

# HR Factbook 2020

## PEOPLE. FACTS. DEVELOPMENTS.



LIFE IS FOR SHARING.

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## ABOUT THE HR FACTBOOK 2020

### Dear Readers,

The year 2020 presented each and every one of us with a whole new set of challenges. The Corona pandemic defined our lives and work and buzzwords like "New Normal" are on everyone's lips. Despite the challenges caused by the pandemic, 2020 was a record year for Deutsche Telekom: in fact, we generated the highest revenue in our company's history.

With over 226,000 employees in 34 countries, Deutsche Telekom is one of the world's leading telecommunications companies. In the 2020 financial year, revenue of more than 100 billion euros was generated for the first time, not least thanks to the successful merger of T-Mobile US and Sprint. Additionally, we were able to achieve the same national revenue despite the challenging year. The successes of our Telekom are always the successes of our employees as well, who, true to our corporate purpose, are "not satisfied until everyone can #takepart"!

In this HR Factbook for the 2020 financial year, we have compiled all the key figures relating to Deutsche Telekom's employees. The HR Factbook bundles information about our organizational culture as well as the diversity, skills and performance potential of our workforce. You will also find information on management engagement, occupational health and safety. An overview of personnel costs, data on recruitment and fluctuation complete the comprehensive picture of our human resources work.

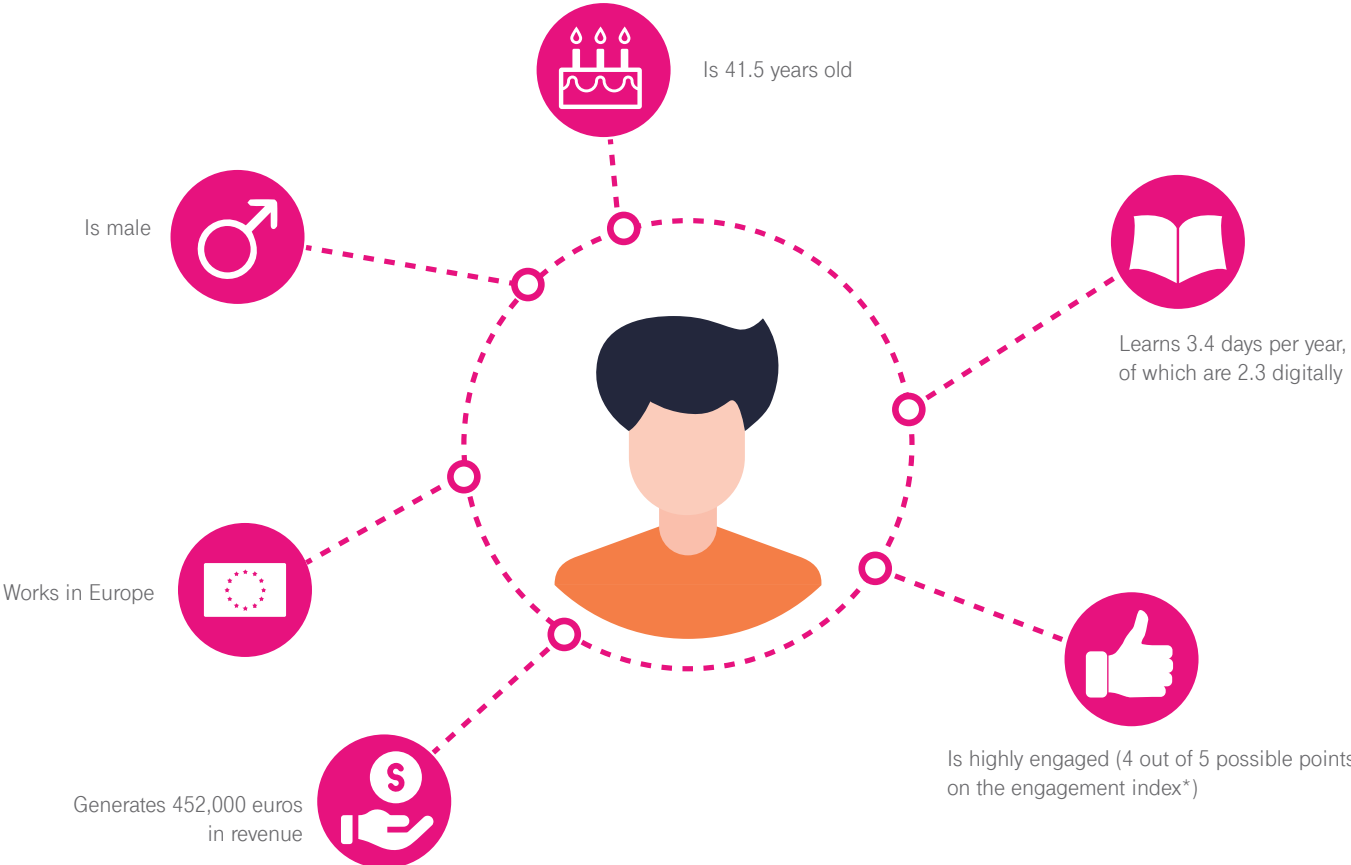
On the first pages, we have summarized the most important HR key figures from 2020 in three infographics. Further, more in-depth insights can be found in the following chapters.

I hope you enjoy reading!  
Best regards

Birgit Bohle  
Board member for Human Resources and Legal Affairs, Labor Director

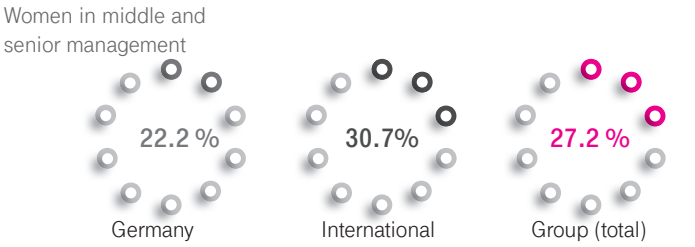
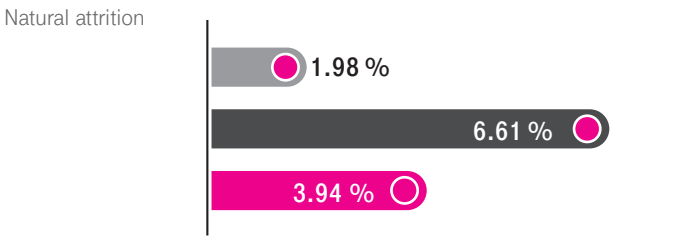
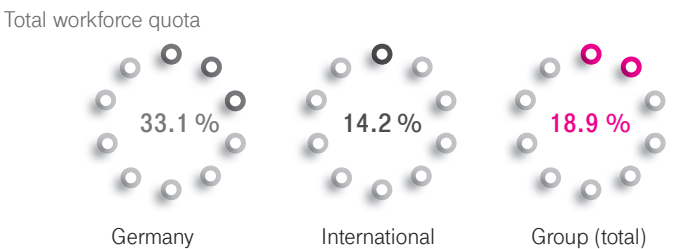
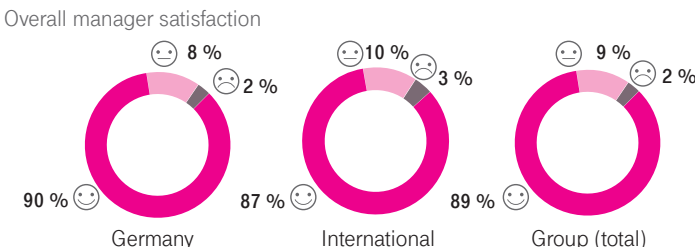
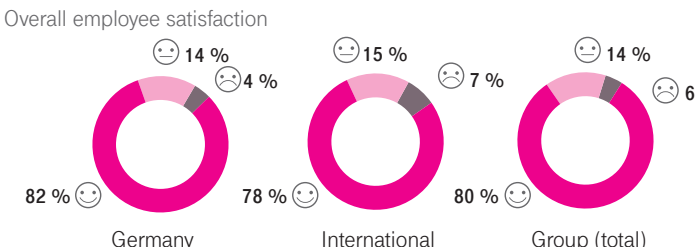
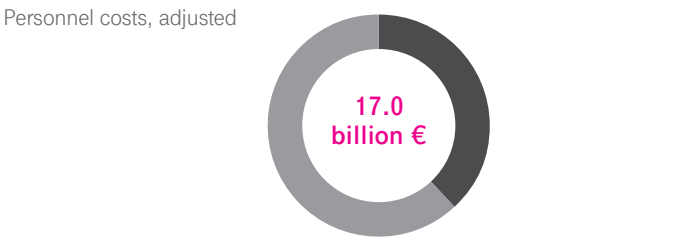
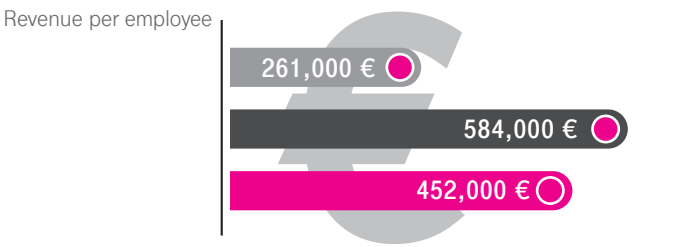
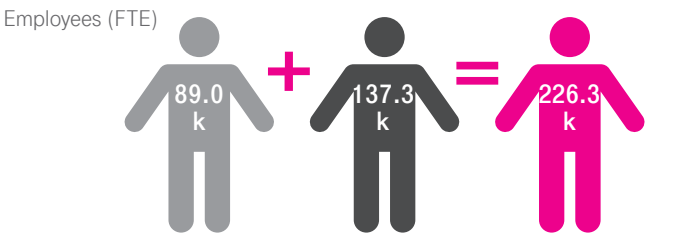
The figures in the report generally refer to the calendar year 2020 with a reporting date of December 31, 2020. Exceptions are marked accordingly. All figures are based on more detailed data. As some values are rounded, totals may differ slightly. Annual averages are used to form some ratios. The figures are often divided into the categories "Germany," "International," and "Group." "Germany" refers to the location of employees in Germany (irrespective of the segment). "International" 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 (since January 01, 2017) and the Systems Business. Group Headquarters & Group Services (GHS) includes all Group units that are not directly allocated to one of the operating segments. Since January 01, 2017, the Technology & Innovation subsegment has been part of GHS, which also includes parts of the Systems Solutions segment. For better readability, we use the generic masculine in all graphics and footnotes. Female and diverse gender identities are explicitly included. For all accompanying text, we use the neutral inclusive address. 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.

# INTRODUCING: A TYPICAL DEUTSCHE TELEKOM EMPLOYEE



\*The engagement index is the mean value of several scores in the employee survey.

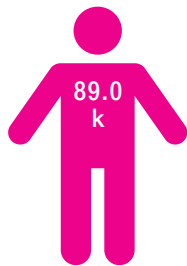
# DEUTSCHE TELEKOM AT A GLANCE: THE GROUP



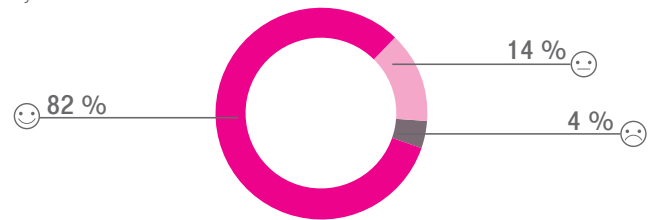
■ Germany ■ International ■ Group (total)

# DEUTSCHE TELEKOM AT A GLANCE: GERMANY

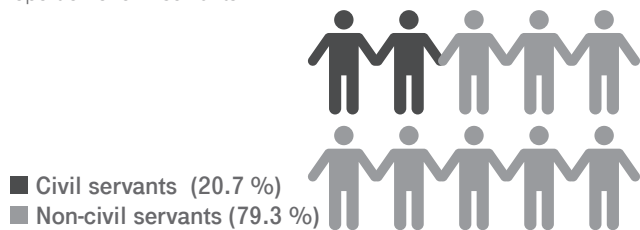
Employees (FTE)



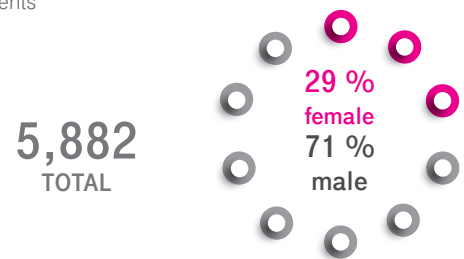
Employee satisfaction



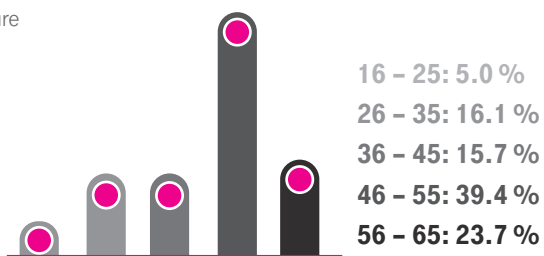
Proportion of civil servants



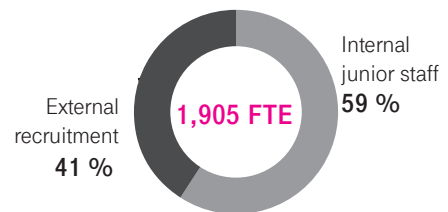
Apprentices & students



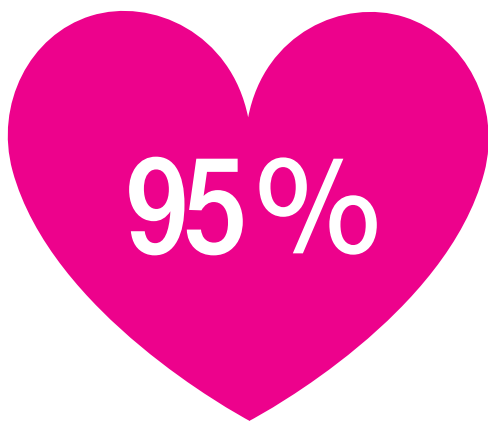
Age structure



Recruitments



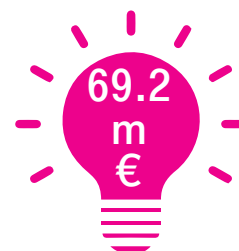
Health rate



Employees with disabilities

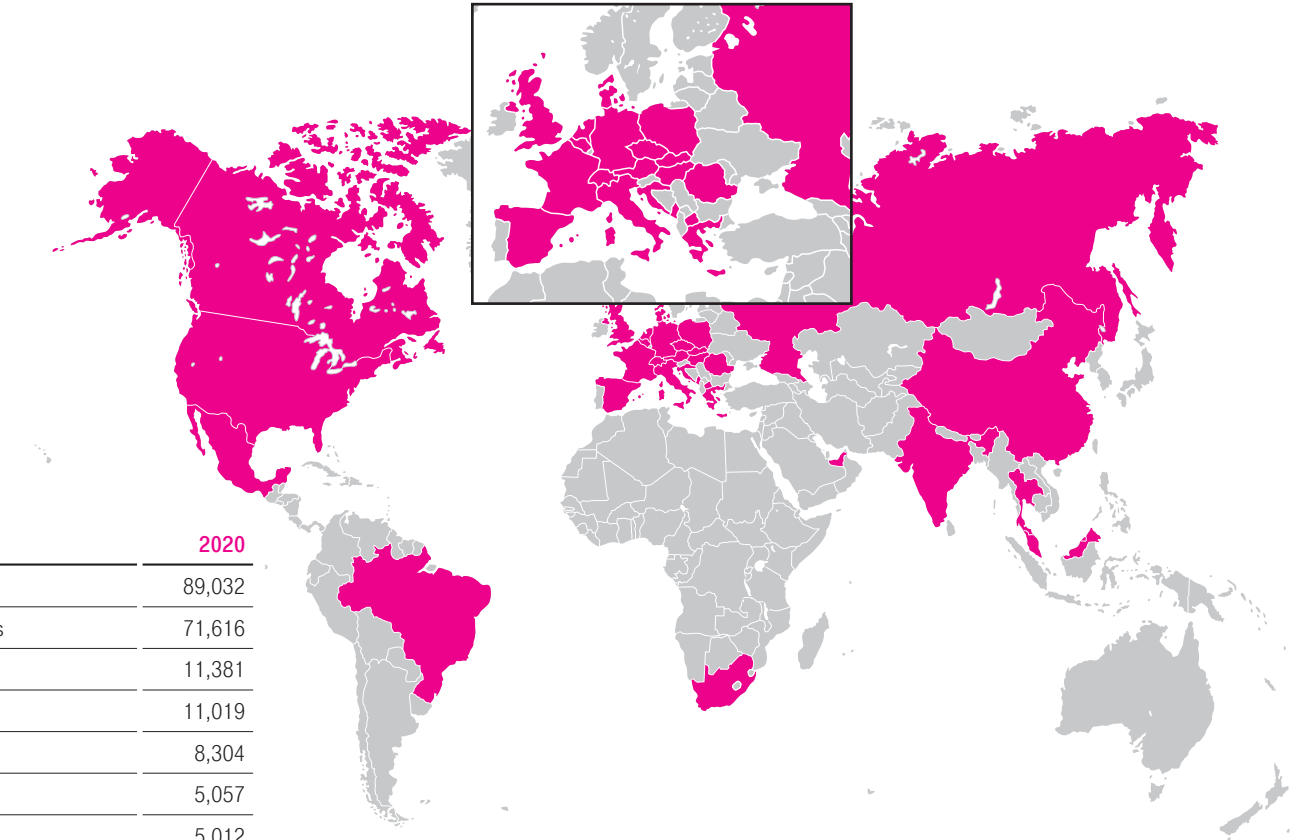
7.5 %

Savings through employee ideas



Employees by country (in FTE)

# SIGNIFICANT INCREASE IN WORKFORCE IN THE USA DUE TO MERGER WITH SPRINT



	2020
Germany	89,032
United States	71,616
Greece	11,381
Hungary	11,019
Slovakia	8,304
Romania	5,057
Croatia	5,012
Poland	4,109
Czech Republic	3,394
Austria	2,816
Spain	2,344
Netherlands	2,212
India	2,164
Russia	1,935
Brazil	1,443
North Macedonia	945
Mexico	764
South Africa	478
Malaysia	475
Montenegro	419
Switzerland	401
Great Britain	269

	2020
China	203
France	120
Singapur	102
Belgium	93
Portugal	51
Denmark	38
Thailand	33
Italy	21
United Arab Emirates	15
Sweden	10
Ukraine	<6 <sup>1</sup>
Finnland	<6 <sup>1</sup>

<sup>1</sup> Values of 6 and less are not mapped.  
16.4 FTE not assigned

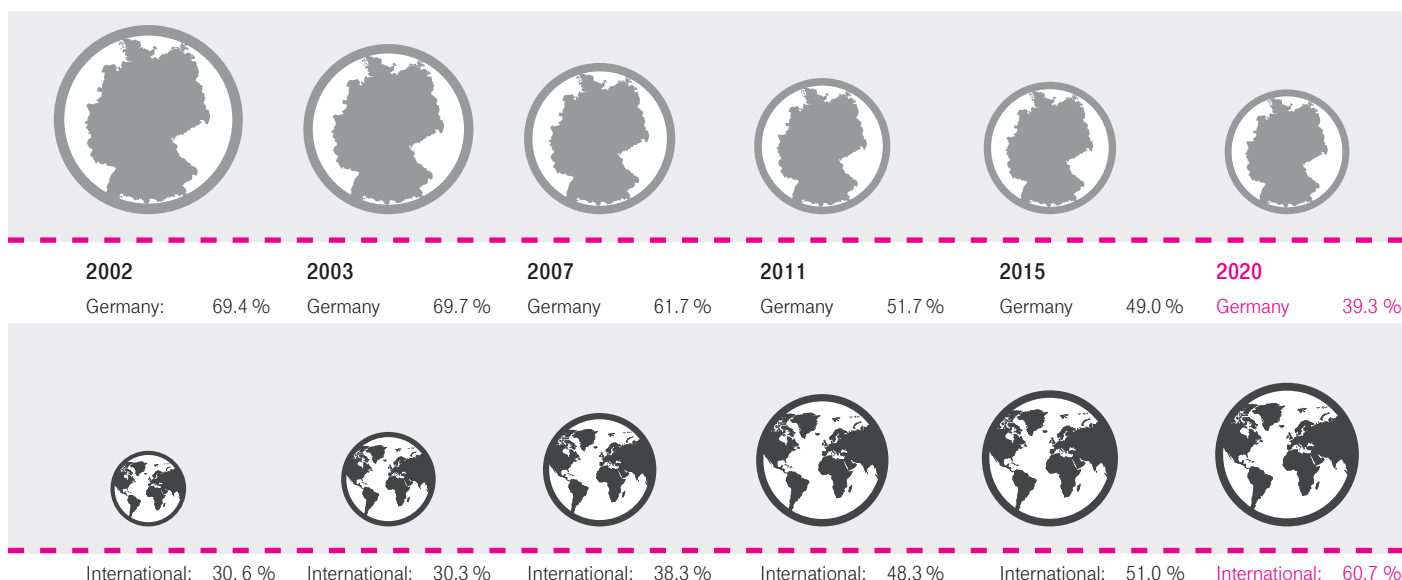
Compared with the previous year, the workforce decreased by around 5.4 percent to 89,032 employees in Germany. The Group experienced the largest increase in the United States

as a result of the merger with Sprint. More than 70,000 people are now employed there.



Employees in Germany and worldwide (in thousands of FTEs as at Dec. 31)

# STAFF PREDOMINANTLY INTERNATIONAL



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Germany	177.8	173.3	171.0	168.0	160.0	148.9	131.7	127.5	123.2	121.6	118.8	116.6	114.7	110.4	104.7	101.9	98.1	94.1	89.0
Group (total)	256.0	248.5	244.6	243.7	248.8	241.4	227.7	259.9	246.8	235.1	229.7	228.6	227.8	225.2	218.3	217.3	215.7	210.5	226.3
International	78.2	75.2	73.7	75.7	88.8	92.5	96.0	132.4	123.6	113.6	110.8	112.0	113.1	114.9	113.7	115.4	117.6	116.4	137.3

The domestic workforce has been steadily declining since 2002, and measured in terms of the total number of employees, amounted to around 39.3 percent at the end of 2020. By contrast, the international share continues to increase and now

amounts to 61.7 percent. The sharp increase this year was largely influenced by the merger with Sprint. Almost 26,000 employees were taken over in April 2020.

Employees by operating segment (in FTE)

# MORE EMPLOYEES, ESPECIALLY IN THE USA, THROUGH MERGER WITH SPRINT

	2016 <sup>1</sup>	2017 <sup>1</sup>	2018 <sup>2</sup>	2019 <sup>2</sup>	2020 <sup>2</sup>
Germany	66,410	64,798	71,549	69,117	66,051
U.S.	44,820	45,888	46,871	47,312	71,303
Europe	46,808	47,421	47,964	44,410	41,272
Systems Solutions	37,472	37,924	28,945	29,800	28,395
Group Headquarters & Group Services	20,258	19,351	18,370	17,292	16,585
Group Development	2,572	1,967	1,976	2,603	2,684
Group (total)	218,341	217,349	215,675	210,533	226,291

<sup>1</sup> Since January 1, 2017, we have been reporting on the Group Development segment and within the Group Headquarters & Group Services segment we report on the Technology and Innovation Board of Management area. The prior-year comparatives have been restated accordingly.

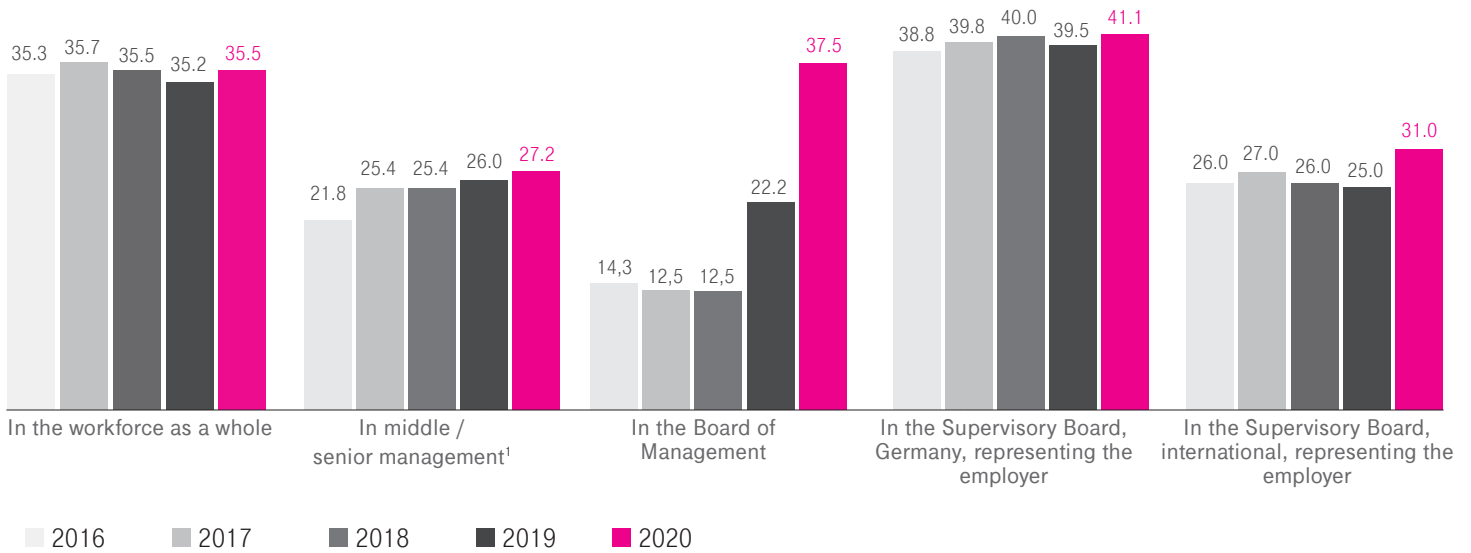
<sup>2</sup> Values for 2018-2020 retroactively adjusted

The Group's headcount increased by 7.5 percent compared with the end of the prior year, mainly due to the integration of Sprint employees in the United States. The developments were varied across our segments: In our Germany operating segment, the number of employees decreased by 4.4 percent compared with 2019 due to the take-up of socially responsible instruments in connection with staff restructuring, such as the dedicated retirement and phased retirement programs. The total number of employees in our United States operating segment increased by 50.7 percent compared with December 31, 2019, primarily due to the integration of the Sprint workforce. In our Europe operating segment, the headcount was down 7.1 percent compared

with the end of the prior year, with staff levels decreasing in Hungary, Greece, and Romania in particular. The total headcount in our Systems Solutions operating segment was down 4.7 percent against year-end 2019, primarily as a result of efficiency enhancement measures. In the Group Development operating segment, the 3.1 percent increase in the number of employees can be attributed to the insourcing of activities previously carried out externally to achieve cost savings at T Mobile Netherlands. The headcount in the Group Headquarters & Group Services segment was down 4.1 percent compared with the end of 2019, mainly due to ongoing staff restructuring at Vivo.

Proportion of women in the Group (in %)

# DEUTSCHE TELEKOM TOPS THE LIST OF DAX COMPANIES FOR PROPORTION OF WOMEN ON THE BOARD OF MANAGEMENT



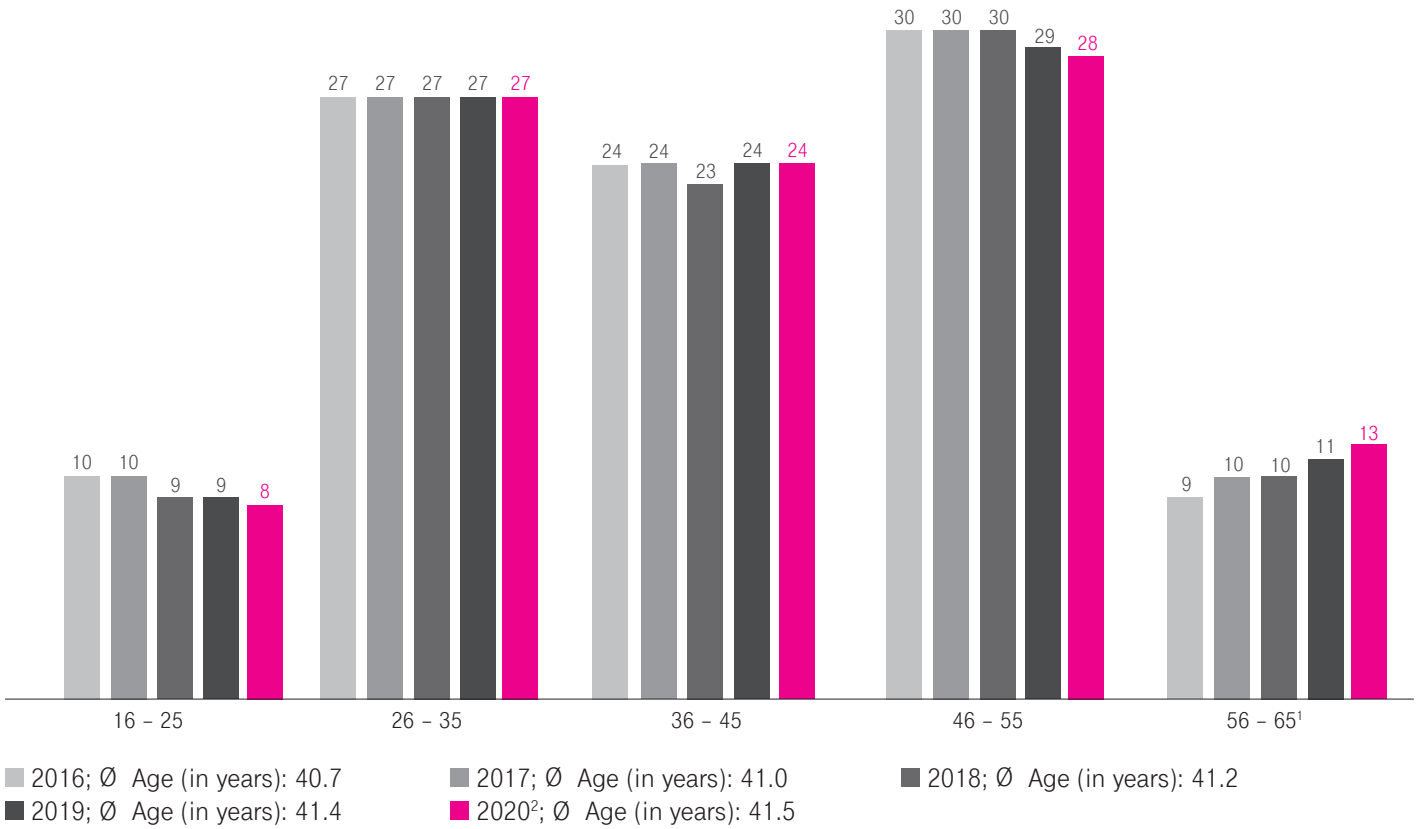
<sup>1</sup> Calculation of the female quota in middle and upper management: Number of female managers (heads) of levels MG1-3 plus middle management per sum of managers at levels MG1-3 plus middle management by 100. In 2016, the female quota in middle management was not reported. The sum in 2016 only shows the women in upper management.

35.5 percent of all employees at Deutsche Telekom are female. At the end of 2020, the DTAG Board of Management reaffirmed the goal of filling at least 30 percent of management positions with women by the end of 2025. In Germany, the proportion of women in middle and senior management rose from 21.9 percent to 22.2 percent in 2020. The figure has also risen across the Group and now stands at 27.2 percent. In the supervisory boards of the legal entities in Germany, the figure remains consistently high, continually exceeding the statutory quota of 30 percent at 41 percent. Since November 2020, a third woman has been appointed to the Management Board; this puts us at the top of all DAX companies with a female share of 37.5 percent. The Business Leader Team below the Group Board of Management in Germany currently comprises 11 women and 57 men.

Since 2016, Deutsche Telekom has been a founding member of the "Diversity Charter" and a cooperation partner of the "Kompetenzzentrum Technik-Diversity-Chancengleichheit e. V." - an association of business, science and the public sector that promotes equal opportunities for women and men. Our cooperation with Global Digital Women and the Women STEM Awards 2020 has positioned Telekom excellently as an excellent employer for women.

Age structure in the Group (in %)

# AVERAGE AGE IN THE GROUP ALMOST CONSTANT



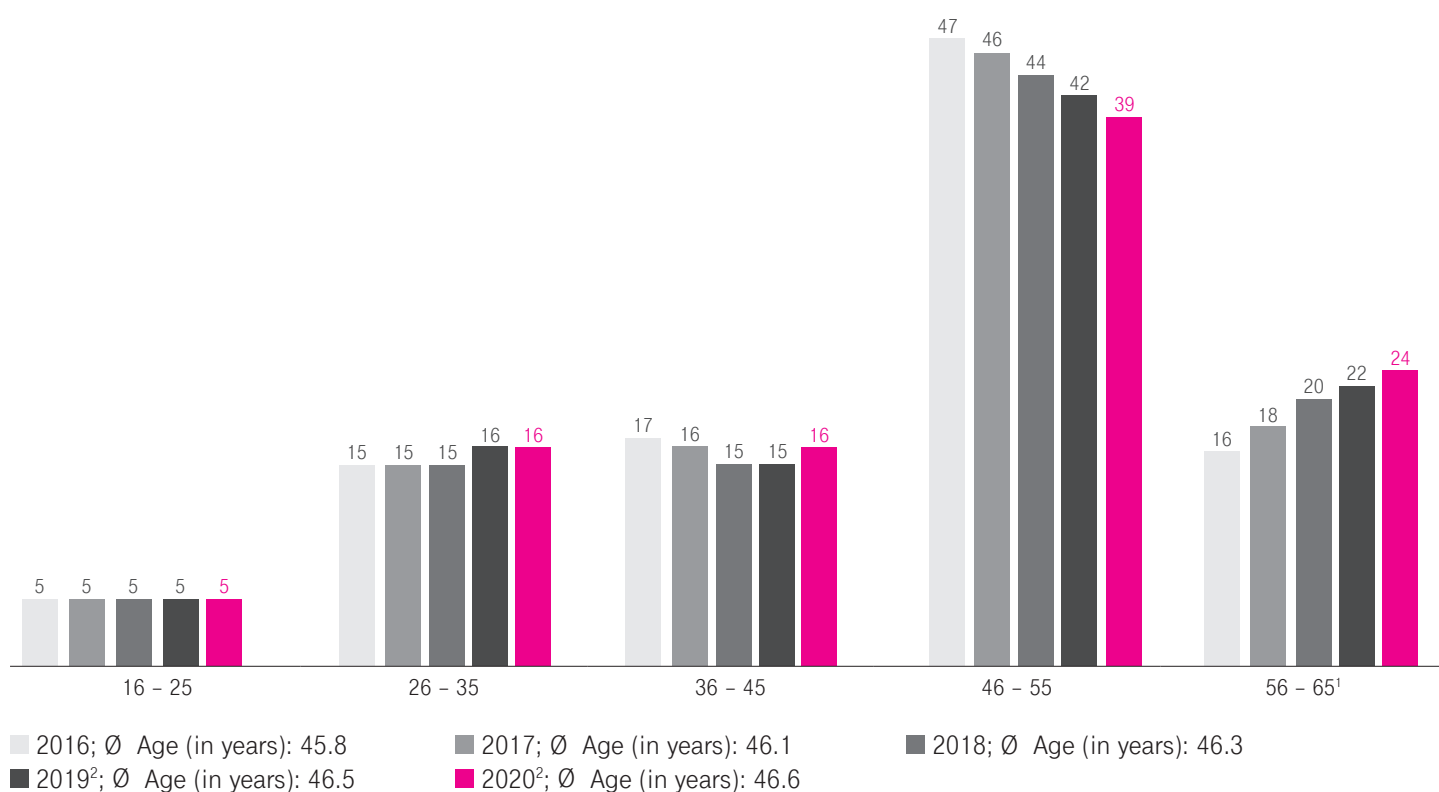
<sup>1</sup> incl. > 65 years

<sup>2</sup> without Deutsche Telekom Capital Partners Management GmbH, Detecon International GmbH, Deutsche Telekom Clinical Solutions GmbH, Orbit GmbH, HÄVG GmbH, operational services GmbH & Co. KG, Toll4Europe, goingsoft Deutschland GmbH, DT International Finance B.V., GTS-Ukraine, T-Mobile Infra, IWS SK CES, Detecon- and ICSS-Companies

The average age in the Group is 41.5 years. This is caused by the increase in the average age in Germany to 46.6 years and the rise in the international average age to 38.3 years.

Age structure in Germany (in %)

# AVERAGE AGE ALMOST STABLE IN GERMANY



<sup>1</sup> incl. > 65 years

<sup>2</sup> excluding Deutsche Telekom Capital Partners Management GmbH, Detecon International GmbH, Deutsche Telekom Clinical Solutions GmbH, Orbit GmbH, operational services GmbH & Co. KG, HÄVG GmbH, Toll4Europe, goingsoft Germany

The average age of employees in the national Group remained virtually unchanged from the previous year. Demographic change and low natural fluctuation - these are the reasons why the proportion of employees over 55 has risen from 16 to 23.7 percent in the past five years. Despite an increase of 1.7 percent in the number of employees over 55, the average age of employees in Germany has risen by only 0.1 to 46.6. This is due to the increase in the 16 - 45 age group. Our company has become more attractive over the years and young people in particular see prospects of making a career at Telekom. The measures to retain our young talents are taking effect and we are on the right track. Nevertheless, we are not losing sight of our experienced employees and continue to benefit from their extensive expertise.

We continue to address challenges facing our workforce with activities in three areas:

1. Qualification and knowledge: To promote lifelong learning in the long term, Deutsche Telekom launched the youlearn initia-

tive in 2019, which aims to establish a new learning culture in the Group. The focus here is on digital, self-directed learning. This aspect was all the more important in 2020 because face-to-face trainings were almost completely cancelled.

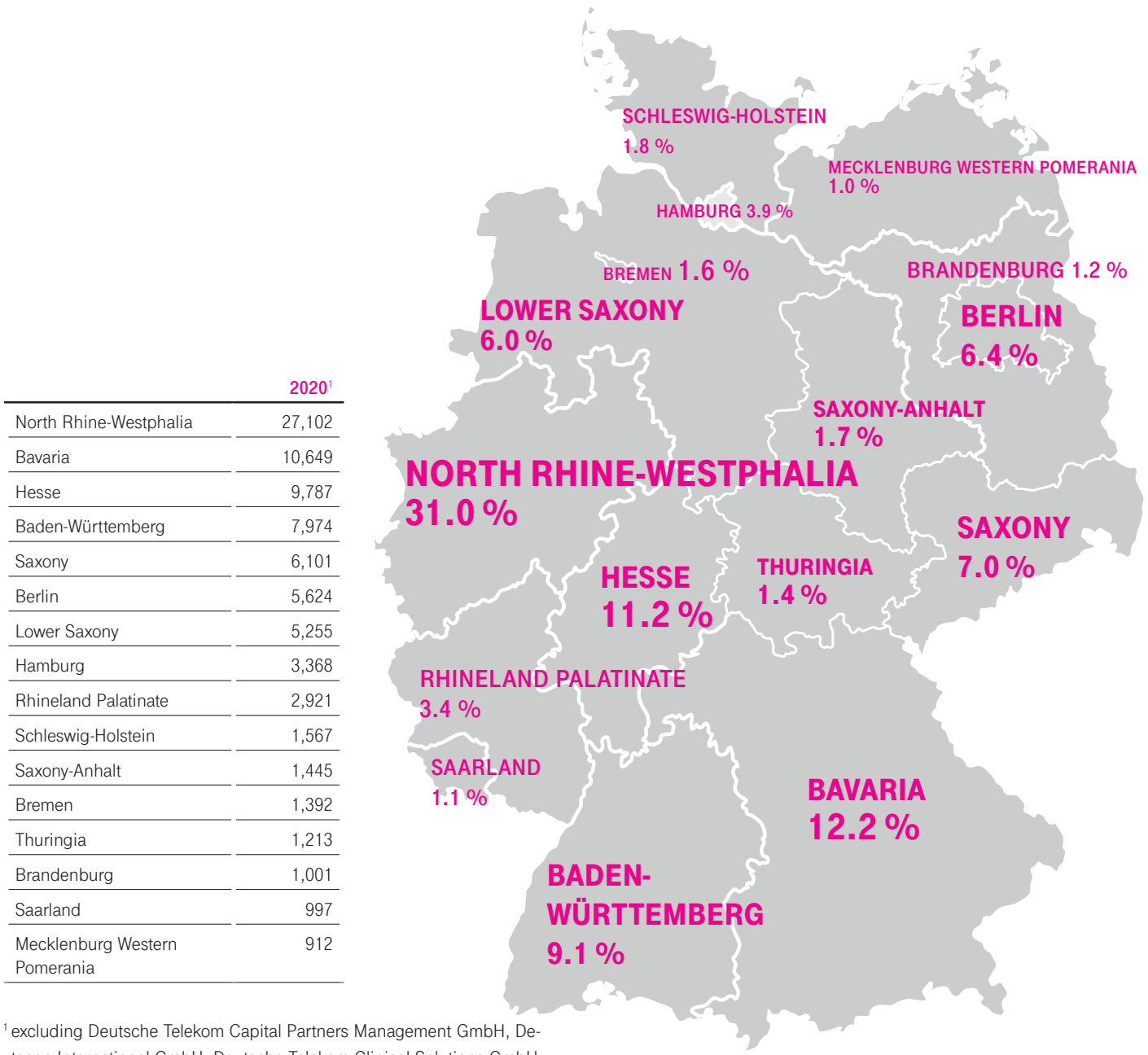
The Group-wide rollout of Percipio, including Coursera, continues to make progress. With Percipio, we are also offering mobile learning for the first time: learning wherever you want.

2. Health: We offer programs to protect against illness and promote physical and mental fitness. For example, our employees can access a wide range of sports. In 2020, digital measures were also offered to a greater extent, as recreational activities in gyms, clubs and associations could not be taken up due to the Corona pandemic.

3. Working environment: We provide our employees with flexible working conditions that are suitable for every phase of life. In addition, we provide a return guarantee from part-time employment.

Employees in Germany by federal state (in FTE)

# AREA PRESENCE FOR THE BEST CUSTOMER SERVICE



<sup>1</sup> excluding Deutsche Telekom Capital Partners Management GmbH, De-tecon International GmbH, Deutsche Telekom Clinical Solutions GmbH, Orbit GmbH, operational services GmbH & Co. KG, goingsoft Germany

To provide our customers with the best service, we have a presence throughout Germany. As Deutsche Telekom, we are represented even in the smallest German state. Deutsche Telekom has the largest proportion of employees in Germany in North

Rhine-Westphalia, with over 27,000 employees, as a very large proportion of whom work in the Cologne-Bonn area. The second largest state is Bavaria, with more than 10,000 employees.

Employees by status group in Germany (in FTE)

## PERCENTAGE OF CIVIL SERVANTS DECLINING CONTINUOUSLY

	2016	2017	2018	2019	2020
Active civil servants	15,999	15,482	13,507	12,153	10,583
Civil servants on temporary leave from civil servant status <sup>1</sup>	889	731	657	553	405
Civil servants at affiliated companies <sup>1</sup>	10,827	10,486	9,785	8,720	7,423
Civil servants (total)	27,716	26,699	23,950	21,426	18,412
Non-civil servants in Germany	76,946	75,202	74,143	72,685	70,620
Total employees in Germany	104,662	101,901	98,092	94,111	89,032
Proportion of non-civil servants in Germany (%)	73.5	73.8	75.6	77.2	79.3
Proportion of civil servants in Germany (%)	26.5	26.2	24.4	22.8	20.7

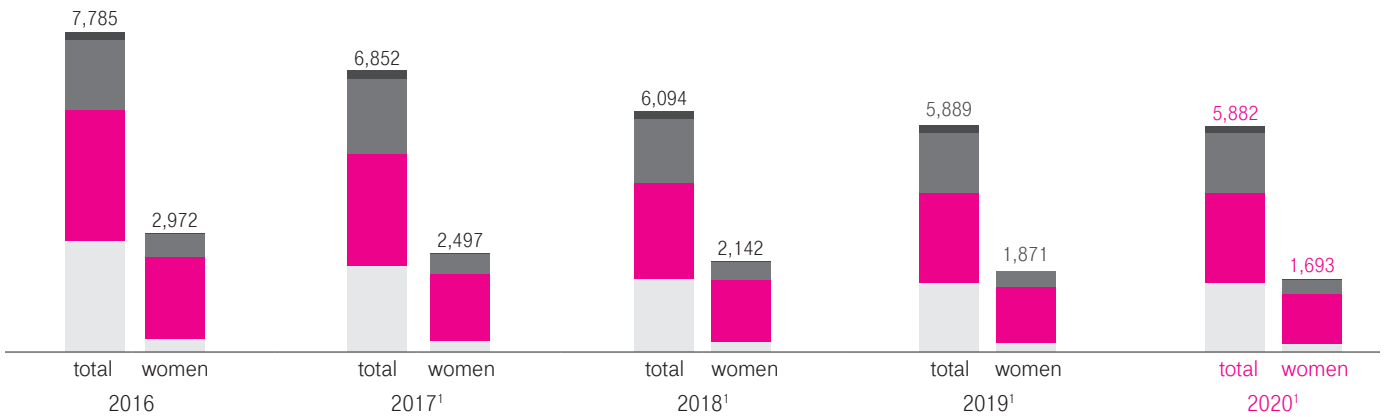
<sup>1</sup> Civil servants whose civil servant status is suspended. They have temporarily changed to an employment contract.

The number of civil servants continued to decline in 2020. The reasons for this: Deutsche Telekom has not recruited any civil servants since privatization. In addition to natural attrition, transfers to public authorities and the regulation on the

use of dedicated retirement for civil servants continued to contribute to the reduction in the workforce. As a result, the proportion of civil servants in the workforce fell to 20.7 percent in 2020.

Apprentices and students in Germany, total and share of women (in heads)

# DIGITAL LEARNING REMAINS THE FOCUS OF TRAINING



<sup>1</sup> Dual students since 2016 incl. dual Master students

■ IT ■ Commercial ■ Students on coop ■ On-campus students at HfTL University of Applied Sciences in Leipzig

Examples of IT professions: IT systems electronics technician, IT systems business administrator, IT technician specializing in application development/systems integration

Examples of commercial professions: office management administrator, dialog marketing administrator, retail sales assistant

Examples of cooperative study programs: BA in Business Management, BEng in Communications and Media Technology, BSc in Business Information Systems

In 2020, we offered a total of 2,150 dual training and study opportunities, enabling numerous young people to enter the world of work. Especially in these uncertain times of the pandemic, it is important to give people a perspective.

For Telekom, the focus is on equal opportunities for young people. The needs and performance levels of school graduates look very different. This is precisely what Deutsche Telekom takes into account with its dual training and study programs, thus enabling the integration of young people regardless of their gender, origin or physical disabilities.

For example, we offer the introductory training internship to disadvantaged young people. In addition, we have been working closely with the German Federal Employment Agency since 2011 to enable young parents to train part-time.

Particularly in this Corona dominated year of 2020, it proved very useful that we have been focusing on digitization within training

for years. It is part of our pedagogical concept and is consistently implemented in training and dual studies. Digital media are an integral part of training when it comes to acquiring and passing on knowledge, in networking with other people, but also in the self-direction of learning and self-reflection.

The use of digital media such as Webex or virtual classrooms has proven to be very useful, especially in the last year. In this way, knowledge transfer is combined with active exchange among learners. Young employees benefit from this not only during their training or studies, but far beyond. Passing on knowledge has always been a high priority in our Group. The Group's own "You and Me" network provides additional support.

Learners use ePortfolios to document their progress during their training and use this information to derive their own next learning steps.



Employees with disabilities in Germany (in %)

# INCLUSION REMAINS WELL ABOVE NATIONAL AVERAGE

	2016	2017	2018	2019	2020 <sup>1</sup>
Germany	7.5	7.5	7.6	7.6	7.5

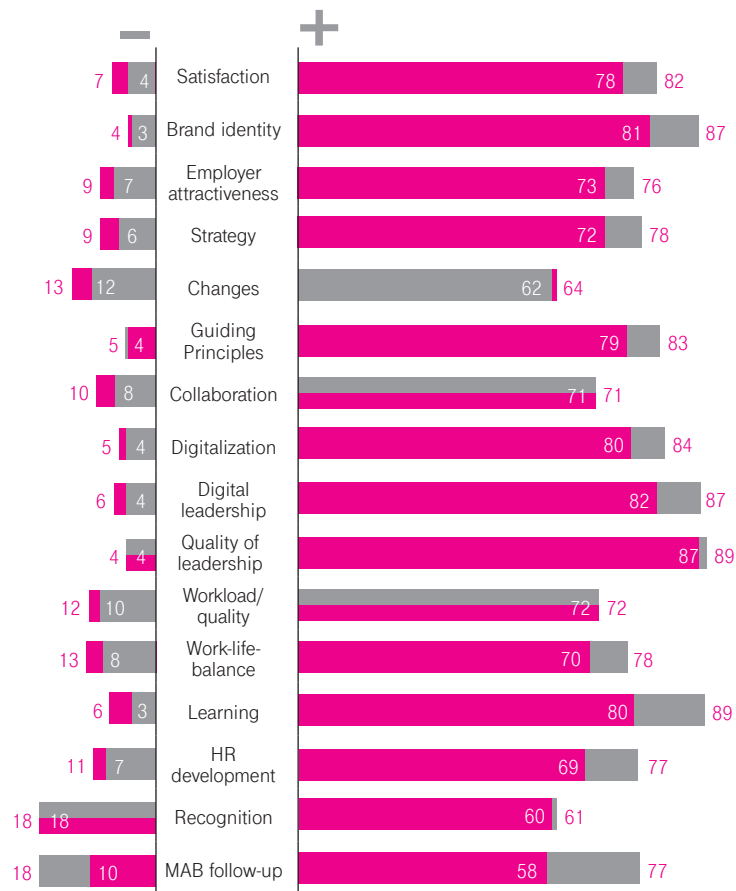
<sup>1</sup>excluding Deutsche Telekom Capital Partners Management GmbH, Detecon International GmbH, Deutsche Telekom Clinical Solutions GmbH, Orbit GmbH, operational services GmbH & Co. KG, HÄVG GmbH, goingsoft Deutschland, Toll4Europe GmbH

Deutsche Telekom has been committed to inclusion for years. With a broad portfolio of supporting measures, Deutsche Telekom continuously contributes to creating equal opportunities for people with disabilities and thus realizing inclusion. We continue to drive forward the removal of barriers for deaf and hearing-impaired employees. For example, more and more broadcasts of talks are simultaneously translated by sign language

interpreters. For years now, Deutsche Telekom has exceeded the prescribed minimum proportion of 5 percent of severely disabled employees and is thus well above the German average (4.1 percent according to the last survey). In 2020, the still high proportion of severely disabled people fell slightly to 7.5 percent.

Results pulse survey in November 2020 (in %) and engagement index from employee survey in May 2019<sup>1</sup>

# HIGH EMPLOYEE SATISFACTION DESPITE CORONA CRISIS YEAR



■ Germany ■ International

"Neither agree nor disagree" ratings are not included.

Figures are taken from the latest pulse survey results.

The most recent pulse survey was carried out in November.

	2016	2017	2018	2019	2020
Engagement index <sup>2</sup> scale 1 to 5	4.1 <sup>2</sup>	4.1	4.1 <sup>2</sup>	4.0	4.0 <sup>2</sup>

<sup>1</sup> Figures without T-Mobile US.

<sup>2</sup> The values determined come from the pulse and employee surveys current at the time. The last pulse survey was conducted in November 2020, the last employee survey (ES) in spring 2019. The engagement index is calculated as the average of several values from the employee survey. The values of the years 2016, 2018 and 2020 are taken from the ES of the previous years.

Deutsche Telekom promotes the productive exchange with employees through regular surveys. These include the employee survey, carried out every two years, and the biannual pulse survey, which covers the Group issues presented. Since 2016, the pulse survey has been extended to include topics such as modern learning formats, digitalization, and digital management.

Despite the Corona year 2020, very high scores were achieved in the pulse survey in November. With more than 120,000 employees, participation was 77 percent. Nationally as well as internationally, all values increased compared to the previous year, with the greatest increase in the topics "satisfaction", "strategy", "digitization" and "employer attractiveness".

Leadership satisfaction rate and engagement index

# MANAGEMENT SATISFACTION AT A NEW HIGH

Satisfaction rate	2016	2017	2018	2019	2020
Germany	88 %	86 %	81 %	85 %	90 %
International	86 %	84 %	82 %	82 %	87 %
Group (total)	87 %	85 %	82 %	83 %	89 %

Engagement <sup>1</sup> index (scale of 1 to 5)	2016	2017	2018	2019	2020
All employees	4.1 <sup>1</sup>	4.1	4.1 <sup>1</sup>	4.0	4.0 <sup>1</sup>
All management staff	4.5 <sup>1</sup>	4.5	4.5 <sup>1</sup>	4.4	4.4 <sup>1</sup>
Employees excl. managers	4.0 <sup>1</sup>	4.0	4.0 <sup>1</sup>	4.0	4.0 <sup>1</sup>

The values determined come from the pulse and employee surveys current at the time. The last pulse survey was conducted in November 2020, the last employee survey (ES) in spring 2019. The engagement index is calculated as the average of several values from the employee survey.

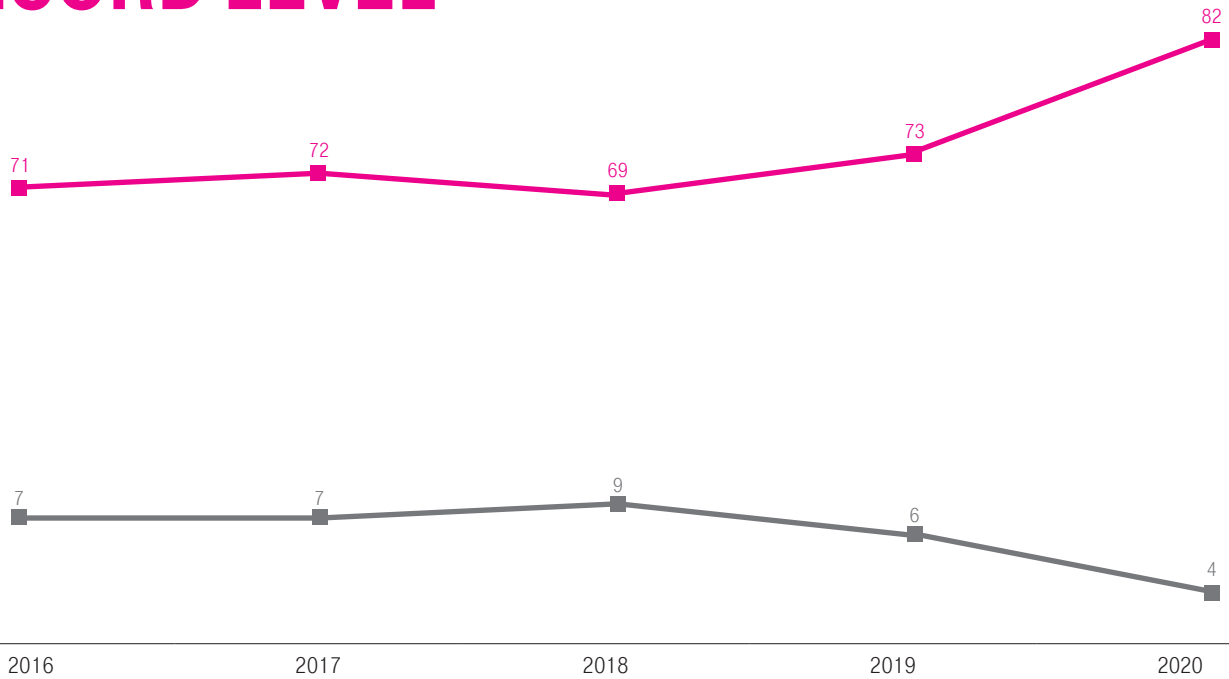
<sup>1</sup> The values of the years 2016, 2018 and 2020 are taken from the ES of the previous years.

Management satisfaction improved across the Group compared with the previous year and is at an all-time high of 89 percent. We focus on consistent and integrated management development at all management levels. In doing so, we offer various modern management tools. The offerings are derived from the Group strategy and prepare managers worldwide for the challenges of the digital age. Managers can adapt the offerings to their personal development status and integrate

them into their day-to-day work at any time. In the Corona year 2020, the leadership development programs were fully digitized and additional ad-hoc formats were introduced to support leadership in times of social distancing. The engagement index for managers remains at a very good level of 4.4 on a scale of 1 to 5. All managers act in accordance with our Guiding Principles.

Employee satisfaction in Germany (from pulse and employee survey, in %)

# EMPLOYEE SATISFACTION AT RECORD LEVEL



Pulse and employee survey 2016 - 2020: "How do you feel at Deutsche Telekom?"

The values determined come from the pulse and employee surveys current at the time. The last pulse survey was conducted in November 2020, the last employee survey in spring 2019.

■ Positive (in %) ■ Negative (in %)

Satisfaction among the employees and management staff in Germany has remained at a consistently good level since 2015. In 2020, the satisfaction rate exceeded the rates achieved in previous years despite the ongoing pandemic. Telekom is proving to be a true constant for employees in these uncertain times. This is clearly reflected in the good employee satisfaction scores. The structured follow-up process to the employee survey draws up sets of measures to ensure improvements at all levels, right down to individual teams. In this process, we analyze the results of all 90 questions and make them available to

the teams. Managers thus derive valuable ideas for collaboration on activities that will make their leadership and the company more successful. Responsibility for subsequent steps lies with managers, who use the results to develop and implement specific measures in order, for example, to improve employee commitment and satisfaction. The pulse survey offers a review of the effectiveness of these measures. Managers can use the results to make any necessary adjustments and ensure the long-term effectiveness of any derived activities.

Working in the Digital Age

# DOUBLING ONLINE COLLABORATION

	2016	2017	2018	2019	2020
<b>Webex Meeting</b>					
Minutes of online conferences (global)	672,524,751	763,733,114	835,095,611	883,877,777	1,787,149,436
<b>Voice and messaging service</b>					
Jabber Accounts	27,254	37,062	42,102	64,668	n/a
Webex Teams Accounts					170,000
<b>You and Me</b>					
User profiles	120,325	121,876	125,670	133,306	130,788

Virtual conferences enable work from (almost) anywhere in the world and reduce travel costs and time. The core of effective and transnational collaboration is simple, fast and virtual communication. So, it is not surprising that in the pandemic year 2020 the volume of online conferences more than doubled (1.78 billion).

Our chat & messenger service "Jabber" was completely replaced by "Webex Teams" last year. Here we can report 170,000 registered users.

"You and Me", our internal social media and collaboration platform, saw a decline in user profiles for the first time. Our employees now have several options for digital collaboration. With the further international rollout of Cloud Office and the use of Modern Groups (30,046) - so-called online collaboration groups based on Office365 technology - it is now easier to collaborate, especially internationally, so that YAM is used more for communications of a formal nature.

Personnel costs (in billions of €) and personnel cost ratio (in %)

## PERSONNEL COST RATIO SIGNIFICANTLY IMPROVED DUE TO RECORD GROUP TURNOVER

	2016	2017	2018	2019	2020
Personnel costs in the Group, non-adjusted (total)	16.5	15.5	16.4	16.7	18.9
Of which Germany	9.8	8.5	9.2	8.7	8.8
Special factors	1.5	0.6	1.2	1.0	1.8
Personnel costs in the Group (adjusted for special factors)	14.8	14.9	15.2	15.7	17.0
Group revenue	73.1	74.9	75.7	80.5	101.0
Of which Germany <sup>1</sup>	25.3	25.2	25.0	25.2	25.2
Adjusted personnel cost ratio, Group (total, %)	20.3	19.9	20.1	19.5	16.8
Adjusted personnel cost ratio, Germany (%)	32.9	32.1	33.0	31.6	30.7

<sup>1</sup> Sales are allocated to the Germany/international breakdown from an HR perspective and thus according to the location of the employees (FTE). In the annual report, sales are allocated to the country in which they were generated. The calculation is based on rounded million figures.

In the Group as a whole, the personnel cost ratio decreased in 2020 compared with 2019.

One driver of the 2.7 percentage point improvement in the adjusted personnel cost ratio in the Group is the significant increase in Group sales. Personnel costs are defined as basic personnel costs (wages, salaries) and ancillary personnel costs

(social costs). This figure is adjusted for special factors in conjunction with staff restructuring measures (individual staff reduction instruments). The personnel cost ratio represents personnel costs in relation to revenue. The trend in this figure serves as a benchmark for the company.

Total workforce costs, adjusted (in billions of €)

# SUCCESSFUL MERGER INCREASES WORKFORCE COSTS

	2016	2017	2018	2019	2020	
TWC <sup>1</sup>	16.8	16.9	17.1	17.5	19.1	
Of which Germany	9.1	8.9	9.0	8.7	8.3	
	IWC <sup>2</sup> (adjusted PC <sup>3</sup> )	8.3	8.1	8.1	7.9	7.7
	EWC <sup>4</sup> leased and temporary staff	0.03	0.04	0.05	0.04	0.03
	EWC <sup>4</sup> freelancers and consultants	0.7	0.8	0.8	0.8	0.5
Of which international	7.8	7.9	8.0	8.8	10.7	
	IWC <sup>2</sup> (adjusted PC <sup>3</sup> )	6.5	6.8	7.1	7.7	9.3
	EWC <sup>4</sup> leased and temporary staff	0.5	0.2	0.2	0.2	0.2
	EWC <sup>4</sup> freelancers and consultants	0.8	0.8	0.8	0.9	1.2

<sup>1</sup> workforce costs: external workforce costs + personnel costs adjusted for special factors

<sup>2</sup> Internal workforce costs

<sup>3</sup> Personnel costs

<sup>4</sup> External workforce costs: costs of leased and temporary workers, freelancers and consultants

Our Total Workforce Management (TWM) gives us a holistic view of Deutsche Telekom's workforce management. In addition to our internal workforce and internal workforce costs, TWM also takes into account the external workforce working for Deutsche Telekom. Taking into account the costs of consultants as well as temporary and loaned staff is important for long-term qualitative as well as quantitative personnel planning. The key indicators for managing personnel costs in our Group are total workforce costs (TWC) and the total workforce quota (TWQ), as both indicators take into account external personnel costs in addition to internal personnel costs.

In the Group, total workforce costs increased significantly year-on-year by 1.57 billion euros. This is attributable to the merger of T-Mobile US with Sprint in the U.S. business and the associated increase in the number of employees, as well as to other structural effects (e.g. collectively agreed salary developments for our employees in Germany).

While the internal workforce costs have increased immensely internationally compared to previous years, the total costs for freelancers, consultants and temporary staff in 2020 have remained stable compared to 2019.

Personnel expenses (in millions of €), share of total operating expenses (in %)

# PERSONNEL EXPENSE RATIO DECLINES DESPITE RISING PERSONNEL EXPENSES

Breakdown of personnel costs		2017	2018	2019	2020
Payroll	DT Group	12,017	12,390	12,668	14,077
	National	6,467	6,502	6,317	6,346
	International	5,550	5,889	6,350	7,731
Social security contributions and company pension scheme	DT Group	2,928	2,913	3,053	2,926
	National	1,638	1,650	1,635	1,391
	International	1,290	1,263	1,418	1,535
Adjusted personnel costs, accumulated	DT Group	14,945	15,216	15,686	17,017
	National	8,105	8,146	7,950	7,735
	International	6,840	7,070	7,736	9,282
<b>Personnel costs as proportion of total operating expenses</b>					
Adjusted operating costs	DT Group	53,854	53,782	52,694	61,543
	National	17,221	16,873	15,929	14,486
	International	36,633	36,909	36,765	47,058
Personnel costs as proportion of total costs	DT Group	27.8 %	28.3 %	29.8 %	27.7 %
	National	47.1 %	48.3 %	49.9 %	53.4 %
	International	18.7 %	19.2 %	21.0 %	19.7 %

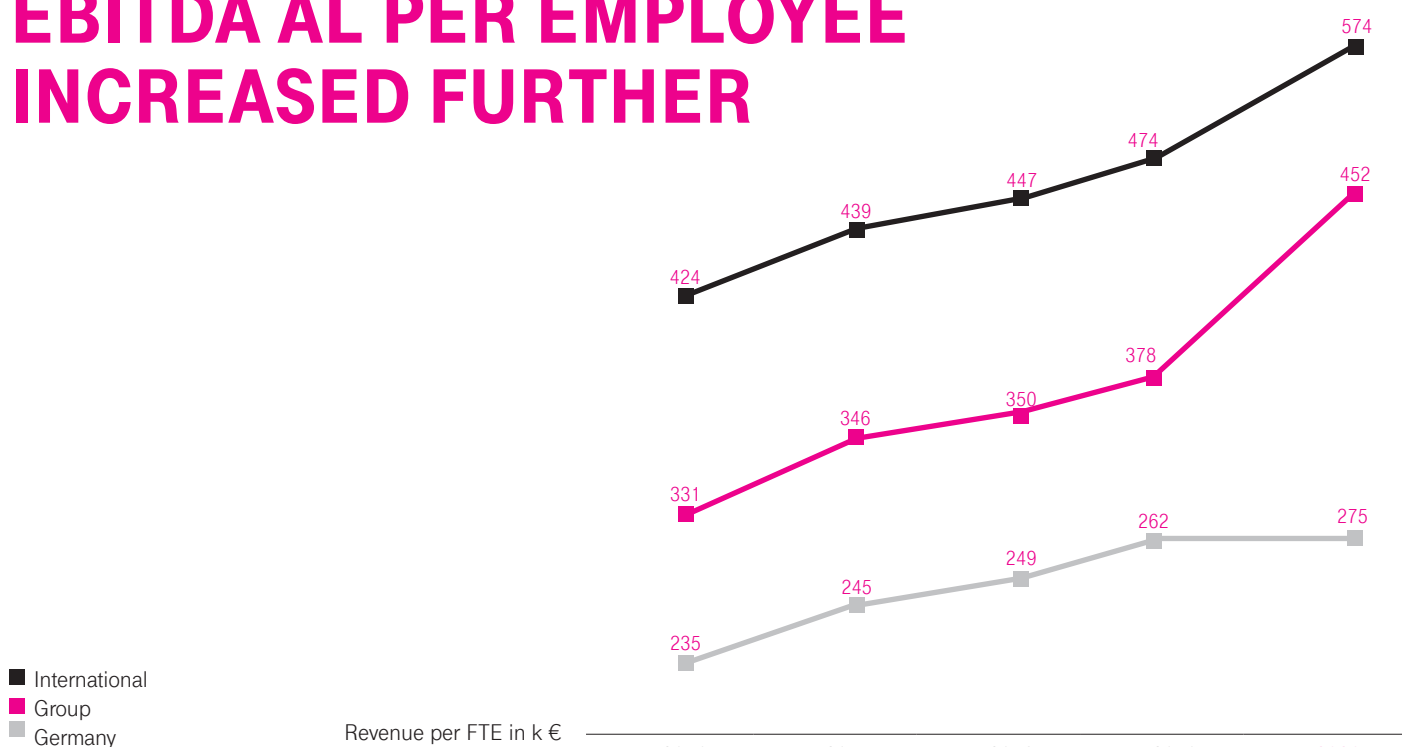
In 2020, Deutsche Telekom recorded adjusted personnel costs of 17 billion euros. Of this, 14 billion euros was attributable to wages and salaries. In addition, we paid around 3 billion euros in social security contributions and company pension plans. The company pension scheme enables our employees to supplement their statutory pension.

Measured against Deutsche Telekom's total operating expenses of 61.5 billion euros, 27.7 percent was attributable to personnel. Although this is one of the highest expense items, but at the same time forms the basis of our success, the share of personnel expenses in total expenses fell by 2.1 percentage points. Our employees are largely responsible for the business success of our company.



Revenue and EBITDA AL per employee (in FTE, yearly average)

# EBITDA AL PER EMPLOYEE INCREASED FURTHER



■ International  
■ Group  
■ Germany

Revenue per FTE in k €

	2016	2017	2018	2019	2020
Revenue, Germany (billions of €) <sup>1</sup>	25.3	25.2	25.0	25.2	25.2
Revenue, international (billions of €) <sup>1</sup>	47.8	49.7	50.7	55.4	75.8
Revenue, Group (billions of €)	73.1	74.9	75.7	80.5	101.0
International revenue as a percentage of Group revenue <sup>1</sup>	65.4 %	66.3 %	67.0 %	69.0 %	75.0 %
Ø Average number of employees, Germany	107,793	103,174	100,227	96,018	91,512
Ø Average number of employees, international	112,790	113,280	116,142	116,827	132,027
Ø Average number of employees, Group (total)	220,583	216,454	216,369	212,846	223,539
	2016	2017	2018	2019	2020
EBITDA AL <sup>2</sup> per FTE (average) in euros, adjusted DT Group	97,105	102,700	106,762	116,192	156,829

<sup>1</sup> The allocation of sales to form the quotas is based on the HR perspective and thus on the location of the employees (FTE). In the annual report, sales are allocated to the country in which they were generated. The calculation is based on rounded million values.

<sup>2</sup> The new accounting standard IFRS 16 "Leases" has been applied since January 1, 2019. As a result, the definition of some of our financial performance indicators has changed. For the newly defined performance indicators, the comparative values for 2018 were determined on a pro forma basis. The EBITDA per FTE figure from 2018 has been adjusted compared to the last Factbook. No comparative values for the AL indicators are available for 2015 - 2017.

In 2020, Deutsche Telekom generated consolidated revenue of 101 billion euros. This represents an increase of 20.5 billion euros or around 25 percent compared to the previous year. The international share of Group revenue increased by 6.0 percentage points to 75 percent. Similarly, sales per employee rose steadily to 452,000 euros in 2020, an increase of around 19 percent. The international business also recorded an increase in sales per employee of 20 percent.

The U.S. business continued to play a major role in this: The

number of employees in the U.S. segment increased by 50.7 percent, due to the merger of T-Mobile US with Sprint. As a result, the USA segment generated revenue growth of around 51.4 percent year-on-year - making the largest contribution to Group revenue with a share of 60.6 percent.

An average full-time employee at Deutsche Telekom generated EBITDA AL<sup>2</sup> (EBITDA AL, after leases) of 156,829 euros in 2020, an increase of 35 percent compared with 2019.

Total workforce quota, adjusted (costs and revenue in billions of €)

## DEVELOPMENT OF TOTAL WORKFORCE QUOTA STILL ON THE RIGHT TRACK

		2016	2017	2018	2019	2020
Germany	PC <sup>1</sup> , adjusted	8.3	8.1	8.1	7.9	7.7
	EWC <sup>2</sup>	0.8	0.8	0.9	0.8	0.6
	TWC <sup>3</sup>	9.1	8.9	9.0	8.7	8.3
	Revenue <sup>4</sup>	25.3	25.2	25.0	25.2	25.2
	TWQ <sup>5</sup> , adjusted	35.9 %	35.4 %	36.1 %	34.8 %	33.1 %
International	PC <sup>1</sup> , adjusted	6.5	6.8	7.1	7.7	9.3
	EWC <sup>2</sup>	1.3	1.1	1.0	1.0	1.5
	TWC <sup>3</sup>	7.8	7.9	8.0	8.8	10.7
	Revenue <sup>4</sup>	47.8	49.7	50.7	55.4	75.8
	TWQ <sup>5</sup> , adjusted	16.2 %	15.9 %	15.9 %	15.8 %	14.2 %
Group (total)	PC <sup>1</sup> , adjusted	14.8	14.9	15.2	15.7	17.0
	EWC <sup>2</sup>	2.0	1.9	1.8	1.8	2.1
	TWC <sup>3</sup>	16.8	16.9	17.1	17.5	19.1
	Revenue <sup>4</sup>	73.1	74.9	75.7	80.5	101.0
	TWQ <sup>5</sup> , adjusted	23.0 %	22.5 %	22.6 %	21.7 %	18.9 %

<sup>1</sup> Personnel costs

<sup>2</sup> External workforce costs: costs of temporary staffing + costs for freelancers and consultants

<sup>3</sup> Total workforce costs: external workforce costs + personnel costs adjusted for special factors.

<sup>4</sup> The allocation of revenue to form the ratios is based on the HR perspective and thus on the location of the employees (FTE).

In the annual report, revenue is allocated according to the country in which the revenue was generated.

<sup>5</sup> Total workforce quota = TWC/revenue

The total workforce quota is the ratio of total personnel costs (internal and external) to revenue. Deutsche Telekom's total workforce quota improved significantly in 2020. The adjusted quota for the Group as a whole decreased by 2.8 percentage points year-on-year in 2020. While total revenue increased by 25.4 percent (20.5 billion euros) in 2020, total workforce costs

also rose sharply year-on-year by around 9 percent. The total workforce quota is very important to us as it expresses the productivity of our employees. The improvement in the total workforce quota in 2020 is due to the fact that sales increased more strongly than personnel costs, resulting in an increase in productivity.

# 69.2 MILLION EURO SAVINGS THROUGH IDEA GENERATION MANAGEMENT

	2016	2017	2018	2019	2020
Ideas submitted	10,125	6,902	5,123	6,007	4,574
Savings (in millions of €)	168.5	99.0	78.0	81.0	69.2

Idea Generation Management (IGM) develops concepts and measures to exploit the innovative and creative potential of employees for the Group. IGM is an important part of increasing Telekom's competitiveness by continuously improving processes, services and products. It promotes a climate of innovation, has a positive influence on corporate culture, and helps safeguard employment and the share price.

The promotion of value-creating ideas was again the focus of Idea Generation Management in 2020. With 4,574 ideas received, benefits amounting to 69.2 million euros were generated.

The Corona pandemic did not leave the incoming ideas unscathed. Nevertheless, we achieved our goal of increasing the value of each idea. On average, each idea submitted generated benefit of around 1,600 euros more than in the previous year. In 2020, Deutsche Telekom was awarded 2nd place for the best idea in "Occupational safety and health at work" by the German Institute for Idea and Innovation Management. Thanks to the idea of an employee and his colleagues, heavy-duty rails are now modified before installation, generating a benefit of 400,000 euros.



Natural attrition

# EMPLOYEE TURNOVER BELOW 4 PERCENT

	2016	2017	2018	2019	2020
Germany	1.4 %	1.7 %	1.9 %	2.3 %	2.0 %
International <sup>1</sup>	8.1 %	9.2 %	9.8 %	9.6 %	6.6 %
Group (total) <sup>1</sup>	4.0 %	4.7 %	5.1 %	5.3 %	3.9 %

<sup>1</sup> Excluding T-Mobile US

Nationally and internationally, the turnover rate has fallen sharply compared to 2019.

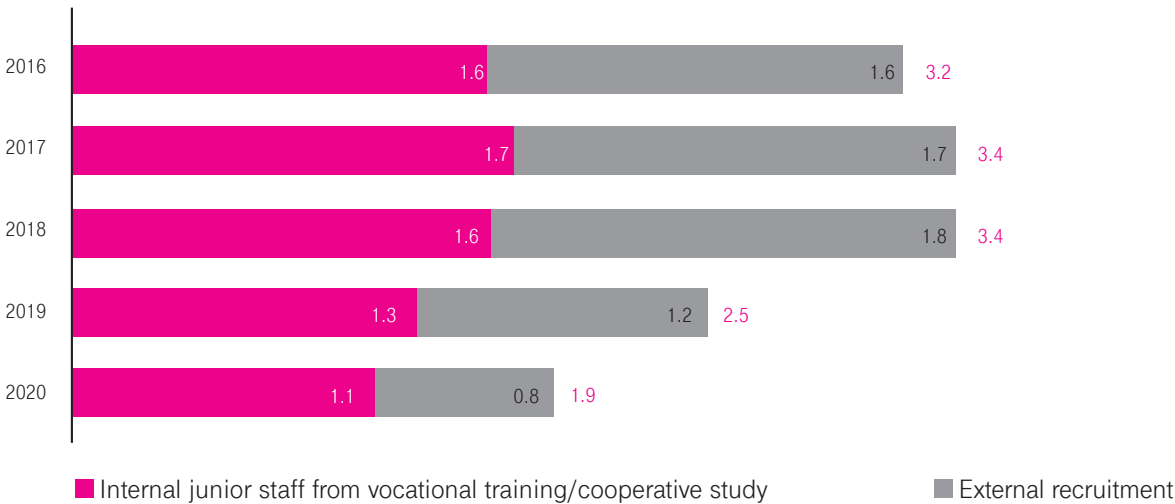
Nationally, there were around 1,000 employee and employer terminations, around 400 fewer than in 2019. This corresponds to a decrease of around 28.6 per cent. Corona has once again shown us that Telekom is a trustworthy employer and that our employees feel comfortable here. About 860 employees retired due to age-related fluctuation or became incapacitated for work

or service. Due to the high decrease in dismissals, the fluctuation rate also fell in the Group as a whole.

Natural attrition refers to normal employee turnover without specific reduction measures, e.g. due to retirement, disability, resignation by the employee or dismissal by the employer for behavioural or personnel reasons. These are set in relation to the total number of all employees (final value of the previous year).

Recruitment in Germany (in thousands of FTE)

# TELEKOM SHOWS DIGITAL PRESENCE AS AN EMPLOYER



Deutsche Telekom hired 800 new employees from the external labor market in Germany in 2020. In addition, we took on around 1,100 internal junior staff as permanent employees after they completed their vocational training or dual studies. Our workforce plays a crucial role in the transformation of our Group. It is therefore important for us to have the right employees in the right places and to develop them in a targeted manner. We want to be a magnet for digital talent worldwide. A strong employer brand is essential for recruiting and retaining talent, especially in the increasingly competitive market for IT and tech professionals. It is therefore one of our main goals to sustainably increase the perception of Deutsche Telekom as an attractive employer for IT and tech talent. Following the implementation of our new employer brand strategy and campaign #IWILLNOTSTOP, our digital presence as an employer on the market and keeping in touch with IT talent were the absolute focus in 2020. Through Covid-19, people's need for a sense of purpose, belonging and security has increased. We have integrated this change in values for our target group in our employer brand strategy and translated it into concrete messages on the "New Normal", e.g. with communication content on agile working, flexible working and home office, digital learning, sense of belonging to DT. The campaign #IWILLNOTSTOP stands for meaningful work and impact - especially in times of Corona, this message has gained even more impact and strengthened us as an employer. For us, distance instead of face-to-face also meant rethinking employer communication and developing

new digital formats. In recruiting, the virtual recruiting process became more important than ever. In order to offer candidates a great virtual candidate experience, we believe that transparency, clear messages, and personal contact between recruiters and candidates are all part of the process. In addition, strengthening our talent pool management and building talent pipelines was one of our main recruiting topics this year. Diversity is an integral part of our corporate culture. We are therefore trying to attract more female talent to our company by addressing specific target groups. For our Women's STEM Award, which promotes women in STEM subjects and professions, female STEM students from all over the world were once again able to apply for the eighth time. We are also involved in Global Digital Women, an international network of women shapers in the digital industry.

### Awards

We have received various awards for our performance as an employer and for our recruiting measures. In 2020, for example, we were named one of the best employers for women by Brigitte magazine - we received 4 out of a possible 5 stars. We also achieved a very good third place overall in the Potentialpark 2020 study for our online communication with applicants across all four subcategories "career website," "mobile," "online application" and "social media". Our recruiting campaign #IWILLNOTSTOP won 2nd place in the German Human Resources Management Award in the 'Recruiting' category.

Tools for socially responsible staff reduction in Germany, personnel cuts (in FTE)

# COMMITTED RETIREMENT AND PHASED RETIREMENT REMAIN POPULAR MODELS

	2016	2017	2018	2019	2020
Early retirement, civil servants	3,849	27	1,711	1,242	1,917
Early retirement, non-civil servants	47	61	63	71	77
Severance payments	726	1,081	972	763	745
Phased retirement (start of passive phase)	1,393	1,687	1,890	1,692	1,899
Transfers to government authorities (final) <sup>1</sup>	418	417	326	321	146
Other socially responsible staff reduction options	<6	15	0	0	0

<sup>1</sup> Permanent transfers; civil servants have no right to return to the Telekom Group - established as a cluster in 2015.

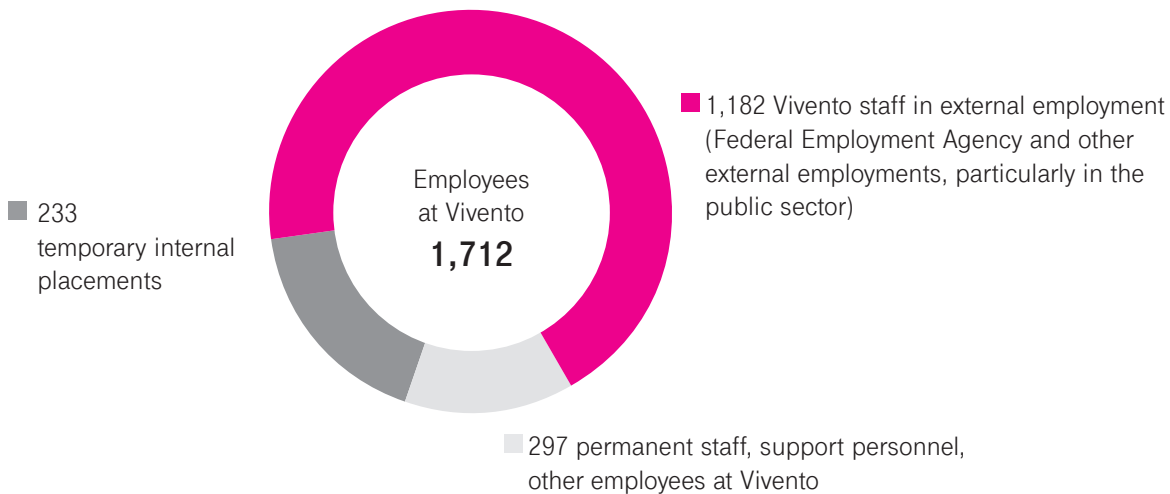
Deutsche Telekom continues to attach great importance to making staff reductions in a socially responsible manner. In 2020, the proven models of early retirement, phased retirement and severance pay were used again for this purpose.

The statutory regulations on early retirement for civil servants expired at the end of 2016. With the committed retirement, the legislator has provided a follow-up regulation for a limited period until the end of 2024, which was used by 1,917 civil servants in 2020.

Phased retirement is usually based on a block model, in which staff work full time during the first few years of the active phase, followed by a passive phase of equal duration, which then transitions seamlessly into regular retirement respectively a pension. In 2020, 1,899 employees in Germany moved from the "employment phase" to the "retirement phase" of partial retirement. This is a new record number. In Germany, 745 employees made use of severance payments. Furthermore, 146 civil servants were permanently transferred to public authorities.

Vivento employee figures (in FTE)

# STAFF RESTRUCTURING FAVOURED BY INCREASED DEMAND FROM PUBLIC AUTHORITIES



Employees permanently transferred to the public sector via Vivento in 2020: .....	<b>146</b>
Staff transferred to Vivento since its foundation: .....	<b>54,370</b>
Staff leaving Vivento since its foundation: .....	<b>52,658</b>

In 2020, 146 civil servants opted for a permanent transfer to federal, state and local governments. Many of them went to the German Armed Forces, customs, the Federal Office of Administration and the Federal Police. In addition, employees were placed in individual positions in the public administra-

tion. As in previous years, this was driven by the authorities' staffing needs and supported by the personnel service provider Vivento. The number of employees supported by Vivento was further reduced in 2020.

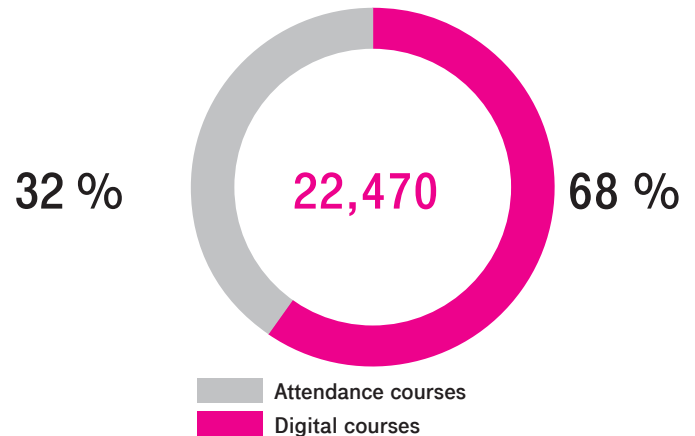
Training, Group (total)

# ON THE PULSE OF TIME THROUGH EXPANDED DIGITAL LEARNING OPPORTUNITIES

In 2020, our employees worldwide invested around 3 million learning hours in their own qualification, 69 percent of which was in digital offerings. This represents an increase of 22 percent compared to 2019. A large part of our learning offerings can now be booked via a global learning management system (LMS). In 2020, 68 percent of the training bookable via the LMS was digital.

Deutsche Telekom started to sustainably change the learning culture in the Group in 2019 and further expanded this significantly in 2020. With the "youlearn" initiative, we are pursuing the goal of developing Telekom into a learning organization. In doing so, the company is increasingly focusing on supporting everyday, self-directed learning, with content that is also designed to be more fun. Through "youlearn", new information portals for learning offerings, improved search, new digital learning content and a new experience-based learning platform have been introduced since 2019 and will also be fully rolled out in Germany in 2020. A "Learning Challenge" encourages employees to participate in voluntary, especially informal, learning steps, and our "Learning Checkpoint" offers employees a competence check for their own learning behavior. A notable example of self-determined and self-organized learning is the employee initiative "Learning from Experts" (LEX) launched in 2018, in which experts share their knowledge with a community in short, digital sequences. In 2020, around 3000 LEX sessions were offered to employees.

Overall, the Corona pandemic has significantly reduced the number of learning hours compared to 2019. This is due to the almost complete elimination of face-to-face training in 2020. To compensate for the lack of face-to-face training, digital learning opportunities have been significantly expanded, by 18 percent compared to the previous year, to be precise. At the same time, the share of digital learning hours in 2020 has increased significantly. Thanks to the focus on digital offerings, which was already clearly noticeable in recent years, Telekom was able to continue to support its employees with well-designed learning offerings even in this challenging Corona year. Particularly noteworthy here is the newly introduced learning platform "Percipio", which is also referred to as the Netflix of learning and on which over 170,000 employees had registered by the end of 2020.



Training through global Learning Management System (LMS)

No. of courses (via LMS)	22,470
No. of digital courses (via LMS)	15,200
No. of attendance courses (via LMS) <sup>1</sup>	7,270
No. of training days	486,598
Ø Ave. training days per employee (in FTE)	3.4
No. of digital training days	329,291
Ø Ave. digital training days per employee (in FTE)	2.3
Digital learning quota (proportion of digital learning)	69.0 %

<sup>1</sup> Including mixed, telephone and unassigned learning opportunities



Participants in international development programs (in heads)

# UNABATED INTEREST IN THE START UP! PROGRAM

		2016	2017	2018	2019	2020
Start up! trainee program participants <sup>1</sup>	Total	18	32	44	71	44
Start up! trainee program participants <sup>1</sup>	Of whom women	28 %	50 %	59 %	44 %	59 %
Global Talent Pool participants <sup>2</sup>	Total	253	858	976	952	n/a
Global Talent Pool participants <sup>2</sup>	Of whom women	35 %	25 %	26 %	26 %	n/a

<sup>1</sup> The program duration is 15 to 18 months. Listed are the new hires per year.

<sup>2</sup> Group-wide program for top talents. Duration is approx. twelve months (starts in summer). Replaces the predecessor program "Talent Space" since 2017. New target group design makes comparability more difficult (now also including senior managers). Program was terminated in 2020.

Our Group-wide development programs are designed to promote high potentials within the Group, keep them loyal to the company, and place them in suitable roles. The focus is on developing and raising the visibility of participants and equipping them with the skills needed to tackle current and future challenges. At the same time, we want to enhance their sense of belonging, increase knowledge exchange and promote personal responsibility.

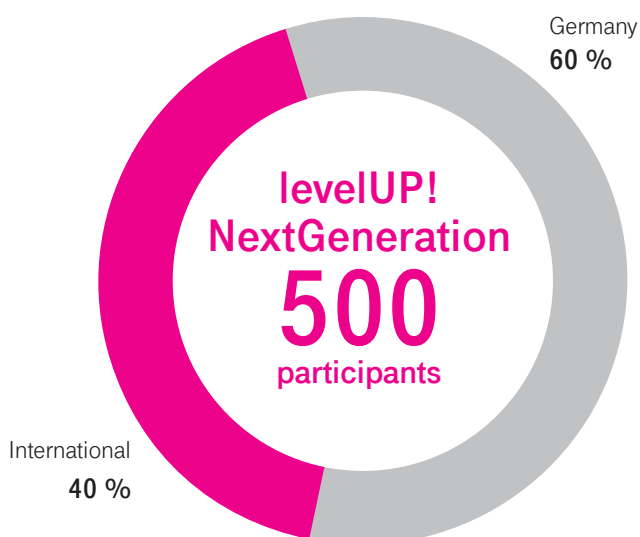
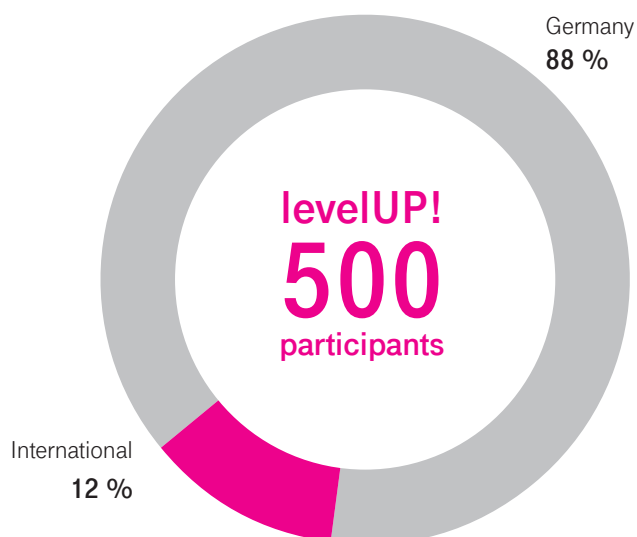
The international trainee program "Start up!" is aimed at innovative graduates with an entrepreneurial mindset. Over a period of approximately 18 months, trainees get to know different areas of the company in Germany and abroad with a series of challenging project tasks. The program is complemen-

ted by a series of innovative training formats and events such as "Magenta Friday", providing trainees with a forum for regular project collaboration to fulfill their mandate as drivers of culture and innovation within Deutsche Telekom. This year, the number of participants in the program fell back to 44, the level of previous years. Fortunately, however, we were again able to record an increase in the proportion of women to 59 percent.

The Global Talent Pool closed to new entrants on 30th June 2020. A revised global approach – Talent Hub - focussed on placement into strategic roles has been developed and is being rolled out from Q1 2021.

Participants in international leadership programs (in heads)

# LEADERSHIP PROGRAMS ALL ABOUT DIGITAL FORMATS



In 2019, the levelUP! program took participating executives on a journey to develop their own personal agile leadership style. As the program was very well received and the places were overbooked, we offered another development journey in levelUP! 2020 under the motto "Leading Agile".

Due to the challenges caused by COVID-19, we decided at short notice to carry out the program completely digitally and to expand the "Leading Agile" topic to include the challenges that arise from leading at a distance.

The network activities, which are an integral part of all levelUP! programs, were also offered entirely digitally. This gave the participants the opportunity to network even under the special challenges. This offer was used very actively.

We also continued our program levelUP!NextGeneration for future managers in 2020, due to the great success of the first-time implementation. Despite the special challenge of COVID-19, we decided to also offer this program in a purely digital format for motivated employees with potential: 500 employees from 21 countries worldwide went through this 4-month development program, which is characterized by digital learning and the education of innovative, as well as inspiring and tangible leadership topics and skills. To promote the networking character of the development program, we created a purely digital large-scale event, the "Digital Summit", where 470 participants from 21 countries took part in interactive and inspiring formats and discussions.

With levelUP!NextGeneration, we strengthen and promote Group-wide and cross-segment cooperation. Despite the purely digital implementation of the program, we were able to convince our participants with great satisfaction to successfully complete levelUP!NextGeneration in a motivated and committed manner and we can look back on a very good implementation with a convincing increase in our customer satisfaction rating.

Yet another success story is leadFIRST in our product portfolio. In 2020, we offered it not only in English but also in German language. leadFIRST a completely digital, virtual leadership development program aimed at managers who have recently taken on a management role. Its aim is to give these managers a clear and comprehensive understanding of their new role and create a solid management foundation in harmony with Deutsche Telekom's leadership principles and values. During the program, participants reflect on their own leadership ideas. This global, digital program not only helps to develop leadership skills at the highest level, but also promotes virtual leadership skills and offers numerous opportunities for networking. In 2020, a total of 160 participants from 16 countries attended the 8 live sessions.

Health rate in Germany (in %)

## SIGNIFICANTLY BETTER HEALTH RATE

	2016	2017	2018	2019	2020
Germany	93.8	93.7	93.6	94.0	95.0

The health rate for Deutsche Telekom Group nationally improved by 1.0 percentage points year-on-year in 2020, with an average value of 95 percent (including long-term sick). The main causes of days lost due to illness at Deutsche Telekom AG are musculoskeletal disorders, mental health disorders and respiratory diseases – the latter to a much lesser extent than in previous years.

The development of the health rate was positively influenced in particular by the measures taken in connection with the Corona pandemic, which also prevent other respiratory infections, among other things. In addition to comprehensive hygiene measures for all employees, targeted preventive health programs have been implemented at the individual com-

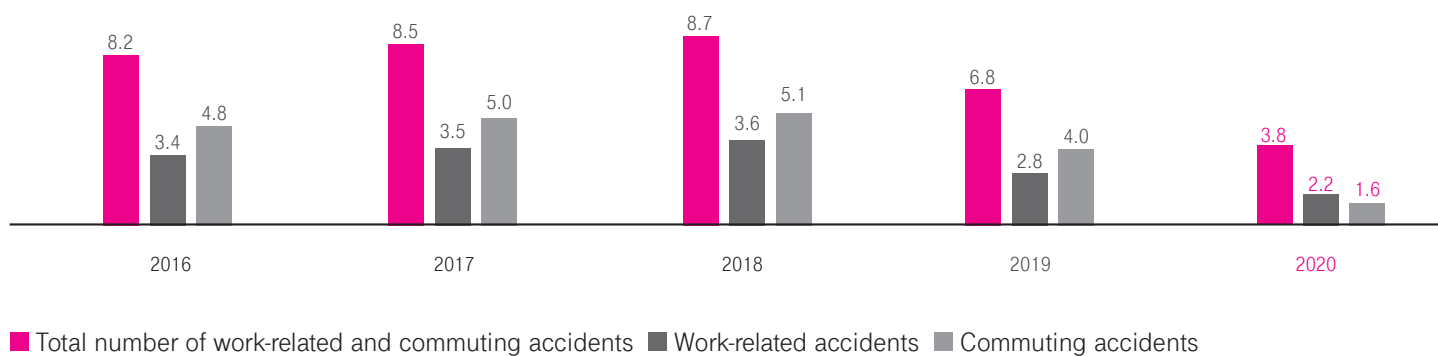
panies. Management training courses on the subject of "healthy and mindful leadership" have been introduced and continued. Managers are also being sensitized and trained in particular on the aspect of virtual leadership.

The expansion and intensification of measures to prevent musculoskeletal and mental health disorders is specifically targeted at the most common causes of incapacity to work. For example, the placement of employee and management counseling offers is aimed at the increasing psychosocial stress factors among employees. In addition to analog offerings, digital support elements are increasingly being used. This has proven particularly useful in times of a global pandemic.



Work-related accidents in Germany (per thousand FTE)

# COMMUTING ACCIDENTS AT A RECORD LOW



The number of occupational and commuting accidents fell again sharply compared with 2019. The reduction in commuting accidents in particular had a strong impact on this development. As a result of protective measures taken during the Corona pandemic, many took advantage of home office options, which greatly reduced the number of people who commuted to work. Combined with a particularly mild winter in the first quarter of 2020, which did not significantly affect road traffic, these are the most obvious reasons for the sharp reduction in commuting accidents.

As a trend reversal in this direction had already been seen in the previous year, the development can also be proportionately attributed to the comprehensive commitment to preventing

road accidents. Employees were continually offered discounted driver safety training courses, which could be attended by company, business and private vehicle users. In order to avoid risks associated with the use of new means of transport, such as e-scooters, at an early stage, the introduction of such vehicles was intensively monitored from a safety perspective.

As part of the systematic implementation of a certified occupational health and safety management system in accordance with DIN ISO 45001, the development of the accident rate and other relevant key figures is closely monitored in order to analyze any need for action and to bring about a continuous improvement in measures to increase occupational safety.

**RESPONSIBLE**

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