

To the cover picture of the image section

Why does your picture symbolize a great experience of working for Deutsche Telekom?

**Andrea Nagykalnai, Head of Communication, IT Services Hungary:** Last year, the Communication Department arranged a photo shoot with some of our employees who are proud of working for T-Systems. The cover photo is one of them. The photos are used in our job advertisements and in our recruitment communication. We asked our employees to give us some quotes as to why they applied for the photo shoot and what they think about our company:

**Izabella Kovacs, Central Enduser Services:** I knew since my childhood that I wanted to work at a company where I could utilize my German knowledge. I think I found my place at T-Systems. Telekom is an employer where I can prove and improve my skills and knowledge. We're a dynamic team that sticks together!

**Richard Bombera (middle), Service and Delivery:** I work for the largest ICT service company in Hungary. T-Systems supports employees in personal and professional development providing real opportunities for career development. I think "largest" is a good description, among others.

**Behzad Maboodi (left), International Service Desk:** When I joined to T-Systems, I saw a good chance to work in an international environment. Since then I have learned that we have a lot of options to develop our skills and career. Our team is a bunch of young and enthusiastic people who are really motivated and open minded.

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The Great Experience:  
[www.telekom.com/careers](http://www.telekom.com/careers)  
[jobs@telekom.de](mailto:jobs@telekom.de)



The Great Experience.

Life is for sharing.

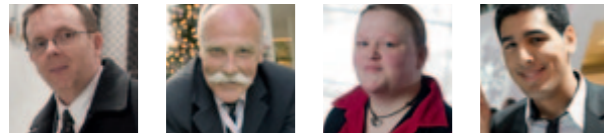


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Represented in 34 countries  
on four continents.  
Almost 247,000 employees.  
More than half of them outside Germany.

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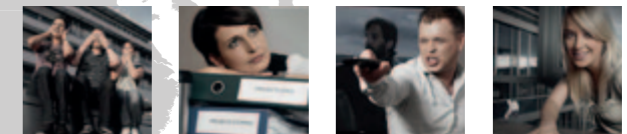
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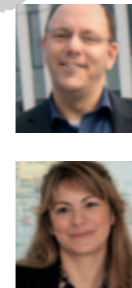
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# “After a cup of coffee, all was clear.”

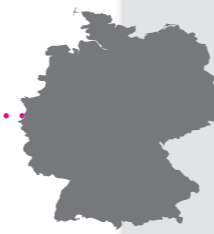
“Right!” calls the photographer – and color paper printouts start raining down around Fabian Broszjo: the image and title image candidates for this HR Report.

During his second internship at Telekom, in the Group’s Corporate Communications unit to be specific, the 22-year-old from Dortmund is participating actively in drawing up the report. Today, this is a real hands-on experience, with him acting as an ‘employee model’ at one of the photo sessions being held for this year’s report. “The photo shoots and my work on the report overall are definitely a highlight of my internship,” Fabian Broszjo is convinced. He is also absolutely sure about the quality of the training he receives.

Even when compared with the IT company where the business administration student completed an internship in London in 2010, Broszjo prefers Telekom: “In both my internships at Telekom I was simply more intensively involved in all the work processes as a matter of course.” The daily involvement was what Fabian Broszjo appreciated most, so that he extended his 24-week internship, which was compulsory on his course of study, voluntarily by another month. Internship at Telekom rather than a vacation? “The work here was always exciting and varied.”

“All I think about is the next game.”

This fully confirms the first impression Fabian Broszjo gained at his first interview. “After the first cup of coffee together, all was clear.” The only remaining question is the most important one: “Will Dortmund win the Bundesliga title?” And the answer from the young “Dortmunder” – with an eye on what he hopes will be his own successful final this summer – is both diplomatic and champion-worthy: “I do the same as the Dortmund soccer team. All I think about is the next game.”



**Germany**  
 Around 82 million inhabitants  
 Capital: Berlin  
 Official language: German  
 Around 123,000 employees

“Here I have found what I was looking for – purpose and enjoyment in my work.”



A young hopeful herself only last year, she is now on the lookout for fresh Telekom talent: Franziska Beckmann (right, next to her colleague Roman Neumann) works as a recruiter at the Bonn Headquarters to make sure that Telekom develops “with enthusiastic people in the right places.” It is the huge variety that Franziska Beckmann loves about her work. “It was what struck me during my course of study, which I completed as a cooperative degree student at Telekom.” At Deutsche Telekom Kundenservice GmbH she was able to “get a taste” of work in different departments such as Sales, Controlling and HR. A two-month assignment in Montenegro contributed to her practical experience and gave her close contact with a business environment during her studies, from which she graduated successfully as a Bachelor of Business Administration. Her summary leaves no space for interpretation: “I feel completely at home in my job at Telekom. Here I have found purpose and enjoyment in my work.”

## Many roads lead to Telekom.

Career entry for graduates: management trainee entry through **Start up!** and direct entry via **Jump in!**

One of Germany’s largest training providers, with around **10,000** trainees and students in cooperative degree programs.

**Wanted!** For example, software developers, IT architects, business administrators, arts graduates and social scientists, product managers and business analysts.

Assignments in Germany and the international arena.

Talent biotope **Bologna@Telekom**, with our own university and partner universities.

Planned new hires up to 2012: around **10,400** in Germany and **18,000** in Europe.

Telekom supports the Deutschlandstipendium scholarship program. We are the first DAX-30 group to sponsor a total of **360** students from summer semester 2011 within the framework of the German government’s national grant scheme.

“For me, talent means

people who are curious, creative and like experimenting.”

**Mr. Sattelberger, what would you say is characteristic of young talent?**

Talent is everywhere! Alongside personal skills – and every person is good at something – in my opinion, it means above all the personal commitment and the spirit of every individual; for me, talent means people who are curious, creative and like experimenting. They don't just follow the crowd but aspire to craft change and the future themselves. Their heads are full of innovative ideas, ideas for products and services, as well as the concerns and challenges that face the people involved. Talent means people who will work with their minds, hands and hearts to help us re-invent the Telekom enterprise.

**How do you intend to motivate these people to join Telekom?**

Motivation comes from within rather than from having its trumpet blown by others. We can all support an attractive, open enterprise culture that does without unit or hierarchy mindsets and gives people the space they need for self-development, team spirit and responsibility. It was for this reason that we created our Guiding Principles in 2008, a set of common values that applies to our entire company all over the world. These values stand for a mentality based on enjoyment and pleasure in trying out and learning new unconventional solutions. In particular, the first worldwide Guiding Principles' Focus Day held last year showed that we are on the right track for giving our culture an unmistakable identity.

**How do you make the “new Telekom” come alive for young talent?**

We follow our words up with deeds – and go to the places where we can find our future talent: onto the Internet, into schools and universities. And we naturally leave our mark in personal contacts and give people the chance to take a glimpse at the company's work. We opt for innovative communication formats in order to forge contacts with potential candidates. We are, for example, one of the best DAX 30 companies in using social networks. All in all, we are getting better all the time at giving Telekom a highly attractive profile around the world – with broadly varied, rewarding duties, highly diverse and varying work opportunities and exciting future prospects. This is what we mean by “The great experience,” and this is why our new HR Report bears this title. During 2011, our leitmotif – “The great experience” – will inspire talented individuals at talent hot-spots around the globe to opt for a “great experience” with Telekom.

**And internally?**

Step by step, we will also be making “The great experience” come alive inside the company: with greater flexibility in our work environments, with meaningful prospects for individuals, with leadership based on sustainability, with broad opportunities for learning, and so on. This will make Telekom even more attractive for its employees. New answers may be given in particular to critical questions such as “Who do I pay how much, who can make a career in our company and how is respect shown?” These answers also deliberately depart from well-trodden paths.

**In this context, how important is the women's quota, which you introduced a year ago?**

The women's quota is an excellent example that shows how we as a company are taking measured steps to shape our new company. Its introduction, our experiences and discussions on this subject fuel our culture change. Things we took for granted in the past are being challenged. The quota forces us to adopt new mindsets, for example on the issue of individual control over working hours for men as well as for women. The vital aspect of the women's quota, as I see it, is that it extends across the entire talent chain. We want more women in our training, more women graduates, more female employees and female executives in development programs. Then again, we also want more international teams based on ethnic diversity and mixed generations. This represents a key milestone on our way to creating a “corporate biosphere” of people whose diversity is, for Telekom, the source of business success, creativity and innovation.



**Online and multimedia talent search.**

**2,200** fans on our Facebook page.

**5,000** subscribers to the Xing business network.

**22,000** downloads of the job app for the iPhone.

**1,800** followers in the Twitter information service.

YouTube channel with **7,000** call-ups, around **30,000** videos watched.

Perspectives



**South Africa**

Around 50 million inhabitants

**Capitals:** administrative: Pretoria,

legislative: Cape Town, judiciary: Bloemfontein

**Official languages:** Afrikaans, English, Southern

Ndebele, isiXhosa, isiZulu, Northern Sotho, Southern

Sotho, Setswana, Siswati, Tshivenda, Xitsonga

Around 2,200 employees

“What counts is the person, not their diploma.”



When “Doc Oliver” speaks of South Africa, his eyes light up: “The country, the culture, the animal world, the light – South Africa is impressive, proud, black, and simply different! It's a vast experience that you don't forget.”

Doc Oliver, as the locals knew him, is actually Dr. Oliver Lange, took a doctorate in business administration and worked as CFO for T-Systems in South Africa.

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“Low German and Afrikaans, the language spoken by most white South Africans, are very similar. Many of my colleagues were amazed that I could follow their conversation and then answer – in English.”



> **Continued from page 7** It was not that Oliver Lange's career with Telekom in Germany was boring. The qualified business administrator helped build DeTeFleetServices, today an independent mobility provider with a fleet of around 35,000 vehicles, over a period of seven years. He is currently Head of Finance at Deutsche Telekom Headquarters and, among other positions, chairman of the University Council at the Group's University of Applied Sciences in Leipzig (HfTL). The 38-year-old is therefore not only close to the company's hard business figures but also to the people with whom Telekom plans to craft its successful future. "But still – South Africa is simply an experience that you won't find anywhere else," Oliver Lange is convinced. An experience that he shared with his family. Together with his wife and two sons, the colleague from northern Germany moved to Midrand for a year and a half. "Midrand is halfway between Johannesburg and the capital city Pretoria." An optimal location for T-Systems South Africa: "South Africa's IT is definitely world class," Oliver Lange continues. "One critical aspect, however, is their telecommunications technology, the transmission paths. As a service company, we therefore like to get as close as possible to our customers." If necessary, placing dust-free server facilities in the middle of the African savanna.

"Key to our success was the fact that we have radically streamlined our business models – and that we saw our customers, and therefore the people, behind the figures. We called it 'IT with soul.'" This is just one of many new perspectives that Oliver Lange took back with him to his day-to-day work in Germany: "First I look at the person sitting opposite me – and not at their diploma. The vital question is: am I confident that their personal qualities suit them for the job?"



## Global Assignment: Going international at Telekom.

On the basis of her personal history alone, HR expert Maria Victoria Ziegler is an excellent example of how Group employees are steadily going multinational. Her great-grandfather came from Switzerland, she herself was born and grew up in Argentina, and worked for German companies there including VW and Siemens. In 2004 Maria Victoria Ziegler joined the "Telekom family." She came to Germany in January 2008 through the Group's international HR development program Telekom X-change, now works at the Global Assignment Center (GAC) and is a member of the HR talent pool.

The GAC is the central point of contact for all units arranging international assignments that are due to last longer than three months. At the Global Assignment Center, Maria Victoria Ziegler acts as the binding link to the international HR team, which supports international assignments at local level. She therefore maintains a regular exchange with local HR colleagues in 40 countries all over the globe. "At GAC we have experts who cover all the topics involved, from visas, taxes and social insurance to personal and

health insurance as well as questions about salaries and contracts. They advise employees in order to find the optimal solution in each case," the HR expert explains. "We cooperate closely with our international HR colleagues to ensure that assignments are planned and implemented without any hitches." The GAC supports internationalization by drawing up framework conditions for international assignments which are valid worldwide and for talent promotion programs such as Telekom X-change.

A unique experience, the opportunity for personal development and new career prospects are just three of the reasons for going international at Telekom. In 2010, the Global Assignment Center looked after more than 500 employees on international assignments. Today, Maria Victoria Ziegler still benefits from her personal experiences with Telekom X-change: "It was very rewarding, and helps me to understand the wishes and expectations of our customers. I really enjoy my work, because I come into contact with people from very different cultures every day."

### International exchange and knowledge transfer.

We help to build intercultural skills, business know-how and a common One Company mentality by launching support measures across national boundaries. Alongside our cross-functional Initiative **Talent Spaces**, which enable us to view talented people throughout the Group, these include:

#### Telekom X-change

The program offers, in particular, young high performers the opportunity to experience everyday work in an international environment for three to six months.

#### Master classes

A development offer for the best of our experts worldwide. In 2010, we offered four master classes: Change Management, Influence and Leadership, Innovation, and General Management.

#### Professional programs (PP)

For the last five years we have cooperated with leading international business schools to offer academic state-of-the-art professional development in the areas of finance, HR, marketing and IT. The PPs also provide the opportunity to acquire a Master's degree.

#### Skills development

Comprehensive training offer. In Germany alone, our employees completed some 775,000 training days in the year 2010. This is equivalent to an average of 6 days per employee for continuing education – and an investment of almost EUR 170 million in the know-how of our workforce.

#### STEP up!

Development programs for executives. Our broad range of Group-wide development programs for executives includes the Leadership Excellence Programs (LEP), with varying content tailored to different management groups. In 2010, over 800 executives took part in LEPs, including executive staff from our international units.

#### Go Ahead!

Expert and project career for the entire Deutsche Telekom Group. As an alternative to a traditional management career, we have introduced Go Ahead!, a framework for expert and project manager development. Currently, some 33,000 T-Systems employees in Germany alone benefit from Go Ahead!. In addition, participants include colleagues from the national companies and our European fixed-line and mobile subsidiaries. We also continue to roll out Go Ahead! at an international level.



**Brazil**  
 Around 190 million inhabitants  
 Capital: Brasilia  
 Official language: Portuguese  
 Around 1,950 employees

## „A tender resulted in a strategic project.“

We are making profound changes within the company. Our goal is clear – to meet the many needs of our various customers around the world. To that end, we are structuring our corporate entities worldwide to achieve a flatter hierarchy and to streamline business process right down to customer projects. In an interview, our Brazilian colleague José Elias de Claris reports about one of these projects: „We were transforming business by merging competencies from two different business units.“

**José, what can you tell us about the project?**  
 System Integration (SI) Transformation has been a very challenging project. We wanted to compete – and win – in a tender for the Application Management Services (AMS) of Volkswagen in the Americas. Volkswagen is T-Systems biggest client in Brazil. At the same time, we wanted to reduce our internal operational costs dramatically in order to be competitive. We aimed to offer a „best in class“ IT service with a competitive price. So we had to promote a deep change in the way we provide AMS services in old applications, breaking „20 years old paradigms.“ For these reasons, SI Transformation turned into a strategic project for T-Systems SI in Brazil.

**Could you give us some more details?**  
 Gladly. It was necessary to train and coach more than 100 employees in São Paulo and Blumenau to work in the new process. The new model required the creation of new roles, which created new opportunities for many people in both locations. The Human Resources department was involved to motivate employees and lead the change through a Human Change Management process. The choice of Blumenau was strategic, due to its competitive cost and ease of adding staff. As the transition took place in waves, this was a critical factor for project success.

**How did your daily work and your contact with customers change after the project?**  
 It has changed dramatically. New controls, tools, procedures and communications channels were implemented. Almost every day, something new had to be learned and assimilated. Our contact to customers also changed. There are now new players on the customer side and also on the T-Systems side, who must implement a structured communication channel. Our people have had to communicate to customers very carefully since we started working within this new model.

**How many of your employees were involved in the Transformation Project?**  
 More than 100 employees participated in the project. It started in August 2009 and ended in February 2011.

**And what was the most exciting moment you had while working for TSI during the last year?**  
 There were many exciting moments and aspects. T-Systems SI International supported this initiative in Brazil. This is very important for us, because it is a proof that Deutsche Telekom believes in our potential to create new business and grow. But above all, I believe the most exciting moment came when we received the announcement of winning VW's request for proposal.



## Employees join in for a new Telekom.

Normally, anyone with a three-year-old child is simply too tired for new ideas. This is not the case for Liane Breuer and Carsten Griebert, whose idea engines never seem to falter. In the past ten years, the couple has submitted 229 suggestions to Telekom's ideas management. In reward for showing such initiative, they have been awarded 40 cash prizes and almost as many rewards in kind. They both work at the Business Customers Contact Center in Berlin and simply keep their eyes open for (almost) anything that is not running smoothly: „Problems can often be resolved without a great deal of effort,“ Carsten Griebert states. „They often involve blank forms, which are relatively easy to improve.“ The call-back form, for example: thanks to Breuer/Griebert, anyone who visits Telekom's Internet site can now leave a call-back request.

Usually, their ideas come spontaneously. Liane Breuer comments: „Of course we don't spend our evenings sitting around the kitchen table, brooding over new ideas.“ Their sources lie elsewhere. Sometimes a customer makes a suggestion during a conversation; sometimes Breuer and Griebert are simply tired of getting annoyed at specific internal processes. „Then we discuss the matter briefly and submit a suggestion,“ Liane Breuer says. They still haven't had the best idea of all: „We would love to come up with a plan for automating our household.“

genial@telekom: Modern ideas management on the advance.

Over **900** patents submitted in 2010.

Savings of some **EUR 136 million** achieved.

Over **10,000** suggestions for improvement.

### Learning back to front: Reverse mentoring for Enterprise 2.0.

The new corporate culture at Telekom includes the cross-generation reverse mentoring program. For example, young colleagues who are Internet and social media savvy train Group executives in the function, rationalities and business advantages of Web 2.0. One thing is certain, they can be sure of support from René Obermann, seen here with Susann Terheggen. The Telekom CEO is convinced that Web 2.0 is crucial for the



Group's future. René Obermann also sees social networks playing an important role within the company. The object is for them to help drive the company's transformation to Enterprise 2.0 with lean hierarchies and globally networked, high-speed communication channels. To this end, Obermann is setting up a MyWiki for his Board department here (MyWiki: see „Telekom in dialog,“ pages 16/17).

# Living guidelines.

The first Group-wide Guiding Principles Focus Day was held on the basis of 19 languages, 34 countries and 50 business units. With this Focus Day, held on October 6, 2010 to promote our company values, we took a clear stand to show that our Guiding Principles have reached our Group units all over the globe. The Guiding Principles are set to play a key role in company development over the long term. Numerous employees have launched a broad range of creative activities during business operations to implement what the Guiding Principles mean for them: in video and Twitter messages, conference calls, at meetings and on posters. The Guiding Principles Focus Day was a resounding success, and will now become an annual event.

# The Group's Guiding Principles.

Customer delight drives our actions

Respect and integrity guide our behavior

Team together – Team apart

Best place to perform and grow

I am T – count on me



**USA**  
 Around 310 million inhabitants  
 Capital: Washington, D.C.  
 Official language: none stated  
 Around 38,000 employees

# “People only notice our service when they don’t get it.”

Because, according to Norbert Laux, in that case they wouldn’t find content from the U.S. on the Internet or voice traffic between the U.S. and Europe would fail. And the winter Olympic games in Vancouver would have taken place without a TV image.

One of the most important U.S. network nodes is in New York. Together with a team of around 16 ‘very mixed’ employees, Norbert Laux, Vice President Operations & Network Implementation, makes sure that the signal flow between the continents is not interrupted. The communications engineer has lived and worked in the United States for almost 16 years. “The winter Olympics in 2010 were one of the real highlights during my time here.” For example, so that they could supply four high definition (HD) channels to ARD and ZDF, Germany’s two public broadcasters, Telekom had reserved a bandwidth of 2.5 gigabits per second: “This meant that we could guarantee top-quality transmission, even when sports reports were coming in thick and fast.” And guaranteed failure-free! One of the main challenges of this project was to ensure full redundancy throughout the network infrastructure, despite the large number of different elements and gateways: networks in Canada and the U.S., transmission over submarine cable, relaying the signal to Germany and to the TV stations.

## A tool for full infrastructure and component provisioning.

Norbert Laux was named Telekom Service Star for outstanding customer service to acknowledge his work in keeping a permanent eye on the entire process chain. He even developed a software tool known as T-Gloss, which provides an optimal view over installations. T-Gloss supplies a transparent view of the network infrastructure that is required for global projects or international customers, with all the components and national companies involved in the provisioning process across the globe. The tool is already used by 22 Telekom companies.



Manhattan, Avenue of the Americas. Telephone, data, Internet: at the throbbing heart of New York City, Norbert Laux and his team at Deutsche Telekom North America make sure that the international data streams are in “optimal flux.”

# “Service is a great job.”



“To be honest – I have a really great job, it’s exciting and very varied. And, most importantly, I have contact with people.” The fact that Walter Heymann enjoys his job is highly popular among the customers the service technician serves.

Some longtime customers actually ask for him by name. When he comes through the door, they are often heard to say: “Ah, Mr. Heymann, it’s you again. Nothing to worry about, then.” No wonder service specialist Heymann cannot complain about too little work: “That’s the way I like it, though. Anyway, my customers know that they can reach me at virtually any time.” This has been the case for over 30 years. A lot on both the technical and work organization sides has changed over this time, but not his personal standpoint: “I don’t leave until everything’s up and running.”

If the Telekom Service Star and hobby mechanic is ever in the unlikely situation that his customers have nothing for him to “tinker with,” biker Walter Heymann is happy to spend more time on his hobby, his two Kawasaki youngtimers.





"Communication with customers is more personal and less formal."

## Twitter and Facebook – Telekom sets new standards in online customer contact.

It is a true success story. With its Facebook and Twitter accounts, Telekom acts as role model in interactive customer service for other DAX enterprises.

"Within a few months," Andreas Bock, head of Social Media Management, reports, "we have succeeded in turning an idea into a completely new, live point of contact with our customers." Customers have been experiencing the surprise effect since May 2010 – whenever new products come to market,

explanations are needed, or there are delays in supplies. Wiebke Sieh, one of the "Twitter colleagues," confirms: "Even when there are problems, the feedback from customers on Telekom\_hilft, our Twitter customer account, is more positive than, for example, on the telephone hotline." It's simply a matter of not trying to conceal problems but addressing them openly. This, she adds, is almost the most important aspect of Web 2.0 communication with customers. "It's all more personal and less formal." And customers can have direct contact with Telekom, without being put on hold. As a result, the Twitter and Facebook activities have proved their worth for Telekom, strengthening its image in the fields of innovation and customer service.

Telekom among the leading DAX 30 social media companies.

The best example: T-Mobile USA reaches more than **ten million** customers via social media.

There are more than **80** Telekom Facebook accounts and **20** YouTube channels worldwide.

With our "Social Media in HR" we rank **number one** out of 110 DAX, MDAX and TecDAX companies for HR marketing.

The Group has more than **50** German-language Twitter channels.



## Platform for dialog.

Alongside its online activities, Telekom holds special events designed to maintain or initiate dialog, either as a point of contact with our customers or as a dialog exchange for talented people and future employees. They include not only the usual dialog forums such as the "Technology meets Talent" BarCamp and afterwork events but also our presence at job and industry fairs such as CeBIT.

**"We make very good contacts with customers at CeBIT."**

After trying for a while, the elderly gentleman had unlocked the iPhone, opened the weather app – "and I had won my bet." Mourad Kharis, team leader of the Mobile Garden at CeBIT, had promised the skeptical customer that he would be using the smartphone on his own in just a few minutes. And, sure enough, after a short advice session and a brief introduction, he managed it without a hitch: "The next thing he wanted to do was go straight to the Telekom Shop – and try out the iPhone at his leisure." No doubt about it: top marks here for customer bonding!

Over **31,000 users** throughout the Group are registered in our internal Enterprise 2.0 media.

Our Telekom Wiki is the medium which provides the greatest benefit and inspires the greatest confidence among the workforce. **51 percent** of all employees around the world are already familiar with Wiki.

Talking is golden – Telekom in dialog.



**Using social media the right way.** Our aim is for all employees to develop a high level of expertise in dealing with new innovative media. The first step is to create uniform framework conditions for using the interactive media. We have already drawn up social media guidelines together with marketing recommendations to cover this area.



**Direct line, direct exchange.** Our blog platform registered around 150,000 accesses each month in 2010. The 'direct line' to René Obermann has some 4,400 registered users.



**Promoting know-how exchange and knowledge management.** More than 1,300 projects are handled via our Wiki cooperation platform. Wiki is available to all employees as the open TelekomWiki, and to closed project and user groups as Telekom MyWiki.



**Malaysia**  
 Around 28 million inhabitants  
 Capital: Kuala Lumpur  
 Language: Malay, as well as  
 140 other languages and dialects  
 Around 770 employees

“It was a big step –  
 a real dream.”



Just 50 kilometers from Kuala Lumpur lies Malaysia's 'multimedia capital' Cyberjaya. The head office of the T-Systems company where Johannes Maisack worked for a while is located in this city, which was founded in 1999. The term "jaya" in the city's name means "success" or "perfection."

The workforce at T-Systems in Cyberjaya, Malaysia's multimedia capital, is a colorful mix, like the population of the multiethnic state itself. "There is no such thing as a Malaysian," explains Johannes Maisack, who moved to Malaysia from Deutsche Telekom's Bonn Headquarters for a few months in 2010. "There are Malays, Chinese and Indians. And the population has included Europeans since colonial days." He himself was welcomed with open arms and is still greatly impressed by Malay hospitality: "My colleagues were incredibly helpful and polite, which made our first contact pretty easy." Consequently, Johannes Maisack, who works in corporate communications at Deutsche Telekom Headquarters in Bonn, was able to play an active role in T-Systems communication activities in Malaysia from day one: "Newsletters, press photos, attendance at the job fair were all activities in which I was able to take part right from the start." One of Johannes Maisack's duties was to set up a Facebook page for the Malay subsidiary. "And I still keep in touch with my colleagues in Malaysia over Facebook today."



Malaysia's cultural and ethnic diversity is reflected in its annual festivals. Three of the most important are the Malay Hari Raya (top left), the Indian Deepavali (top right) and the Chinese New Year (top center).



Deutsche Telekom is committed to diversity in the company and in society.

For us, diversity **inside and outside** the company is a source of innovation and productivity.

More than half of them work **outside** Germany.

**Practiced pluralism** is our contribution toward greater openness and respect in society.

2010: **55** percent of revenues were generated in international business.

We are committed to productive **diversity** among men and women, young and old, people with and without disabilities, people of different origin, religion and sexual orientation.

A global workforce of almost **247,000** in **34** countries.

# Deaf Hotline: "Something you only find at Telekom."

Deaf people and a telephone? How can that work? No problem at all for Deutsche Telekom: the hotline for deaf people was set up in 2003. Birgit Radeke and her colleague Thorsten Börger are on duty there to offer help and advice to customers.



Statistics from the pilot project soon showed that the number of inquiries is increasing. A lot of deaf people are truly grateful for our service.

### How many people do you help via the Deaf Hotline on an average day?

We receive and process 50 to 60 inquiries each day via e-mail, video telephone, fax and standard mail.

### What are the problems you have to deal with during your advice sessions? Do you possibly have fewer communication problems than on a "normal" hotline?

The requirements of deaf people differ from those of people with normal hearing. This is something we must be aware of in order to avoid giving the wrong advice. We therefore have special training in such topics as Telekom's technical devices,

billing, cell phone settings and so on. We can communicate with deaf customers in sign language without any barriers and are readily understood. It makes no difference whether the customers are German, Italian or Turkish: in contrast to our hearing colleagues, use of the international sign language means that we have no difficulty understanding our callers.

### Is there any aspect that you would say is typical of your work and that you only find at Telekom?

A lot of people have difficulty picturing our work on the hotline. They are always very interested to hear how technology enables us to stay in contact with deaf people and to support them. We work in the same way as other colleagues on our hotlines. This is something you will currently only find at Telekom.

## Talent everywhere!

### Thanks to the „My chance to get going“ program, 50 young people can now embark upon a vocational training course in the Group.

"I am proud to have succeeded. And so is my family," Emre Ergenekon from Munich reports happily. At the beginning of September, the father of three will be starting the second year of his training as an IT systems electronics technician with Deutsche Telekom Technischer Service GmbH. In 2002 the birth of his first son forced him to abandon school before graduating. "But now my family and I have the chance of a better life again," Ergenekon explains. He is well on the right track. His trainers confirm that the young man has very high social skills and above-average subject matter competency. Ergenekon is one of a total of 61 disadvantaged young people who started the one-year entry-level training program at Telekom in August 2009. 50 of them were accepted for a regular training course in autumn 2010, 42 of them went straight to the second year of training.



## Team



**Czech Republic**  
Around 11 million inhabitants  
Capital: Prague  
Official language: Czech  
Around 3,500 employees

# "We show our work in a slightly different way."

At Telekom, we have developed many ideas and measures to promote our "One Company" team spirit. At the Group level, these include the Guiding Principles Focus Day (see page 12/13). The regional companies have also contributed numerous creative ideas such as the employee calendar of T-Mobile Czech Republic (TMCZ). The calendar is part of an internal communications strategy that Blanka Opekarová and her colleagues have developed to strengthen team spirit and cooperation.

### How did the calendar project come to your mind?

A bit of history: I prepare the employees' image bank every year. In 2008 we made our first one and it was a great success among our employees. We invited them to a casting so they could become a „face of T-Mobile.“ Then we had a photo-shoot for selected groups of employees in various situations. We're using those pictures for internal communication, such as posters, icons and illustration pictures for internal campaigns. Because of the positive feedback from our employees – they enjoy these activities and are proud to be a „face of T-Mobile“ – we decided to prepare a special calendar for 2010 named "Life is for cooking" with favorite recipes from our employees. The calendar was very popular, so for 2011 we decided to show our colleagues what our everyday life involves. > [Continued on page 24](#)



# “We are a team!”

In projects and departments, business areas, national companies and at Group level: our teams are dedicated to overall success for Telekom – at all levels of the company and spread across four continents. Here is a small selection of images that colleagues from all over the globe have provided for the HR Report.

## Spain



The photo shows senior members of the Iberian Project Management in Excellence (PME) team. This group supports both local and international business opportunities, global training initiatives and transition project delivery – from Japan, China and Singapore to France, the UK, the Netherlands and the USA (left to right: Marcos Bretones, Manuel Andreo, Francisco Magallanes, Cristina Altenhofen, Kevin Karp (team manager), Victor Insunza, Daniel Galdon, Jose Broco).

## Slovakia



This picture of Jarmila Baránková (middle), Peter Holan (right) and Michal Širochman (left) was taken during a sports team's competition at company Sport's Day event. They work at T-Systems Slovakia: Jarmila as System administrator at AppCom Factory department, Peter as Head of team within the Application Line Deutsche Telekom AG department and Michal as IT Assistant at the Database & Middleware department.

## Italy



Luigi Rega, Carmine Capone and Davide Celentano (from left to right) were involved in the international Upgrade Project for Centrica client. The picture shows the moment when they reached Berlin to meet up with their international colleagues – after a long and brave journey from Naples by car as the Iceland Vulcan blocked almost all European airports.

## Germany



We can provide services and products to customers around the world, whether the customer is an African research station or an oil well in Azerbaijan. Team Client Procurement – International Project Management looks for answers and solutions. From left to right: Mathias Holz, Stefanie Kranendonck, Karin Gruber, Michael Zivras (OTE). Photo: Kai Töpfer.



## Mexico



As part of the Innova T Program, we celebrate an Innovation Day with the Innova T awards. And the winner is ... (from left to right) Francisco Miguel Félix Santini, Francisco Moctezuma Villa, Emilio Cado Elias, Jorge Dimas Hernández Peña.

## Poland

“River Pilica is a very wide, easy and slow river. So we got wet only when we started to play with colleagues in other kayaks, splashing water at each other,” says Adam Rzymkowski. This picture was taken during a T-Systems Poland integral event. Adam and his colleague, Agata Swierczewska, both work at T-Systems in ICTO and in sales respectively.

## Worldwide



Once a year, the virtual team becomes a real physical team. Each time at a different venue, members of the Global Assignment Team located around the world come together for the “International Virtual Team Meeting.” In 2010, HR experts came together from 16 countries and 19 Group companies.

## China



The picture stands for International Process Roll-Out (IPRO) Project in 2009 when the global team traveled to China for the project kick-off. From left to right: Klaus Kueng, Arkadiusz Czopor, Luo Mi, Dirk Wenzel, Ulrich Volkmann.



> Continued from page 21

**How did you handle the project?**

We selected a group of more than 50 colleagues – one photo per week – from all our departments: HR, technology, finance, sales, marketing and the CEO. When we had the final list of colleagues, we prepared a photo-shooting. It took a week and it was a bit challenging to get the emotions into every picture. So we show our work in a slightly different way. But finally we made it and the result is great.

**Is the calendar project part of a strategy?**

**Or is it a singular project?**

Involvement of our employees in this kind of internal activities is a part of an internal communication strategy. Because of the growing popularity of the employees' calendar, it isn't just a singular project.

**What impact did the project have?**

**What was the response of your colleagues?**

Very positive. Because the calendar was published before Christmas, many of the employees involved in it wanted the calendar as a Christmas gift for their relatives. Generally, the people like the pictures, and lot of new colleagues ask for a copy of the calendar. In the calendar, there are also important TMCZ phone numbers, contact numbers and various dates to attend. So the calendar isn't just a nice accessory on the desk, but also very helpful. In some cases, we even try to link the picture of a colleague with a specific date, such as his or her birthday, name-day or some important activity of the department happening in that week.

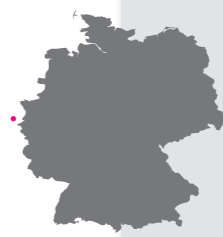


Four continents, one corporate Group, one team.

**129 million** mobile customers and 36 million fixed-network and over 16 million broadband lines worldwide.

By 2012: around **18,000** new hires in Europe, over 10,000 in Germany.

Leadership



**Germany**  
 Around 82 million inhabitants  
 Capital: Berlin  
 Official language: German  
 Around 123,000 employees

“Listen, communicate, resolve.”

As far as its customers are concerned, the team is No. 1 – they give it first place among all field service teams at Telekom's Technical Service for Consumers area. “This success was only possible with outstanding team cooperation,” Silke Höhnl emphasizes.

Silke Höhnl is head of Field Service at the Technical Service Branch Office for the central/eastern district, which is based in Erfurt. “We serve some 470,000 customers in Thuringia and Saxony-Anhalt with a workforce of around 300.” In 2010, the personal commitment and reliable service provided by Silke Höhnl's team continually achieved top customer satisfaction. As a result, the team took first place in the Winners' Circle competition in 2011. Whether they were joining in successful regional marketing of Entertain, Telekom's IPTV service, battling with colleagues against the Saale floods in January or cooperating in the new team structure, “We have all invested a lot of passion in this success,” Höhnl comments. And what is her personal recipe for success that enables her and her team to survive when the going gets tough? “Listen, communicate, take people seriously and join with them to search for the best solutions, even if it isn't always easy,” is Silke Höhnl's prompt answer. “Besides, we should not only be analyzing our mistakes but also celebrating our successes – doing things together makes a lot of dreams come true.”



## Women's quota in place for a year. More women in management positions.

One year after introduction of the women's quota, we have succeeded in recruiting large numbers of women, especially for top management positions and key HR development programs:

- Women's quota in management positions rose worldwide from 19 to 22.7 percent.
- Five female managers instead of 2 in the 66-strong Business Leader Team, the management team below the Group Board of Management, since March 2010.
- 13 women newly appointed to the supervisory boards at German first and second-tier subsidiaries – making a total of 17 women now sitting on Telekom supervisory boards. 15 women on supervisory boards on the shareholder side at international subsidiaries.
- Proportion of women among newly hired high-potential junior staff increased from 33 percent at the beginning of 2010 to 51 percent.
- Proportion of women on management development programs increased from 18 to 34.6 percent from 2009 to 2010.

## work-life@telekom. Combining work and private life.

Our work-life@telekom program, which we launched in 2009, enables us to place special emphasis on achieving a healthier work-life balance. We want to strengthen the autonomy of our employees and give them greater control over how they use their time. One step we took was to introduce three pioneering voluntary work-life commitments for our employees and management staff:

- In a voluntary commitment, we explicitly stated that employees are not required to use company mobile devices or answer e-mails in their free time.
- We want part-time work to become a natural element of our leadership culture.
- We intend to make it even easier for people on temporary or parental leave to return to work, and to give them individual support.

## Support offers to help employees find a work-life balance.

- Expansion of company childcare facilities. Investments quadrupled to a total of EUR 8 million.
- Day care places at sites with high employee figures increased to a total of 600. Close cooperation with the AWO welfare organization's parental service, particularly in rural regions.
- Free emergency childcare, total volume utilized in 2010: 232 days.
- Free support in the search for local childcare facilities.
- Advisory and placement service for employees with elderly family members in need of care.
- Temporary release from work in family emergencies.
- Family vacations: over 42,000 employees and their family members took advantage of Telekom's recreation scheme.

## We support work-life balance on an international scale.

**Best practice Austria:** Welcome back from parental leave. T-Mobile Austria has put an exemplary process, "Stay in contact," in place to reintegrate employees and executives into the company after taking time out, for parental leave for instance.

**Best practice The Netherlands:** Flexible worktime models at T-Mobile. At T-Mobile Netherlands, 22 percent of managers work part-time – around half of them men. Among non-executive employees 40 percent work part-time.

**Best practice Slovakia:** Slovak Telekom (ST)'s holiday program, the ST Children Holiday Camp, is an exemplary program for children, which we will also be making a fixture in Germany in 2011.



Children welcome. Milos Ceman works at T-Systems Slovakia as SAP administrator in an implementation team. The picture shows Milos Ceman and his children at the new T-Systems Slovakia headquarters opening event.

## “The vital ingredient is mutual trust.”



Silja Ostermann

Sabine Heise and Silja Ostermann are Telekom's first two diversity consultants. "We act as contacts and advise on all issues relating to worktime and workplace flexibilization," Sabine Heise explains. Her colleague Silja Ostermann adds: "This doesn't mean just parental leave but also general topics such as individual control over working hours, different worktime models, temporary leave and return from international deployments or from a course of study." The object of the advice they give is to develop individual solutions for every employee – collaborating with managers and HR Business Partners, the interface to Deutsche Telekom's HR unit.



Sabine Heise

## We support work-life balance on an international scale.

International work-life survey supports **best practice exchange** among Telekom's national companies.

Building **family-friendly offices** in Hungary.

Flexible worktime models: in Germany alone, over **14,000** employees work part-time.

**Health management program** in Croatia.

Supporting **gender trainings** in Poland's PTC and at Cosmote in Greece and Romania.