Bohle

Board of Management member for Human Resources and Legal Affairs, Labor Director

Scope

The figures in the report generally refer to the calendar year 2024 with a reporting date of December 31, 2024. Exceptions are highlighted accordingly. All figures are based on more detailed data. As some values are rounded, totals may differ slightly. Annual averages are used to form some ratios. The figures are often divided into the categories "Germany", "Internationally" and "Group". "Germany" refers to the location of employees in Germany (irrespective of the segment). "Internationally" refers to all employees at locations outside Germany, and "Group" refers to all employees. Some data is broken down according to our operating segments - i.e. Germany, USA, Europe, Group Development and the Systems Business. Group Headquarters & Group Services (GHS) includes all Group units that are not directly allocated to one of the operating segments.

The key performance indicators presented in the HR Factbook are based on the consolidated data of Deutsche Telekom AG and correspond to those of the Group Annual Report. Individual indicators are only collected for parts of the Group; for example, the data from T-Mobile US is not consistently included. Relevant limitations are indicated in the report.

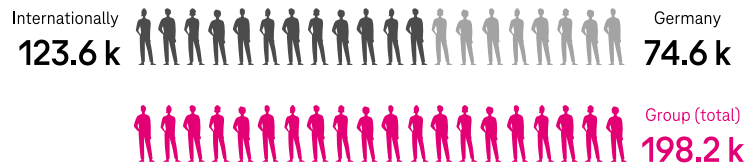
Deutsche Telekom is represented in 33 countries worldwide. Each country sets a different legal framework that we consider to be mandatory and comply with.

We point out that T-Mobile US, Inc., Hellenic Telecommunications Organization S.A. (OTE), Magyar Telekom Telecommunications Public Limited Company, and Hrvatski Telekom d.d. are independent publicly traded companies with their own legal personality and autonomous human resources policy.

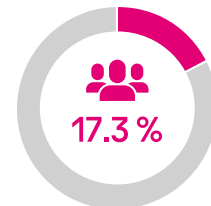
For better readability, we use the generic masculine in all headlines, graphics and footnotes. For all accompanying text, we use the neutral inclusive address. FTE stands for full time equivalents and is used in the Factbook as the unit of measurement for the size of the workforce. FTE therefore reflects the calculated number of full-time equivalents based on all full- and part-time staff.

Deutsche Telekom at a glance: The Group

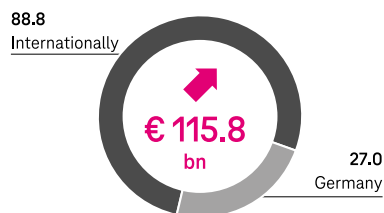
Employees (FTEs)



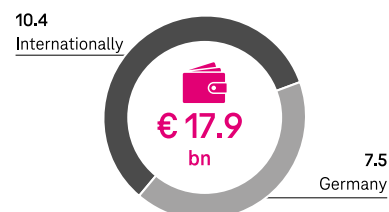
Total workforce quota



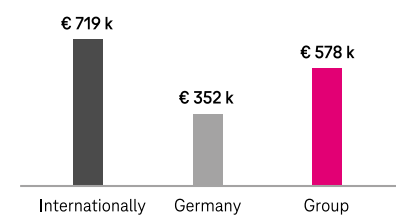
Net revenue



Personnel costs, adjusted



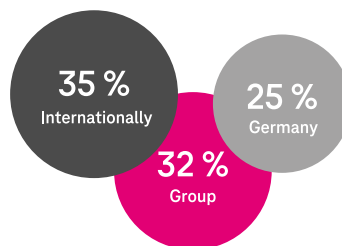
Revenue per employee



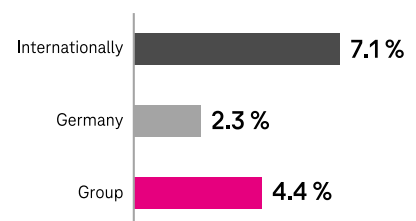
Average number of training days per employee¹



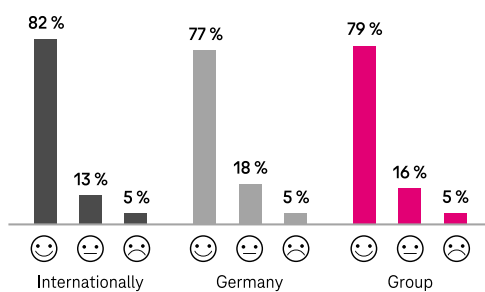
Women in middle and senior management



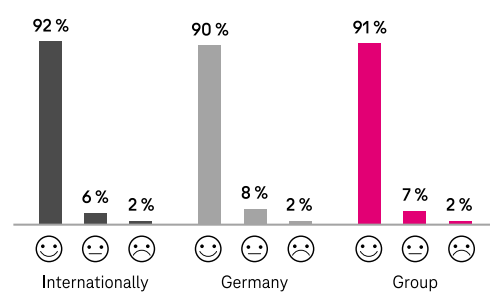
Unforced attrition¹



Overall employee mood (excl. managers)¹



Overall manager mood¹



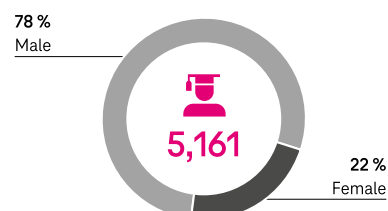
¹Excluding T-Mobile US.

Deutsche Telekom at a glance: Germany

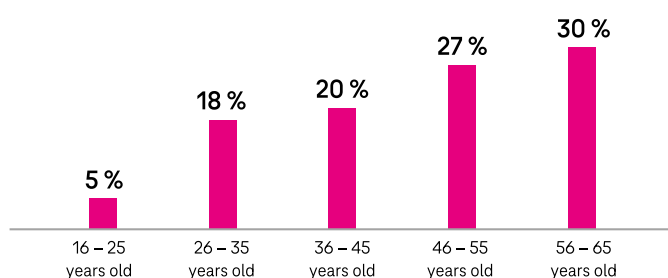
Employees (FTEs)



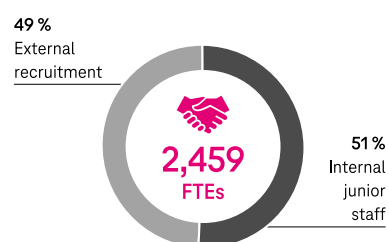
Apprentices and students



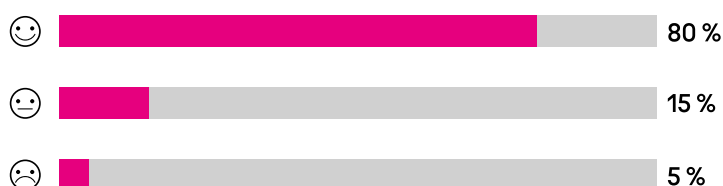
Age structure



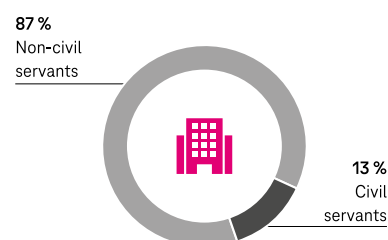
Recruitment



Employee mood



Proportion of civil servants



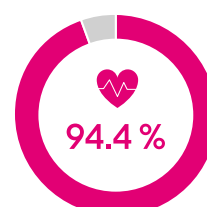
Savings through employee ideas



Employees with severe disabilities

7.6 %

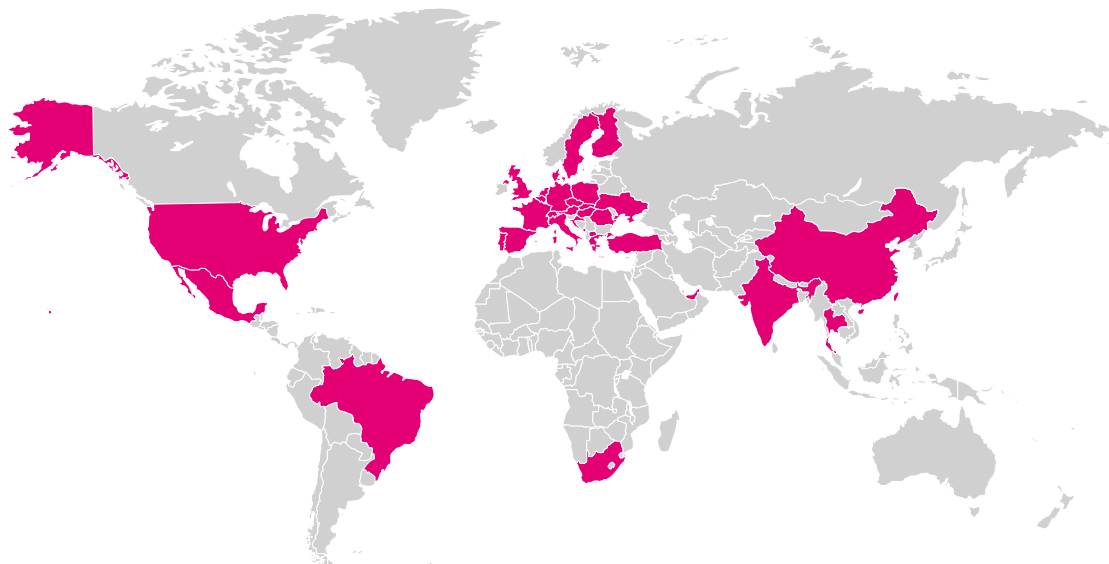
Health rate



Our employees

Employees by country

Deutsche Telekom – represented across the globe



FTEs

	2024		2024
Germany	74,550	China	260
United States (incl. T-Mobile US)	65,355	Netherlands	260
Hungary	11,114	Great Britain	194
Greece	9,896	Belgium	92
Slovakia	7,292	Singapore	74
India	5,242	Turkey	74
Croatia	5,001	Portugal	61
Spain	3,711	France	57
Poland	3,398	United Arab Emirates	33
Czech Republic	3,247	Denmark	33
Austria	2,760	Thailand	24
Brazil	1,406	Italy	20
Romania	1,216	Sweden	10
Mexico	972	South Africa	4
North Macedonia	938	Finland	1
Switzerland	456	Ukraine	1
Montenegro	442		

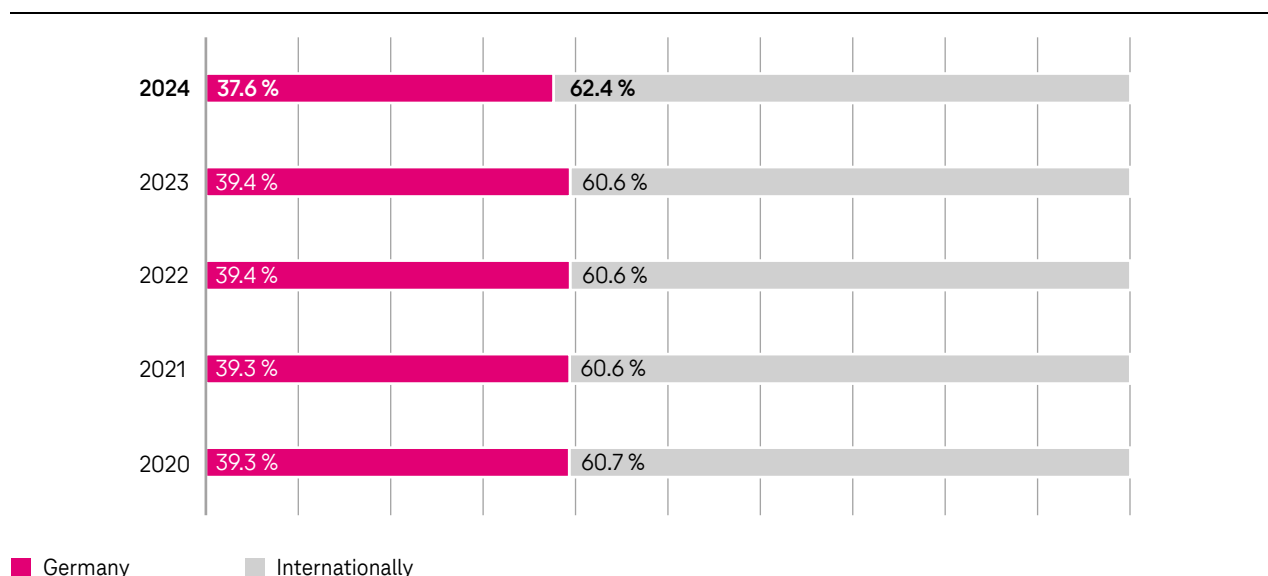
Deutsche Telekom is represented in 33 countries worldwide, with more than 80 percent of our employees working in Germany, the United States, Hungary, and Greece.

Our largest headcount increases were recorded in the United States with 2,453 FTEs (3.9 percent), followed by Croatia with 711 FTEs (16.6 percent), and India with 429 FTEs (8.9 percent).

The primary reasons for the headcount increase in the United States were the larger workforce required in retail to support T-Mobile US' growing customer base and the acquisition of Ka'ena in the second quarter of 2024. The headcount increase in Croatia was due to the insourcing of technical services from Ericsson. In India, headcount increase mainly resulted from higher demand for OneX-product programming for the DT Group and further business demand at TM US.

Employees in Germany and internationally

Slight headcount decrease in Germany



FTEs

	2020	2021	2022	2023	2024
Group	226,291	216,528	206,759	199,652	198,194
Germany	89,032	85,200	81,469	78,600	74,550
Internationally	137,258	131,368	125,290	121,052	123,644

The Group headcount continues to fall. In absolute terms, Germany saw the largest headcount decrease with -4,050 FTEs (5.2 percent), while the United States saw the largest headcount increase with 2,453 FTEs (3.9 percent).

Employees by operating segment

Group headcount decreases slightly

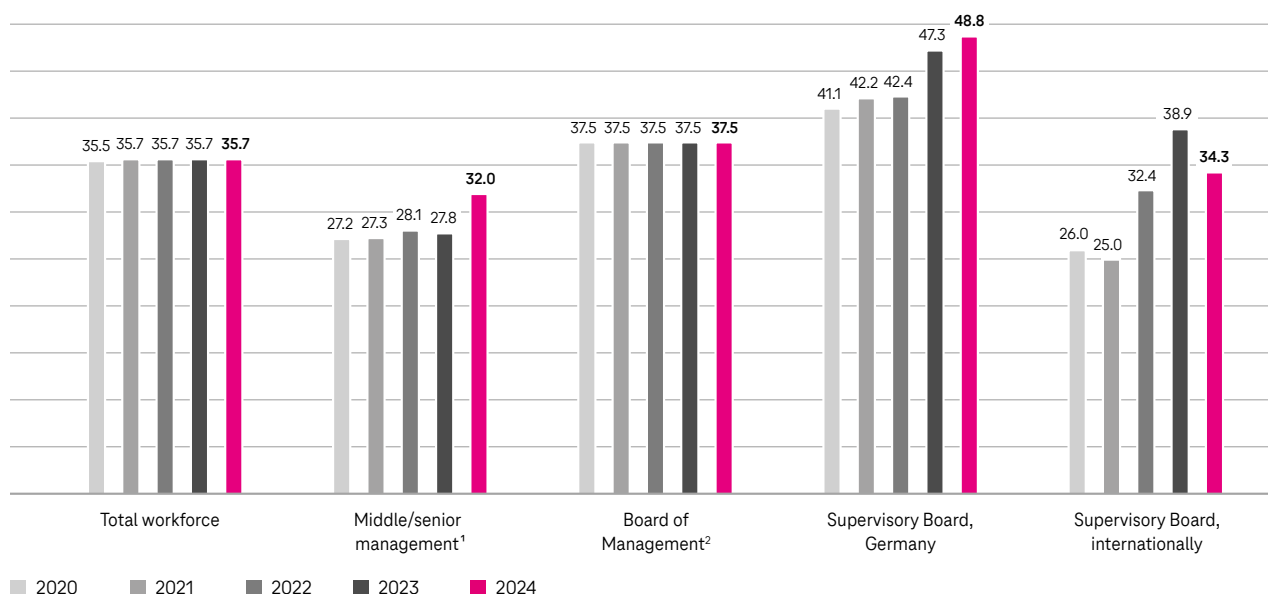
FTEs	2020	2021	2022	2023	2024
Germany	67,956	61,768	59,014	59,709	57,303
United States	71,304	71,094	67,088	62,677	65,154
Europe	41,272	35,319	34,083	32,932	32,761
Systems Solutions	26,490	26,175	27,392	26,036	25,691
Group Headquarters & Group Services	16,585	19,498	18,353	18,190	17,184
Group Development	2,684	2,674	828	108	100
Group	226,291	216,528	206,759	199,652	198,194

The Group headcount fell slightly by 0.7 percent compared with the end of the previous year. In our Germany operating segment, the number of employees declined by 4.0 percent compared with the end of the previous year. Employees continued to take up socially-sensitive offerings to ease the Group's staff restructuring activities, such as early retirement and partial retirement. The total number of full-time equivalent employees in the United States operating segment increased by 4.0 percent compared to December 31, 2023, primarily due to an increase in retail employees to support the growing customer base of T-Mobile US and the acquisition of Ka'ena in the second quarter of 2024. In our Europe operating segment, the headcount was down slightly by 0.5 percent compared with the end of 2023, in particular in Greece. The headcount in our Systems Solutions operating segment was down 1.3 percent against year-end 2023, mainly due to a workforce reduction in traditional infrastructure business. The headcount in the Group Headquarters & Group Services segment was down 5.5 percent compared with the end of the previous year, mainly due to the continued staff restructuring measures, in particular within the Technology and Innovation Board of Management department and at Vivento.

Proportion of women in the Group

Proportion of women stable

in %

¹ 2020–2023 MG1–4; 2024 MG1–5.² Group Board of Management.

Deutsche Telekom is committed to an inclusive working environment with fair opportunities for all, with the aim of creating a magenta world where everyone belongs.

The company considers the diversity of backgrounds, experiences, perspectives and skills to be pivotal to its success.

Deutsche Telekom ensures a safe and open working environment for everybody, with a special focus on equal opportunities and no discrimination.

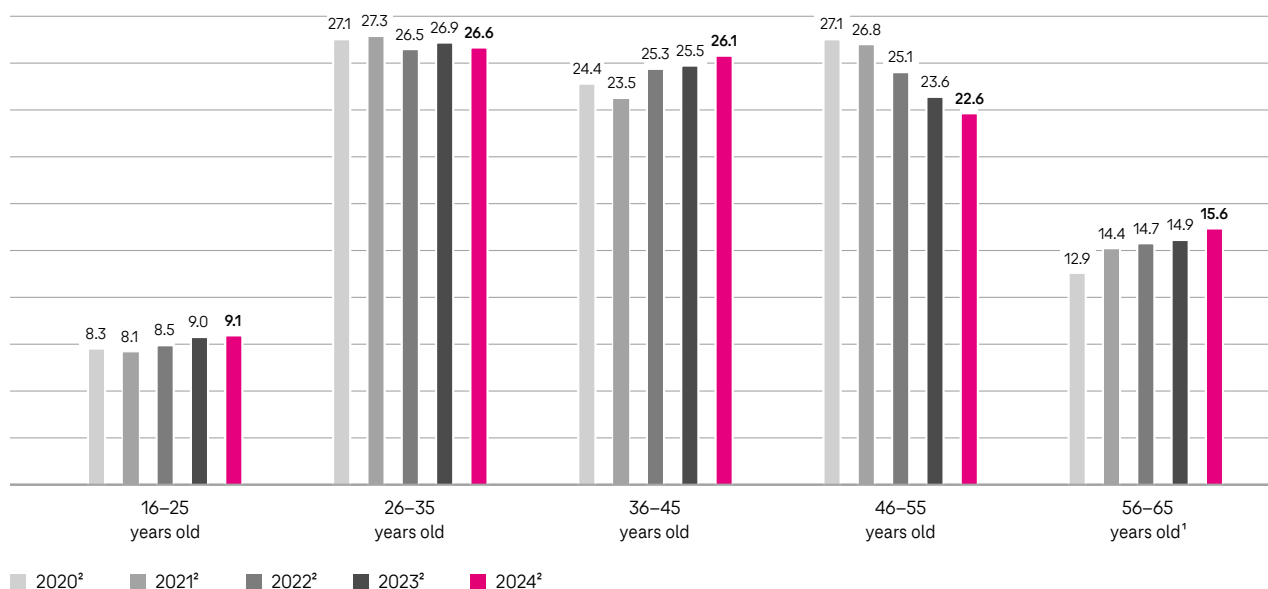
This is underlined by strategic management, regular reports, internal and external partnerships, as well as global and local initiatives. Examples of this include learning offers as well as the work with and by our employee networks.

Deutsche Telekom is committed to promoting fair opportunities. The company has set itself the ambition of achieving a 30 percent share of women at senior and middle management levels in all company segments by the end of 2025. This, for example, takes into account among other things the requirements of the law for the equal participation of women and men in leadership positions (FüPoG). The principle of best selection is prioritized.

Age structure in the Group

Average age within the Group remains constant

in %



	2020 ²	2021 ²	2022 ²	2023 ²	2024 ²
Ø Age (in years)	41.5	41.8	41.7	41.4	41.4

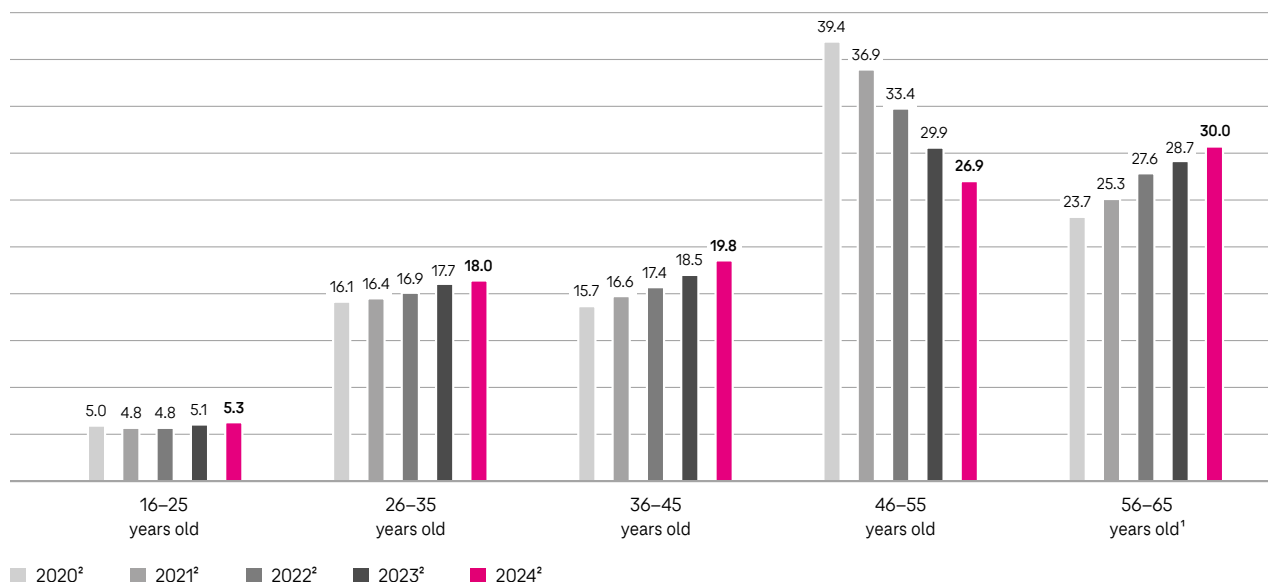
¹ Incl. > 65 years.² Excluding Deutsche Telekom Capital Partners Management GmbH, Deutsche Telekom Clinical Solutions GmbH, operational services GmbH & Co. KG, Toll4Europe, goingsoft Deutschland GmbH, Geomobile GmbH, DT International Finance B.V., GTS Ukraine.

Compared to the previous year, the average age within the Group remains constant at 41.4 years. The 16–25 age group increased very slightly to 9.1 percent and the 26–35 age group decreased by 0.3 percentage points. The 36–45 age group increased significantly by 0.6 percentage points to 26.1 percent. The 46–55 age group decreased by 1.0 percentage points, whereas the 56–65 age group increased by 0.7 percentage points.

Age structure in Germany

Lower average age of the German workforce continues

in %



	2020 ²	2021 ²	2022 ²	2023 ²	2024 ²
Ø Age (in years)	46.6	46.8	46.8	46.5	46.3

¹ Incl. > 65 years.² Excluding Detecon International GmbH, ORBIT Gesellschaft für Applikations- und Infosysteme mbH, GeoMobile GmbH, Deutsche Telekom Clinical Solutions GmbH, Comfortcharge GmbH, Deutsche Telekom Capital Partners Management GmbH, Toll4Europe GmbH, operational services GmbH & Co. KG, goingsoft Deutschland GmbH.

The average age of the workforce in Germany fell for the second year in succession. For the first time since 2018, the average age in Germany was 46.3.

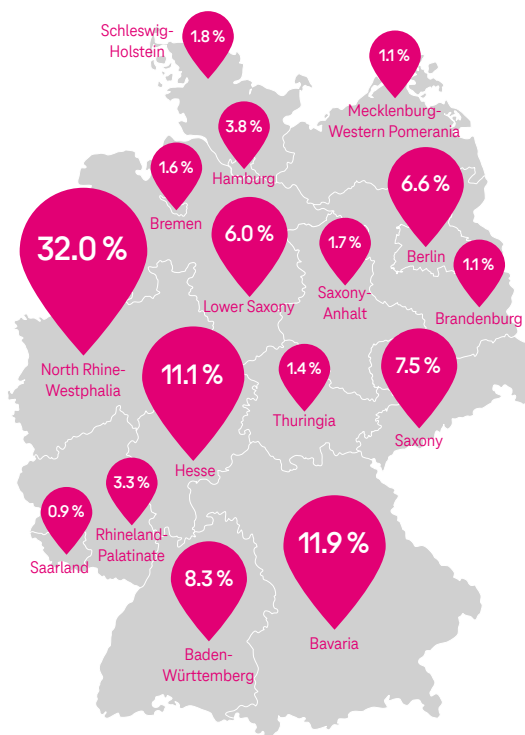
Once again, the biggest decrease of 3.0 percentage points was recorded in the 46–55 age group, while the proportion of employees aged 56+ was up 1.3 percentage points to 30.0 percent. The proportion of those aged 45+ declined from 58.6 percent to 56.9 percent.

Deutsche Telekom in Germany is therefore moving ever closer to a balanced age structure that will allow the Group to combine a variety of skills and perspectives. This improves innovativeness, performance and resilience, and also helps strike a good balance between continuity and renewal.

At the same time, Deutsche Telekom will face a major challenge as the baby boomer generation enters retirement. In this context, the transfer of knowledge to the younger generation is a key factor in terms of successfully structuring the transition and safeguarding the continuity of our business activities.

Employees in Germany by federal state

Present in all federal states



FTEs

	2024 ¹
North Rhine-Westphalia	23,469
Bavaria	8,689
Hesse	8,154
Baden-Württemberg	6,045
Saxony	5,504
Berlin	4,822
Lower Saxony	4,400
Hamburg	2,782
Rhineland Palatinate	2,389
Schleswig-Holstein	1,311
Saxony-Anhalt	1,277
Bremen	1,174
Thuringia	994
Brandenburg	825
Mecklenburg-Western Pomerania	775
Saarland	655

¹ Excluding Deutsche Telekom Capital Partners Management GmbH, Deutsche Telekom Clinical Solutions GmbH, operational services GmbH & Co. KG, goingsoft Deutschland GmbH, Detecon International GmbH, ORBIT Gesellschaft für Applikations- und Infosysteme mbH, GeoMobile GmbH, Comfortcharge GmbH.

Deutsche Telekom is represented throughout Germany with its excellent networks, products and services. Employees in every single federal state ensure that the company meets its customer promise and creates proximity where there is distance.

With more than 23,000 FTEs, North Rhine-Westphalia remains the federal state with the most employees. The federal states with the second and third-most employees are Bavaria and Hesse, each with more than 8,000 employees.

Employees by status group in Germany

Proportion of civil servants continues to fall

FTEs					
	2020	2021	2022	2023	2024
Active civil servants	10,583	9,653	8,381	6,891	5,801
Civil servants on temporary leave from civil servant status ¹	405	311	256	212	152
Civil servants at affiliated companies ¹	7,423	6,773	5,836	4,942	3,728
Total civil servants	18,412	16,736	14,474	12,045	9,681
Non-civil servants in Germany	70,620	68,424	66,995	66,555	64,869
Total employees in Germany	89,032	85,160	81,469	78,600	74,550
Proportion of non-civil servants in Germany	79.3 %	80.3 %	82.2 %	84.7 %	87.0 %
Proportion of civil servants in Germany	20.7 %	19.7 %	17.8 %	15.3 %	13.0 %

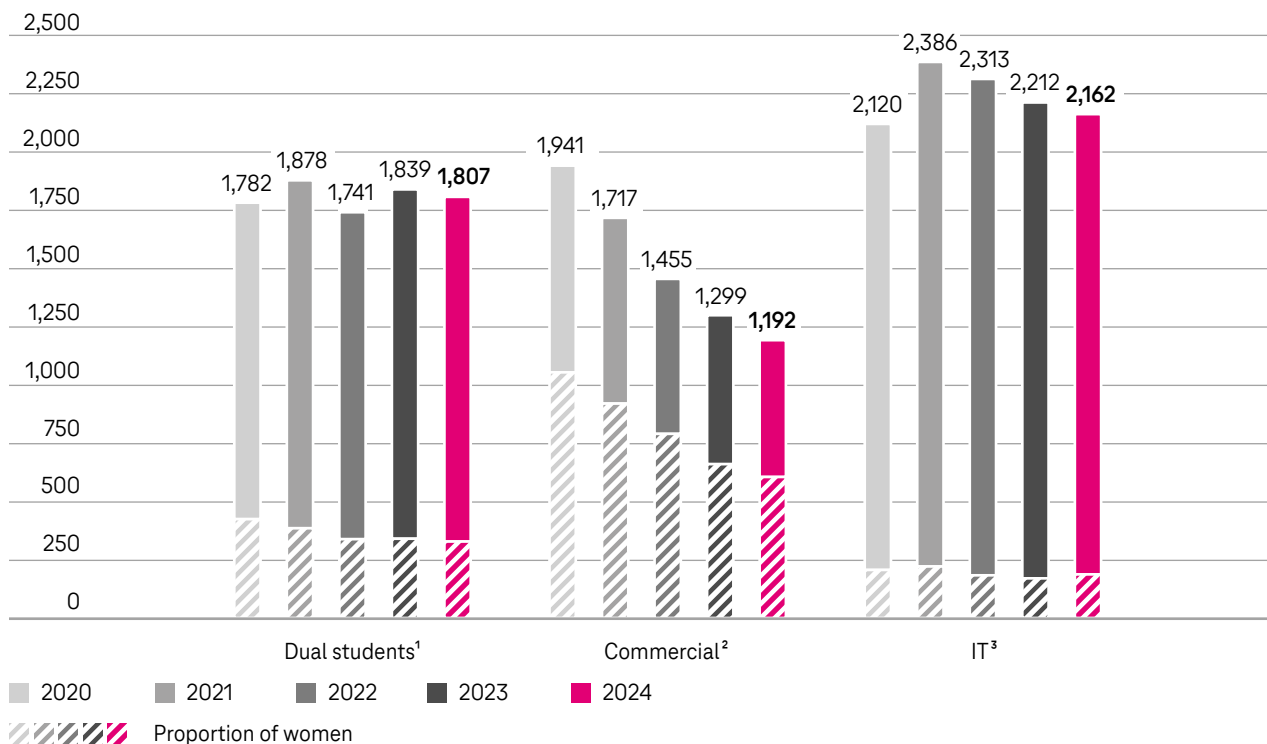
¹ Civil servants whose civil servant status is dormant. They have temporarily changed to a non-civil servant employment relationship.

In the 2024 financial year, the proportion of employees with civil servant status declined to 13.0 percent, while the proportion of non-civil servants rose by 2.3 percentage points to 87.0 percent. This development was anticipated as Deutsche Telekom stopped recruiting new employees with civil servant status following its privatization in 1995. The number of remaining civil servants continues to fall through natural attrition due to retirement, transfers to government authorities and the dedicated retirement scheme or the passive phase of partial retirement.

Apprentices and students in Germany

Promote, network, grow: Deutsche Telekom and its apprentices

headcount



headcount

		2020	2021	2022	2023	2024
Dual students ¹	total	1,782	1,878	1,741	1,839	1,807
	women	424	385	338	340	328
Commercial ²	total	1,941	1,717	1,455	1,299	1,192
	women	1,054	920	790	660	605
IT ³	total	2,120	2,386	2,313	2,212	2,162
	women	206	221	183	170	187
Total	total	5,843	5,981	5,509	5,350	5,161
	women	1,684	1,526	1,311	1,170	1,120

¹ Examples of dual study programs: computer science, business information systems, IT security.

² Examples of commercial apprenticeships: office management administrator, dialog marketing administrator, retail sales assistant.

³ Examples of IT apprenticeships: IT systems electronics technician, IT systems business administrator, IT technician specializing in application development/systems integration.

Last year, Deutsche Telekom's promotion of young talents blazed an impressive trail and noticeably focused on vocational training schemes. We offered over 1,800 places on dual apprenticeship and study programs to help young people get a foot on the employment ladder.

By specifically analyzing and promoting the diverse potential of young people, we created an inclusive and supporting working environment. Apprentices and dual students who met certain requirements – single parents for example – were given the option to train or study part-time.

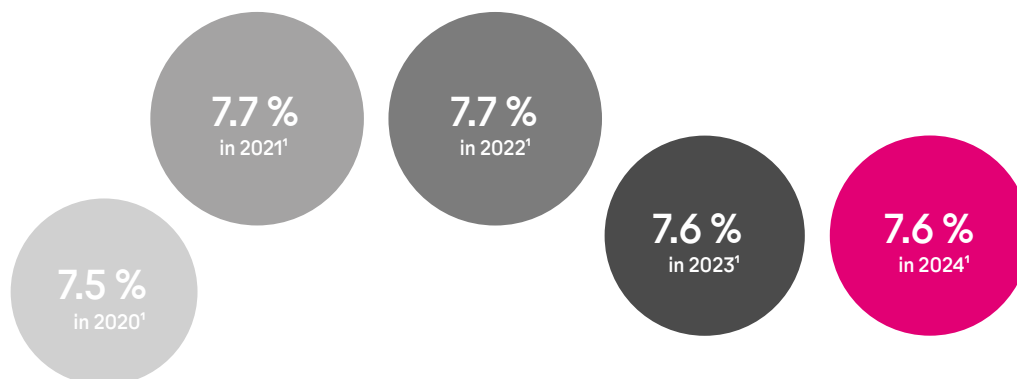
In 2024, Deutsche Telekom initiated an agreement which allows apprentices to complete their vocational training remotely. This offer promotes self-reliance and independence among the apprentices and also enables a better work-life balance. As a result, vocational training at our company is significantly more attractive. Specific requirements, including approval by the learning coaches and business experts, must be met in order to be eligible for remote vocational training. Most of the apprentices' practical training takes place on site. An eligibility-based option for remote working has been in place for dual students since 2021.

Digitalization is becoming a key aspect of the vocational training at Deutsche Telekom. Digital and innovative media is consistently used – from the recruitment through to the Group onboarding. The company's educational approach includes making the use of digital technology a key element of the daily vocational training and study program routine. These media are integral to our vocational training process, particularly when it comes to planning, documenting and reflecting on the personal learning journey.

Transferring knowledge and sharing know-how via digital platforms are a priority in our corporate culture. Tools that are used throughout the Group actively promote collaboration and support the personal development of the apprentices and students. They use dedicated platforms to document their progress, to communicate with their learning and study coaches, and to independently determine their next learning steps. This approach strengthens the apprentices' and students sense of personal responsibility and offers them space for their personal development and advancement.

Employees with severe disabilities in Germany

Telekom promotes persons with disabilities



¹ Excluding Deutsche Telekom Capital Partners Management GmbH, Detecon International GmbH, Deutsche Telekom Clinical Solutions GmbH, Orbit GmbH, operational services GmbH & Co. KG, goingsoft Deutschland, Toll4Europe GmbH, GeoMobile GmbH, Comfortcharge GmbH.

In 2024, employees with disabilities accounted for 7.6 percent of the Deutsche Telekom workforce, once again significantly above the prescribed minimum of 5 percent.

Deutsche Telekom is actively committed to including persons with disabilities in its workforce with a comprehensive range of measures and activities. The aim is not just to provide them with a secure livelihood but also to promote their career advancement over the long term.

To achieve this, the company has various initiatives in place to ensure an inclusive working environment, ranging from measures to ensure disability-friendly workplaces and adapted workstations, to the provision of technical aids. Another noteworthy initiative is our HR hotline for deaf and hearing-impaired employees, underscoring Deutsche Telekom's unwavering commitment to equity and accessibility. The hotline gives all employees, regardless of hearing ability, equal access to support services.

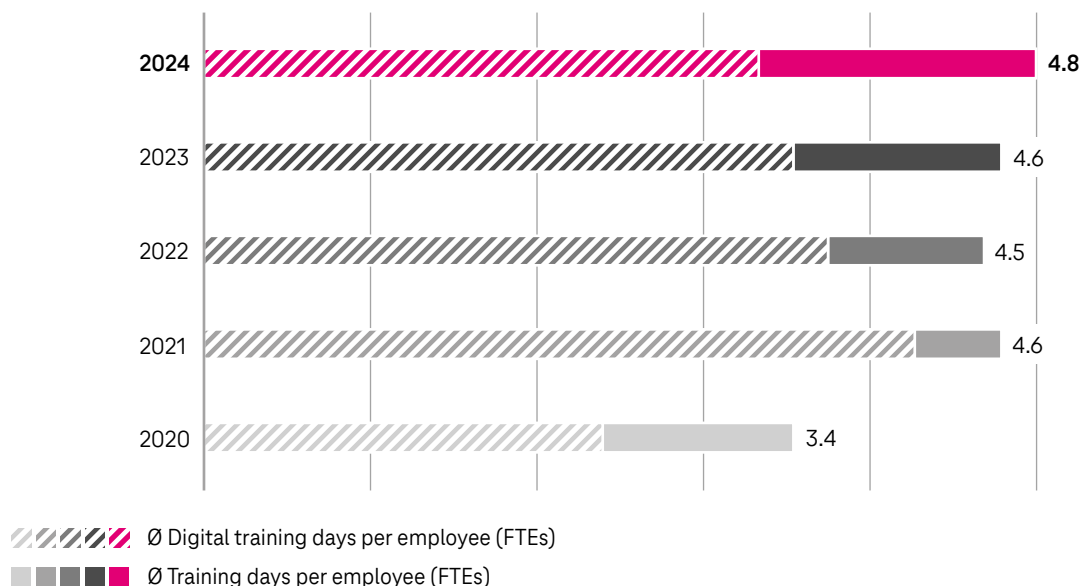
Deutsche Telekom considers persons with disabilities to be equal employees and an important element of corporate diversity. In our view, diversity not only enriches our company, it is also a source of shared learning and long-term success.

The Group Inclusion Agreement and the related Action Plan 2.0 are expressions of Deutsche Telekom's commitment to upholding the UN Convention on the Rights of Persons with Disabilities. The Convention's values are already permanently anchored in our corporate culture and provide the basis from which we promote accessibility, equity, and the inclusion of those with severe disabilities. For us, this is more than just an obligation; it is also an important aspect in creating a diverse and powerful working world.

Skills and potential

Training in the Group

Learning culture at Deutsche Telekom: Digital, focused, future-oriented



Training ¹ through global Learning Management System (LMS)

	2020	2021	2022	2023	2024
No. of courses	22,470	43,772	43,060	47,005	61,881
No. of digital courses	15,200	36,251	36,605	41,268	57,277
No. of on-site courses ²	7,270	7,521	6,455	5,737	4,604
No. of training days	486,598	663,085	631,308	635,932	632,686
Ø Average training days per employee (FTE)	3.4	4.6	4.5	4.6	4.8
No. of digital training days	329,291	592,221	501,580	462,538	427,527
Ø Share of average digital training days per employee (FTE)	2.3	4.1	3.6	3.4	3.2
Digital learning ratio ³	69 %	89 %	79 %	73 %	68 %

¹ Excluding T-Mobile US.

² Including hybrid learning opportunities.

³ Share of digital learning days.

In 2024, Deutsche Telekom continued its commitment to supporting a culture of continued learning and further development. Global learning offerings reached new heights, with an impressive 61,881 learning opportunities. Digital courses were prominent and, with 57,277 learning offerings, illustrated a clear change towards accessible and flexible learning. Although the number of in-person courses decreased, those offered were more specialized.

At 632,686, the number of training days remained at a high level. The average training days per employee rose to 4.8.

Building on the success of the “welearn” initiative, the learning offerings have been further aligned to meet the Group’s strategic priorities. The digital learning environment has been optimized to ensure seamless access to learning resources: The layout of the Percipio homepage, the primary entry point for all learning activities, has been revised, and additional local and segment-specific content has been integrated. In 2024, 47,000 active users regularly used Percipio. Over 2,000 employees participated in segment-related talent programs hosted on Percipio, thus demonstrating the continuous investment in the development of future managers and leaders. The alignment of the learning offerings has been further oriented towards the AI transformation: 78 AI coaching scenarios and 940 skill benchmarks were introduced to support employees in assessing and further developing their skills.

Our peer to peer learning initiative “Learning from Experts” (LEX) reached a new milestone: Over 6,500 sessions were organized during 2024, a record since it was launched in 2018. This noteworthy success emphasizes the continuing value of an informal, expert-driven knowledge exchange within the organization.

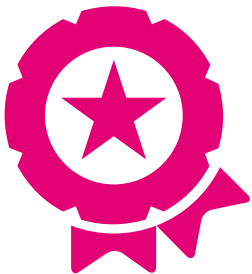
The levelUP!NextGeneration program, which provides future managers and leaders with essential skills for the digital age, also achieved record figures. With over 15,000 participations, our Explorer Journeys initiative was also excellently received and illustrated the enthusiasm for immersive learning experiences that promote personal and professional growth.

The AI Enabling Program for Deutsche Telekom employees reached a further milestone: 30,000 more people reached the next level in the field of prompting (further details are provided in the section on Digital Experts).

The continuous expansion and further development of the learning environment emphasizes Deutsche Telekom’s commitment to giving its employees the skills they require to be successful in a rapidly developing digital world.

Digital experts in the Group

Strengthening the workforce: Progress in AI skills and digital transformation



22.7 %

	2021	2022	2023	2024
Share of digital experts ¹	17.7 %	19.7 %	22.0 %	22.7 %

¹ Excluding T-Mobile US.

In today’s fast paced digital environment, it is essential to provide employees with the latest technical and digital skills. At Deutsche Telekom, this means anticipating technological trends and the determination to promote a culture of continuous learning. Looking back on 2024, the focus was on a wide range of skills such as AI, data, cloud technologies, cybersecurity and data analytics. These skills are decisive when it comes to accelerating innovations, improving customer experiences, and ensuring competitiveness in an increasingly technology-driven world.

Aligning the training initiatives to transformational technological progress is a key element of the digital learning strategy. In the past two years, efforts have focused on ensuring our organization is able to harness the potential of AI – especially generative AI tools. Considering the extensive influence these tools can have on productivity and creativity, we launched comprehensive training programs with the aim of establishing AI as an accessible, key component of our daily working routine.

Building on the success of the comprehensive AI Enablement program in 2023 which saw 66,000 people participate, 2024 represented a significant step in the further development of AI skills. Starting with the establishment of a fundamental awareness and understanding for the new technology and its tools, 2024’s focus switched to practical experiences and skills development in three key areas:

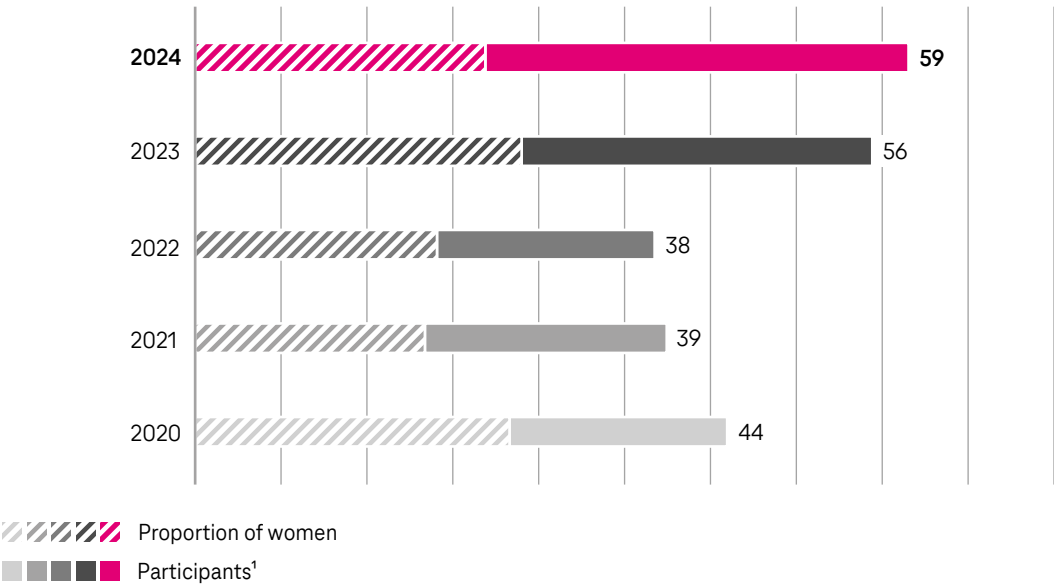
- Development of prompting skills: Ensuring employees are able to master effective AI interactions;
- Improvement of enablement programs for specific tools such as askT and Microsoft Copilot;
- Localization of learning products and modification of learning content for various local languages spoken in the various company units.

While 2023 focused on creating awareness and a fundamental understanding, 2024 was a year of ensuring practical skills. Employees actively tested and implemented what they had learned, resulting in 30,000 users improving their prompting skills. Initiatives such as Explorer Prompting, Explorer Gen AI, DT Digital Promptathons, Train-the-Promptathon-Trainer, as well as specific tool training sessions on platforms such as askT and Microsoft Copilot helped drive this development forward.

Start up! trainee program

Supporting talents for the digital age

headcount



		2020	2021	2022	2023	2024
Start up! trainee program participants ¹ (headcount)	Total	44	39	38	56	59
	Proportion of women	59 %	49 %	53 %	48 %	41 %

¹ The program duration is 15 to 18 months. Listed are the new hires per year. The program is only offered in Germany.

Our Start up! trainee program offers ambitious and outstanding graduates an entry-level opportunity to start their careers in a specific field and become experts and leaders who will shape the digital future. Over a period of 18 months, trainees contribute new skills, a strategic vision and a game-changer mentality, explore various business units in Germany and abroad, and also gather practical experience by participating in challenging projects and customer-oriented placements.

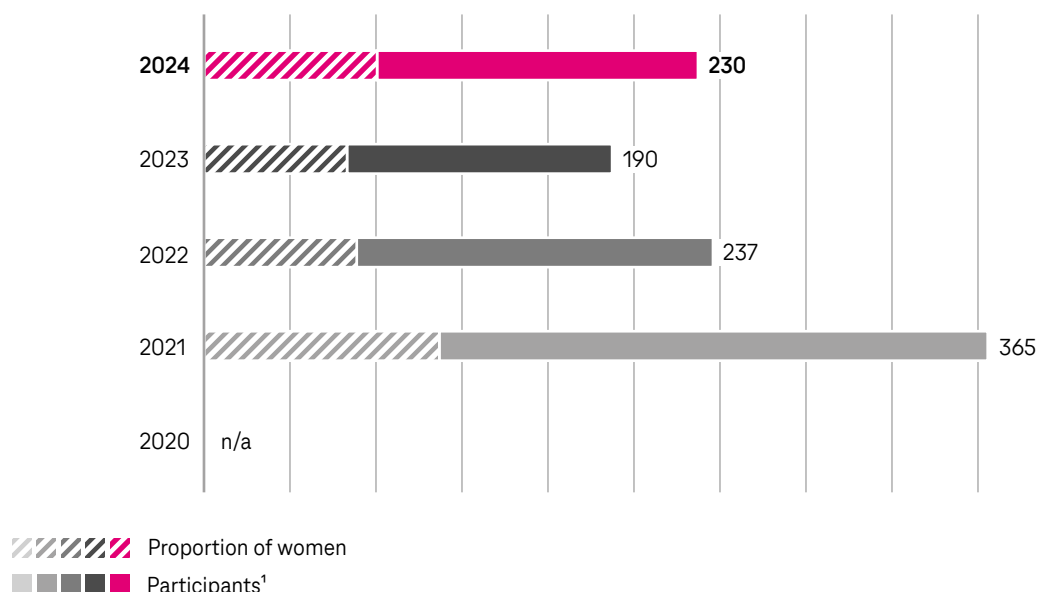
Innovative formats with a clear focus on independence, curiosity and networking allow trainees to take a path which is aligned to their professional interest and promotes continuous learning and growth. For example, “Magenta Friday” is a dynamic community platform for creativity and collaboration. With the “Magenta Friday” platform trainees can pursue effective business-oriented, social, and sustainability-related projects and consequently become catalysts of culture and innovation at Deutsche Telekom.

This experience not only promotes the development of future-oriented experts; it is also further evidence of Deutsche Telekom’s commitment to being an attractive employer. The company offers a clear framework to promote talent and helps graduates to independently shape their career development and bravely tread new career paths.

Global Talent Hub

Networking and career development at Group level

headcount



		2020	2021	2022	2023	2024
Global Talent Hub participants ¹ (headcount)	Total	n/a	365	237	190	230
	Proportion of women	n/a	30 %	30 %	35 %	35 %

¹ Group-wide program for top talents (excluding T-Mobile US), which has replaced the predecessor program Global Talent Pool since 2021.

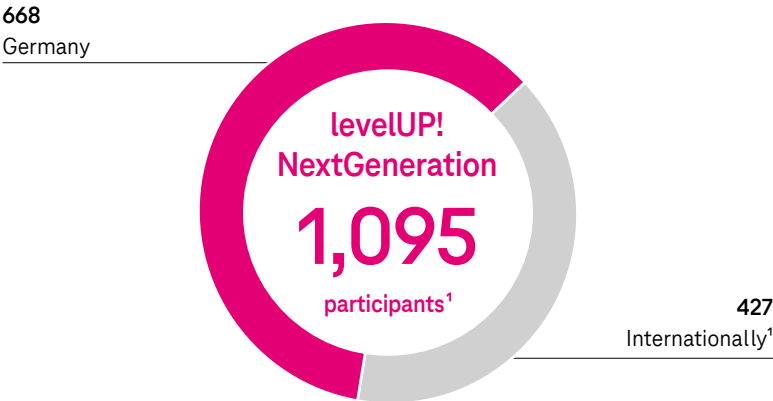
The Global Talent Hub serves as a platform for high potentials at Deutsche Telekom which helps them develop into a leadership role or toward the next level – directly or with a step in between. It is both an incubator as well as a launchpad that gives talents visibility at the Group level, connects them with relevant business leaders across segments, and helps accelerate their careers to become key players in the future. To join the Global Talent Hub the high potentials have to meet certain criteria – the four As (achievements, ability, attitude, and ambition). They should also be ready and willing to immediately broaden their horizons with their next career move, for example by transferring to another segment, country, or business area, as well as proving their ability to express themselves fluently in English on business topics.

In 2024, the Global Talent Hub placed over 110 talents in new positions, 69 of which were leadership positions. This corresponds to 25 percent of all leadership roles that were filled. Deutsche Telekom's fundamental USP is that it is a global company, irrespective of segment locations. This is reflected by the fact that 31 percent of leadership roles that were filled were cross-segment. To help the talents network and increase their visibility among each other and within the company, Deutsche Telekom organized a one-day in-person conference for global talents and business leaders, giving them the opportunity to get to know each other better and to network. In Spring 2024, Deutsche Telekom hosted the first cross-company Magenta exchange program with global talents from Deutsche Telekom and leaders from T-Mobile US.

Development program levelUP!NextGeneration

levelUP!NextGen: New platform and more participants

headcount



	2020	2021	2022	2023	2024
Participants ¹ (headcount)	500	500	748	900	1,095
Germany	60 %	63 %	64 %	70 %	61 %
Internationally ¹	40 %	37 %	36 %	30 %	39 %

¹ Excluding T-Mobile US.

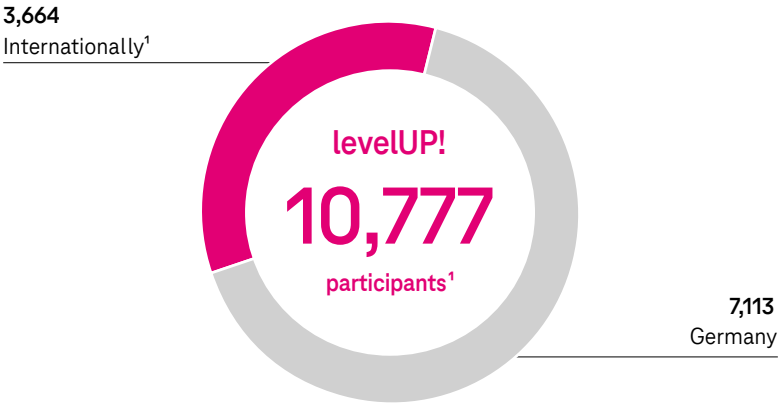
With this talent program, Deutsche Telekom continues to support various career paths within the Group, develop employees’ leadership and soft skills, and promote participant networking across segments worldwide. A new element of the program in 2024 is a focus on the target group of employees whose talent was confirmed in the WeGrow process. These may be future managers or technology/digital experts who currently have no specific leadership ambitions. Percipio, a tool already in use in the company, is now used as the central platform for the learning content of the levelUP!NextGen program.

At the start of September 2024, approximately 1,100 talents began their primarily virtual learning journey, consisting of innovative, inspiring, and tangible leadership and collaboration topics and skills. The participants personally selected their optional modules to meet their personal development needs. Compared to the previous year, the number of international participants rose significantly, from 30 to 39 percent. The talents came from all segments and 22 different countries. The top 3 countries represented were Germany, Hungary, and Greece.

Leadership development levelUP!

levelUP!– Deutsche Telekom’s leading platform for leadership development

headcount



	2020	2021	2022	2023	2024
Participants ¹ (headcount)	500	500	5,396	8,622	10,777
Germany	88 %	57 %	30 %	66 %	66 %
Internationally ¹	12 %	43 %	70 %	34 %	34 %

¹ Excluding T-Mobile US.

levelUP! is Deutsche Telekom’s preferred platform for leadership development and offers exclusive, ultra-modern content that addresses the most relevant leadership topics and the future challenges that Deutsche Telekom will face. With a pick-and-mix approach, leaders can create their own learning journey from a range of on-demand material and dynamic live meetings organized by leading external experts as well as prominent leaders and experts employed at Deutsche Telekom.

2024 was a year of great progress for levelUP!, with the introduction of a state-of-the-art learning management system which introduced new functions offering an improved user experience, better personalization and seamless access from various devices. This transformation made levelUP! a powerful tool that promises to provide even more effective, tailor-made, and appealing learning experiences for each and every leader at Deutsche Telekom.

The figures speak for themselves. levelUP! achieved the following in 2024:

- A growing leadership community: Welcoming over 1,300 executives and in excess of 9,400 non-executives, resulting in over 10,700 leaders being addressed
- Impressive learning effect: Hosting of 258 live meetings with more than 10,000 booked spots, resulting in an impressive Customer Satisfaction Index (CSI) of 8.6 and a Net Promoter Score (NPS) of 49 percent
- The flagship initiative was the introduction of the new leadership anchor, in particular:
 - #TeamTogetherTeamApart – 953 participants engaged
 - #WeWontStop – 1,038 participants inspired
 - #KundenZuFansMachen (Turn Customers into Fans) – 1,355 participants connected
- Personalized growth support: Over 1,000 hours of coaching made available, to provide leaders with personalized support and advance their development
- AI-controlled learning: 800 people working hard in the AI HUB to help leaders to develop and navigate their way around the AI environment
- First-hand customer and market experience: Enabling 440 bookings for XDays to give leaders direct contact with external Deutsche Telekom customers and enable valuable insight to be gathered
- Successful events such as the Online Anchor Day and the live levelUP! roadshows

With over 120,000 visits and in excess of 379,000 page visits, levelUP! has become an indispensable resource for leaders at Deutsche Telekom.

Organizational culture

Results from 2024 pulse survey

Rising engagement values with a record participation rate

More than 107,000 employees took part in our pulse survey in November 2024. This represents a participation response rate of 80 percent, up by 3 percentage points compared to the previous year, and is the highest total for pulse surveys since 2015.

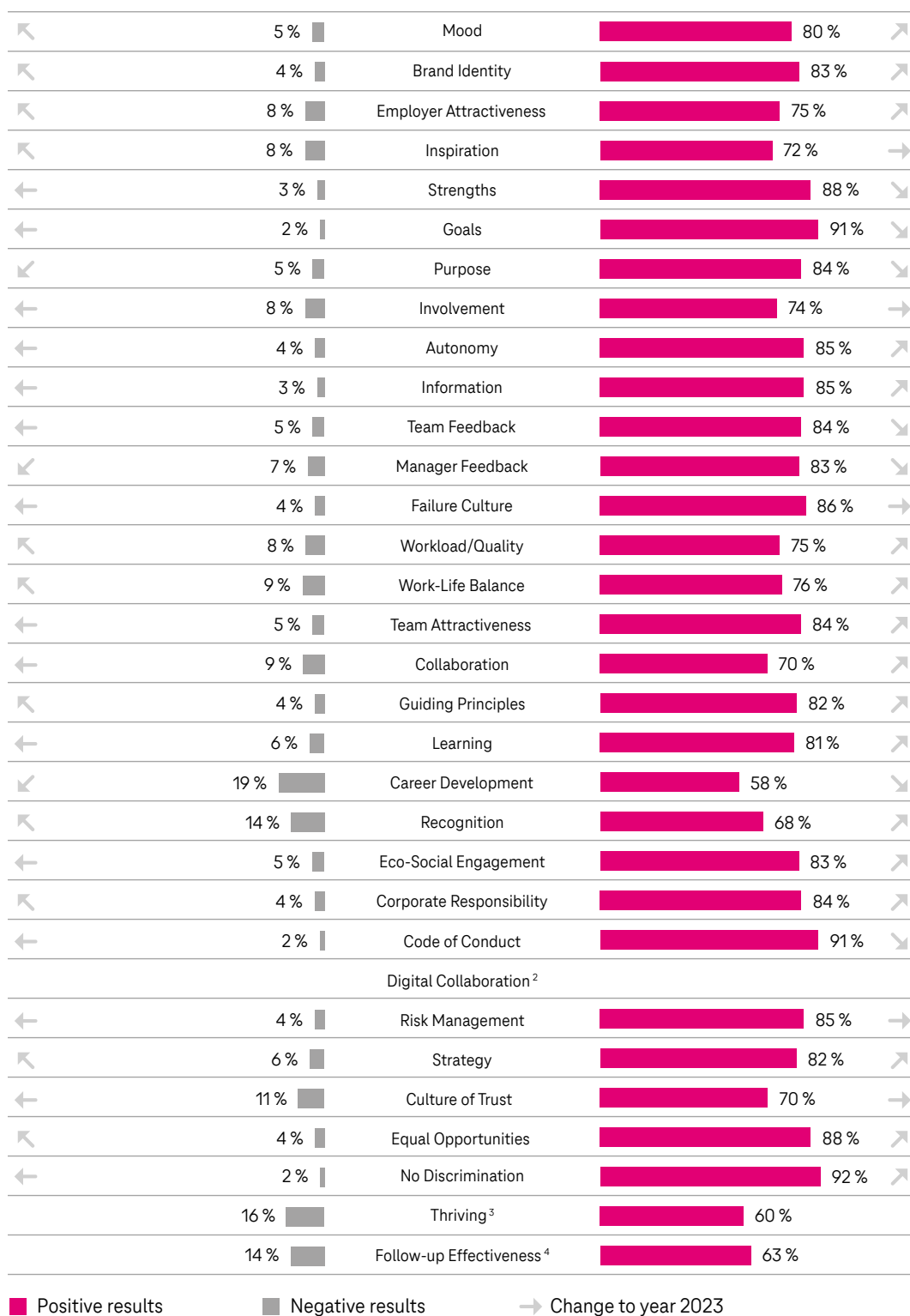
Year-on-year, the engagement value rose by 1 point to 77 out of 100 points. Three of the engagement questions recorded a positive trend: Brand Identity rose by 1 percentage point to 83 percent, Mood increased by 2 percentage points to 80 percent, and Employer Attractiveness climbed 2 percentage points to 75 percent. Inspiration remained stable at 72 percent.

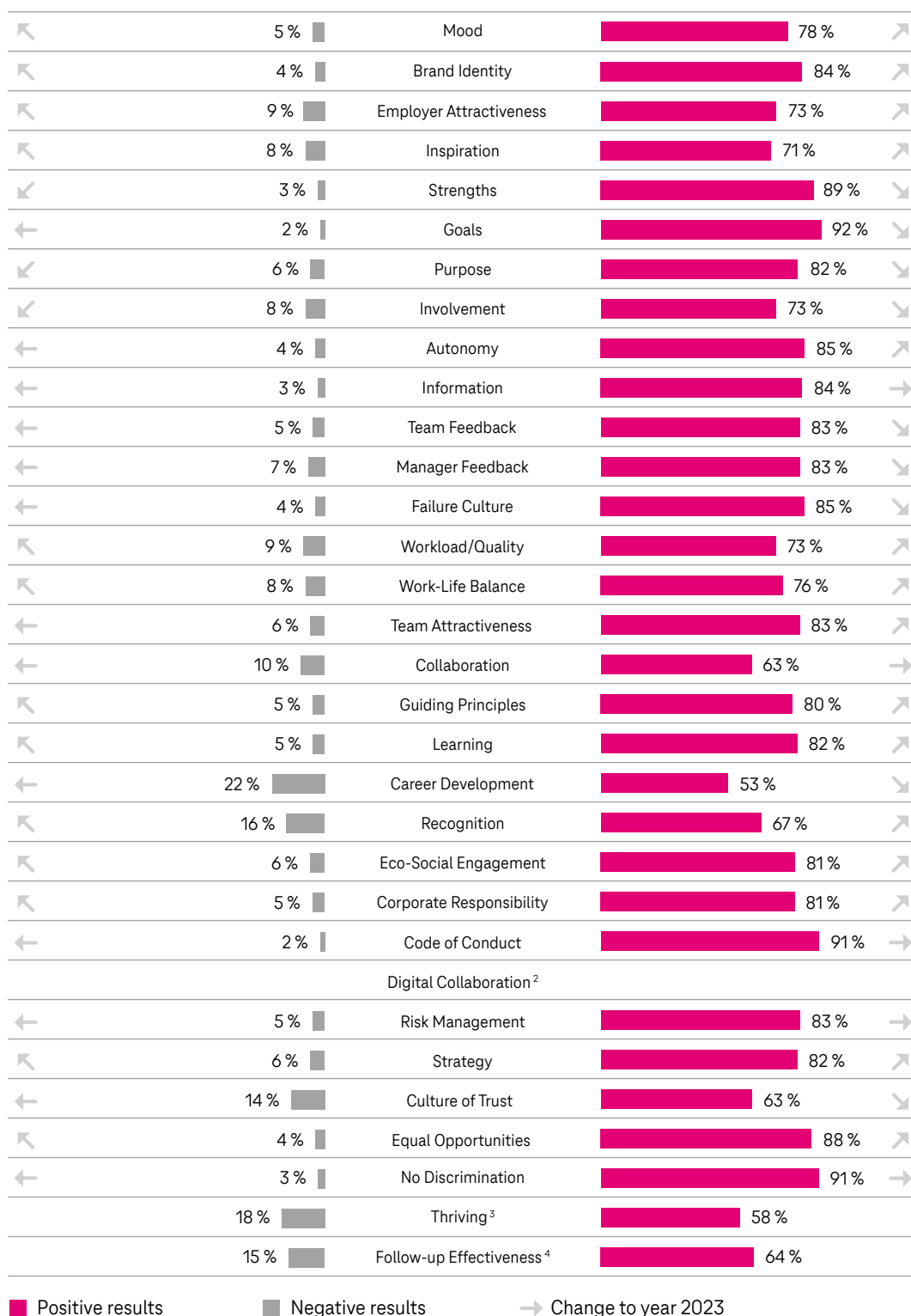
The best results were achieved in the categories No Discrimination (92 percent) and Code of Conduct (91 percent). The poorest results were Career Development (58 percent) and Well-being (60 percent).

Two open questions were also asked in the November 2024 Pulse Survey. The question on Engagement⁵ attracted 39,685 comments, which primarily related to payment, benefits and leadership. The question on Career Development⁶ received 18,216 comments, which primarily related to growth, development and leadership.

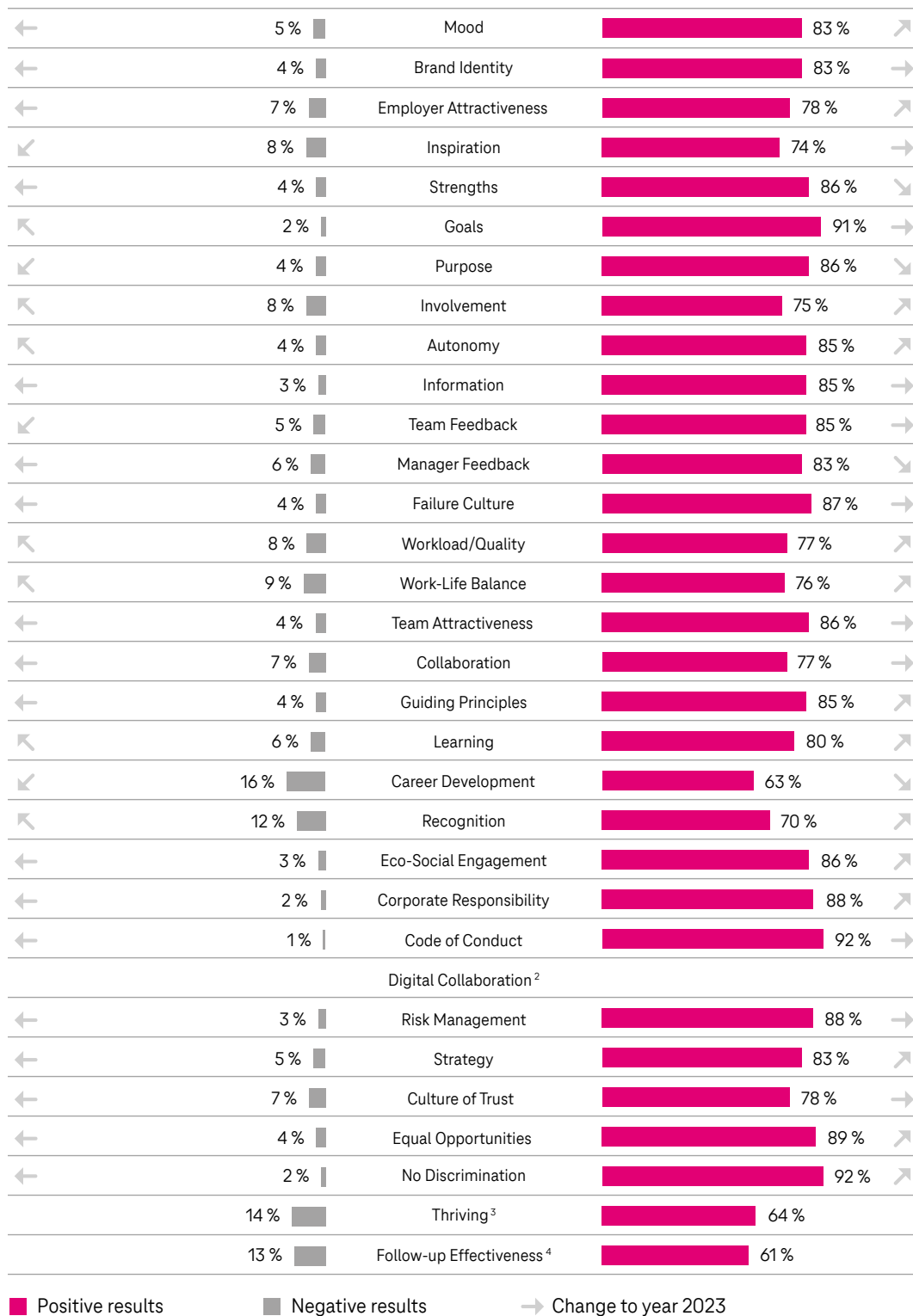
⁵ What would make your engagement at work even stronger?

⁶ Is there anything else you would like to share on the topic of career development?

Results from pulse survey 2024: Group ¹¹ Excluding T-Mobile US.² Not included in the Pulse Survey November 2024.³ New since Employee Survey May 2024.⁴ New since Pulse November 2024.

Results from pulse survey 2024: Germany¹¹ Excluding T-Mobile US.² Not included in the Pulse Survey November 2024.³ New since Employee Survey May 2024.⁴ New since Pulse November 2024.

Results from pulse survey 2024: Internationally ¹



¹ Excluding T-Mobile US.

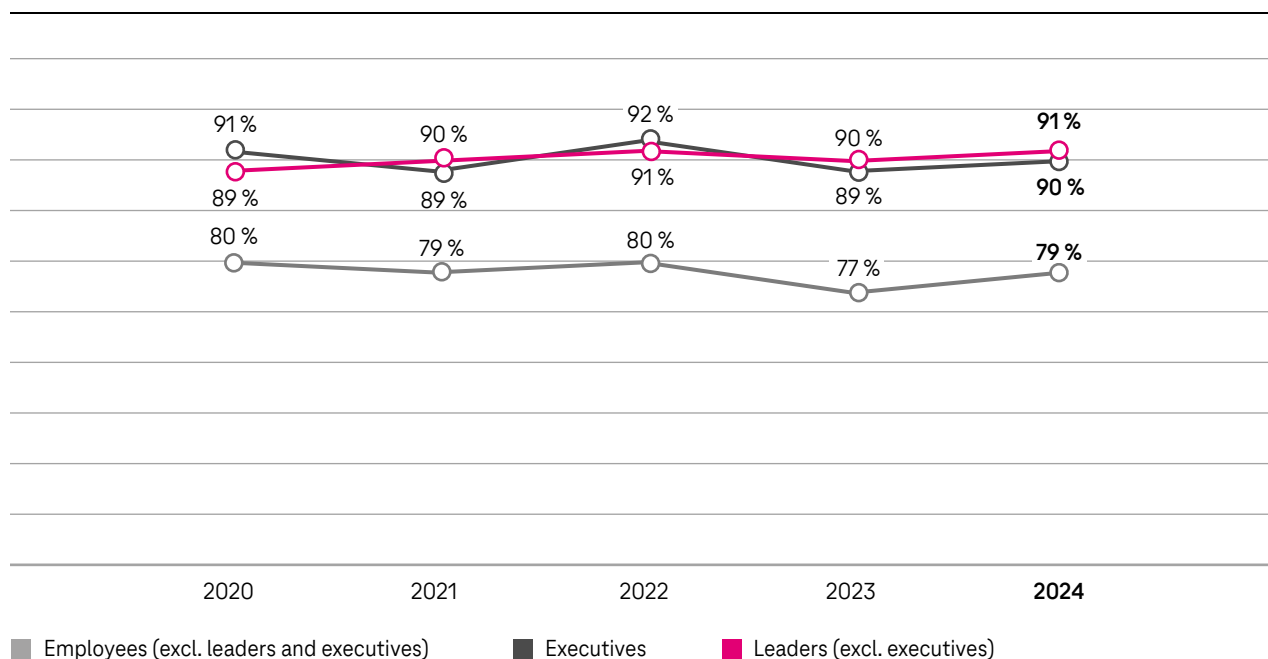
² Not included in the Pulse Survey November 2024.

³ New since Employee Survey May 2024.

⁴ New since Pulse November 2024.

Mood in the Group¹

Positive trend in the mood of employees, leaders and executives



Mood ^{1, 2} (agreement rate)	2020	2021	2022	2023	2024
Group	80 %	80 %	81 %	78 %	80 %
Germany	82 %	80 %	81 %	76 %	78 %
Internationally	78 %	79 %	81 %	82 %	83 %

¹ Excluding T-Mobile US.

² The values shown are taken respectively from the last Pulse or Employee Survey. The last Pulse survey was conducted in November 2024.

Following a decrease in the previous year, the Pulse Survey in November 2024 once again showed an increase in the agreement rates in all areas and across all levels within the Group.

Compared to the previous year, the mood in the Group rose by 2 percentage points to 80 percent. This increase was seen both within Germany as well as internationally. In Germany, the value rose by 2 percentage points to 78 percent and, internationally, climbed by 1 percentage point to 83 percent. Consequently, the international value is 5 percentage points higher than the value in Germany.

The positive development can be seen across all groups. The score among executives rose by 1 percentage point to 90 percent, leaders/managers increased by 1 percentage point to 91 percent, and the employees' score was 79 percent, up by 2 percentage points from the previous year.

Engagement score in the Group

Increase in engagement level

Scale 0–100 ¹					
Engagement score ²	2020 ³	2021 ⁴	2022	2023	2024
Employee groups					
Group	75	77	78	76	77
Executives	88	88	89	88	89
Leaders (excl. executives)	85	86	88	87	87
Employees (excl. leaders and executives)	75	76	77	75	76
Gender ⁵					
Female	78	79	80	79	79
Male	75	76	78	76	77
Diverse	65	63	63	59	61
Age groups					
16–25	75	79	79	77	77
26–35	75	77	78	77	76
36–45	75	77	78	77	78
46–55	78	77	78	76	78
56–65 ⁶	78	77	78	76	76

The values shown are taken respectively from the last Pulse or Employee Survey. The last Pulse survey was conducted in November 2024.

The engagement score is the mean value calculated from all answers to the questions of the 4 topics of Mood, Employer Attractiveness, Brand Identity and Inspiration.

¹ Scale changed: through 2020 scale from 1 to 5; from 2021 on, scale from 0 to 100. Values through 2020 were converted.

² Excl. T-Mobile US.

³ The values of 2020 are taken from the Employee Survey of the previous year.

⁴ Values are taken from the Employee Survey November 2021.

⁵ Self-disclosure in the survey.

⁶ Incl. > 65 years.

This year, the engagement score at Group level increased by 1 point to 77, whereby executives saw a rise of 1 percentage point compared to the previous year and, with a score of 89 points, achieved the highest engagement score. The score for managers remained unchanged at 87 points. The lowest engagement level score was achieved by the employees. However, their score of 76 points was also 1 point higher than in the previous year.

As in previous years, female and male employees continued to have comparable engagement scores, with female employees achieving a stable value of 79 points. With a score of 77 points, male employees had a slightly lower engagement score (-2 percentage points).

The results among the defined ages groups are fairly comparable. At 77 points, the score for the 16–25 age group remained stable, while the 26–35 age group decreased slightly by 1 point to 76 points. The 36–45 age group increased by 1 point to 78 points and the 46–55 age group increased by 2 points to also achieve a score of 78 points. The 56–65 age group remained stable at 76 points.

As a Group, we are determined to continuously improve these results and our employees' working environment.

Working in the digital age

Development in digital collaboration

Meeting	2020	2021	2022	2023	2024
Minutes of online conferences (global)	1,787,149,436	2,153,516,820	1,899,136,578	1,733,605,529	1,575,089,533
Average per FTE	7,898	9,946	9,185	8,683	7,947
Collaboration					
M365 groups	30,046	45,147	65,320	73,768	80,908
Social network					
Engagement rate ¹			2.7 %	3.2 %	2.7 %

¹ Engagement rate = total interactions (likes + shares + comments)/active users.

The trend of recent years also continued in 2024: The number of M365 groups increased once again. This clearly shows that digital collaboration is continuously increasing at Deutsche Telekom. Employees are increasingly using digital tools to collaborate across various locations and on a flexible basis.

In contrast, the total number of conference call minutes fell once again. A key reason behind this is the increasing presence in the office. Personal exchanges have the advantage of direct communication, meaning fewer virtual meetings are necessary. However, the number of conference call minutes in Microsoft Teams increased compared to the previous year, while the use of Webex significantly decreased. As a result, Microsoft Teams has established itself as the preferred tool for virtual conference calls.

Engagement in YAM UNITED in 2024 is back at the 2022 level. This yielded some useful insights into how users interact with content by evaluating the number of comments, likes, and shares. The decrease in engagement can be attributed to various factors. Firstly, the interaction rate depends on the amount of new content such as blogs and wikis within a certain time frame. Less content means fewer opportunities to interact. Secondly, the creation of new content is not constant and saturation is reached at a certain point. Furthermore, content is increasingly being created and shared in other applications, such as Microsoft Teams.

Despite this development, digital collaboration via platforms such as YAM UNITED remains a key component of daily working life and supports employees in exchanging information and networking.

Costs and productivity

Personnel costs and personnel cost ratio

Declining personnel cost ratio confirms the positive trend of previous years

billions of €	2020	2021	2022	2023	2024
Personnel costs in the Group, non-adjusted	18.9	18.5	19.4	19.1	19.0
of which Germany	8.8	8.5	8.4	8.2	8.4
Special factors	1.8	0.9	1.4	1.6	1.1
Personnel costs in the Group, adjusted for special factors	17.0	17.6	18.1	17.5	17.9
Net revenue	101.0	107.8	114.4	112.0	115.8
of which Germany ¹	25.2	25.4	26.0	26.4	27.0
Adjusted personnel cost ratio, Group	16.8 %	16.3 %	15.8 %	15.6 %	15.5 %

¹ Revenue is allocated to the Germany/internationally breakdown from an HR perspective and thus according to the location of the employees (FTEs). In the annual report, revenue is allocated to the country in which they were generated. The calculation is based on rounded figures in millions.

In the 2024 reporting year, the Group successfully reduced its personnel cost ratio by 0.1 percentage points to 15.5 percent. The ratio relates personnel costs (adjusted for special factors) to revenue, and is used as steering KPI within the Group.

Adjusted personnel costs totaled EUR 17.9 billion. Despite the lower headcount, the adjusted personnel costs in 2024 rose by EUR 0.4 billion. This was primarily due to higher pay and salaries. Revenue also rose slightly to EUR 115.8 billion, continuing the positive trend from previous years. Unadjusted personnel costs fell by EUR 0.1 billion to EUR 19.0 billion and, in Germany, increased by EUR 0.2 billion. Group revenue rose by EUR 3.8 billion and revenue in Germany increased by EUR 0.6 billion.

Personnel costs are defined as basic personnel costs (wages, salaries) plus ancillary personnel costs (social costs). This figure is adjusted for special factors in conjunction with staff restructuring measures.

Total workforce costs

Stable total workforce costs in Germany

billions of €

	2020	2021	2022	2023	2024
TWC ¹	19.1	19.6	20.3	19.5	20.0
of which Germany	8.3	8.3	8.3	8.2	8.2
IWC ² (adjusted PC ³)	7.7	7.7	7.6	7.4	7.5
EWC ⁴ leased and temporary staff	0.03	0.02	0.03	0.02	0.02
EWC ⁴ freelancers and consultants	0.5	0.6	0.7	0.7	0.7
of which internationally	10.7	11.3	12.1	11.3	11.8
IWC ² (adjusted PC ³)	9.3	9.9	10.5	10.1	10.4
EWC ⁴ leased and temporary staff	0.2	0.2	0.2	0.1	0.1
EWC ⁴ freelancers and consultants	1.2	1.3	1.4	1.1	1.2

¹ Total workforce costs: external workforce costs + personnel costs adjusted for special factors.

² Internal workforce costs.

³ Personnel costs.

⁴ External workforce costs.

Total Workforce Management (TWM) offers a comprehensive view of Deutsche Telekom's HR management. Alongside our internal workforce and associated costs (internal workforce costs, IWC), TWM also takes the external workforce, e.g. consultants, freelancers as well as temporary and leased staff, into account. This holistic approach is crucial for long-term personnel planning, both in qualitative and quantitative terms.

Total Workforce Costs (TWC) play a key role in managing our personnel costs. TWC includes the costs associated with employing internal and external staff, to give a comprehensive view of our total personnel costs.

Total workforce costs for the Group rose by EUR 0.5 billion to EUR 20 billion year-on-year. In Germany, the IWC rose by EUR 0.1 billion and, internationally, these costs increased by EUR 0.3 billion. The costs of consultants and freelancers increased internationally by EUR 0.1 billion.

Personnel costs and total operating costs

Personnel costs as a share of total operating costs remain stable

millions of €						
Breakdown of personnel costs		2020	2021	2022	2023	2024
Payroll ¹	Group	14,092	14,350	14,808	14,309	14,670
	Germany	6,344	6,209	6,106	6,039	6,050
	Internationally	7,748	8,141	8,702	8,269	8,620
Social security contributions and company pension scheme	Group	2,926	3,206	3,271	3,218	3,234
	Germany	1,391	1,483	1,501	1,407	1,419
	Internationally	1,535	1,723	1,771	1,811	1,816
Adjusted personnel costs	Group	17,017	17,556	18,080	17,526	17,905
	Germany	7,735	7,692	7,607	7,446	7,468
	Internationally	9,282	9,865	10,473	10,080	10,436
Personnel costs as a share of total operating expenses		2020	2021	2022	2023	2024
Adjusted operating costs	Group	61,543	66,645	69,867	66,037	67,359
	Germany	14,486	15,763	16,316	15,902	16,367
	Internationally	47,058	50,882	53,550	50,135	50,992
Adjusted personnel costs as a share of total costs	Group	27.7 %	26.3 %	25.9 %	26.5 %	26.6 %
	Germany	53.4 %	48.8 %	46.6 %	46.8 %	45.6 %
	Internationally	19.7 %	19.4 %	19.6 %	20.1 %	20.5 %

¹ Values for 2020–2022 adjusted retroactively due to IFRS15 correction.

Of the EUR 17.9 billion in adjusted personnel costs, 82 percent is attributable to pay and salaries (EUR 14.7 billion), which were up 2.5 percent compared to 2023 due to the pay increases under collective agreements and one-off payments.

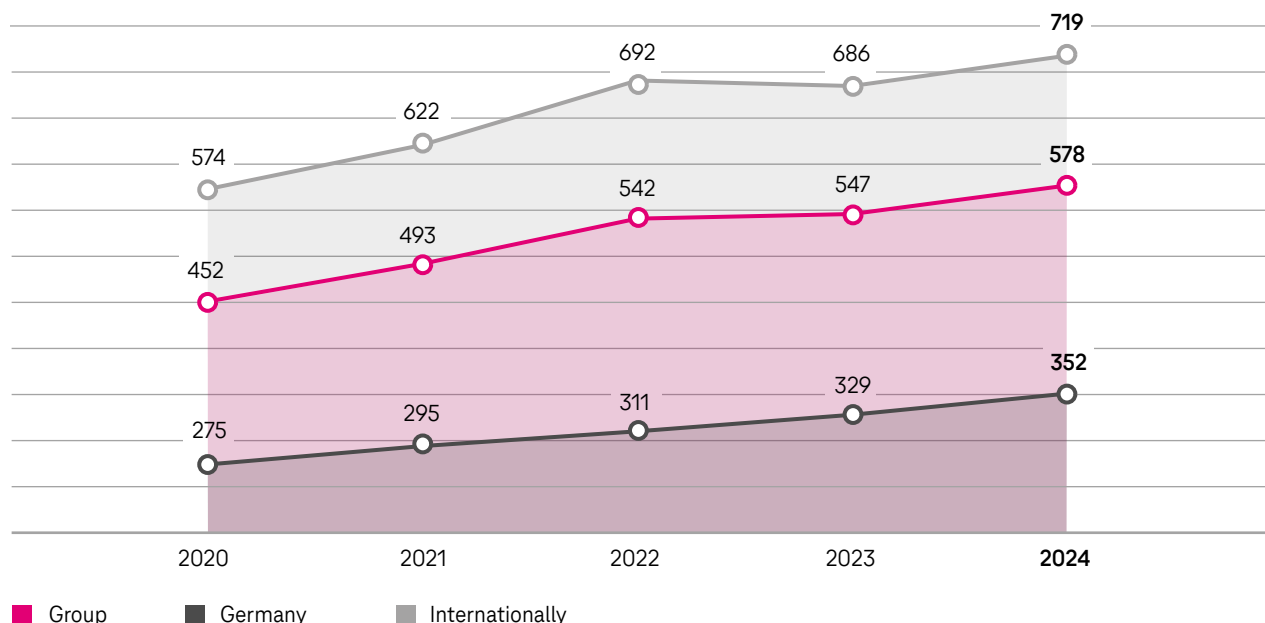
Social security costs and company pension schemes remain stable at EUR 3.2 billion. The schemes allow employees to supplement their statutory pensions.

The increased personnel costs are reflected in the slight rise in adjusted personnel costs as a share of total operating costs (0.1 percentage point).

Revenue and EBITDA AL per employee

Revenue per employee continues to rise

in thousands of €



	2020	2021	2022	2023	2024
Revenue, Group (billions of €)	101.0	108.8	114.4	112.0	115.8
Revenue, Germany (billions of €) ¹	25.2	25.8	26.0	26.4	27.0
Revenue, international (billions of €) ¹	75.8	83.0	88.5	85.6	88.8
International revenue as a percentage of Group revenue	75.0 %	76.3 %	77.3 %	76.4 %	76.7 %
Ø Number of employees, Group	223,539	220,840	211,236	204,856	200,227
Ø Number of employees, Germany	91,512	87,276	83,406	80,112	76,787
Ø Number of employees, international	132,027	133,564	127,830	124,744	123,440
EBITDA AL per FTE (average) (€), adjusted	156,829	166,959	186,803	197,899	214,860

¹ The allocation of sales to form the quotas is based on the HR perspective and thus on the location of the employees (FTEs). In the annual report, sales are allocated to the country in which they were generated. The calculation is based on rounded figures in millions.

2024 was another very successful year for Deutsche Telekom, with net revenue of EUR 115.8 billion. International revenue increased significantly by EUR 3.2 billion. Revenue in Germany also rose again, by EUR 0.6 billion. Domestic revenue per FTE increased to EUR 351,749. A full-time employee at Deutsche Telekom generated an average EBITDA AL of EUR 214,860.

Total workforce quota

Employee productivity improves further

billions of €

		2020	2021	2022	2023	2024
Group	PC ¹ adjusted	17.0	17.6	18.1	17.5	17.9
	EWC ²	2.1	2.1	2.3	1.9	2.1
	TWC ³	19.1	19.6	20.3	19.5	20.0
	Revenue ⁴	101.0	108.8	114.4	112.0	115.8
	TWQ ⁵ adjusted	18.9 %	18.1 %	17.8 %	17.4 %	17.3 %
Germany	PC ¹ adjusted	7.7	7.7	7.6	7.4	7.5
	EWC ²	0.6	0.7	0.7	0.7	0.8
	TWC ³	8.3	8.3	8.3	8.2	8.2
	Revenue ⁴	25.2	25.8	26.0	26.4	27.0
Internationally	PC ¹ adjusted	9.3	9.9	10.5	10.1	10.4
	EWC ²	1.5	1.5	1.6	1.2	1.4
	TWC ³	10.7	11.3	12.1	11.3	11.8
	Revenue ⁴	75.8	83.0	88.5	85.6	88.8

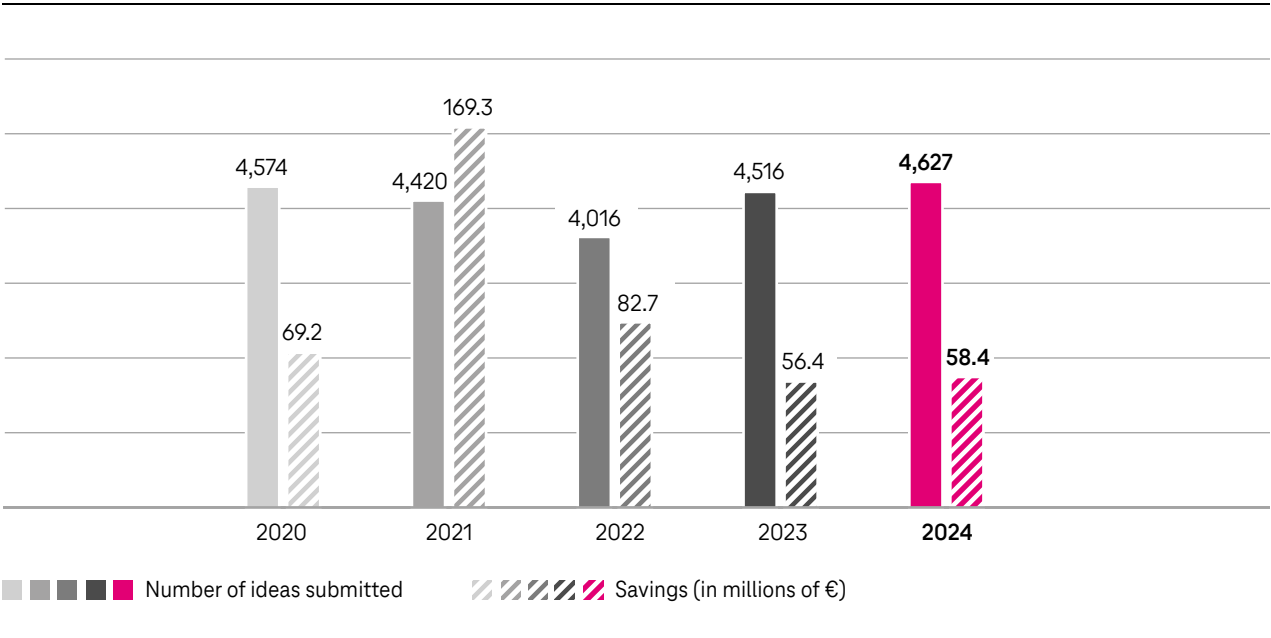
¹ Personnel costs.² External workforce costs: costs of temporary staffing + costs of freelancers and consultants.³ Total workforce costs: external workforce costs + personnel costs adjusted for special factors.⁴ The allocation of revenue to form the ratios is based on the HR perspective and thus on the location of the employees (FTEs). In the annual report, revenue is allocated according to the country in which the revenue was generated. The calculation is based on rounded figures in millions.⁵ Total workforce quota = TWC/revenue.

The Total Workforce Quota is the ratio of the company's total personnel-related costs to revenue. It helps us understand and steer the proportion of internal and external personnel costs while also managing the profitability of personnel-related costs overall.

The TWQ at Deutsche Telekom was slightly down again last year, this time by 0.1 percentage points, which is reflected in particular by the increased revenue. Revenue rose by 3.4 percent while TWC rose by 2.9 percent. This resulted in a continuation of the slightly positive trend in TWQ.

genial@telekom in Germany

Ideas as a success factor: How creative ideas are increasing the company’s success



Idea Management is constantly developing new concepts and measures to promote the innovation potential of Deutsche Telekom's employees. Deutsche Telekom consistently succeeds in fostering a climate of innovation by improving its processes, products and services. Not only that, international campaigns have been in place since 2023 with the objective to collect, further develop, and ultimately implement valuable and beneficial suggestions. This has a positive influence on corporate culture and also contributes to securing jobs and the share price.

In 2024, the number of ideas submitted in Germany rose to 4,627. These ideas submitted by the employees resulted in savings and new business potential totaling approximately EUR 58.4 million, putting Deutsche Telekom among the highest-ranking companies in a cross-sector comparison. This success illustrates that Deutsche Telekom has confidence in its employees and both values and actively implements their ideas.

For several years in succession, Deutsche Telekom has won the German Ideas Management Award – most recently in 2024. It also received third prize in the “Production and Technology 2024” category. In this context, the extraordinary economic benefit of the implemented measure as well as its future viability in light of the upcoming mobile communications projects in Germany were given particular praise.

Unforced attrition

Declining unforced attrition within the Group

Unforced attrition rate					
	2020	2021	2022	2023	2024
Group ¹	3.9 %	5.2 %	5.9 %	4.6 %	4.4 %
Germany	2.0 %	2.1 %	2.5 %	2.5 %	2.3 %
Internationally ¹	6.6 %	9.3 %	10.7 %	7.4 %	7.1 %

¹ Excluding T-Mobile US.

Unforced attrition within the Group decreased for the second year in succession and was 4.4 percent in 2024 (down 0.2 percentage points), a trend which can be seen in Germany and internationally. In Germany, unforced attrition decreased by 0.2 percentage points and declined by 0.3 percentage points internationally.

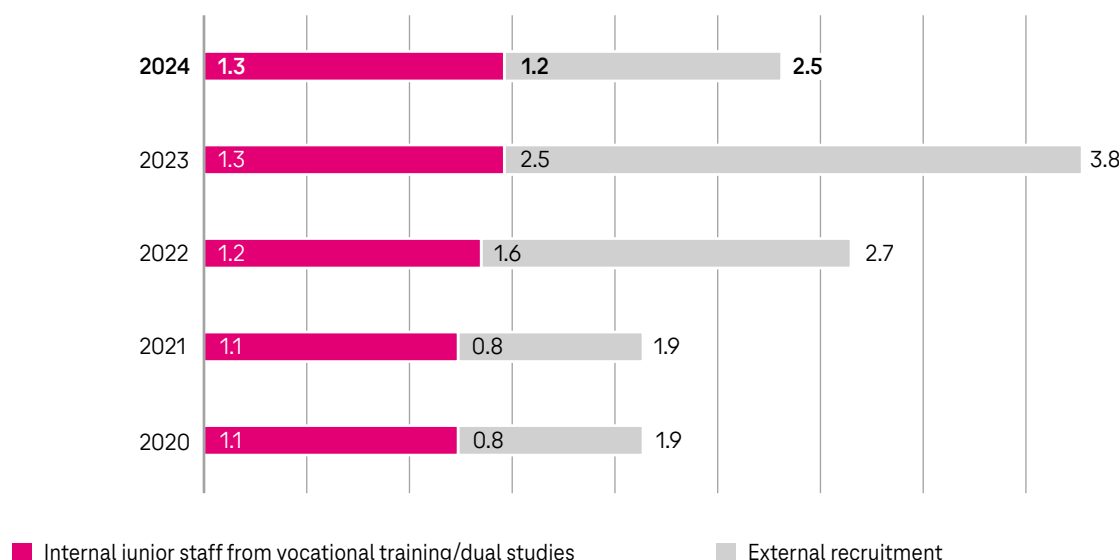
Unforced attrition is expected to rise in Germany in the future as more and more of the populous baby boomer generation reach retirement age. Approximately 700 employees retired in 2024.

Unforced attrition refers to normal employee departures that occur without specific staff reduction measures, for example due to retirement, incapacity for work, termination by the employee, or termination by the employer for conduct- or person-related reasons. It is reported as a percentage of the total workforce (as per the end of the previous year).

Recruitment in Germany

Deutsche Telekom setting new standards as a top employer

k FTEs



Recruiting (FTEs)	2020	2021	2022	2023	2024
Total	1,900	1,917	2,744	3,783	2,459
Internal junior staff from vocational training/dual studies	1,100	1,080	1,179	1,310	1,252
External recruitment	800	837	1,566	2,473	1,206

In 2024, Germany once again recorded the largest share of new hires with over 2,400 new employees, 50.9 percent of whom were junior staff trained in-house. Worldwide, Deutsche Telekom hired more than 8,200 new employees, excluding the United States.

The focus of Deutsche Telekom's 2024 employer campaign was on IT jobs and their social impact as well as key topics such as work-life balance, appreciative cooperation among colleagues, inclusion, and recognition. The aim was to communicate the employer promise in a brave, humorous and appealing manner, and to position Deutsche Telekom as an attractive employer. Artificial intelligence was also creatively used in the content. In addition to campaigns and additional measures in the field of employer marketing, Deutsche Telekom also believes personal interaction is important in order to present a clear and transparent picture of the company. By attending trade fairs, events, including networking events, the company provides insight into its working world and career prospects.

In 2024, Deutsche Telekom was acknowledged as a Global Leading Employer and is therefore among the top 1 percent of the best employers in the world. It also ranks as one of the most attractive companies among students and is one of the largest training providers in Germany. The award for "Germany's best training organization" from Capital magazine proves that the quality is right here too – both in terms of vocational training and dual study programs.

Socially responsible staff reduction in Germany

Dedicated retirement and partial retirement remain popular

FTEs	2020	2021	2022	2023	2024
Dedicated retirement, civil servants	1,917	630	1,183	995	1,213
Early retirement, non-civil servants	77	66	79	54	39
Severance payments	745	526	619	551	760
Partial retirement (start of passive phase)	1,899	2,444	2,086	2,201	2,399
Transfers to public authorities, civil servants (final) ¹	146	70	49	259	37

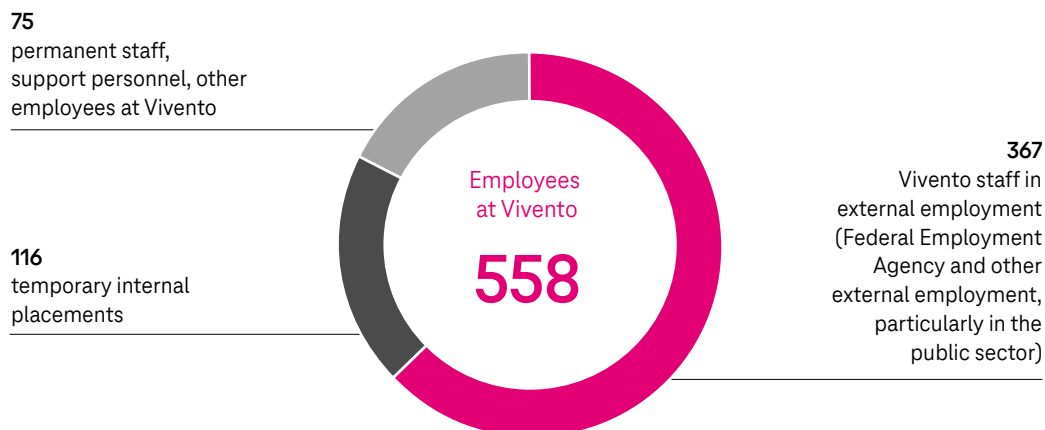
¹ Permanent transfers; civil servants are not entitled to return to the Group.

Deutsche Telekom maintains an unwavering commitment to socially responsible staff reductions. We again utilized the proven models of dedicated retirement, partial retirement and severance payments in 2024. Dedicated retirement is an early retirement scheme provided by the legislator for civil servants, capped until the end of 2024. In 2024, 1,213 civil servants took advantage of this scheme. Partial retirement generally follows a block model, with employees continuing to work full-time during the active phase, followed by a passive phase of the same length. This phase then transitions seamlessly into regular retirement or an old-age pension. 2,399 employees (1,727 employees and 672 civil servants) in Germany transitioned from the active phase into the passive phase of partial retirement in 2024. 760 employees in Germany took a severance payment. 37 civil servants were permanently transferred to public authorities.

Vivento employee figures

Reduction in Vivento employees and public sector placements

FTEs

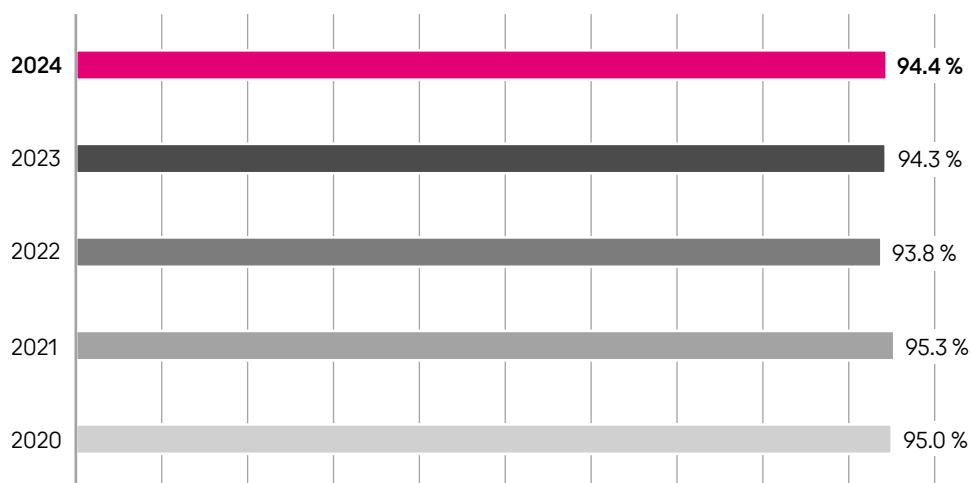


Employees (FTEs)	2020	2021	2022	2023	2024
Employees at Vivento	1,712	1,466	1,267	813	558
Vivento staff in external employment (Federal Employment Agency and other external employment, particularly in the public sector)	1,182	1,049	896	439	367
Temporary internal placements	233	208	202	217	116
Permanent staff, support personnel, other employees at Vivento	297	209	169	157	75
Employees permanently transferred to the public sector via Vivento	146	70	69 ¹	276 ¹	96 ¹
Staff transferred to Vivento since its foundation	54,370	54,405	54,456	54,485	54,509
Staff leaving Vivento since its foundation	52,658	52,939 ²	53,188	53,672	53,950

¹ Incl. non-civil servants from 2022.² Anzahl der Abgänge wurde um 6 FTE korrigiert

In 2024, 96 employees (civil servants and non-civil servants) transferred permanently to the public sector with Vivento's/next.JOB's support. Since the start of 2022, Vivento's next.JOB unit has assisted employees from the various segments of the Group who are seeking a new professional challenge outside of the Group in finding a role in the public sector. Vivento's placement service is aimed at both civil servants and non-civil servants. The bulk of employees who transferred to public authorities in 2024 moved to the Bundeswehr (German Federal Armed Forces), the German Federal Employment Agency, and other federal authorities and institutions in Germany. Employees were also transferred to positions at other public administration bodies. Ongoing demand for personnel in the public sector supported this development. As in previous years, the number of employees supported by Vivento was again scaled back in 2024, as planned.

Health rate in Germany

Health rate up slightly again year-on-year

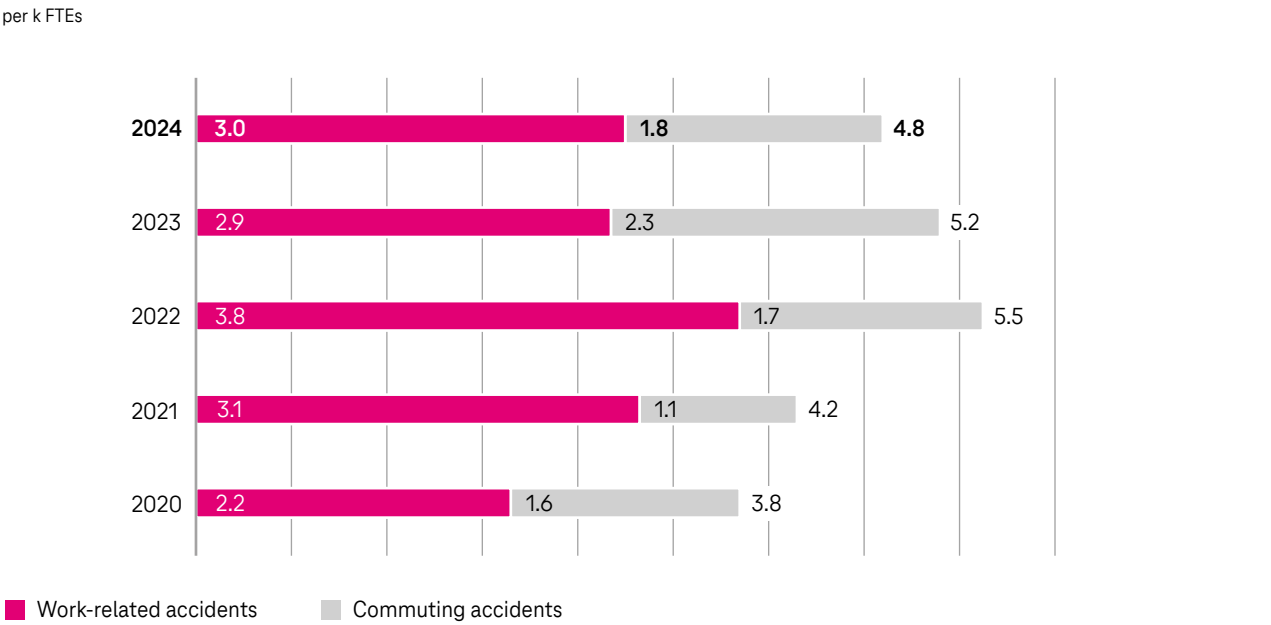
The health rate slightly increased by 0.1 percentage points and the annual average for 2024 was 94.4 percent. In 2024, musculoskeletal disorders, respiratory diseases, and mental health problems again accounted for the bulk of illness-related absenteeism.

Deutsche Telekom's health portfolio offers a wealth of resources and support measures dedicated to the health and well-being of the workforce. This includes the opportunity to take part in offerings to increase physical and mental well-being.

The company continues to work towards ensuring our employees receive the best possible support to keep them healthy, motivated and productive. In this context, Deutsche Telekom believes that feeling happy in the workplace is of key importance.

Work-related accidents in Germany

Fewer accidents on the way to work compared to the previous year



per thousand FTEs

	2020	2021	2022	2023	2024
Total number of work-related and commuting accidents	3.8	4.2	5.5	5.2	4.8
Work-related accidents	2.2	3.1	3.8	2.9	3.0
Commuting accidents	1.6	1.1	1.7	2.3	1.8

In 2024, the number of accidents on the way to work per 1,000 employees fell to 1.8 – a significant improvement compared to the previous year. This positive development could be due to a sharper focus on digital briefings. The briefing on traffic routes potentially increased employee awareness with respect to safety on the way to work and contributed to significantly reducing such accidents.

The digital briefings are advantageous in several ways: As they are easily accessible, employees can view the content at any time and from anywhere. This means employees can flexibly integrate such briefings into their daily working routine and ensures that all employees can be briefed regularly and within a short space of time.

These digital briefings also present the topics in an appealing and interactive manner. This improves interest and attention among the participants, meaning that the safety information provided is better remembered and internalized.

At 3.0, the number of work-related accidents per 1,000 employees remained at a low level.

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