

**EXPERIENCE DIVERSITY**  
**INCLUSION@DT**



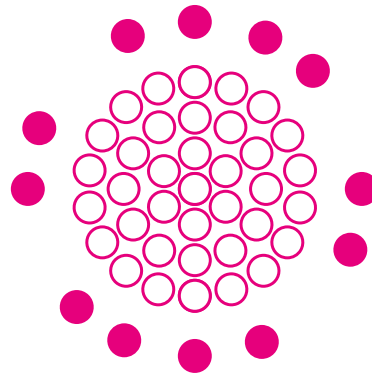
**LIFE IS FOR SHARING.**

# INCLUSION MEANS...

The UN Convention on the Rights of Persons with Disabilities defines inclusion as the equal, self-determined coexistence of the disabled and non-disabled in society and the working world.

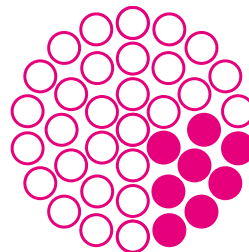
## Exclusion

Marginalization;  
Exclusion from certain  
social groups or  
individual persons



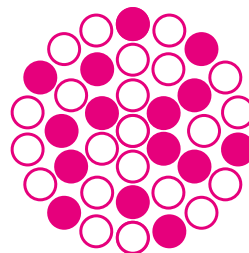
## Integration

Involvement;  
integration of groups in  
an existing community



## Inclusion

Belonging;  
shared coexistence to  
eliminate barriers



S. 5

Forewords

P. 10

**01**

Challenge:  
Education and  
training

P. 12

**02**

Challenge:  
Awareness and  
public relations work

P. 14

**03**

Challenge:  
World of work and  
employment

P. 17

Interview with  
Christian Ebmeyer  
& Thomas Sell

P. 20

**04**

Challenge:  
Prevention and  
reintegration

P. 22

**05**

Challenge:  
Barrier-free  
accessibility





**Dr. Christian P. Illek**  
Board member for Human Resources  
at Deutsche Telekom AG



**Marcus Zendt**  
Company representative for the disabled  
at the Deutsche Telekom Group

## FOREWORD

# BOARD MEMBER FOR HUMAN RESOURCES & COMPANY REPRESENTATIVE FOR THE DISABLED AT THE DEUTSCHE TELEKOM GROUP

Deutsche Telekom has around 228,000 employees worldwide, around half of them work in Germany. It has always had a very heterogeneous workforce. This is a challenge, but also a gain first and foremost: Young and old, men and women, people with and without disabilities, colleagues with different sexual orientations and different cultural and religious backgrounds all work together toward the goal of making Deutsche Telekom Europe's leading telecommunications provider.

Our goal and aspiration is to promote and exploit this diversity as a source of creativity and innovation. Diversity creates added value, pluralism in the generation of ideas and, at the end of the day, better results.

A culture based on mutual respect, esteem and tolerance of individual skills and lifestyles is the foundation. This also

includes the subject of inclusion, an important facet of diversity. We are committed to inclusion. For us, inclusion is the natural, mutual respect among all employees, independently of age, gender, origin, ideology and disability.

With over seven percent of the workforce, Deutsche Telekom is well over the nationwide average in the employment of the disabled. We offer a broad range of support measures to our disabled employees and employees with an equivalent status and are working continually to remove barriers.

With this action plan, we want to continue our success story and position ourselves as best we can to face future challenges. Experiencing diversity, Inclusion@DT, that's what we stand for and that's what we're working toward together.



A handwritten signature in pink ink that reads "Peter Kleineberg". The signature is stylized and fluid.

**Peter Kleineberg**  
Group Representative for Employees with Disabilities



# FOREWORD

## GROUP REPRESENTATIVE FOR EMPLOYEES WITH DISABILITIES

People are at the center of everything and a disability can affect anyone. That's why the inclusion of people with disabilities must become a matter of course. The "Inclusion@DT" action plan will help to ensure that the working conditions adapt to the people and their needs and not the other way around. The diversity of human characteristics, both physical and mental, must be the focus. Through this approach, people with disabilities can use their working qualifications and skills to the fullest and are not measured by their supposed limitations. They are part of society and contribute to it actively.

Thanks not least to the active support of the Group's representatives for the disabled, Deutsche Telekom's employment

rate of people with disabilities is in the leading group of DAX 30 companies. For the Group's representatives for the disabled and works councils, retaining jobs for employees is a constant challenge. An even greater challenge is creating new jobs, particularly for people with disabilities.

We want to bring to life inclusion and lend our support in the implementation of targets and measures. This action plan is the first step.

Action means doing something. I am convinced that we will succeed in dismantling the barriers in our minds and implement inclusion in the Deutsche Telekom Group.



A handwritten signature in red ink, consisting of stylized, cursive letters that appear to read 'J. Bednarski'.

**Josef Bednarski**  
Chairman, Group Works Council



# FOREWORD

## GROUP WORKS COUNCIL

Dear colleagues,

Inclusion also means stopping to focus on whether or not a person has a disability. As if there weren't any other characteristics that made up a personality. We lose sight of the fact that every person is unique and can make a valuable contribution to the community.

What we need is a tightly-woven net of players and activities for consequent inclusion at the companies of the Deutsche Telekom Group. Why is that so important? In the working world, as well, employees with disabilities bring skills, motivation and enthusiasm to the table and can be successful players on a successful team – provided they are given the opportunity to show what they're made of. An increasing number of smart employer representatives at the Group are aware of this, but there is still a lot of room for improvement.

People with disabilities should be able to show how they can participate in the regular internal labor market at Deutsche Telekom. That's why HR policies are a central element in a Group-wide inclusion action plan, one which focuses on increased sensitization for the workforce potential and capabilities of people with disabilities. The vision of an inclusive working world can only become reality if employers become aware that employing people with disabilities is in their companies' own best interests. I am firmly convinced that a society and an economy that is not restricted to the mainstream, but instead perceives otherness and diversity as a strength and gain, will be better positioned than others.

The Group Works Council of Deutsche Telekom AG stands closely by the Group Representative for Employees with Disabilities and will do its part to ensure its success. I call upon the works councils in the Group to actively support the action plan at their companies.

Sincerely,

# 01 CHALLENGE

## EDUCATION AND TRAINING

### What connects us.

We, the Deutsche Telekom Group, are more than just another company that provides society with infrastructure. We are a trusted companion, whatever the circumstances, both in people's private lives and at work. Whenever and wherever. Making life easier for people and enriching it for the long term is the very essence of what we do through our network and our products.

To do so, we will continue to need motivated, qualified employees, both with and without disabilities, in the future. As an attractive place to work, capturing the potential of people with disabilities is the focus of an inclusive employment policy.



Photo: Julien Brauers with his colleague on their way to lunch.

### Training

Deutsche Telekom has trained young people inclusively in a wide variety of career fields for many years.

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### Principle

- Deutsche Telekom welcomes young people with disabilities as young talents. In case of equal qualification, they are given preferential consideration as trainees and cooperative students.

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### Measures

- Deutsche Telekom maintains contact with employment agencies and schools. At events and trade fairs, young talents who are interested in career training at Deutsche Telekom are addressed. Special attention is paid to disabled potential employees, who are strongly encouraged to apply.
- In case of equal qualification, disabled trainees and cooperative students are given preferential consideration over other trainees and cooperative students.



Photo: Julien Brauers at his workplace. Special technical equipment supports him in his day-to-day work.

## Training

Deutsche Telekom employs a variety of training and education measures to ensure the long-term employability of its staff. In our training measures, we place great value in the mutual exchange of ideas and encourage our employees to learn with and from one another.

### Principle

- Training activities are designed to be equally accessible for employees with and without disabilities.
- Employees with disabilities are given preferential consideration for internal career training and education measures.

## Measures

- Training activities should be designed to be barrier-free. Should this not be possible in individual cases, personalized solutions for people with disabilities are provided.
- The persons of trust for people with disabilities are notified when training activities are scheduled and can get involved in the selection of the participants.
- Deutsche Telekom offers training activities for further education and sensitization in matters of people with disabilities for a variety of employee groups. Topics include IT accessibility, rights conveyed by SGB XI and inclusion.



### Web-based training for managers

Managers have the opportunity to find out about the most important topics related to employees with disabilities in the framework of a web-based training on SGB XI, the relevant chapter of the German Social Code.

## 02 CHALLENGE

### AWARENESS AND PUBLIC RELATIONS WORK

Respecting and enhancing the dignity of people with disabilities and their social esteem are central action guidelines. Clichés and prejudices towards people with disabilities must be eliminated. A disability is not negative, nor a lesser version of “normality”. Disabilities are part of the diversity of human life.



Photo: Reinhold Bötzel advises a customer at a Telekom Shop.

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## Principles

- People with disabilities participate in working life at Deutsche Telekom as equals, independently and with inclusion.
- With its sustained social and societal commitment to the needs of people with disabilities, Deutsche Telekom makes an important contribution toward corporate responsibility.
- Managers respect the special rights of people with disabilities.

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## Measures

- Deutsche Telekom communications are comprehensible and target group-focused.
- In our reporting, people with disabilities are portrayed in such a way as to avoid clichés and eliminate prejudice.
- Managers and employees will be notified of this action plan and receive training on the subject of inclusion of people with disabilities as needed.
- Current measures, activities and campaigns for the inclusion of people with disabilities at Deutsche Telekom will be reported on as needed in a variety of internally and externally accessible media and publications; one possible occasion is the United Nations' International Day of Persons with Disabilities (December 3).



Photo: Reinhold Bötzel has won major international competitions in high jump events.

**“I’m very happy about where I stand in life and how I’m maintaining control.”**

Reinhold Bötzel

## 03 CHALLENGE

# THE WORLD OF WORK AND EMPLOYMENT

There are many disabilities and not all of them affect the workplace. Deutsche Telekom – as a co-founder of Charta der Vielfalt e. V. (Diversity Charter) – has made a public commitment to promoting and living with diversity. In this context, we create workplaces equipped for the disabled, attractive working environments and flexible working conditions. We advocate diversity, equal opportunity and inclusion – and have declared our goal of supporting and capturing this diversity as a source of creativity and innovation. Diversity and inclusion are key drivers for change in our corporate culture – and at the same time our contribution to true appreciation and respect in society.

### Current situation

Deutsche Telekom has had an employment rate for the disabled and those with equivalent status of over 5% for many years, significantly surpassing the statutory quota. Through the activities and measures described below, we create an environment that makes it possible to maintain this level in the long term.

The **employment rate**, which has been above average for years, will be maintained through a wide range of supporting measures and by eliminating barriers..



**“I think openness in dealings with people with disabilities is the first step toward inclusion.”**

Christian Ebmeyer

Photo: Christian Ebmeyer advises a deaf customer in a video chat.

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## Measures

To improve employment opportunities for women and men with disabilities, Deutsche Telekom strives to make its job advertisements accessible, enabling and supportive, to encourage people with disabilities to apply. The disclosure of a disability must not result in stigmatization. In addition to sensitization measures and training courses, other activities – some of them segment-specific – are carried out, for example:

- Central clearing of personnel costs for the employment of people with disabilities at T-Systems.
- Central procurement and assumption of costs for workplace equipment, training courses and interpreters for employees with disabilities.

The **working conditions** are designed to allow people both with and without disabilities to be included in the workflows. They are engaged to allow them to contribute and develop their skills and abilities to the fullest possible extent.

Workplaces of people with disabilities are equipped with technical resources and the necessary training courses are held. Interpreting services at the workplace and for business events are provided in the necessary scope for the deaf and hearing-impaired.

The needs of disabled employees are taken into account in the organization of **working hours**.

Employees with disabilities are generally neither exempt nor excluded from shift work. In individual cases, however, the need for disability-friendly organization of working hours may arise and result in the partial full exclusion of employees with disabilities from shift work. If the physical condition of a disabled employee requires an adjustment of working hours or the shift schedule, this can be done person-specifically.

The configuration of **workplaces**, the workplace design, the provision of technical equipment and the work organization are reviewed during a workplace inspection to maintain occupational safety.

Accompanying measures support the necessary **business mobility** of employees with disabilities.

If the type and severity of the disability require it and if the effort is reasonable and not associated with excessive expense, exceptions to the Group Travel Policy are possible in individual cases. Vehicles of the service fleet and company cars will be equipped for disabled accessibility as needed.

Employees must **not be discriminated against** due to a disability.

This prohibition of discrimination must also be acknowledged in performance review and target agreement processes. The effect of a disability on work performance must be taken into account and must not negatively impact the review result.

Should a disability restrict performance, options for mitigation must be sought. The employment of disabled persons with reduced or impaired performance must not have a negative impact on the team.

Should reasonable, appropriate measures fail to mitigate reduced or impaired performance due to disability, special balancing measures must be implemented to prevent discrimination against the disabled during performance reviews or target agreement negotiations. The circumstances of the individual case must always be taken into account.

When **new forms of work** are introduced, all employees will be enabled to participate.

Any constraints due to disabilities must be considered and, where necessary, creative solutions found. Exclusion must remain an exception that requires special justification.

**Organizational measures** may represent a special burden for people with disabilities, one for which solutions must be found together.

Disabled employees with restricted mobility can be hit especially hard by organizational and site-related changes. To prevent unnecessary burdens, special rules are agreed as needed, for example, reviewing and supporting special programs for Group-wide balancing or offers for alternating telework and possibilities of mobile working.



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## Successful projects for the placement of people with disabilities

### Showcase project “Alternative Employment Opportunities”

This project by the companies in the Germany segment offer better opportunities for colleagues with disabilities to change jobs cross-company within the Group. Another objective is placement in other departments or units when colleagues can no longer work at their previous location or working environment as a result of site consolidation or organizational changes. Through this approach, people with disabilities can be given new, individual perspectives.

### The “Fair Play” project by Telekom Placement Services

New employment opportunities for people with disabilities will be identified throughout the Group. In addition to job-specific training, these colleagues receive targeted coaching and training measures and are given comprehensive support by Telekom Placement Services staff.

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# “INCLUSION OFFERS MANY OPPORTUNITIES FOR LIVING TOGETHER”

## INTERVIEW WITH CHRISTIAN EBMEYER & THOMAS SELL

Marcus Zendt, Company representative for the disabled at the Deutsche Telekom Group, visited VVO (Sales, Associations, Organizations) at Telekom Deutschland in Hamburg to speak with colleagues about a successful example of inclusion.



Photo: Thomas Sell, Christian Ebmeyer and Marcus Zendt (from left)

**ZENDT:** Dear colleagues, thank you for the invitation. I'm happy to be here in Hamburg with you today. I was very pleased by your willingness to talk with us. Can you briefly describe where we are right now and what your exact duties are?

**EBMEYER:** I work in Sales Support here at VVO (Sales, Associations, Organizations) and support the Deutscher Gehörlosen-Bund e.V. (German Association for the Deaf) as a deaf contact person. We aim to offer barrier-free sales and service specifically to our hearing-impaired customers – that demands a contact person who knows and understands the communication and culture of people with hearing impairments. No other telecommunications company offers anything like that.

**SELL:** As the Sales area for associations and organizations, we support the large, important associations in Germany. This involves understanding the industry and its problem situations, as well as supporting the members in their everyday work.

**ZENDT:** You immediately volunteered to be interviewed on the subject of “inclusion” and on employees with and without disabilities working together. Why?

**EBMEYER:** Well, “inclusion” is a big word that's seeing a lot of use right now. We want to bring this word to life – starting with the small scale, in my daily dealings with non-deaf colleagues at work – and with our customers as well, by providing offerings and services at eye level.

**SELL:** To understand people, you have to listen to them, to enter a dialog with them. This interview gives me the opportunity to point out both the personal and career conditions faced by people with hearing impairments. There are many opportunities for coexistence here!



Photo: Thomas Sell, Christian Ebmeyer, Markus Zendt and Romy August-Köhler, assistant to Mr. Ebmeyer (from left).

**ZENDT:** Some people have reservations that having colleagues with disabilities might make it difficult for them to complete their own work. What has your experience been? What is the working relationship like here?

**EBMEYER:** I think it's a give and take on both sides – an exchange between two cultures. When the deaf and hearing work together, of course the barriers to communication are first and foremost. But in my experience on this team, everyone is very open, and in case an interpreter or assistant isn't available, we can still make ourselves understood with facial expressions, gestures and a bit of fantasy.

**SELL:** Most people have inhibitions when it comes to interacting with disabled colleagues. In my experience, when we engage with one another, it breaks the ice quickly. My team has achieved a new level of discipline at meetings. When our colleagues words have to be interpreted into sign language, that means only one person can talk at once. As a result, we all let each other finish and listen to one another. It's great!

**ZENDT:** Is there something that you're particularly proud of, something that went especially well in recent months?

**EBMEYER:** We've pushed through a really great offering for hearing-impaired customers – one that is tailored specifically to the communications needs of this customer group. It was a long battle – but successful in the end, and the feedback we've received from customers proves us right. It won't only be reflected in customer satisfaction, but in overall revenue as well.

**SELL:** I can think of a lot of things! One of them is a true leap in the consultation of people with hearing impairments. Mr. Ebmeyer, with our team and many supporters, succeeded in implementing the "LiveBerater" for Deutsche Telekom's advisory services.

**EBMEYER:** Advising deaf customers only works in German Sign Language, of course. It's the native language for the deaf in Germany and essential to seamless communication. Hearing customers can call a phone hotline if they have questions or need advice. Deaf customers require a video chat with deaf consultants. While this has been around for more than 10 years at Deutsche Telekom, the launch of the LiveBerater has modernized it. With LiveBerater, customers will be able to obtain advice in a video chat in sign language at the highest level of technology – a professional solution for advice over the Internet. The customer and consultant see each other face to face in a video-based live chat. LiveBerater also allows the display, joint editing and sharing of documents. The solution is run at a Deutsche Telekom data center, giving customers end-to-end security.

**ZENDT: Can the two of you provide advice or recommendations, based on your daily experiences, of how inclusion can best be achieved?**

**EBMEYER:** I think openness in dealings with people with disabilities is the first step toward inclusion. For me personally, various communication tools simplify my daily work: Tess/TeleSign – the phone interpreting relay service that lets me hold calls with my hearing colleagues, the assistants who are available for my everyday office communications, sign language interpreters for works meetings etc. It's financed through a personal budget from the Integration Office. While this requires some organization on my part, it gives me the ability to participate fully and make my own decisions.

**SELL:** It pays off to approach one another, offer assistance and show interest in otherness. It's wonderful what you get back from others!

**ZENDT: In closing, is there anything that you wish for in future, or a suggestion or idea that you think we should pursue?**

**EBMEYER:** To offer better career perspectives to other deaf employees at the Group, I hope the workplaces of all these employees are generally equipped with the phone interpreter relay service equipment. In most job descriptions, the ability to communicate by phone is a basic prerequisite. In addition, people can use their personal budgets from the Integration Office to meet their needs for interpreting services, personal assistants or the aforementioned phone interpreting services individually, to further their career opportunities. But this means facing a mountain of bureaucracy in many cases... I think that needs smoothing out.

**SELL:** I think it's important that our journey as Deutsche Telekom includes people whose disabilities prevent them from doing everything people without disabilities can do. By specifically addressing the deaf and hearing-impaired, we can capture new potential for Deutsche Telekom. This target group, in particular, is extremely enthusiastic about digitization. Whether the OnlineBerater, the new video telephone on the DigiBox or use of the new Samsung Gear VR goggles for the optimal presentation of sign language. Many Deutsche Telekom products and services are used by the deaf and hearing-impaired in ways that we hearing people can't even imagine. Let's all shape the possibilities together and set out on new paths. If we do so, we can open up new opportunities and markets. The important thing is that we take the experiences we have with the hearing-impaired and apply them to people with other disabilities as well. We face exciting times.

**ZENDT: Thank you for the interview.**

## 04 CHALLENGE

### PREVENTION AND REINTEGRATION



Photo: Judith Weidekam is an example of successful reintegration.

Occupational health and safety, health promotion and prevention – combined with corporate integration management – are essential elements of a corporate health management system and an important contribution to a humane working world. Deutsche Telekom's commitment in health management is recognized internally and externally and has won many awards. We understand the physical, mental and social dimensions of healthcare. The improvement of health and well-being at the workplace through the promotion of healthy practices represents an important contribution to productivity, quality and efficiency and thus to the company's success. A framework of behavioral and structural prevention aims to identify and eliminate health risks to employment as early as possible, to ensure that employees can remain in work for the long term. To this end, in addition to the occupational health and safety required by law, the Group offers a large number of prevention and health promotion activities as well as regular consultation hours.

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#### Principles

- The activities of corporate health management at Deutsche Telekom help to maintain and restore the health of all employees, both with and without disabilities.
- The employment of people with disabilities is to be maintained in the long term.
- The interests of employees with disabilities are taken into account in corporate health management activities.
- Deutsche Telekom supports employees with disabilities with participation in medical and career integration measures.

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## Measures

- The responsible representatives for employees with disabilities can participate in working groups for health at all levels of the Group.
- In the event of personal, behavioral or operational difficulties in the working and employment relationship, all options and all available advisory and financial assistance that might eliminate such difficulties must be examined and reviewed as quickly as possible, to ensure that the employment relationship can be continued in the long term whenever possible.
- Corporate integration management (BEM) is offered at Deutsche Telekom when employees are incapacitated for work for longer than six weeks at a time or – for more than 42 days in total – multiple times within a year . For details, please refer to the valid company-specific and works agreements.
- Deutsche Telekom supports employees with medical and career reintegration measures, for example, through incremental reintegration measures, counseling by the company physicians and the regular consultation hours.
- Employees whose activities are constrained due to accident or illness should enjoy all possible support in the ailment-specific redesigning their workplace (technical equipment, organizational and HR measures) to ensure that they can continue to pursue their assigned duties in accordance with their remaining capabilities and in line with their knowledge and skills. If this is not possible, a change to an alternative job should be pursued.
- If they encounter difficulties in their work or personal environments, deaf and hearing-impaired employees can use a special portal to contact employee and manager counseling.



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### Corporate integration management (BEM)

Deutsche Telekom offers corporate integration management (BEM) to all employees who are incapacitated to work more than six weeks in a row or multiple times within 12 months. Participation in BEM is voluntary. Employees can also request BEM participation on their own initiative, before the threshold is reached. Employees with disabilities are entitled to have their representative in attendance. In addition, upon request,

the measure can be supported by specially trained disability managers from our service provider B.A.D. Corporate integration management measures are intended to help employees overcome their incapacity to work, prevent further incapacity to work and have the greatest possible positive impact on the health of employees with long-term ailments.

## 05 CHALLENGE

# BARRIER-FREE ACCESSIBILITY

In the spirit of inclusion, as defined in the UN Convention on the Rights of Persons with Disabilities, a barrier-free environment is an essential prerequisite for the equal, self-determined participation of people with disabilities in working life. For this reason, Deutsche Telekom gives top priority to the rapid implementation of barrier-free working conditions and a barrier-free work environment. Furthermore, our efforts for barrier-free accessibility include our customers as well as our employees.

Both structural facilities and IT applications are considered barrier free when they can be accessed and used normally by people with disabilities and people with functional limitations, without constraints and generally without external help.



Photo: Simone Stihl with her colleagues.

### Principles

- The workplace, work environment and all areas to which employees normally have access must be designed to be barrier-free for people with disabilities. This also applies to possibilities for receiving information through Deutsche Telekom's networks.
- An important criterion in the planning and execution of all construction activities on properties and in the leasing of new objects is barrier-free accessibility.
- Barrier-free access to Deutsche Telekom buildings and campuses must be observed.
- We design our IT applications such that people with physical limitations can use them in the same way as people without disabilities. As such, we incorporate accessibility in our policies for procurement, programming and operation of the applications.

**“They accept me here for what I am!”**

Simone Stihl

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## Measures

- To ensure barrier-free access in the work environment and in structural facilities, Deutsche Telekom follows the “Implementation guideline for the introduction and realization of Group standards, space optimization concepts and ‘open office worlds’ for office space at Deutsche Telekom AG,” among other policies.
- The implementation guideline considers and protects the interests of people with disabilities through the involvement of the Group Representative for Employees with Disabilities.
- IT applications are tested for their accessibility and improved as needed. Demands for barrier-free accessibility are anchored in IT procurement both in the purchasing process and IT project management.
- Disabled-friendly workplace equipment, individual training courses for employees with disabilities and interpreter services for deaf employees are procured and settled centrally.
- Barriers in services for employees are eliminated and disabled-friendly access options created. One example of this is the hotline for the hearing-impaired with video function, which the hearing-impaired can use to communicate with a contact person in sign language.
- We are working to improve all information channels to employees, including the elimination of barriers. For example, the workplaces of deaf employees can be equipped with videoconferencing options (WebEx/web cam) upon request. Constraints to accessibility, such as to the Telekom Social Network, are being reduced continually.
- Many events to promote interchange among people with disabilities have been held in the past. This will be continued in future. The exact form and schedule will be decided in the individual case, taking the technical and financial possibilities into account.

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### Special service for employees with disabilities

- HR hotline with video function for people with hearing impairments in sign language.
- Extended IT support for workplaces with assistive technology (such as refreshable braille displays) and on-site service for employees with limited mobility.

### Special service for customers with disabilities

Deutsche Telekom offers special services for customers with disabilities, such as special advisory appointments in the Telekom Shops. Exclusive offers for customers with hearing impairments are available under [www.telekom.de/deaf](http://www.telekom.de/deaf).



# PUBLICATION DETAILS

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