

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.

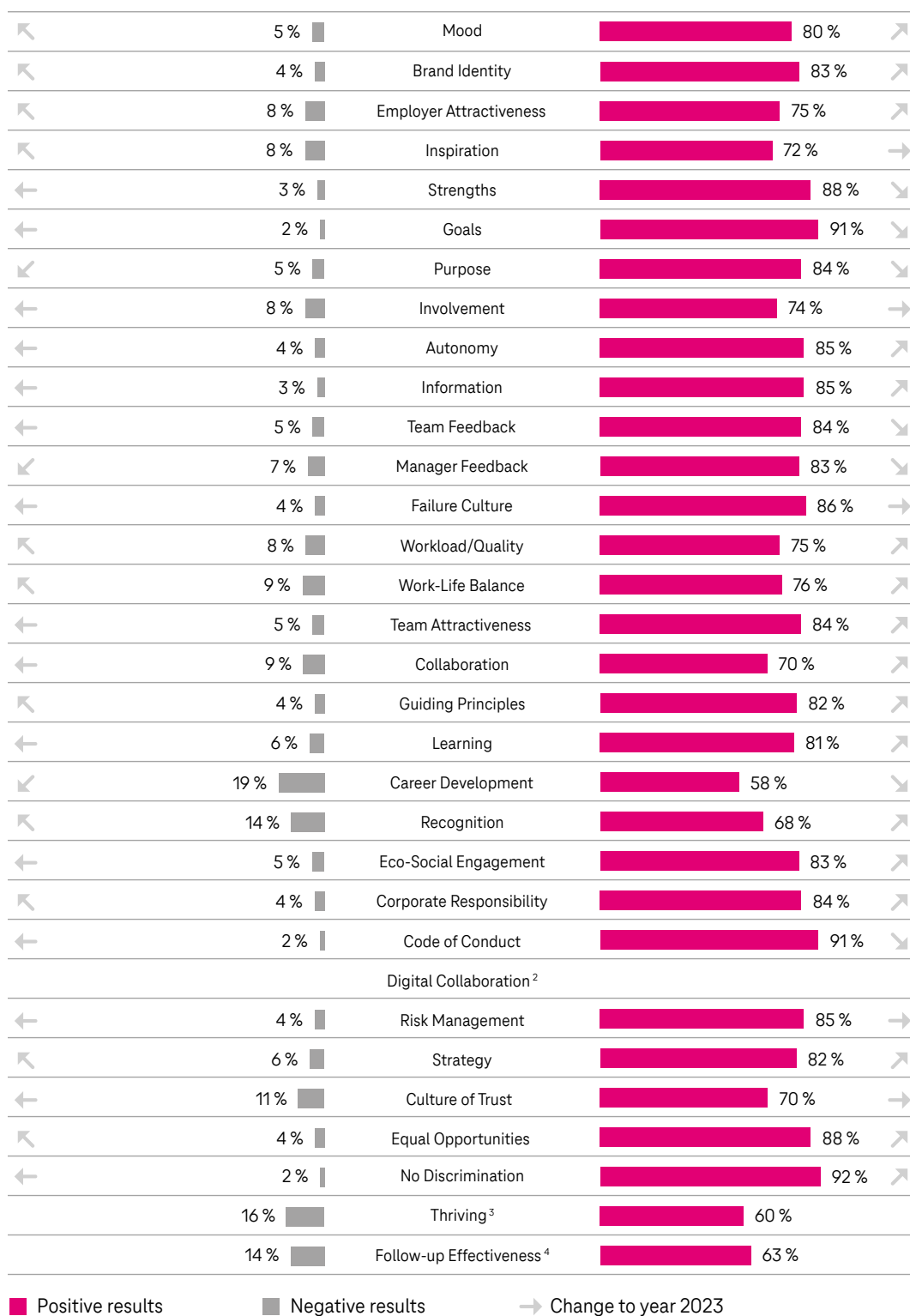
Year-on-year, the engagement value rose by 1 point to 77 out of 100 points. Three of the engagement questions recorded a positive trend: Brand Identity rose by 1 percentage point to 83 percent, Mood increased by 2 percentage points to 80 percent, and Employer Attractiveness climbed 2 percentage points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

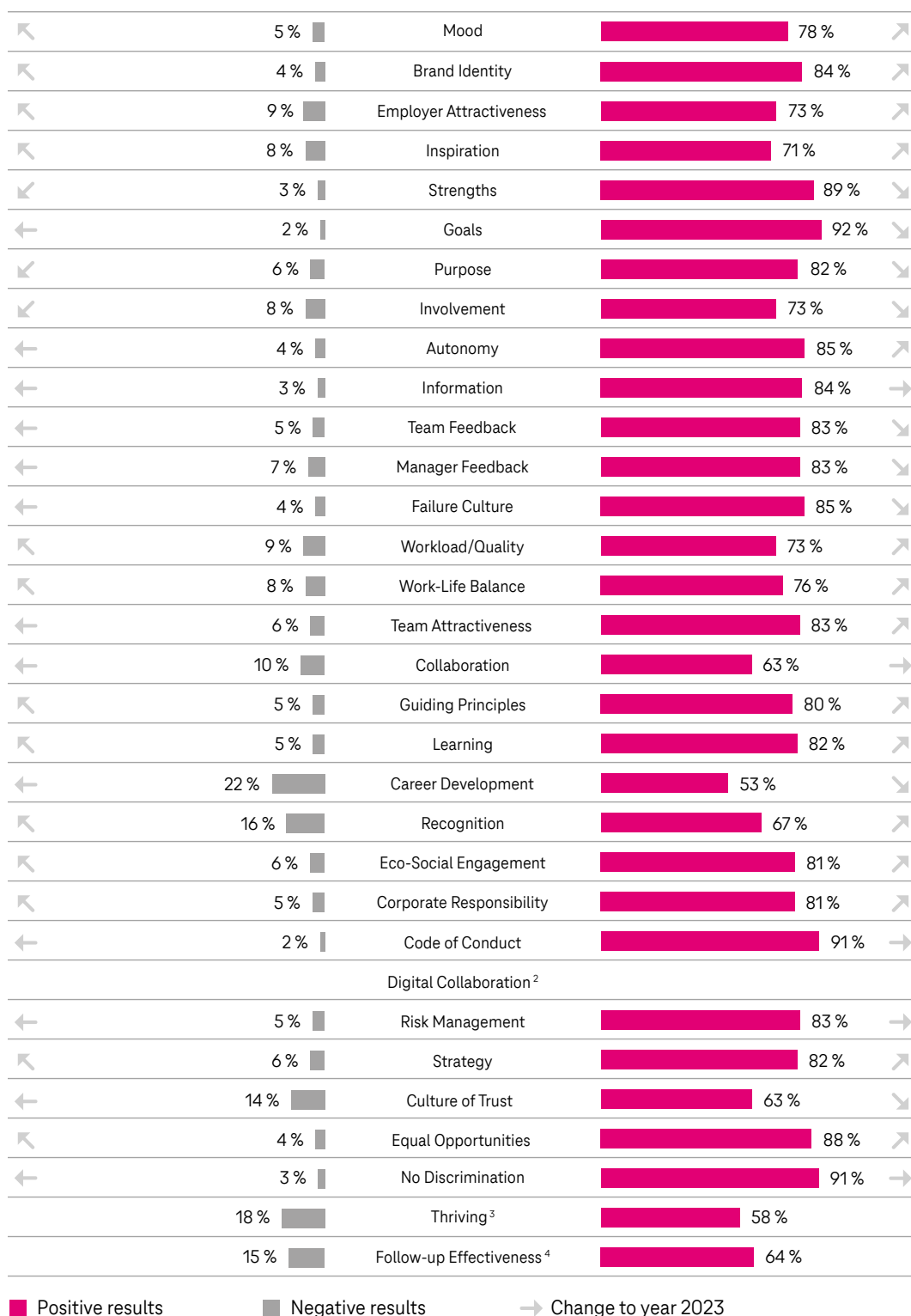
Two open questions were also asked in the November 2024 Pulse Survey. The question on Engagement⁵ attracted 39,685 comments, which primarily related to payment, benefits and leadership. The question on Career Development⁶ received 18,216 comments, which primarily related to growth, development and leadership.

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: Germany¹

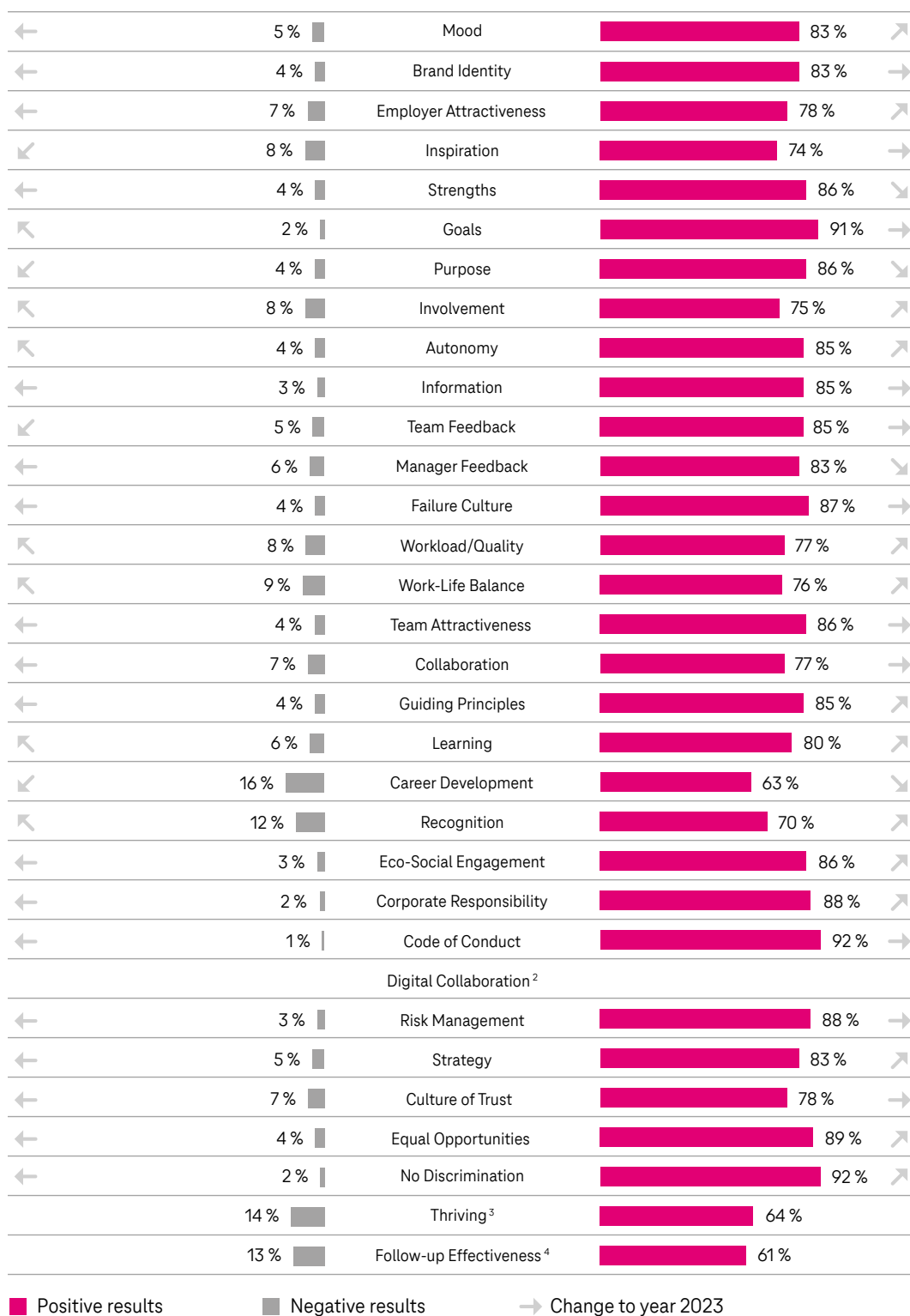


¹ Excluding T-Mobile US.

² Not included in the Pulse Survey November 2024.

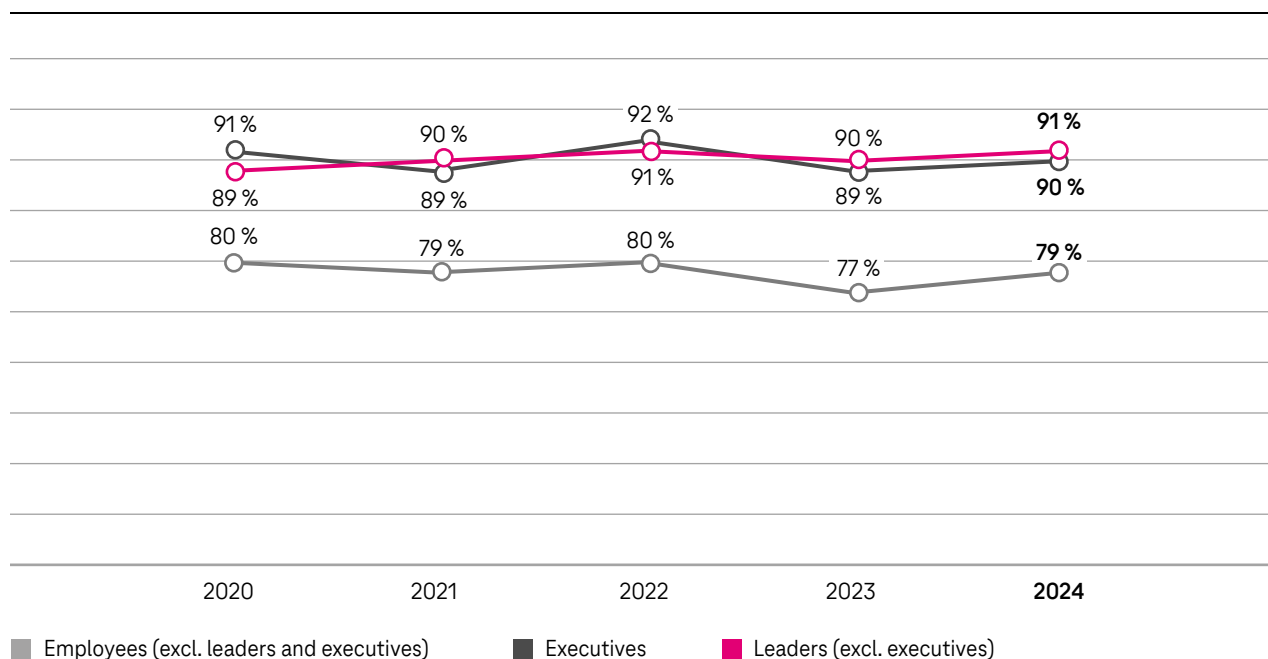
³ New since Employee Survey May 2024.

⁴ New since Pulse November 2024.

Results from pulse survey 2024: Internationally 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.

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.