



LIFE IS FOR SHARING.

Leadership Anchors

Manifesto

Leadership Anchors

Impact now, create the new

Being a leader has never been as exciting and challenging before. You have to deal with the NOW and courageously shape the NEW.

That's why we have to raise the leadership bar. To help YOU and YOUR TEAM to deliver peak performance for both.

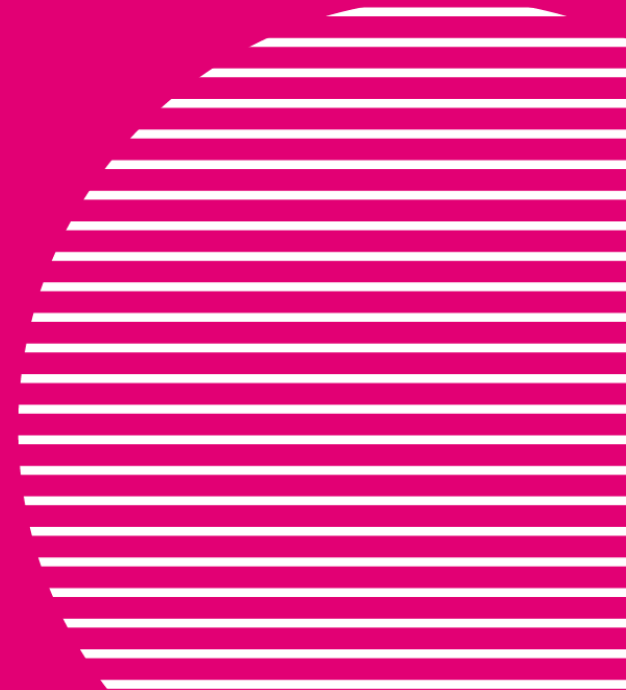
At Telekom the Guiding Principles give all employees the values we hold as important for our organization. The Leadership Anchors build on these and show within each principle the attributes we strive for our leaders.

No matter the challenge you face. No matter how unfamiliar the situation. Living the leadership anchors allows you to make impact NOW and to create the NEW. They are your everyday guideline for impactful and human behavior. Today and in the future, they drive stability and unleash opportunities.

For YOU, for YOUR TEAM and for US as a company.



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ACT WITH RESPECT & INTEGRITY

I am **accountable** for the **good** of our **people** and our company.



TEAM TOGETHER – TEAM APART

I create and **empower** **diverse teams** and **partnership**.



I AM T – COUNT ON ME

I give and gain **trust** by being **authentic** and **emphatic**.



GET THINGS DONE

I am **courageous** and I take **risks** to **disrupt**.



DELIGHT OUR CUSTOMERS

I provide a **thought leadership** through a compelling **vision**, with the **customer** at the heart.



Living the Leadership Anchors

means bringing our Guiding Principles as a leader into practice.
All 6 anchors are relevant for leaders at Telekom.
Where to put the focus and emphasis of leadership behavior depends on the situation.

STAY CURIOUS & GROW

I **grow myself** and others, support **potential** and balance **persistence** and **adaptability**.





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