



Deutsche Telekom

2025

HR FACTBOOK



Connecting
your world.

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At a glance

About the HR Factbook 2025



Dear readers,

For over three decades, we at Deutsche Telekom have proven that we are able to master transformation. We are constantly adapting to market conditions and new technologies. This approach has made us successful. But this is not simply a matter of course. This is the result of our courage to change, our innovative strength, and – above all – the engagement of our employees.

In 2025 – the period reviewed in this HR Factbook – artificial intelligence has continued to make inroads into our daily working lives. Over three-quarters of our employees state that they frequently use AI. We also make specific use of AI in our HR tasks to be able to offer suitable advanced training sessions, for example. However, it is difficult to predict the further development and the impacts of AI with respect to the labor market.

At the same time, the productivity of personnel in Germany is facing growing pressure – a challenge that we at Deutsche Telekom also need to overcome. Revenue needs to be generated to pay good salaries. We maintain a commitment to socially responsible staff restructuring and to ensure our employees are constantly offered advanced training in order to equip them with the necessary skills for the future, as our employees are always the focus of our HR work. Their passion to perform, their attitude, and their methods in approaching their tasks are the foundation of our success. Our corporate culture with our purpose “We won’t stop until everyone is connected” as well as our six Guiding Principles are our compass here. And our colleagues bring them to life every single day.

We aspire to continuously further develop this corporate culture. If we set the right priorities, if we demand and recognize performance, if we cut red tape in our processes, and if we strengthen our inter-team and transnational cooperation, I look toward the future with optimism. And then we will successfully shape the changes that await us – carried by the people who have been shaping Deutsche Telekom for the past 30 years.

Our HR Factbook 2025 will showcase the developments and challenges that are shaping our transformation. I hope you find it enjoyable reading.

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 2025 with a reporting date of December 31, 2025. 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 34 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.

To improve readability, we use the third-person pronouns “they/them” throughout this report. 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)

198.1 k

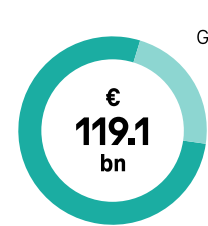
127.3 k

70.8 k

Internationally

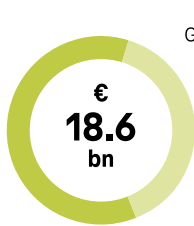
Germany

Net revenue



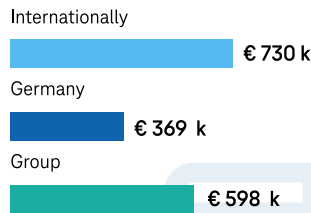
92.1 Internationally

Personnel costs, adjusted



11.3 Internationally

Revenue per employee



Average number of training days per employee^a

4.8

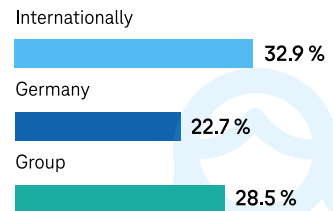
Total workforce quota

17.3 %

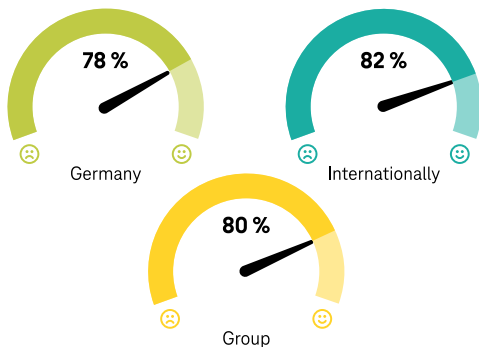
EmployeeApp – Average number of users per day

56,565

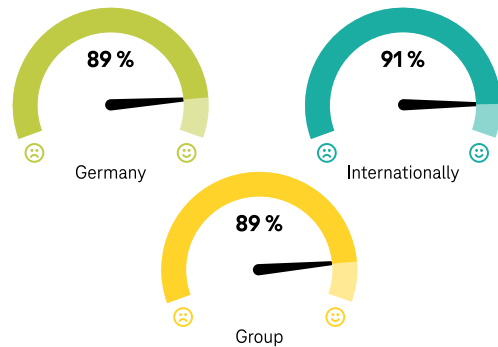
Woman in top management



Overall employee mood (excl. managers)^a



Overall manager mood^a



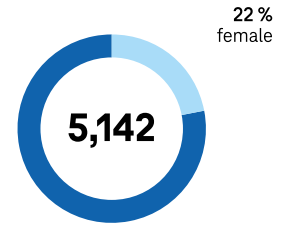
^a Excluding T-Mobile US.

Deutsche Telekom at a glance: Germany

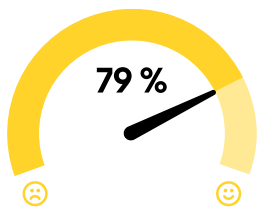
Employees (FTEs)

70,751

Apprentices and students



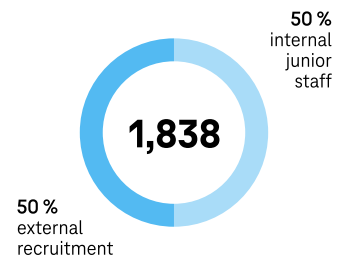
Employee mood



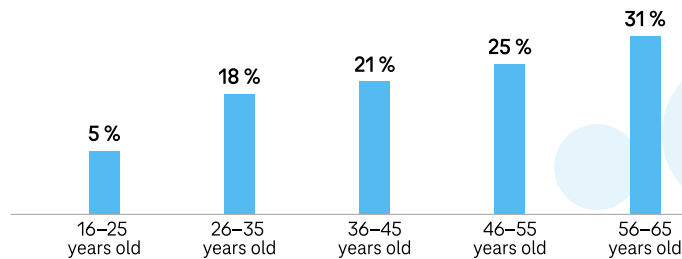
Health rate

94.6%

Recruitment



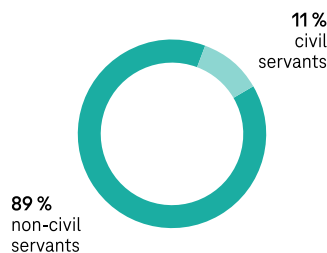
Age structure



Savings through employee ideas

€ 35.8 m

Proportion of civil servants



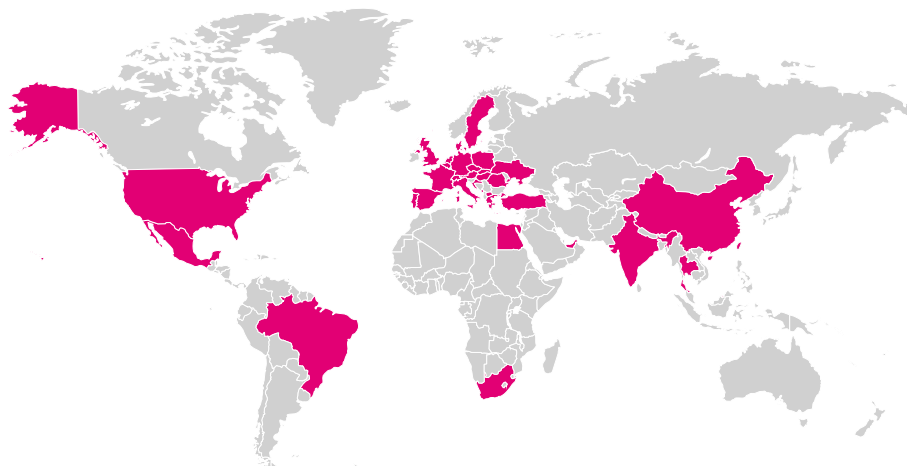
Employees with severe disabilities

7.7%

Our employees

Employees by country

Our employees around the globe



FTEs	2025 ^a		2025 ^a
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

^a 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.

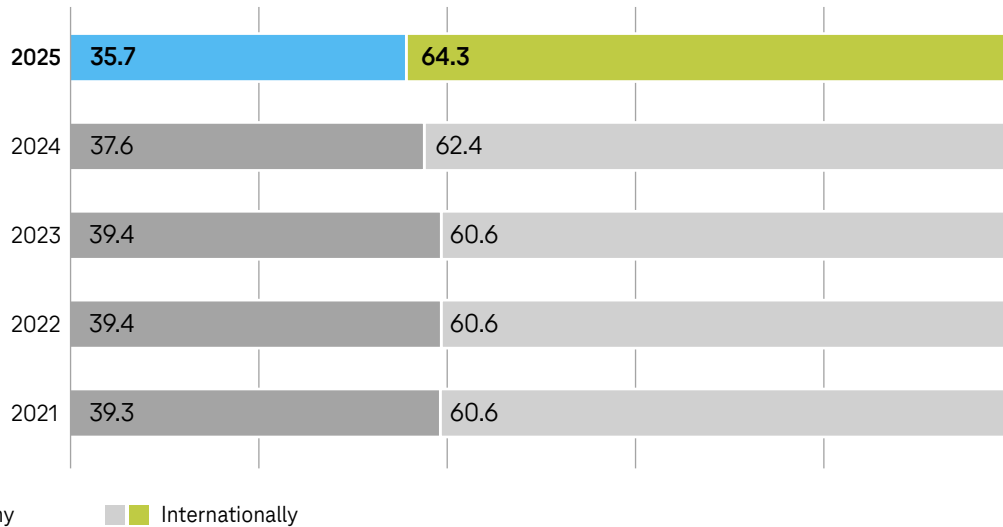
In India, the headcount increase mainly resulted from T-Systems' planned expansion of the offshore locations.

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

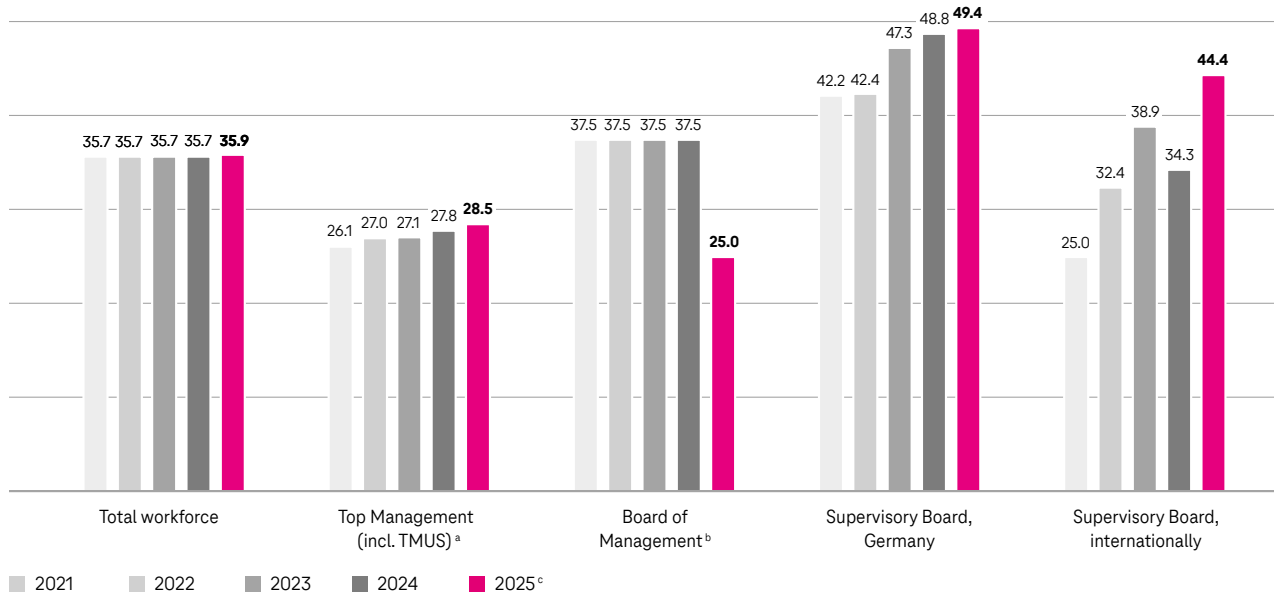
FTEs	2021	2022	2023	2024	2025
Germany	61,768	59,014	59,709	57,303	55,089
United States	71,094	67,088	62,677	65,154	70,036
Europe	35,319	34,083	32,932	32,761	31,300
Systems Solutions	26,175	27,392	26,036	25,691	25,124
Group Headquarters & Group Services	19,498	18,353	18,190	17,184	16,436
Group Development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

%



^a Management Group 1 to 3.

^b Group Board of Management.

^c 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 %.

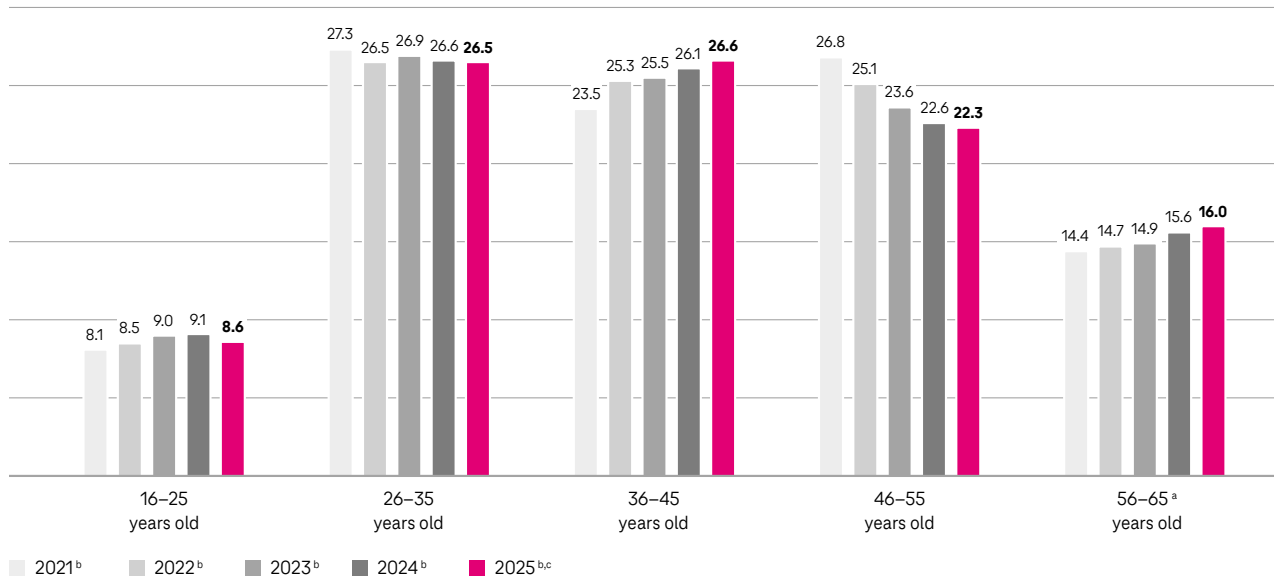
The company also set itself the target of achieving a 30 % proportion of women at senior and middle management levels in all company segments by the end of 2025. This target has been met since 2024 (2025: 32 %).

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 ^b	2022 ^b	2023 ^b	2024 ^b	2025 ^{b,c}
Ø Age (in years)	41.8	41.7	41.4	41.4	41.6

^a Incl. > 65 years.

^b 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.

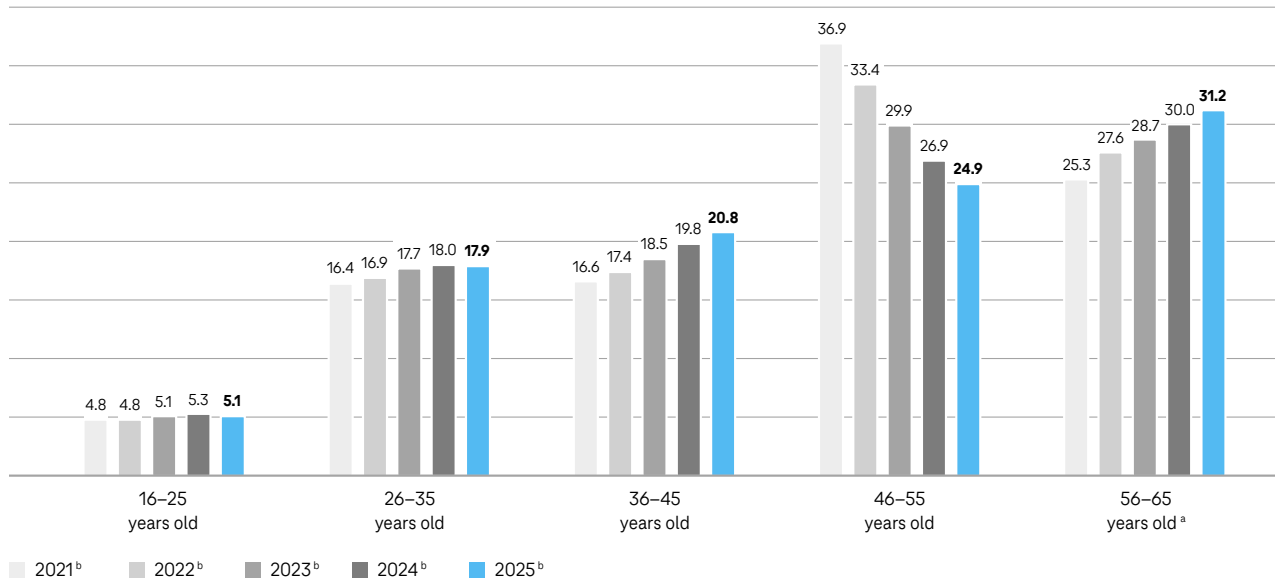
^c Required manual adjustment in the HR management reporting system for dedicated retirement civil servants (12/2025) was exclusively made on the management structure (GH0 level) for headcount and fluctuation; no information is available on other related key figures.

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 ^b	2022 ^b	2023 ^b	2024 ^b	2025 ^{b, c}
Ø Age (in years)	46.8	46.8	46.5	46.3	46.3

^a Incl. > 65 years.

^b Excluding GeoMobile GmbH, Deutsche Telekom Clinical Solutions GmbH, Comfortcharge GmbH, Deutsche Telekom Capital Partners Management GmbH, Toll4Europe GmbH, Synedra Deutschland GmbH, goingsoft Deutschland GmbH.

^c 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.

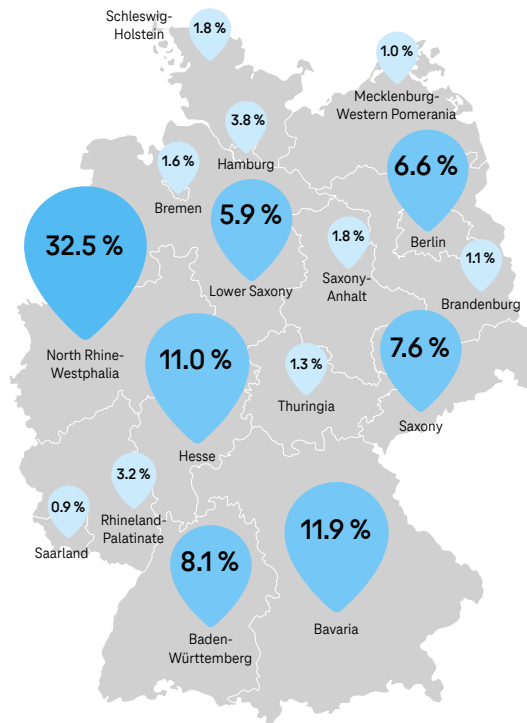
The age structure of the workforce in Germany continued to evolve in 2025. The 36–45 age group increased again and is now at 20.8 %. The 56–65 age group also continued to rise to 31.2 % and is now a significant percentage of the workforce.

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 ^a
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

^a 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 ^a	311	256	212	152	137
Civil servants at affiliated companies ^a	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 %

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

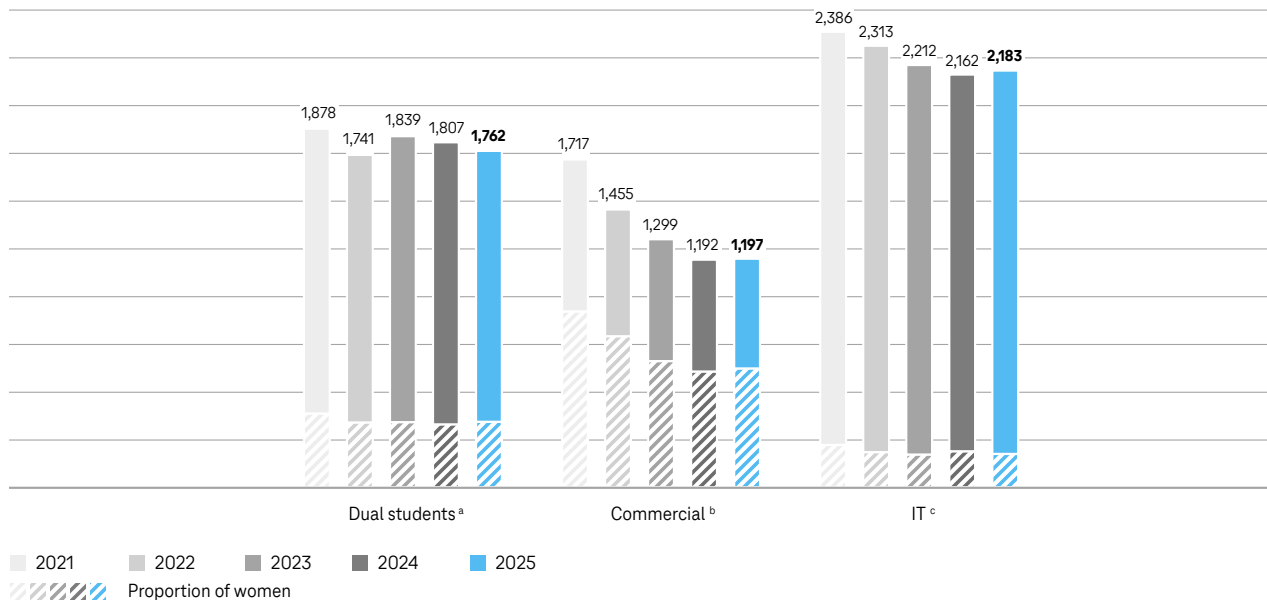
During the 2025 financial year, the proportion of employees with civil servant status declined further to 11.4 %, while the proportion of non-civil servants rose accordingly by 1.6 percentage points to 88.6 %.

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 ^a	total	1,878	1,741	1,839	1,807	1,762
	women	385	338	340	328	342
Commercial ^b	total	1,717	1,455	1,299	1,192	1,197
	women	920	790	660	605	621
IT ^c	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

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

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

^c 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.

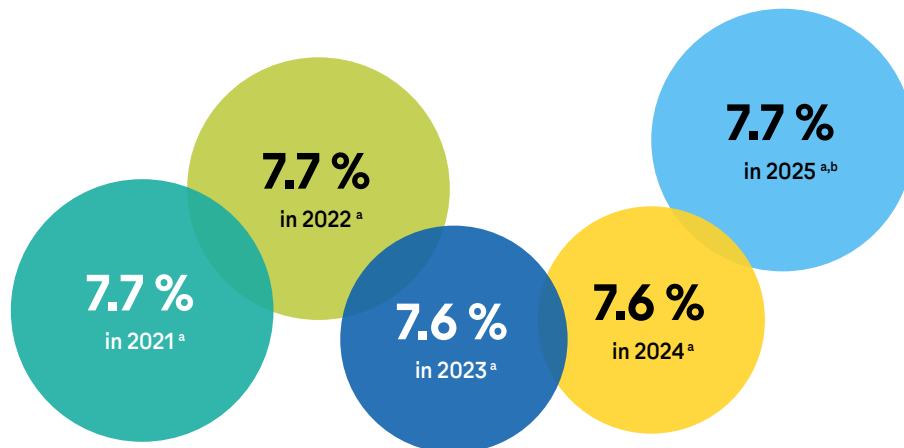
Deutsche Telekom has long aligned its vocational training to the needs of the young generation. Each young talent is assigned a personal contact person for the duration of their vocational training/study. This contact accompanies the talent and holds regular development meetings with them. A further 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



^a 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.

^b 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.

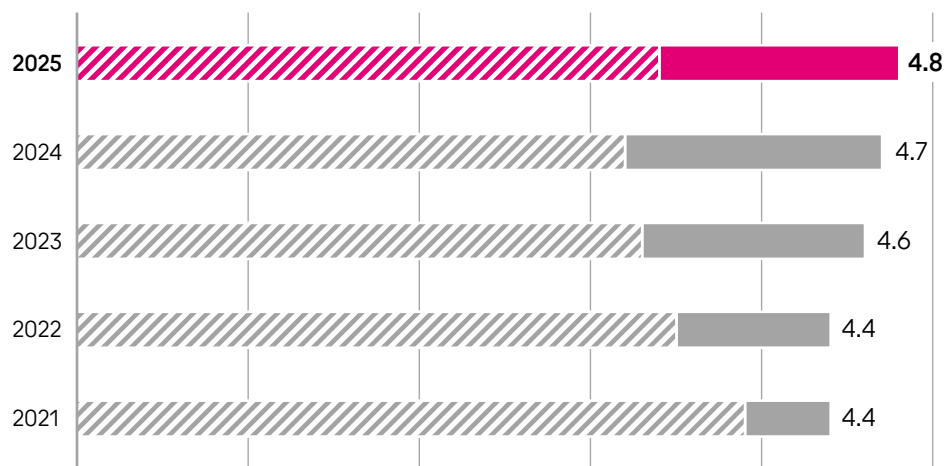
The Group views people with disabilities as equal employees and believes that they are an important element when it comes to workforce diversity. This forms the basis for shared learning and the long-term success of the company.

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.

Skills and potential

Training in the Group

Developing skills at Deutsche Telekom: Innovative, relevant, future-oriented



∅ Digital training days per employee (FTEs)

∅ Training days per employee (FTEs)

Training ^a through global Learning Management System (LMS)

	2021	2022	2023	2024	2025
No. of courses	43,772	43,060	47,005	61,881	73,693
No. of digital courses	36,251	36,605	41,268	57,277	69,138
No. of on-site courses ^b	7,521	6,455	5,737	4,604	4,555
No. of training days	663,085	631,308	635,932	632,686	630,882
∅ training days per employee (FTE) ^c	4.4	4.4	4.6	4.7	4.8
No. of digital training days	592,221	501,580	462,538	427,527	442,049
∅ digital training days per employee (FTE) ^c	3.9	3.5	3.3	3.2	3.4
Digital learning ratio ^d	89 %	79 %	73 %	68 %	70 %

^a Excluding T-Mobile US.

^b Including hybrid learning opportunities.

^c Recalculation of average values using year-average FTE instead of year-end FTE.

^d Share of digital learning days.

Deutsche Telekom's strategic goal is to become the "Leading Digital Telco". In order to achieve this target, it is essential for its employees to possess future-oriented skills.

In 2025, training opportunities were expanded and strategically refined to ensure that continuous further development is embedded in the daily working routine for the long term. A total of 73,693 learning opportunities were available to employees. Digital formats that enabled participants to take part at a time and location of their choosing and learn in a flexible manner took precedence with 69,138 offerings. In-person formats were specifically reduced and, at the same time, had a more qualitative focus in order to make the added value even clearer. With 630,882 completed training days, the advanced training level in the Group remained stable. On average, each employee invested 4.8 training days in their further training during 2025.

The Group-wide learning culture initiative “welearn” encourages lifelong learning and specifically promotes skills that are crucial when it comes to digital transformation. The training platform Percipio is the central access point to all learning activities in the Group. As a high-performance digital learning environment, it pools all the available training and, in 2025, was regularly used by around 47,000 employees. In addition, segment-related talent programs focusing on future roles and management tasks were offered via Percipio and around 2,000 employees took part in them.

The peer-to-peer learning initiative “Learning from Experts” (LEX) is an established element in the company’s learning culture and has developed into an international network of knowledge exchange. With over 6,500 sessions held, informal learning from and together with experts was actively embraced across the Group in 2025.

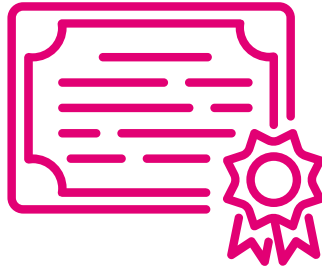
The “Explorer Journey” digital learning journeys have also firmly established themselves within the Group. Practical knowledge on topics of strategic relevance is presented in structured learning journeys lasting several weeks. Six explorer journeys were offered in 2025. With over 17,000 instances of participation, they were well-received and demonstrate just how relevant this format is.

As part of the digital transformation, the development of skills in innovative technologies such as artificial intelligence (AI) was also consistently driven forward in 2025. With respect to learning, Deutsche Telekom is pursuing a voluntary approach that arouses curiosity, offers inspiration, and guarantees practical support. The primary focus of 2025 was the effective use of AI tools, the development of prompting skills, and function-specific training programs for various use cases. The integration of AI into the daily working routine was supported by practical learning formats. A total of 30,000 employees were trained in topics relevant to AI (further details are provided in the section on [digital experts](#)).

By continuously developing the learning environment further, Deutsche Telekom ensures that training is a strategic factor in the Group’s success. A forward-looking and needs-based development of skills ensures that employees are equipped with the decisive future skills and are able to play an active role in shaping the company’s transformation.

Digital experts in the Group

Empowering people, using AI, shaping transformation



23.7 %

	2021	2022	2023	2024	2025
Share of digital experts ^a	17.7 %	19.7 %	22.0 %	22.7 %	23.7 %

^a Excluding T-Mobile US.

The digital transformation means companies are having to continuously ensure their employees are equipped with future-oriented skills. For Deutsche Telekom, this demand is closely linked to systematically encouraging a willingness to learn as well as technological curiosity.

Therefore, a core focus in 2025 was to specifically develop digital key qualifications – especially in the fields of artificial intelligence, data, cloud, IT security, and analytics. These skills are essential when it comes to developing innovative solutions, increasing customer benefit, and ensuring competitiveness in the long term.

The advanced training strategy for digital topics has been consistently aligned to the large-scale technological breakthroughs. A key focus of the past two years has been to ensure our organization is able to use AI effectively and responsibly. Here, various learning levels and previous experiences of people within the Group were specifically taken into account. The development of AI skills was not exclusively considered to be a training measure but more of a holistic skilling approach aimed at aligning orientation, confidence in the use of AI, and in-depth knowledge. To date, over 101,000 instances of participation in the enablement formats have been recorded.

Following establishment of a Group-wide fundamental awareness for generative AI in 2023, and the systematic integration of AI tools in daily working routines in 2024, the focus in 2025 switched to the long-term sustained implementation and active use of AI. The expansion of prompting skills concentrated on a wide-ranging, effective, and quality-assured use of generative AI.

Skills development in 2025 focused on three key areas:

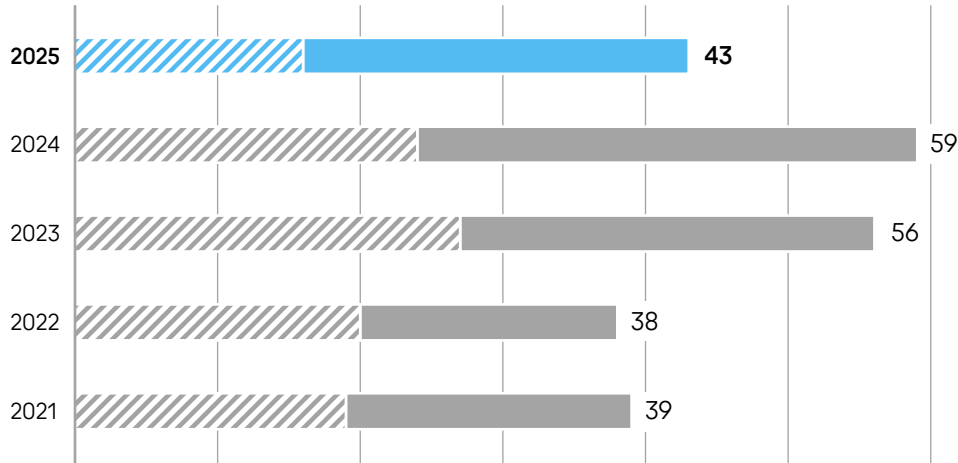
- Generative AI and tool use-cases with a particular focus on prompt engineering.
- Role- and function-specific skilling via customized content and use-case-based prompts.
- In-depth training of experts for the targeted development of special skills.

2025 was a year of trying out new things and consistently putting these things into practice. Around 30,000 instances of participation in prompting formats as well as initiatives such as Explorer Prompting, Explorer Gen AI, DT Digital Promptathons, Train-the-Promptathon-Trainer programs, and specific tool training sessions underscore this step from theory to practice. These formats assisted the long-term integration of AI into daily working routines and ensured that the development of skills became a visible driver of digital transformation in the Group.

Start up! trainee program

Start up! at Deutsche Telekom: Enhancing potential and making a difference

headcount



Proportion of women

 Participants^a

		2021	2022	2023	2024	2025
Start up! trainee program participants ^a (headcount)	Total	39	38	56	59	43
	Proportion of women	49 %	53 %	48 %	41 %	37 %

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

Deutsche Telekom's trainee program offers university graduates a structured opportunity to enter the working world. Over a period of 18 months, the participants explore various business units in Germany and abroad and, in doing so, gain comprehensive practical experience by taking part in challenging projects and customer-oriented placements.

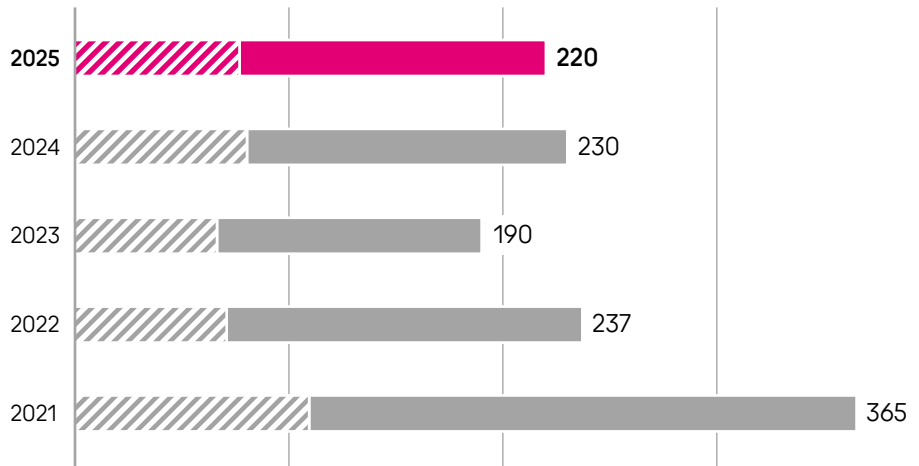
The primary focus during this program is the development of digital skills, strategic thinking, and a game-changer mentality. The program is supplemented with innovative learning formats that encourage autonomy, curiosity, and networking. An essential component is Magenta Friday – a platform for creativity, collaboration, and the implementation of projects in the fields of business, social topics, and sustainability.

The program significantly contributes to the training and education of future-oriented experts and managers and underlines Deutsche Telekom's commitment to being an attractive employer. It creates a clear framework to promote talent and helps graduates to independently and bravely shape their career development.

Global Talent Hub

Networking talents, making management a reality

headcount



Proportion of women

 Participants^a

		2021	2022	2023	2024	2025
Global Talent Hub participants ^a (headcount)	Total	365	237	190	230	220
	Proportion of women	30 %	30 %	35 %	35 %	35 %

^a Group-wide program for top talents (excluding T-Mobile US).

The Global Talent Hub is Deutsche Telekom's platform for employees with high potential aimed at preparing and developing them for future leadership roles. It can be considered both an incubator as well as a launchpad that gives talents visibility at Group level and also connects them with relevant business leaders across segments within the Group.

Since 2025, the Global Talent Hub has offered a customized development format with its learning journey "leadREADY" which accelerates the careers of the Global Talents and prepares them to take on key roles within the company in the future.

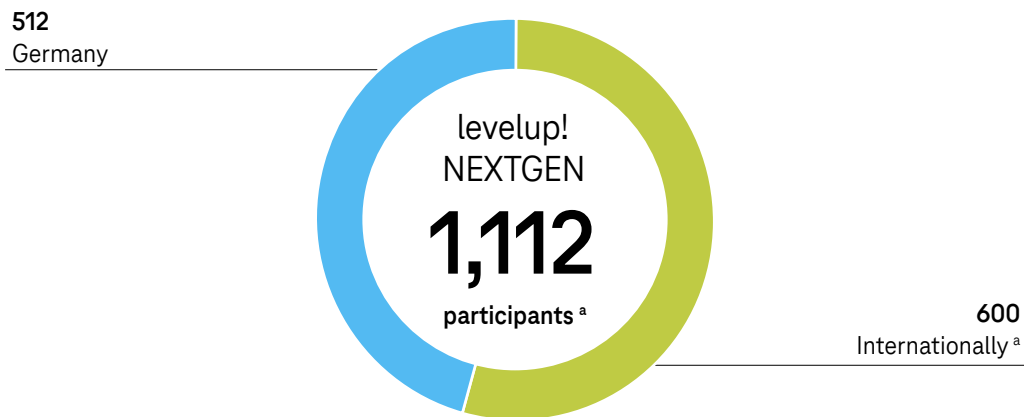
The Magenta Exchange Program which was piloted in the Global Talent Hub in 2024, was developed even further in 2025 and integrated into the Group Leadership Excellence portfolio. This is a cross-company exchange program with global talents from Deutsche Telekom and leaders from T-Mobile US.

In 2025, 220 talents took part in the Global Talent Hub. Over 110 of these talents developed and took on new positions, with 51 of them moving to executive leadership roles. This corresponds to 21.5 % of all leadership roles filled during the year.

Development program levelup!NEXTGEN

levelup!NEXTGEN – The Group-wide talent program

headcount



	2021	2022	2023	2024	2025
Participants ^a (headcount)	500	748	900	1,095	1,112
Germany	63 %	64 %	70 %	61 %	46 %
Internationally ^a	37 %	36 %	30 %	39 %	54 %

^a Excluding T-Mobile US.

levelup!NEXTGEN is an international Group-wide development program for talents. The program lasts for twelve weeks and is aimed at employees with a confirmed leadership talent recommendation (non-executive) or an expert talent recommendation from the WeGrow People Days.

The program prepares the talents to take on their first leadership role or a more complex expert role. The focus here is the further development of leadership skills, the development of future-oriented skills, and the encouragement of a global mindset.

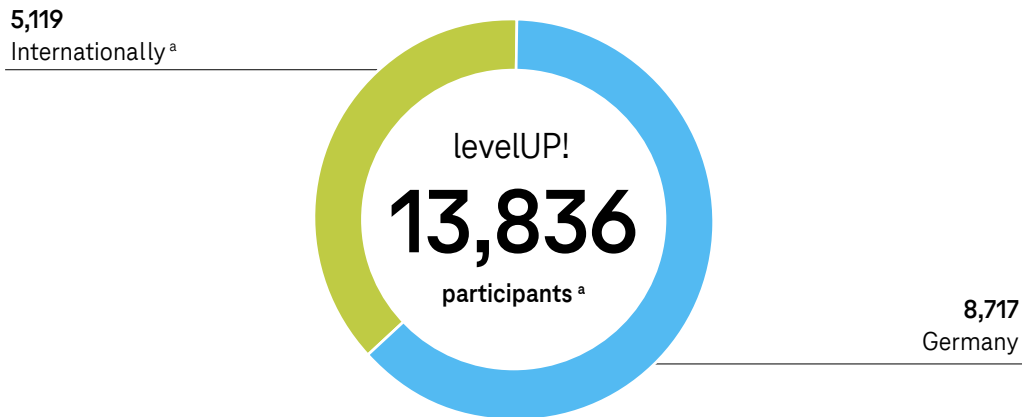
The learning structure combines various virtual formats such as self-learning content, freely-selectable training sessions and expert inputs, peer groups for reflection and discussions, as well as optional in-person offerings at the larger locations for personal networking.

Compared to the previous year, the number of international participants rose significantly from 39 % to 54 %. The 1,112 talents came from all segments and 20 different countries. The top 3 countries represented were Germany, Hungary, and Greece.

Leadership development levelUP!

levelUP! – Leadership development supported by AI

headcount



	2021	2022	2023	2024	2025
Participants ^a (headcount)	500	5,396	8,622	10,777	13,836
Germany	57 %	30 %	66 %	66 %	63 %
Internationally ^a	43 %	70 %	34 %	34 %	37 %

^a Excluding T-Mobile US.

levelUP! is Deutsche Telekom’s central platform for leadership development and offers managers an opportunity to develop future-relevant skills in line with Deutsche Telekom’s strategy and business priorities – through digital, flexible, and ultra-customized learning experiences.

Leaders structure their own individual learning journeys by combining carefully selected on-demand content, focused learning journeys, live sessions, and personalized coaching sessions. A core enabler of this ultra-personalized approach is Bryan, our AI-supported learning companion on levelUP! Bryan is on hand 24/7 to support leaders with clear explanations on Deutsche Telekom’s strategy, tailored recommendations based on the results of the pulse survey, practical support on core leadership topics, as well as intelligent navigation across the entire platform. In 2025, its innovative impact resulted in Bryan winning gold at Merit Awards in the “Innovation in HR Practices” category.

AI and innovation are core elements when it comes to leader development. 2025 saw a further intensification in the strategic focus of levelUP! – special learning journeys and offerings on DT’s strategy, the new InnovAltion Hub, the “Innovation in Action” learning journey organized in cooperation with IE University, as well as specific live sessions that combine strategy, innovation, and leadership experience.

“XDays” enable leaders to improve their understanding of customers and markets. In-person visits to customers and service contact points provide leaders with direct insight into operative business.

In 2025, levelUP! achieved 13,836 active users. 466 leaders took part in learning journeys on the DT strategy. Bryan, the AI learning companion, was actively used 1,500 times. XDays recorded 429 bookings. In total, 66,993 learning hours were completed on the platform.

Organizational culture

Results from 2025 Pulse Survey

Stable engagement values with a slightly higher participation rate

More than 104,000 employees took part in our pulse survey in November 2025. The participation rate among all invited employees was 81 % and was up by 1 percentage point compared to the previous survey.

As was the case in the previous year, the engagement value was 77 out of 100 points. The trend was positive for 3 out of 4 engagement questions: Mood rose to 81 % (+1 percentage point), Employer Attractiveness climbed to 76 % (+1 percentage point), and Inspiration increased to 74 % (+2 percentage points). Brand Identity remained stable at 83 %.

Goals, No Discrimination & Safe Space, and Code of Conduct saw the highest agreement rates, all at 92 %. Career Development (58 %) and Follow-up Effectiveness (65 %) were the categories with the lowest agreement rates.

The November 2024 Pulse Survey included two open questions and three additional questions that were exclusively directed at participants that provided a negative response to the topics of Collaboration, Culture of Trust, and/or Tasks & Processes. The engagement question ^a received 36,295 responses in which the topics of payment, benefits, and leadership were mentioned most frequently. The question on Career Development ^b received 17,843 comments, which primarily related to performance, development, and leadership.

^a What would make your engagement at work even stronger?

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

Results from pulse survey 2025: Group ^a

←	5 %	Mood		81 %	↗
←	4 %	Brand Identity		83 %	→
↖	7 %	Employer Attractiveness		76 %	↗
↖	7 %	Inspiration		74 %	↗
←	3 %	Strengths		88 %	→
←	2 %	Goals		92 %	↗
↖	4 %	Purpose		85 %	↗
←	8 %	Involvement		74 %	→
	n/a	Autonomy ^b	n/a		
	n/a	Information ^b	n/a		
←	5 %	Team Feedback		84 %	→
←	7 %	Manager Feedback		82 %	↘
←	4 %	Failure Culture		86 %	→
↙	10 %	Workload/Quality		73 %	↘
←	9 %	Work-Life Balance		77 %	↗
←	5 %	Team Attractiveness		84 %	→
↖	8 %	Collaboration		70 %	→
←	4 %	Guiding Principles		82 %	→
←	6 %	Learning		81 %	→
←	19 %	Career Development		58 %	→
↙	15 %	Recognition		66 %	↘
←	5 %	Eco-Social Engagement		82 %	↘
←	4 %	Corporate Responsibility		83 %	↘
←	2 %	Code of Conduct		92 %	↗
←	4 %	Risk Management		86 %	↗
↖	5 %	Strategy		83 %	↗
↖	10 %	Culture of Trust		70 %	→
←	4 %	Equal Opportunities		88 %	→
↙	3 %	No Discrimination		92 %	→
	n/a	Thriving ^b	n/a		
↖	13 %	Follow-up Effectiveness		65 %	↗

Positive results

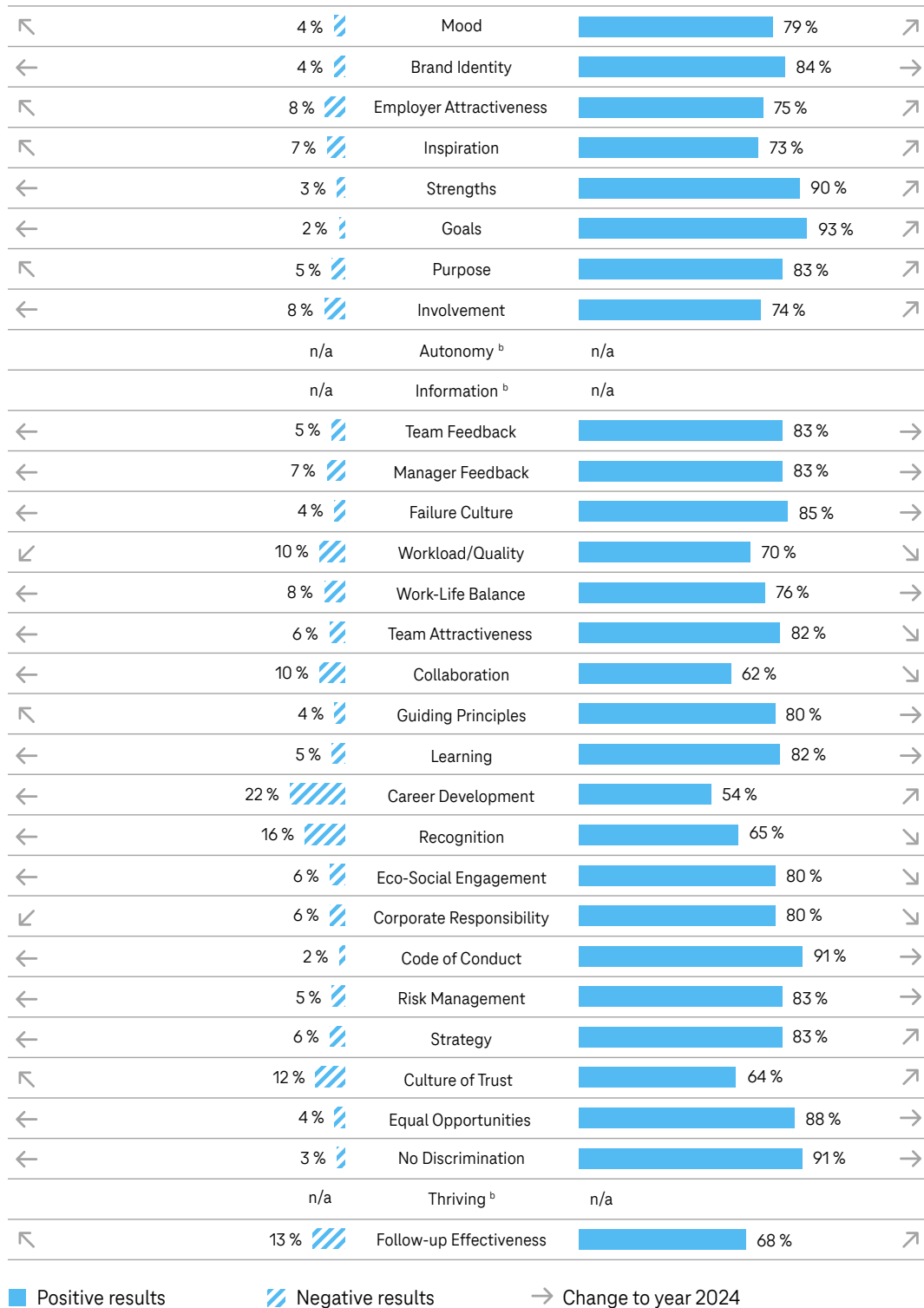
Negative results

Change to year 2024

^a Excluding T-Mobile US.

^b Not included in the Pulse Survey November 2025.

Results from pulse survey 2025: Germany ^a



^a Excluding T-Mobile US.

^b Not included in the Pulse Survey November 2025.

Results from pulse survey 2025: Internationally ^a

←	5 %	Mood		83 %	→
←	4 %	Brand Identity		83 %	→
←	7 %	Employer Attractiveness		78 %	→
←	8 %	Inspiration		74 %	→
←	4 %	Strengths		87 %	↗
←	2 %	Goals		91 %	→
↖	3 %	Purpose		87 %	↗
←	8 %	Involvement		75 %	→
	n/a	Autonomy ^b	n/a		
	n/a	Information ^b	n/a		
←	5 %	Team Feedback		85 %	→
←	6 %	Manager Feedback		82 %	↘
←	4 %	Failure Culture		87 %	→
↙	9 %	Workload/Quality		75 %	↘
←	9 %	Work-Life Balance		77 %	↗
←	4 %	Team Attractiveness		86 %	→
↖	6 %	Collaboration		78 %	↗
↖	3 %	Guiding Principles		84 %	↘
↙	7 %	Learning		79 %	↘
↖	15 %	Career Development		63 %	→
↙	14 %	Recognition		67 %	↘
↙	4 %	Eco-Social Engagement		85 %	↘
←	2 %	Corporate Responsibility		87 %	↘
←	1 %	Code of Conduct		92 %	→
←	3 %	Risk Management		88 %	→
←	5 %	Strategy		82 %	↘
←	7 %	Culture of Trust		77 %	↘
←	4 %	Equal Opportunities		89 %	→
←	2 %	No Discrimination		92 %	→
	n/a	Thriving ^b	n/a		
←	13 %	Follow-up Effectiveness		62 %	↗

Positive results

Negative results

→ Change to year 2024

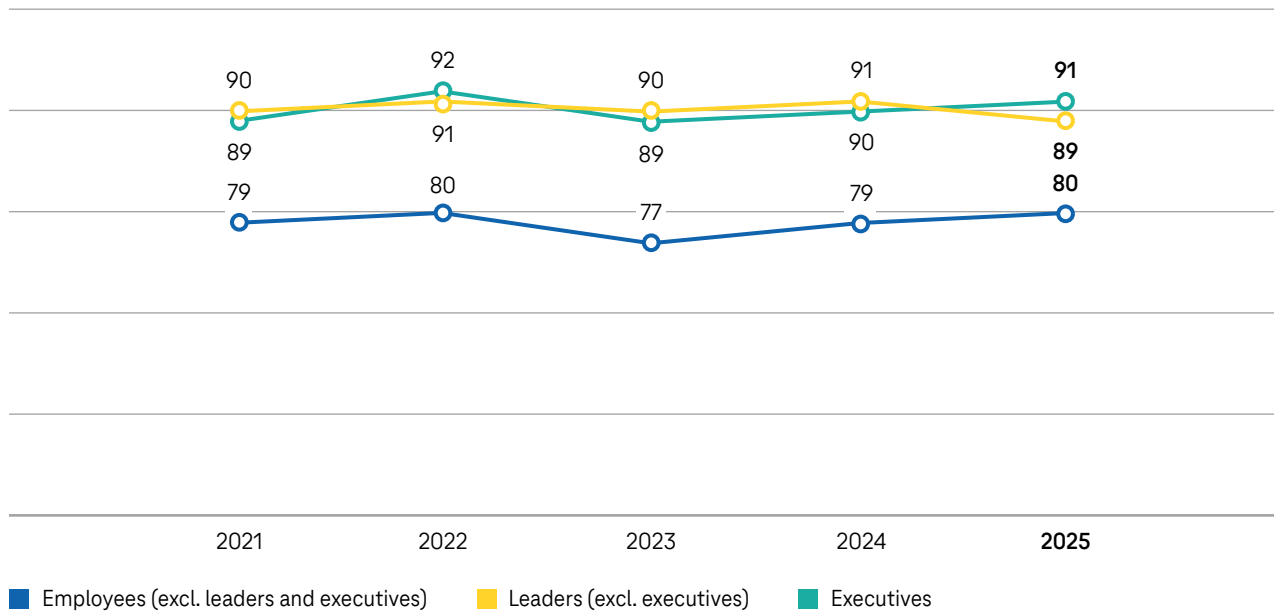
^a Excluding T-Mobile US.

^b Not included in the Pulse Survey November 2025.

Mood in the Group ^a

Positive trend in the mood of employees

%



Mood ^{a, b} (agreement rate)	2021	2022	2023	2024	2025
Group	80 %	81 %	78 %	80 %	81 %
Germany	80 %	81 %	76 %	78 %	79 %
Internationally	79 %	81 %	82 %	83 %	83 %

^a Excluding T-Mobile US.

^b The values shown are taken respectively from the last pulse or employee survey. The last pulse survey was conducted in November 2025.

The November 2025 Pulse Survey saw a slight increase in terms of mood.

Compared to the previous year, the mood in the Group rose by 1 percentage point to 81%. In Germany, the value rose by 1 percentage point to 79% and, internationally, remained stable at 83%. Consequently, the international value is 4 percentage points higher than the value in Germany. The agreement rate among executives rose to 91%, leaders/managers decreased by 2 percentage points to 89%, and the employees' score increased by 1 percentage point to 80%.

Engagement score in the Group

Engagement score unchanged at Group level

Scale 0–100	2021	2022	2023	2024	2025
Engagement score ^a					
Employee groups					
Group	77	78	76	77	77
Executives	88	89	88	89	88
Leaders (excl. executives)	86	88	87	87	87
Employees (excl. leaders and executives)	76	77	75	76	77
Gender ^b					
Female	79	80	79	79	79
Male	76	78	76	77	78
Diverse	63	63	59	61	61
Age groups					
16–25	79	79	77	77	77
26–35	77	78	77	76	77
36–45	77	78	77	78	78
46–55	77	78	76	78	79
56–65 ^c	77	78	76	76	78

The values shown are taken respectively from the last pulse or employee survey. The last pulse survey was conducted in November 2025.

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.

^a Excl. T-Mobile US.

^b Self-disclosure in the survey.

^c Incl. > 65 years.

This year, the engagement score at Group level remained unchanged at 77 points. Compared to the previous year, the score for executives decreased by 1 point. The score for leaders remained unchanged for the third time in succession at 87 points. The engagement score for employees rose by 1 point (77 points).

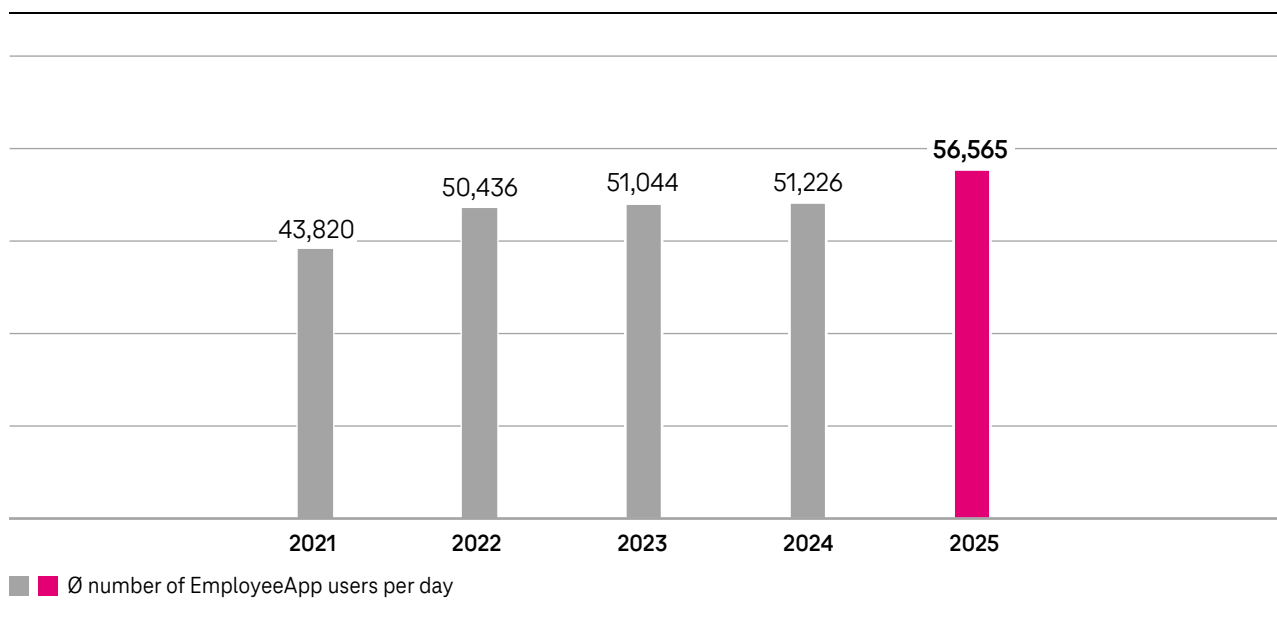
As in previous years, male and female employees had very similar engagement scores, with the female score remaining stable at 79 points and the male score coming in 1 percentage point lower at 78 points. The engagement score of the non-binary employees compared to 2024 remained constant at 61 points. This is significantly below those of their female and male counterparts.

The results among the defined age groups were mainly consistent. At 77 points, the score for the 16–25 age group remained stable, while the 26–35 age group increased slightly by 1 point to 77 points. At 78 points, the score for the 36–45 age group remained unchanged whereas the 46–55 age group increased slightly by 1 point to 79 points. The 56–65 also slightly increased to 78 points.

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

Working in the digital age

EmployeeApp generating scope for intelligent and creative work



At Deutsche Telekom, digital collaboration is an integral part of our daily working routine. 1,578,470,387 minutes were spent in conference calls throughout the Group in 2025. At the same time, the number of Microsoft 365 groups rose further to 86,144, emphasizing the increase in networking across locations and departments.

One of Deutsche Telekom's strategic focal points is the continuous further development of digital and AI-supported solutions, aimed at making collaboration more efficient, simpler, and more intelligent. The EmployeeApp is an excellent example of this. Since 2018, the app has provided employees with reliable and intuitive support in their daily working lives – on the go via smartphone and now available not only in Germany but also in 23 other countries. The app is continuously being developed further and rolled out internationally. In 2025, around 56,660 employees used the app each day on average.

The integrated DeskBot is especially popular and was the most used function in 2025. DeskBot enables employees to book workstations and meeting rooms – cloud-based, quickly and across locations and is therefore an integral component when it comes to flexible and hybrid collaboration.

The use of artificial intelligence here exclusively complies with ethical guidelines, binding data privacy standards, and active governance. AI-based applications contribute to reducing administrative tasks and providing scope for value-creating tasks – in a manner that is transparent, responsible, and in line with corporate values.

Consequently, Deutsche Telekom demonstrates how digital platforms, AI, and a continuously developed EmployeeApp are able to simplify cooperation and make it more productive in the long term.

Costs and productivity

Personnel costs and personnel cost ratio

Increased personnel cost ratio driven by collective agreements

billions of €	2021	2022	2023	2024	2025
Personnel costs in the Group, non-adjusted	18.5	19.4	19.1	19.0	19.8
of which Germany	8.5	8.4	8.2	8.4	8.0
Special factors	0.9	1.4	1.6	1.1	1.2
Personnel costs in the Group, adjusted for special factors	17.6	18.1	17.5	17.9	18.6
Net revenue	107.8	114.4	112.0	115.8	119.1
of which Germany ^a	25.4	26.0	26.4	27.0	27.0
Adjusted personnel cost ratio, Group	16.3 %	15.8 %	15.6 %	15.5 %	15.6 %

^a 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 2025 financial year, the personnel cost ratio rose again for the first time in four years. It increased by 0.1 percentage points to 15.6 %. This figure compares personnel costs adjusted for special effects to revenue and serves as a performance indicator in the Group.

Adjusted personnel costs during the financial year amounted to EUR 18.6 billion, an increase of EUR 0.7 billion compared to previous year. The increase is mainly driven by the United States operating segment, due to the higher average headcount. In the Germany operating segment and in the Group Headquarters & Group Services segment, lower headcounts resulted in a reduction in personnel costs. The agreed salary increases from the collective agreements concluded in 2024 and 2025 in Germany and abroad had an offsetting effect.

Revenue maintained its positive trend, rising to EUR 119.1 billion, continuing the growth trend from previous years. Overall, Group revenue rose by EUR 3.3 billion while revenue in Germany remained on a stable level.

Unadjusted personnel costs grew by EUR 0.8 billion to EUR 19.8 billion. In contrast, the personnel costs in Germany declined by EUR 0.4 billion.

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

Total workforce costs

Rising TWC in the international Group

billions of €					
	2021	2022	2023	2024	2025
TWC ^a	19.6	20.3	19.5	20.0	20.6
of which Germany	8.3	8.3	8.2	8.2	8.0
IWC ^b (adjusted PC ^c)	7.7	7.6	7.4	7.5	7.3
EWC ^d leased and temporary staff	0.02	0.03	0.02	0.02	0.02
EWC ^d freelancers and consultants	0.6	0.7	0.7	0.7	0.7
of which internationally	11.3	12.1	11.3	11.8	12.5
IWC ^b (adjusted PC ^c)	9.9	10.5	10.1	10.4	11.3
EWC ^d leased and temporary staff	0.2	0.2	0.1	0.1	0.1
EWC ^d freelancers and consultants	1.3	1.4	1.1	1.2	1.1

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

^b Internal workforce costs.

^c Personnel costs.

^d 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) is key when it comes to 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.

During the financial year, the total workforce costs in the Group rose by EUR 0.6 billion to a total of EUR 20.6 billion year-on-year.

In Germany, the IWC fell by EUR 0.2 billion and, internationally, rose by EUR 0.8 billion. The costs of consultants and freelancers decreased internationally by EUR 0.1 billion.

Personnel costs and total operating costs

Slight increase in personnel costs as a share of total operating costs

millions of €		2021	2022	2023	2024	2025
Breakdown of personnel costs						
Payroll ^a	Group	14,350	14,808	14,309	14,670	15,152
	Germany	6,209	6,106	6,039	6,050	5,868
	Internationally	8,141	8,702	8,269	8,620	9,284
Social security contributions and company pension scheme	Group	3,206	3,271	3,218	3,234	3,446
	Germany	1,483	1,501	1,407	1,419	1,449
	Internationally	1,723	1,771	1,811	1,816	1,997
Adjusted personnel costs	Group	17,556	18,080	17,526	17,905	18,597
	Germany	7,692	7,607	7,446	7,468	7,316
	Internationally	9,865	10,473	10,080	10,436	11,281
Personnel costs as a share of total operating expenses						
Adjusted operating costs	Group	66,645	69,867	66,037	67,359	69,606
	Germany	15,763	16,316	15,902	16,367	16,097
	Internationally	50,882	53,550	50,135	50,992	53,509
Adjusted personnel costs as a share of total costs	Group	26.3 %	25.9 %	26.5 %	26.6 %	26.7 %
	Germany	48.8 %	46.6 %	46.8 %	45.6 %	45.5 %
	Internationally	19.4 %	19.6 %	20.1 %	20.5 %	21.1 %

^a Values for 2021–2022 adjusted retroactively due to IFRS15 correction.

Of the EUR 18.6 billion in adjusted personnel costs, 81 % – EUR 15.2 billion – is attributable to pay and salaries, up by 3.3 % compared to 2024. This increase is driven by the agreed salary increases from the collective agreements concluded in 2024 and 2025.

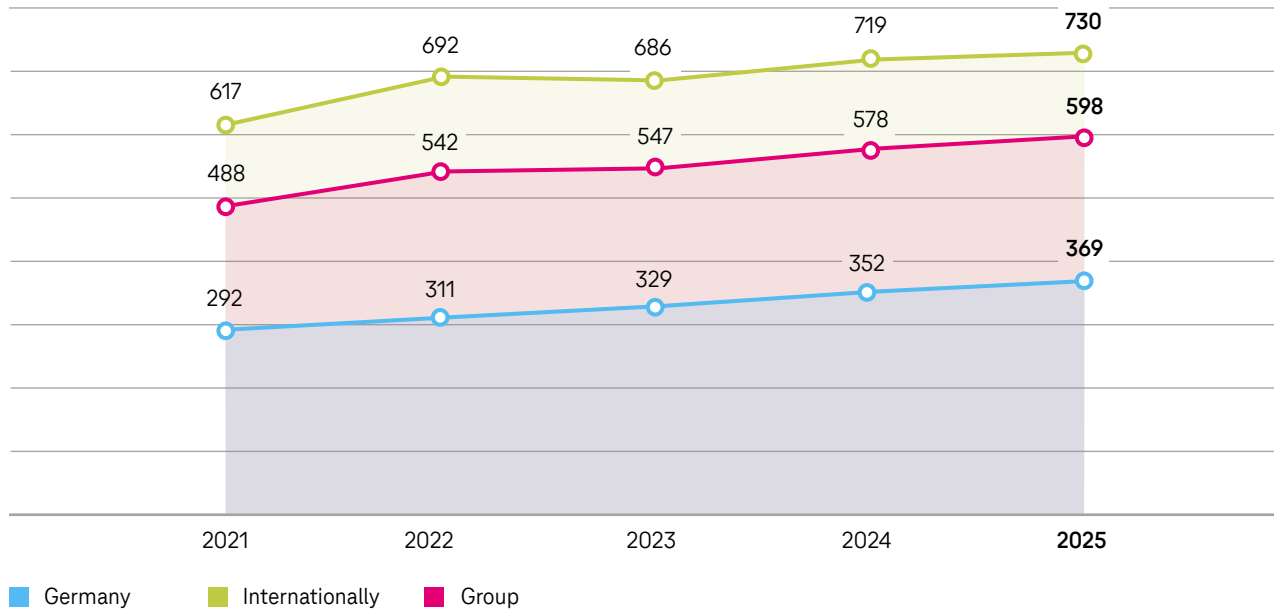
Expenses for social security costs and company pension schemes were EUR 3.4 billion. The company pension schemes allow employees to supplement their statutory pensions.

The overall increased personnel costs are also reflected in the slight yet continuous rise in its share of total operating costs by 0.1 percentage points.

Revenue and EBITDA AL per employee

Revenue per employee continues to rise

in thousands of €



	2021	2022	2023	2024	2025
Revenue, Group (billions of €)	107.8	114.4	112.0	115.8	119.1
Revenue, Germany (billions of €) ^a	25.4	26.0	26.4	27.0	27.0
Revenue, international (billions of €) ^a	82.4	88.5	85.6	88.8	92.1
International revenue as a percentage of Group revenue	76.3 %	77.3 %	76.4 %	76.7 %	77.3 %
∅ Number of employees, Group	220,840	211,236	204,856	200,227	199,223
∅ Number of employees, Germany	87,276	83,406	80,112	76,787	73,052
∅ Number of employees, international	133,564	127,830	124,744	123,440	126,171
EBITDA AL per FTE (average) (€), adjusted	166,959	186,803	197,899	214,860	222,082

^a 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.

With Group revenue totaling EUR 119.1 billion, 2025 was another very successful financial year for Deutsche Telekom. International business made a particular contribution to this positive trend with a revenue increase of EUR 3.3 billion. At EUR 27 billion, revenue in Germany remained stable.

Group revenue per FTE in Germany rose to EUR 597,743. Furthermore, a full-time employee at Deutsche Telekom generated an average EBITDA AL of EUR 222,082.

Total workforce quota

Stable development in employee productivity

billions of €		2021	2022	2023	2024	2025
Group	PC ^a adjusted	17.6	18.1	17.5	17.9	18.6
	EWC ^b	2.1	2.3	1.9	2.1	2.0
	TWC ^c	19.6	20.3	19.5	20.0	20.6
	Revenue ^d	107.8	114.4	112.0	115.8	119.1
	TWQ ^e adjusted	18.1 %	17.8 %	17.4 %	17.3 %	17.3 %
Germany	PC ^a adjusted	7.7	7.6	7.4	7.5	7.3
	EWC ^b	0.7	0.7	0.7	0.8	0.7
	TWC ^c	8.3	8.3	8.2	8.2	8.0
	Revenue ^d	25.4	26.0	26.4	27.0	27.0
Internationally	PC ^a adjusted	9.9	10.5	10.1	10.4	11.3
	EWC ^b	1.5	1.6	1.2	1.4	1.3
	TWC ^c	11.3	12.1	11.3	11.8	12.5
	Revenue ^d	82.4	88.5	85.6	88.8	92.1

^a Personnel costs.

^b External workforce costs: costs of temporary staffing + costs of freelancers and consultants.

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

^d 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.

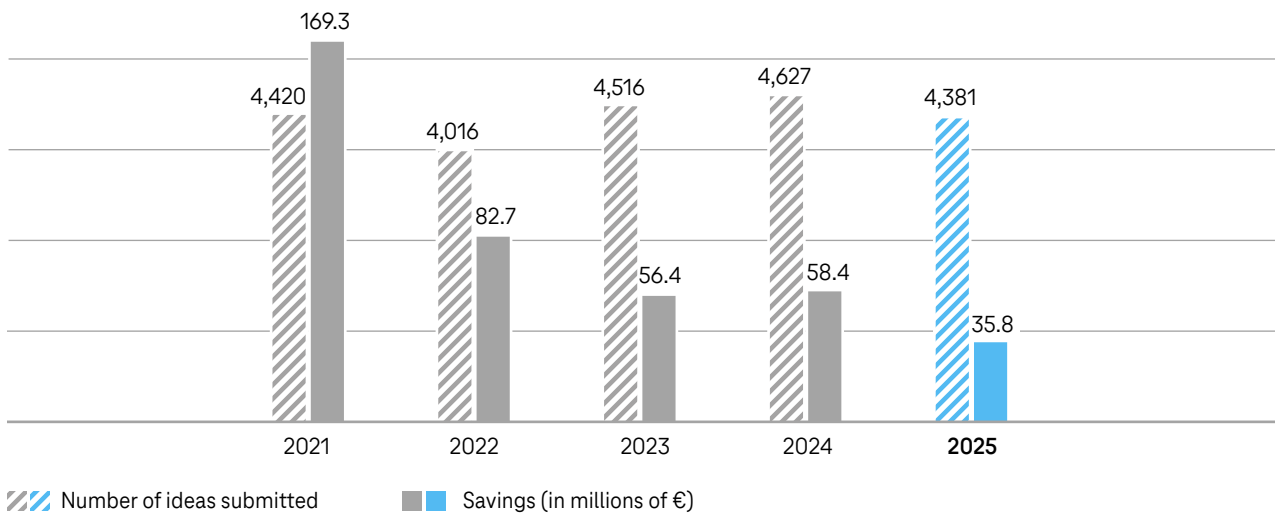
^e Total workforce quota = TWC/revenue.

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

For the financial year, the TWQ at Deutsche Telekom remained unchanged at 17.3 %. Although revenue was up by 2.9 %, the Total Workforce Costs (TWC) also rose by 2.8 %. This almost parallel development with respect to revenue and TWC resulted in an overall stable TWQ.

Ideas management in Germany

Innovation as a growth driver at Deutsche Telekom



Deutsche Telekom's Idea Management is a key driver when it comes to progress and innovations, especially in the future fields of artificial intelligence (AI) and connectivity. The target is to promote the innovation potential of our employees, thus securing our competitiveness in the long term.

Continuously improving processes, products, and services as well as implementing ideas campaigns encourages valuable input and ideas that we develop further and that can be put into practice by the specialist departments. This engagement creates a positive environment conducive to innovations, improves our corporate culture, and also contributes to securing jobs and the company's success. 4,381 ideas were submitted in Germany – a similar volume to the previous year. The implemented ideas resulted in product and process savings as well as new business potential totaling approximately EUR 36 million, meaning Deutsche Telekom is among the highest-ranking companies in a cross-sector comparison.

Deutsche Telekom was also honored at the German Ideas Management Award in 2025: 1st place in the “Best idea for production and technology” category for a solution that not only impressed with its feasible cost and time savings but also thanks to its future viability. In the past 10 years, Deutsche Telekom always made the podium at the German Ideas Management Award.

This success demonstrates that we rely on the expertise of our employees, we appreciate their ideas, and we make them an integral part of our innovation strategy for a networked and digital future.

Unforced attrition

Continuing decline in unforced attrition within the Group

Unforced attrition rate	2021	2022	2023	2024	2025
Group ^a	5.2 %	5.9 %	4.6 %	4.4 %	4.0 %
Germany	2.1 %	2.5 %	2.5 %	2.3 %	2.1 %
Internationally ^a	9.3 %	10.7 %	7.4 %	7.1 %	6.4 %

^a Excluding T-Mobile US.

Unforced attrition within the Group decreased for the third year in succession and was 4.0 % in 2025, down 0.4 percentage points compared to the previous year. This development can be seen in both Germany and internationally. In Germany, unforced attrition decreased by 0.2 percentage points and declined by 0.7 percentage points internationally.

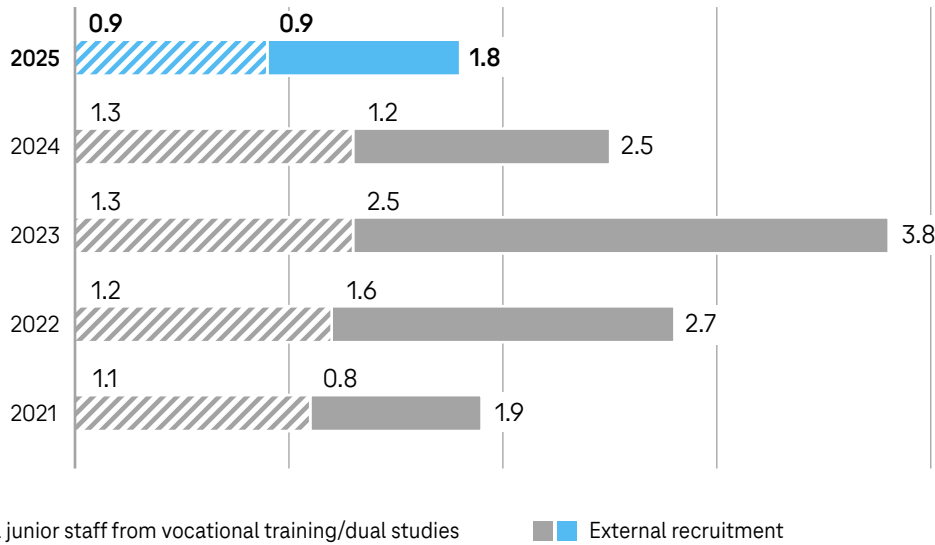
Unforced attrition is expected to rise in Germany in the medium-term, on account of the demographic development: More and more of the populous baby boomer generation are reaching retirement age. Across the Group, over 800 employees retired in 2025.

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 defending its lead as a top employer

k FTEs



Recruiting (FTEs)	2021	2022	2023	2024	2025
Total	1,917	2,744	3,783	2,459	1,838
Internal junior staff from vocational training/dual studies	1,080	1,179	1,310	1,252	927
External recruitment	837	1,566	2,473	1,206	911

In 2025, Germany was one of the most important locations with respect to new hires within the Group. 50.4 % of vacancies were filled with junior staff who had completed their vocational training or dual study program at Deutsche Telekom. Internationally, Deutsche Telekom consistently continues to expand its workforce and, in 2025, the Group hired more than 7,100 new employees around the globe, excluding the United States.

“This could not have been an email. Create connections that matter.” – this was the key idea behind the employer campaign in 2025. Deutsche Telekom did not just announce its global Employer Value Proposition (EVP); it brought it to life. The campaign focused on real people, personal stories, authentic dialogues that made the feeling of trust, the sense of belonging as well as the impact and opportunities to develop at Deutsche Telekom tangible. Instead of concentrating on a perfect presentation, Deutsche Telekom focused on a feeling of closeness, courage, and directness with a 60-hour global live stream during which 130 colleagues from 12 countries showcased what it is really like to work at the company. The stream’s results speak for themselves: 172,000 viewers, 550,000 likes, traffic on the careers site up by 95 %, and 7.1 % VTR (view-through-rate) in the subsequent awareness phase.

In 2025, Deutsche Telekom also won the “Global Leading Employer” award and, in doing so, was given top ratings for “Compensation & Benefits”, “Diversity, Equity & Inclusion”, and “Work-Life Quality”. The “Global Leading Employers” award is only given to the top one percent of employers worldwide. Therefore, the award clearly highlights Deutsche Telekom’s attractiveness, reliability, and future viability.

Socially responsible staff reduction in Germany

Staff restructuring continues through partial retirement and severance payments

FTEs	2021	2022	2023	2024	2025
Dedicated retirement, civil servants	630	1,183	995	1,213	595
Early retirement, non-civil servants	66	79	54	39	47
Severance payments	526	619	551	760	1,016
Partial retirement (start of passive phase)	2,444	2,086	2,201	2,399	2,294
Transfers to public authorities, civil servants (final) ^a	70	49	259	37	11

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

In 2025, Deutsche Telekom maintained its commitment to only implementing staff reductions in a socially responsible manner. Furthermore, those departing the company shall also be given a perspective. The proven models of dedicated retirement, partial retirement, and severance payments ensured fair transition and provided employees with security when making the step to the new phase of their lives.

Dedicated retirement once again proved to be a successful scheme for civil servants. In 2025, this scheme ensured that the transition of 595 colleagues into the next phase of their lives was made easier – a clear sign for trust and reliability.

Partial retirement using the block model remains popular as it is clearly structured and simple to plan. Employees begin by continuing to work full-time during the active phase which is followed by a seamless transition to the passive phase until a point is reached where the employee or civil servant receives their (civil service) pension. 2,294 employees, of which 1,696 were employees and 598 were civil servants, chose this option in 2025. Partial retirement applications for civil servants had to be submitted by December 31, 2025. As of January 1, 2026, civil servants are no longer able to apply for partial retirement. However, the partial retirement rules and regulations continue to apply for employees.

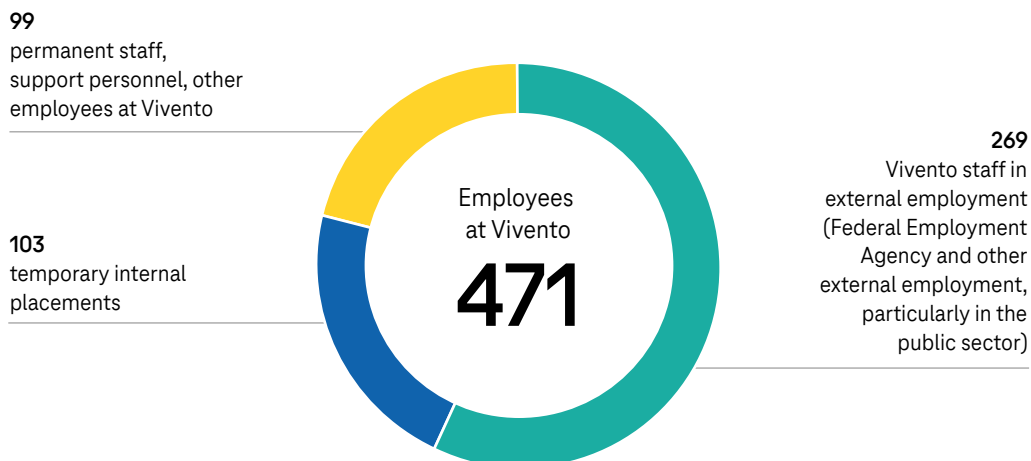
Severance payments also remain an option for those who want to try something new. Around 1,016 employees opted for severance payments in 2025, thus making a conscious step to a new future.

In addition, 11 civil servants were able to secure a permanent transfer to authorities – a long-term solution for all parties involved.

Vivento employee figures

Further reduction in Vivento employees

FTEs



Employees (FTEs)	2021	2022	2023	2024	2025
Employees at Vivento	1,466	1,267	813	558	471
Vivento staff in external employment (Federal Employment Agency and other external employment, particularly in the public sector)	1,049	896	439	367	269
Temporary internal placements	208	202	217	116	103
Permanent staff, support personnel, other employees at Vivento	209	169	157	75	99
Employees permanently transferred to the public sector via Vivento	70	69 ^a	276 ^a	96 ^a	41 ^a
Staff transferred to Vivento since its foundation	54,405	54,456	54,485	54,509	54,527
Staff leaving Vivento since its foundation	52,939	53,188	53,672	53,950	54,055

^a Incl. non-civil servants from 2022.

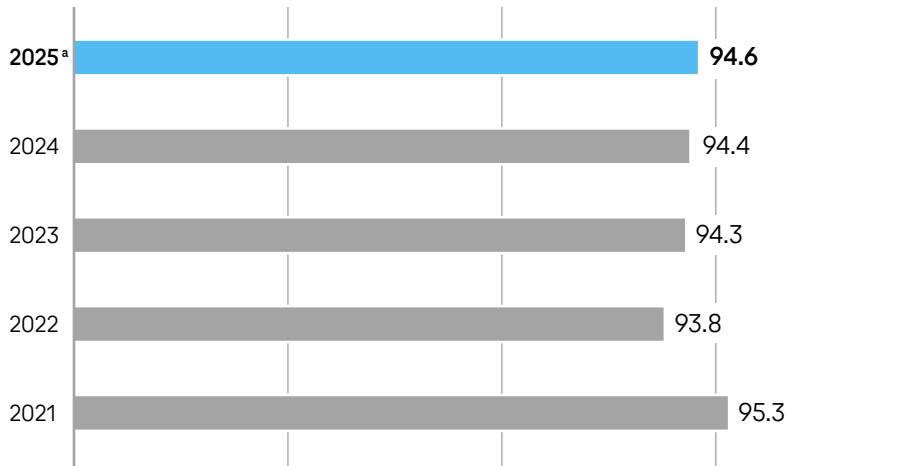
With Vivento's/next.JOB's support, 41 employees (civil servants and non-civil servants) transferred permanently to the public sector in 2025. Since the start of 2022, Vivento's next.JOB unit has offered employees from the various segments of the Group who are seeking a new professional challenge outside of the Group opportunities in the public sector. Its placement service is aimed at both civil servants and non-civil servants. The bulk of employees who transferred to public authorities in 2025 moved to BWI GmbH, the Bundeswehr (German Federal Armed Forces), and roles at other federal authorities, states, and municipalities. Employees were also transferred to positions at other public administration bodies. As in previous years, the number of employees supported by Vivento was again scaled back in 2025, as planned.

The successful reduction means that the number of employees supported by Vivento has dropped to such an extent that no reporting on Vivento will take place in the future.

Health rate in Germany

Ongoing improvement in the health rate

%



^a 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.

The health rate increased by 0.2 percentage points and the annual average for 2026 was 94.6 %. In 2025, musculoskeletal disorders, respiratory diseases, and mental health problems again accounted for the bulk of illness-related absenteeism within the Group.

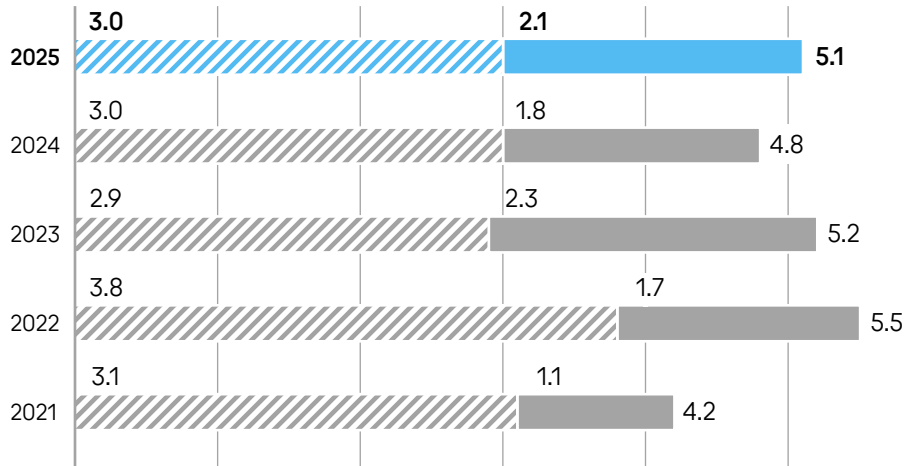
Deutsche Telekom's health portfolio offers a wealth of resources and support measures dedicated to the health and well-being of the workforce. This includes the opportunity to take part in offerings to increase physical and mental well-being.

The company continues to work towards ensuring our employees receive the best possible support to keep them healthy, motivated, and productive. Deutsche Telekom believes feeling good in the workplace is key.

Work-related accidents in Germany

Safety at a high level – prevention is key

per k FTEs



▨ Work-related accidents ■ Commuting accidents

per thousand FTEs

	2021	2022	2023	2024	2025
Total number of work-related and commuting accidents	3.8	4.2	5.5	5.2	5.1
Work-related accidents	2.2	3.1	3.8	2.9	3.0
Commuting accidents	1.6	1.1	1.7	2.3	2.1

In 2025, the overall accident rate was 5.1 accidents per 1,000 employees (FTEs). Of this total, 3.0 were accidents at work and 2.1 were accidents on the way to work. Therefore the rate of accidents at work remains at a stable and low level.

This is offset by a slight increase in accidents on the way to work which were primarily attributable to accidents that took place while driving vehicles.

A current risk assessment will be the foundation for the systematic identification and evaluation of risks, especially in connection with mobility and traffic routes. On the basis of this, we will derive targeted preventive action which will also be continually developed.

Digital training sessions are an integral part of our prevention strategy. They allow employees to view safety-relevant content flexibly and irrespective of their location and therefore help to raise awareness among our employees with regard to safe travel in the long term.

Our target is to continue reducing accidents – especially those on the way to work – and to improve the safety of our employees in the long term.

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