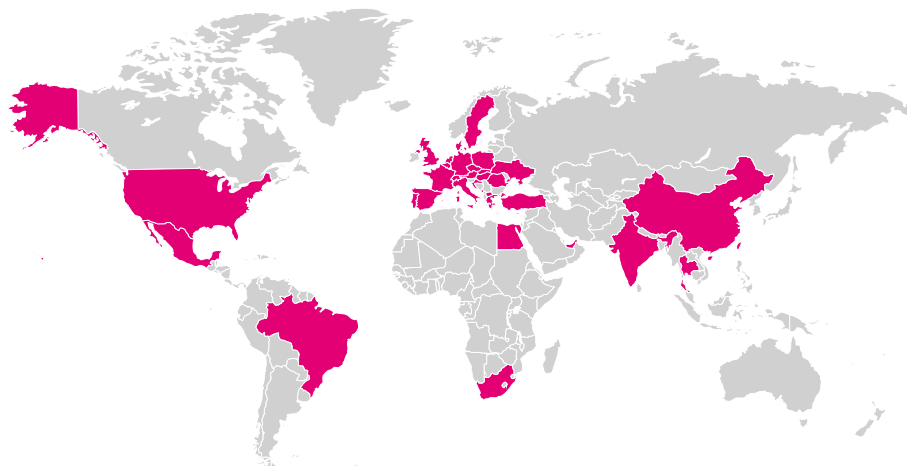


# Our employees

Employees by country

## Our employees around the globe



FTEs	2025 <sup>a</sup>		2025 <sup>a</sup>
Germany	70,740	China	279
United States (incl. T-Mobile US)	70,208	Netherlands	243
Hungary	10,766	Great Britain	171
Greece	9,416	Belgium	95
Slovakia	6,905	Turkey	80
India	5,938	Singapore	74
Croatia	4,928	Portugal	62
Spain	3,856	France	57
Poland	3,335	United Arab Emirates	46
Czech Republic	3,250	Denmark	34
Austria	2,917	Thailand	24
Brazil	1,342	Italy	19
Mexico	957	Sweden	15
North Macedonia	931	South Africa	4
Romania	526	Brunei Darussalam	2
Montenegro	450	Ukraine	1
Switzerland	407	Egypt	1

<sup>a</sup> Referring to regular workplace.

Deutsche Telekom is present in 34 countries, with the majority of employees – more than 80 % – continuing to work in Germany, the United States, Hungary, and Greece.

The Group's largest headcount increases were recorded in the United States with 4,853 FTEs (7.4 %) and India with 696 FTEs (13.3 %).

The primary reasons for the headcount increase in the United States were the acquisitions of Vistar Media and Blis in the first quarter of 2025, as well as the acquisition of UScellular in the third quarter of 2025.

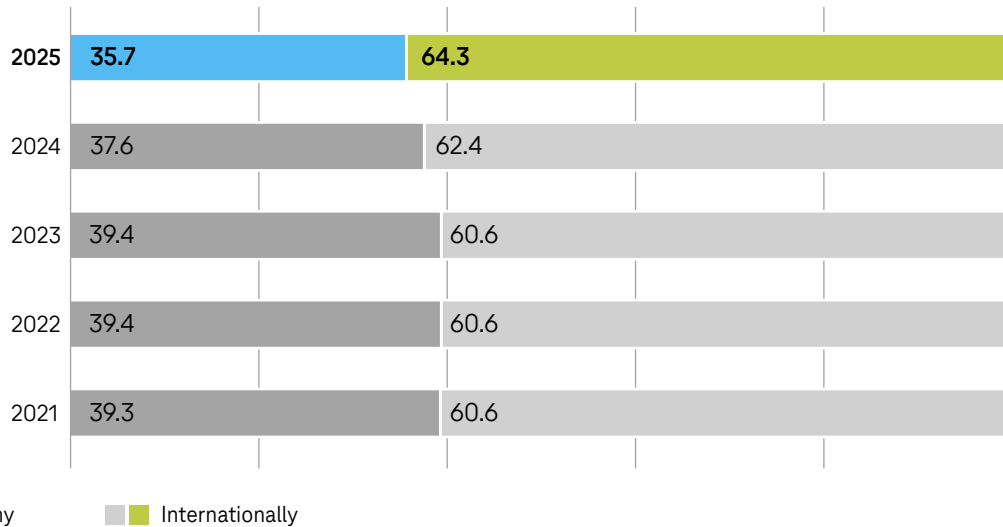
In India, the headcount increase mainly resulted from T-Systems' planned expansion of the offshore locations.

The sale of the Romanian mobile business on October 1, 2025 contributed to the decrease in the international headcount.

Employees in Germany and internationally

## Headcount in Germany decreases slightly

%



FTEs

	2021	2022	2023	2024	2025
Group	216,528	206,759	199,652	198,194	198,079
Germany	85,200	81,469	78,600	74,550	70,751
Internationally	131,368	125,290	121,052	123,644	127,327

The Group's headcount remained stable overall and was largely in line with the previous year's level. In absolute terms, Germany saw the largest headcount decrease with -3,798 FTEs (5.4 %), while the United States saw the largest headcount increase with 3,683 FTEs (2.9 %).

## Employees by operating segment

## Group headcount remains at the previous year's level

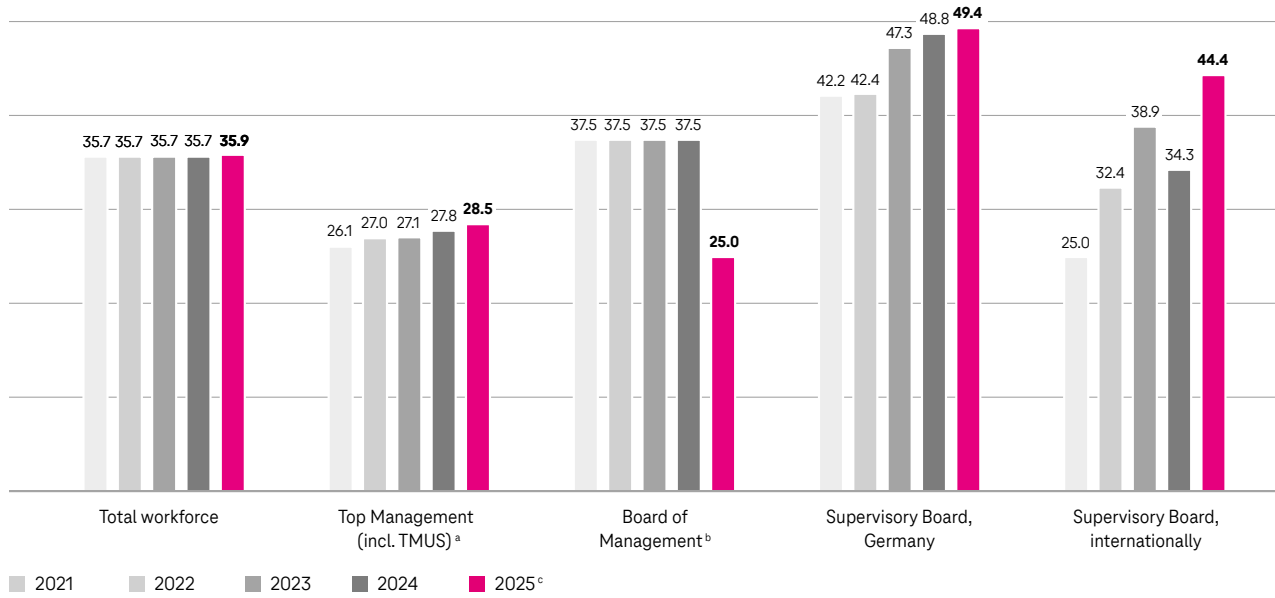
FTEs	2021	2022	2023	2024	2025
Germany	61,768	59,014	59,709	57,303	55,089
United States	71,094	67,088	62,677	65,154	70,036
Europe	35,319	34,083	32,932	32,761	31,300
Systems Solutions	26,175	27,392	26,036	25,691	25,124
Group Headquarters & Group Services	19,498	18,353	18,190	17,184	16,436
Group Development	2,674	828	108	100	94
Group	216,528	206,759	199,652	198,194	198,079

The Group's headcount remained more or less stable compared with the end of the prior year. In our Germany operating segment, the number of employees declined by 3.9 % against the end of the prior year. Employees continued to take up socially responsible instruments as part of staff restructuring activities, such as partial retirement. The total number of full-time equivalent employees as of December 31, 2025, in our United States operating segment increased by 7.5 % compared to December 31, 2024, which includes the impact of the acquisition of the UScellular Wireless Business in the third quarter of 2025 as well as the acquisitions of Vistar Media and Blis in the first quarter of 2025. In our Europe operating segment, the headcount fell by 4.5 % against the end of 2024, due in particular to the sale of the Romanian mobile business as of October 1, 2025. The headcount in our Systems Solutions operating segment was down 2.2 % against year-end 2024, mainly due to a workforce reduction in traditional infrastructure business. The headcount in the Group Headquarters & Group Services segment was down 4.4 % compared with the end of the prior year, mainly due to the continued staff restructuring measures.

Proportion of women in the Group

## Gender diversity in management increases

%



<sup>a</sup> Management Group 1 to 3.

<sup>b</sup> Group Board of Management.

<sup>c</sup> Required manual adjustment in the HR management reporting system for dedicated retirement civil servants (12/2025) was exclusively made on the management structure (GHO level) for headcount and fluctuation; no information is available on other related key figures.

Deutsche Telekom considers the diversity of backgrounds, experiences, perspectives, and skills to be pivotal to its success and is committed to creating a magenta world in which everyone feels like they belong.

Therefore, the company focuses on creating a safe, open, and inclusive working environment with fair opportunities, and no discrimination for everyone.

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

For the first time, the female quota is presented here with a focus on top management, in line with the system used for CSRD reporting in the annual report. In accordance with this system, the proportion of women in the Group's top management is 28.5 %.

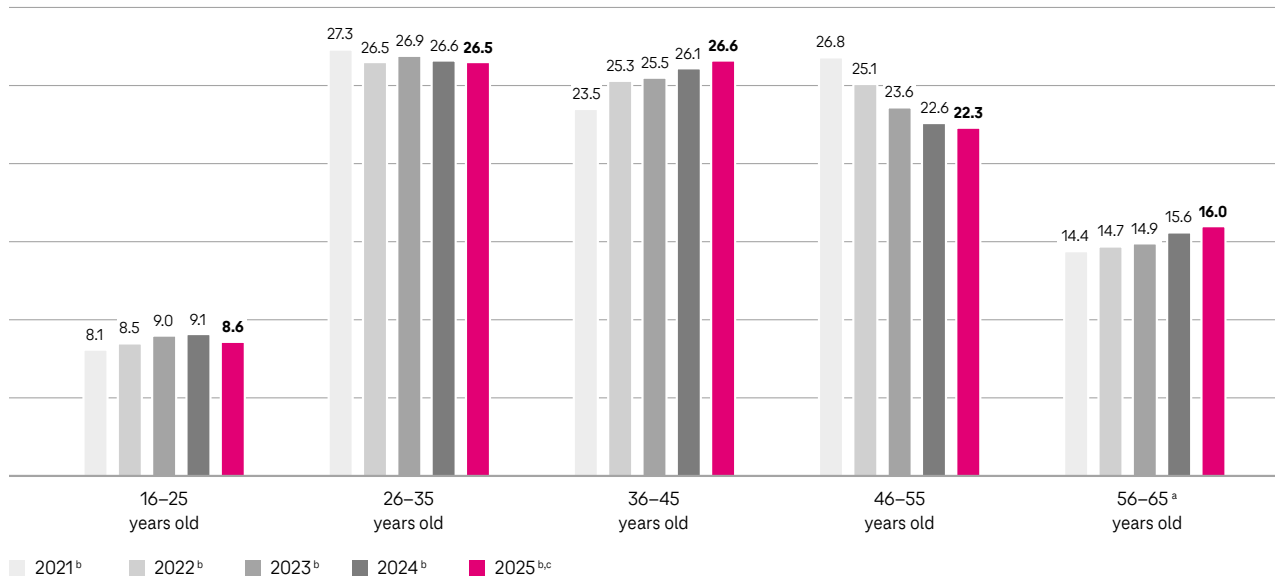
The company also set itself the target of achieving a 30 % proportion of women at senior and middle management levels in all company segments by the end of 2025. This target has been met since 2024 (2025: 32 %).

Deutsche Telekom is committed to promoting equity and takes into account the requirements of the law for the equal participation of women and men in leadership positions. The principle of best selection is prioritized.

## Age structure in the Group

## Age structure in the Group remains constant

%



	2021 <sup>b</sup>	2022 <sup>b</sup>	2023 <sup>b</sup>	2024 <sup>b</sup>	2025 <sup>b,c</sup>
Ø Age (in years)	41.8	41.7	41.4	41.4	41.6

<sup>a</sup> Incl. > 65 years.

<sup>b</sup> Excluding Deutsche Telekom International Finance B.V., T-Systems Data Migration Consulting AG, GTS Ukraine, Geomobile GmbH, Deutsche Telekom Capital Partners Management GmbH, Toll4Europe GmbH.

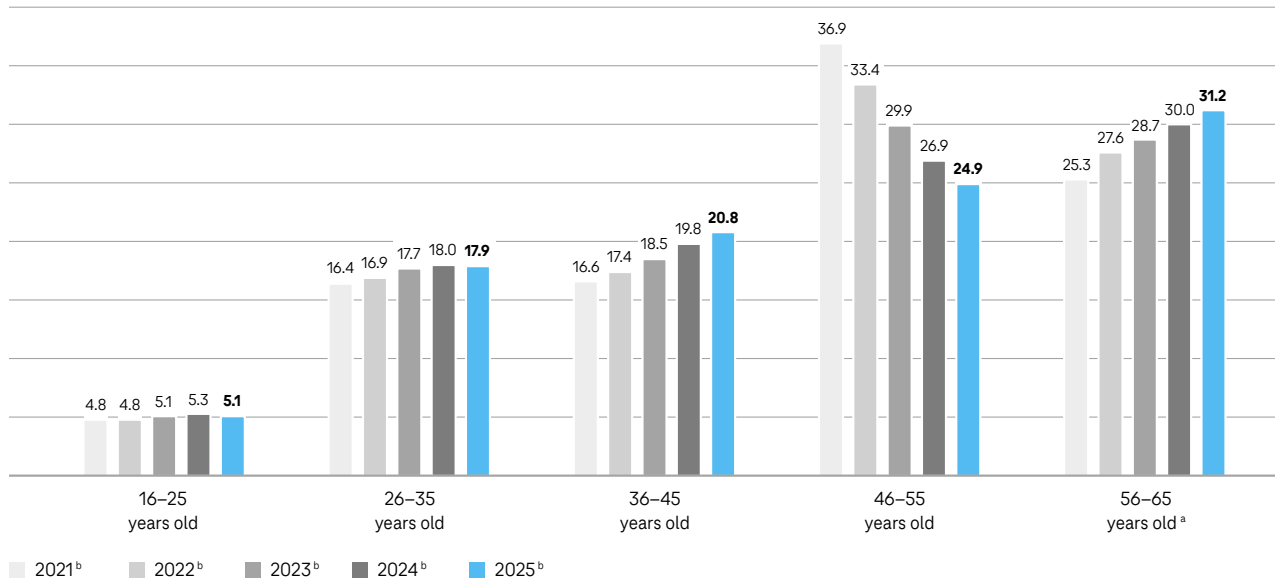
<sup>c</sup> Required manual adjustment in the HR management reporting system for dedicated retirement civil servants (12/2025) was exclusively made on the management structure (GH0 level) for headcount and fluctuation; no information is available on other related key figures.

Overall, the age structure in the Group remains stable. The 36–45 age group increased further to 26.6 % and, together with the 26–35 age group (26.5 %), is the largest employee group. At the same time, the 46–55 age group continued to decrease (22.3 %), whereas the 56–65 age group increased to 16.0 %. The 16–25 age group is 8.6 % and, as a result, remains at a similar level to previous years. The average age in 2025 is 41.6 years and increased moderately compared to previous years.

## Age structure in Germany

## Stable average age with changes to the age structure

%



	2021 <sup>b</sup>	2022 <sup>b</sup>	2023 <sup>b</sup>	2024 <sup>b</sup>	2025 <sup>b, c</sup>
Ø Age (in years)	46.8	46.8	46.5	46.3	46.3

<sup>a</sup> Incl. > 65 years.

<sup>b</sup> Excluding GeoMobile GmbH, Deutsche Telekom Clinical Solutions GmbH, Comfurcharge GmbH, Deutsche Telekom Capital Partners Management GmbH, Toll4Europe GmbH, Synedra Deutschland GmbH, goingsoft Deutschland GmbH.

<sup>c</sup> Required manual adjustment in the HR management reporting system for dedicated retirement civil servants (12/2025) was exclusively made on the management structure (GH0 level) for headcount and fluctuation; no information is available on other related key figures.

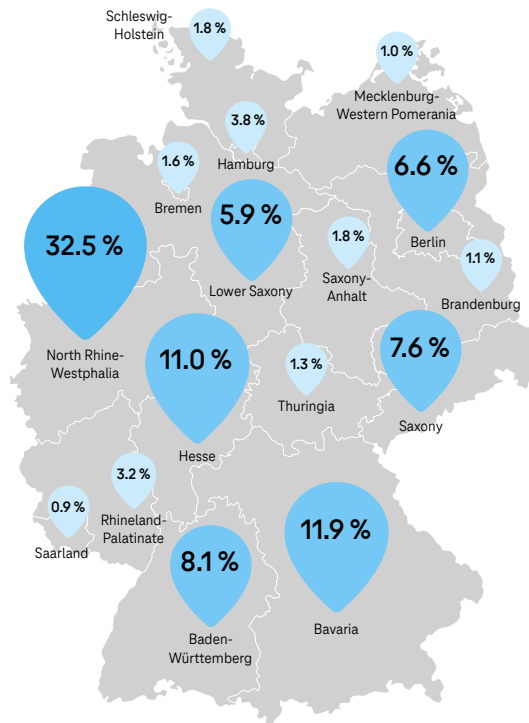
The age structure of the workforce in Germany continued to evolve in 2025. The 36–45 age group increased again and is now at 20.8 %. The 56–65 age group also continued to rise to 31.2 % and is now a significant percentage of the workforce.

This was offset by the decrease in the 46–55 age group (24.9 %). Overall, the younger age groups remain stable: The 26–35 age group is 17.9 % while the 16–25 age group remained almost constant (5.1 %).

The average age was 46.3 and therefore remained unchanged compared to the previous year. Overall, the development continues to reflect an experienced workforce with moderate shifts between the middle age groups.

## Employees in Germany by federal state

## Close to the customers throughout Germany



FTEs

	2025 <sup>a</sup>
North Rhine-Westphalia	22,866
Bavaria	8,371
Hesse	7,755
Baden-Württemberg	5,710
Saxony	5,356
Berlin	4,624
Lower Saxony	4,158
Hamburg	2,645
Rhineland Palatinate	2,235
Schleswig-Holstein	1,255
Saxony-Anhalt	1,239
Bremen	1,134
Thuringia	946
Brandenburg	768
Mecklenburg-Western Pomerania	719
Saarland	620

<sup>a</sup> Excluding Deutsche Telekom Capital Partners Management GmbH, Deutsche Telekom Clinical Solutions GmbH, ORBIT Gesellschaft für Applikations- und Infosysteme mbH, GeoMobile GmbH, Comfortcharge GmbH, Synedra Deutschland GmbH, goingsoft Deutschland GmbH. Required manual adjustment in the HR management reporting system for dedicated retirement civil servants (12/2025) was exclusively made on the management structure (GHO level) for headcount and fluctuation; no information is available on other related key figures.

With its high-performance networks, and innovative products and services, Deutsche Telekom continues to be represented throughout Germany in 2025. The Group's employees across Germany make a decisive contribution in reliably connecting people and companies as well as making modern communication accessible everywhere.

With more than 22,866 FTEs (32.5%), North Rhine-Westphalia remains the federal state with the most employees. NRW is followed by Bavaria with 8,371 FTEs (11.9%) and Hesse with 7,755 FTEs (11.0%). Deutsche Telekom is present in all federal states, thus underlining its nationwide presence in Germany.

## Employees by status group in Germany

## Proportion of civil servants continues to decrease

FTEs	2021	2022	2023	2024	2025
Active civil servants	9,653	8,381	6,891	5,801	4,759
Civil servants on temporary leave from civil servant status <sup>a</sup>	311	256	212	152	137
Civil servants at affiliated companies <sup>a</sup>	6,773	5,836	4,942	3,728	3,194
Total civil servants	16,736	14,474	12,045	9,681	8,090
Non-civil servants in Germany	68,424	66,995	66,555	64,869	62,661
Total employees in Germany	85,160	81,469	78,600	74,550	70,751
Proportion of non-civil servants in Germany	80.3 %	82.2 %	84.7 %	87.0 %	88.6 %
Proportion of civil servants in Germany	19.7 %	17.8 %	15.3 %	13.0 %	11.4 %

<sup>a</sup> Civil servants whose civil servant status is dormant. They have temporarily changed to a non-civil servant employment relationship.

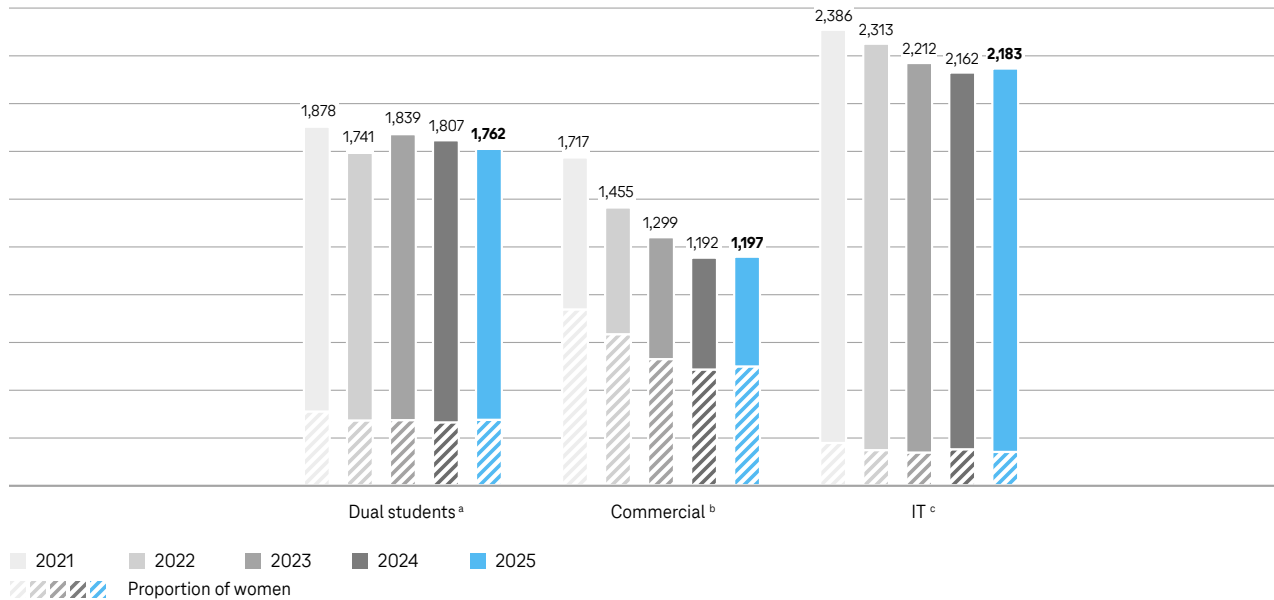
During the 2025 financial year, the proportion of employees with civil servant status declined further to 11.4 %, while the proportion of non-civil servants rose accordingly by 1.6 percentage points to 88.6 %.

This development is related to the company's structure as Deutsche Telekom stopped recruiting new employees with civil servant status following its privatization in 1995. The number of remaining civil servants is continuously shrinking 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

## Explore, enhance, excel: Vocational training at Deutsche Telekom

headcount



headcount

		2021	2022	2023	2024	2025
Dual students <sup>a</sup>	total	1,878	1,741	1,839	1,807	1,762
	women	385	338	340	328	342
Commercial <sup>b</sup>	total	1,717	1,455	1,299	1,192	1,197
	women	920	790	660	605	621
IT <sup>c</sup>	total	2,386	2,313	2,212	2,162	2,183
	women	221	183	170	187	174
Total	total	5,981	5,509	5,350	5,161	5,142
	women	1,526	1,311	1,170	1,120	1,137

<sup>a</sup> Examples of dual study programs: computer science, business information systems, IT security.

<sup>b</sup> Examples of commercial apprenticeships: office management administrator, dialog marketing administrator, retail sales assistant.

<sup>c</sup> Examples of IT apprenticeships: IT systems electronics technician, IT systems business administrator, IT technician specializing in application development/systems integration.

Last year, Deutsche Telekom once again impressively demonstrated how important the promotion of young talent is within the Group. With 1,686 dual apprenticeship and study spots, the company provided numerous young talents with a foot on the employment ladder and, at the same time, set clear priorities with regard to the recruitment of junior staff. In 2025, Deutsche Telekom again successfully filled all of its available vocational training and study spots. This emphasizes just how attractive Deutsche Telekom is as an employer for junior staff, even in an increasingly competitive applicant market. The successful filling of all spots is the result of targeted recruiting measures, a strong employer brand, as well as modern vocational training and study concepts.

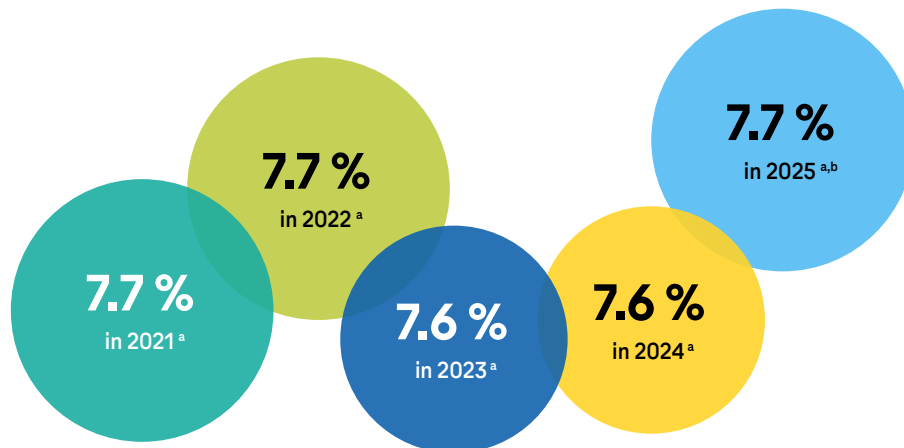
Deutsche Telekom has long aligned its vocational training to the needs of the young generation. Each young talent is assigned a personal contact person for the duration of their vocational training/study. This contact accompanies the talent and holds regular development meetings with them. A further milestone was reached in 2025 with the introduction of the young talent promise, which contains binding promises regarding what the young people can expect in terms of how they are supported during their vocational training or dual study program. The young talent promise contains specific information concerning the content, frequency, and the targets associated with this support. This addresses the desire for reliability, stability, and transparency.

Digitalization plays an important role when it comes to vocational training at Deutsche Telekom. Digital media and tools enhance the process – from recruitment and professional training to the transition to permanent employment. The aim of the educational approach is to make confident use of digital technology a key element of the daily vocational training and study program routine – particularly when it comes to planning, documenting, and reflecting on personal learning progress.

A Group-wide transfer of knowledge via digital platforms is a priority in our company. Collaborative tools promote exchange, reinforce collaboration, and support the personal and professional development of the apprentices and students. They use specialized platforms to document their learning progress, to communicate with their learning and study coaches, and to independently determine their next learning steps. This approach strengthens their sense of personal responsibility and offers space for personal development.

Employees with severe disabilities in Germany

## Embracing diversity: Inclusion is a part of our corporate culture



<sup>a</sup> Excluding Deutsche Telekom Capital Partners Management GmbH, Deutsche Telekom Clinical Solutions GmbH, operational services GmbH & Co. KG, goingsoft Deutschland, Toll4Europe GmbH, GeoMobile GmbH, Comfortcharge GmbH, Synedra Deutschland GmbH.

<sup>b</sup> Required manual adjustment in the HR management reporting system for dedicated retirement civil servants (12/2025) was exclusively made on the management structure (GHO level) for headcount and fluctuation; no information is available on other related key figures.

In 2025, the proportion of Deutsche Telekom employees with disabilities remained at a constant level (7.7 %) once again and was significantly above the prescribed minimum of 5 %.

With various measures and initiatives, Deutsche Telekom is specifically committed to the inclusion of persons with disabilities in its workforce. In doing so, the aim is not just to provide them with a secure livelihood; it is also about promoting the career advancement of persons with disabilities over the long term.

To achieve this, Deutsche Telekom has implemented various initiatives to promote an inclusive working environment, including measures to ensure accessible workplaces, customized workstations, as well as the provision of suitable technical aids. Other measures include long-standing measures such as a special hotline for deaf and hearing-impaired employees to answer HR-related questions. This option gives all employees – irrespective of their hearing ability – equal access to support services. Such offerings are proof of Deutsche Telekom's clear commitment to accessibility and equity.

The Group views people with disabilities as equal employees and believes that they are an important element when it comes to workforce diversity. This forms the basis for shared learning and the long-term success of the company.

Deutsche Telekom is actively committed to implementing the UN Convention on the Rights of Persons with Disabilities – something that is reflected in the Group Inclusion Agreement and the related Action Plan. The values anchored in the Convention are already permanently established in our corporate culture and provide the basis for measures to promote accessibility, equity, and the inclusion of those with disabilities. Deutsche Telekom believes this commitment is more than just an obligation; it is also a key element in shaping a diverse and powerful working world.