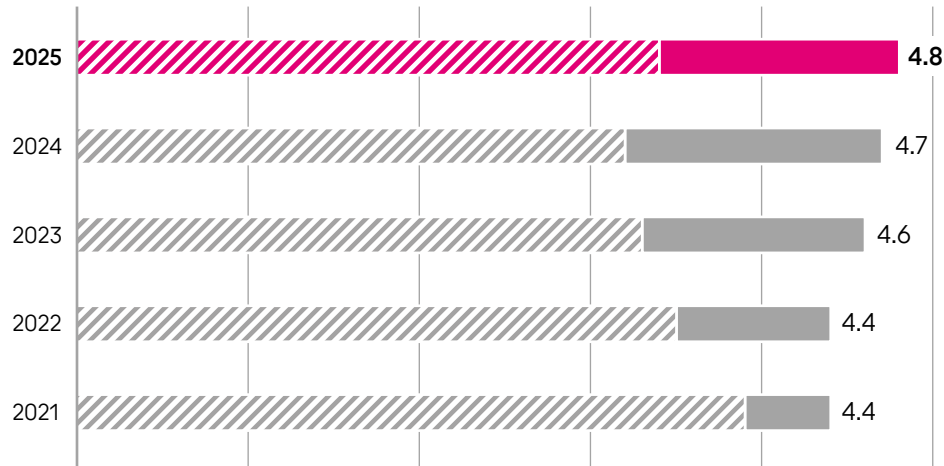


Skills and potential

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.

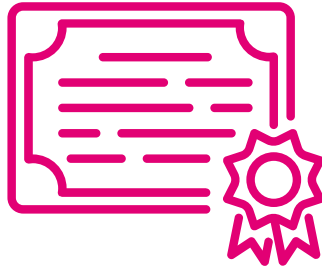
The “Explorer Journey” digital learning journeys have also firmly established themselves within the Group. Practical knowledge on topics of strategic relevance is presented in structured learning journeys lasting several weeks. Six explorer journeys were offered in 2025. With over 17,000 instances of 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:

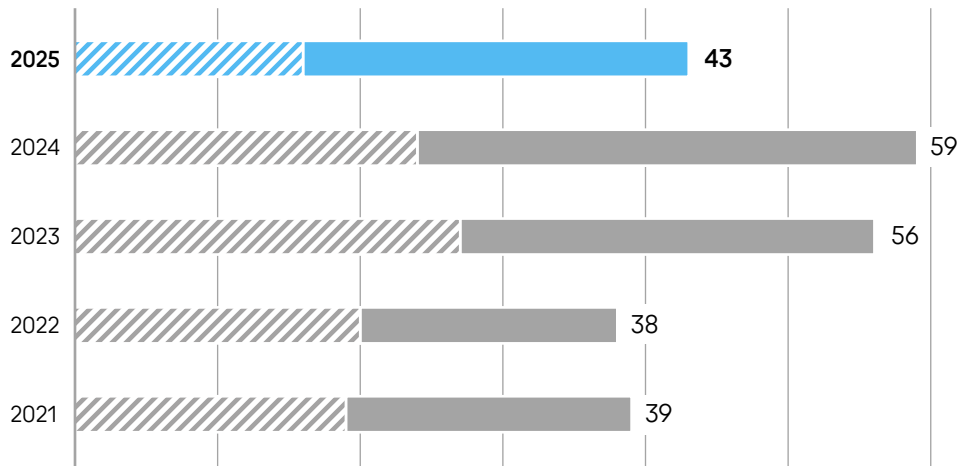
- Generative AI and tool use-cases with a particular focus on prompt engineering.
- Role- and function-specific skilling via customized content and use-case-based prompts.
- In-depth training of experts for the targeted development of special skills.

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.

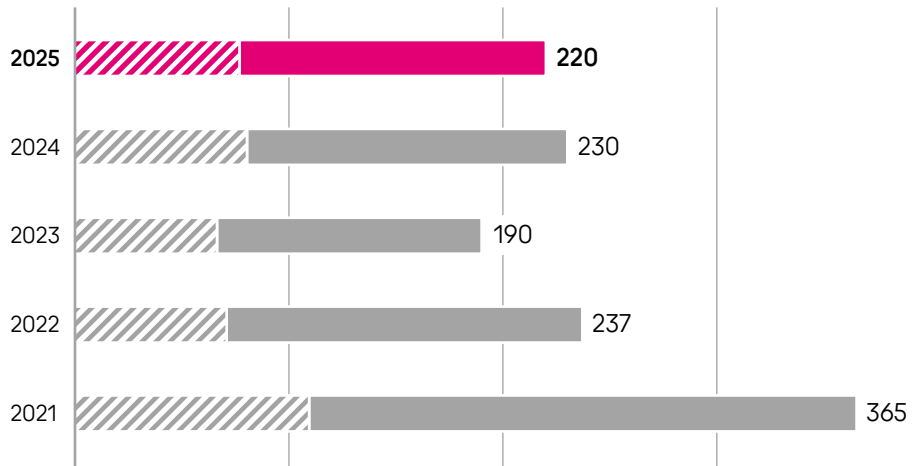
The primary focus during this program is the development of digital skills, strategic thinking, and a game-changer mentality. The program is supplemented with innovative learning formats that encourage autonomy, curiosity, and networking. An essential component is Magenta Friday – a platform for creativity,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

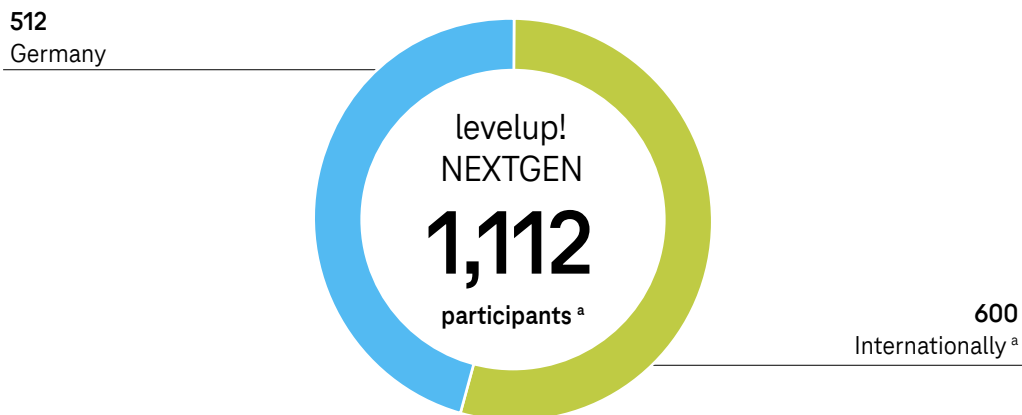
The Magenta Exchange Program which was piloted in the Global Talent Hub in 2024, was developed even further in 2025 and integrated into the Group Leadership Excellence portfolio. This is a cross-company exchange program with global talents from Deutsche Telekom and leaders from T-Mobile US.

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.

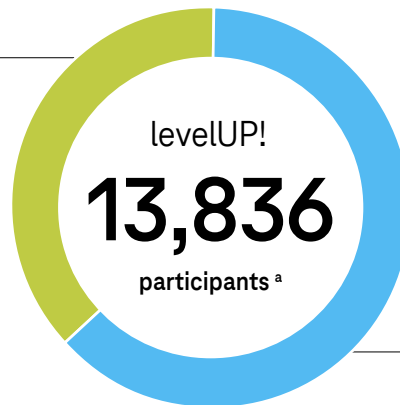
Compared to the previous year, the number of international participants rose significantly from 39 % to 54 %. The 1,112 talents came from all segments and 20 different countries. The top 3 countries represented were Germany, Hungary, and Greece.

Leadership development levelUP!

levelUP! – Leadership development supported by AI

headcount

5,119
Internationally^a



8,717
Germany

	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.