

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

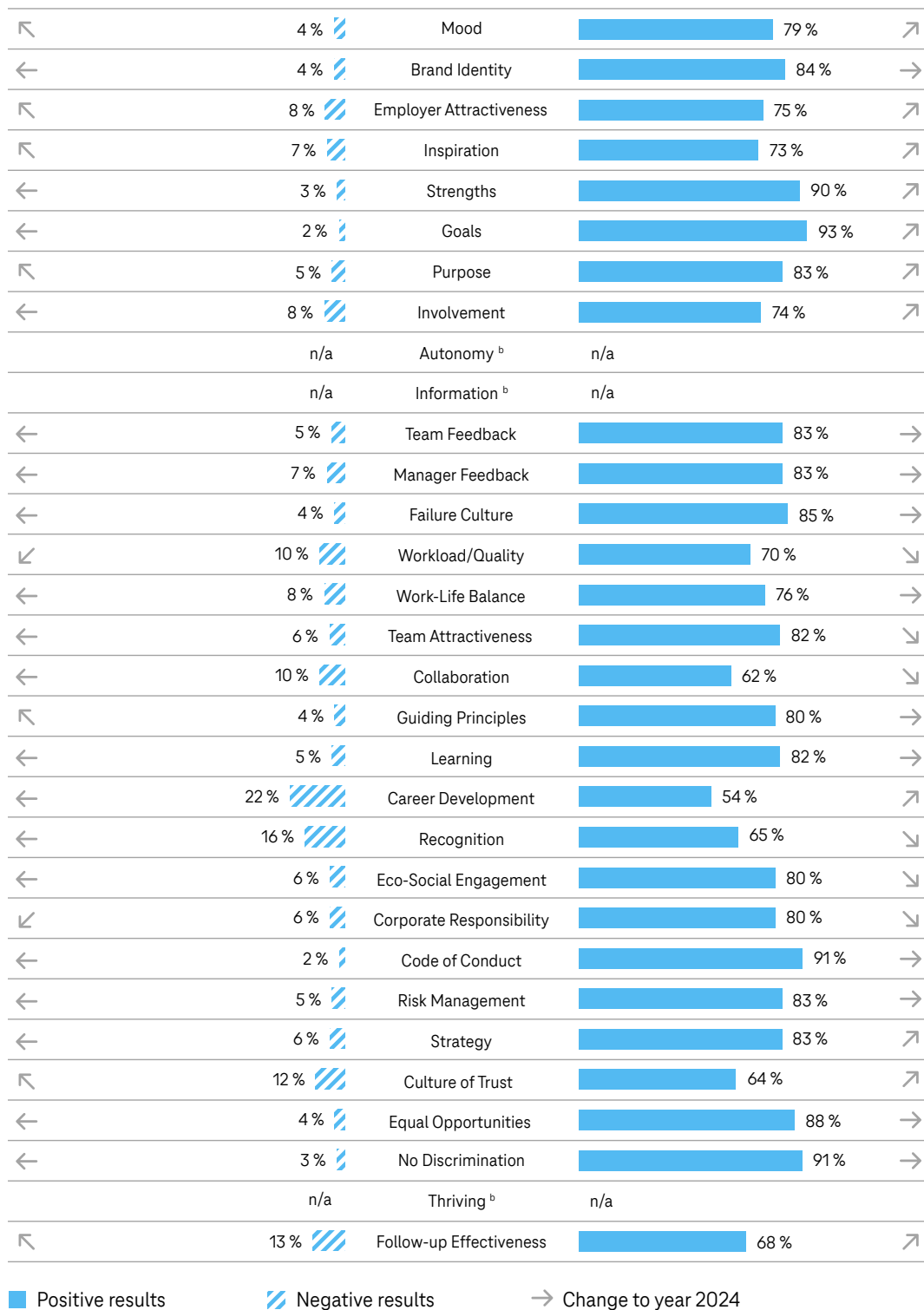
Negative results

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

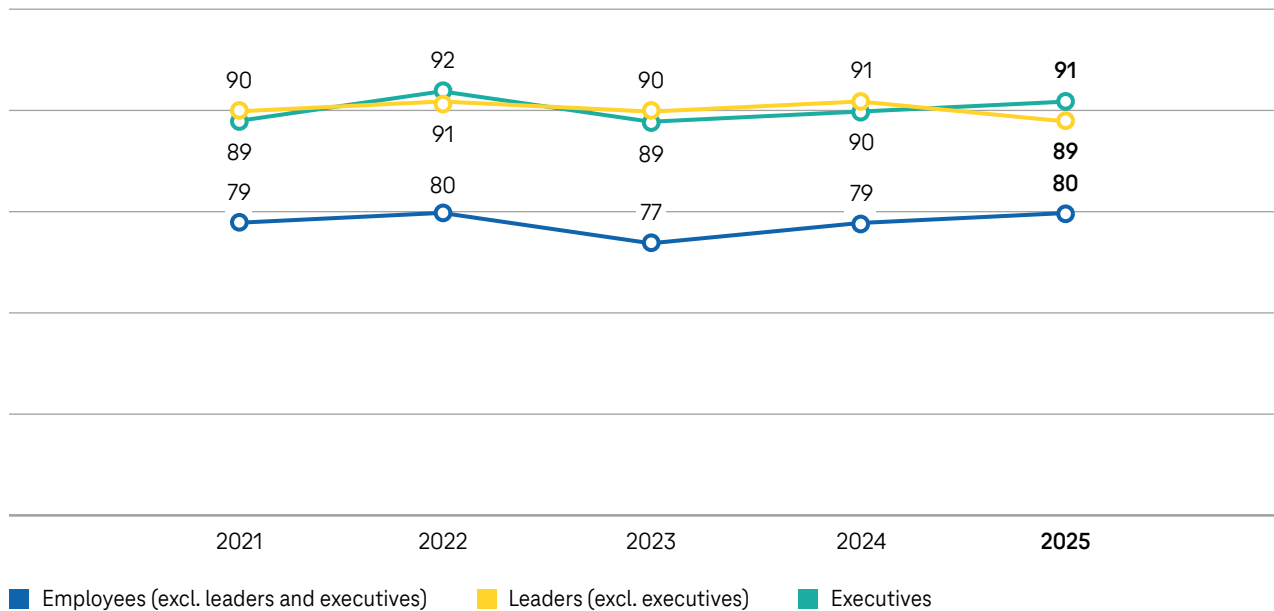
^a Excluding T-Mobile US.

^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).

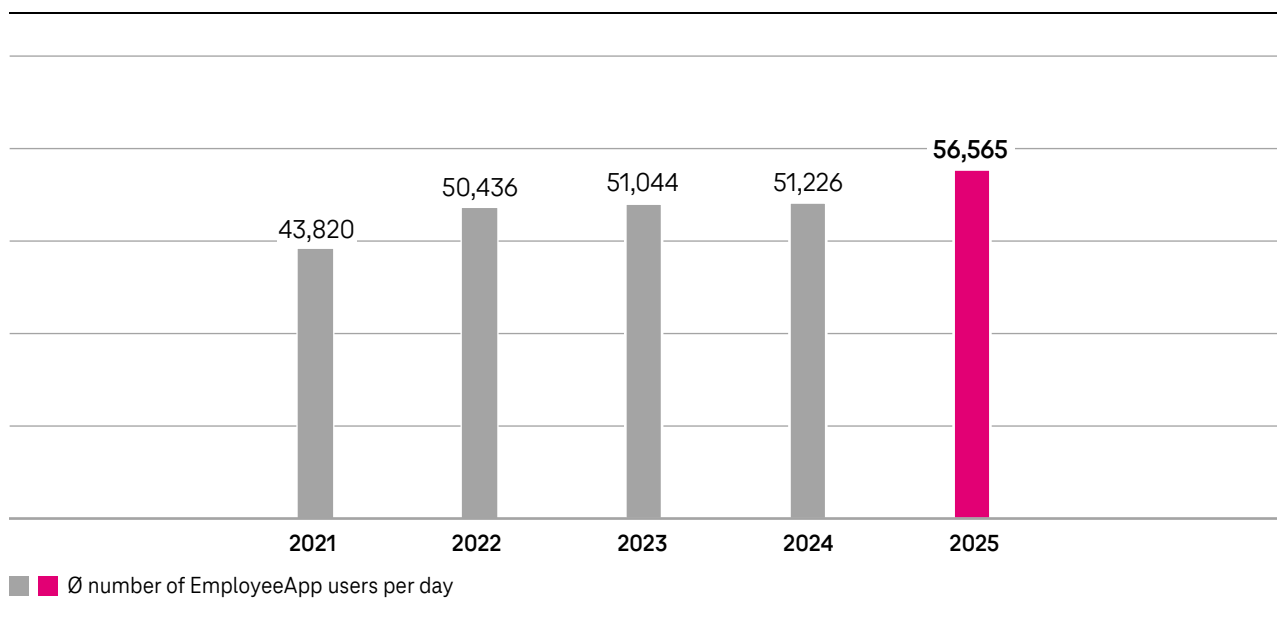
As in previous years, male and female employees had very similar engagement scores, with the female score remaining stable at 79 points and the male score coming in 1 percentage point lower at 78 points. The engagement score of the non-binary employees compared to 2024 remained constant at 61 points.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