

HR Factbook 2021

PEOPLE. FACTS. DEVELOPMENTS.



LIFE IS FOR SHARING.

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ABOUT THE HR FACTBOOK 2021

Dear Readers,

You all know: We won't stop until everyone is connected.

We once again proved this - our - corporate purpose in 2021. Because the past year was another special year in many respects. It was challenging, dynamic and full of changes for all of us..

The ongoing Corona pandemic has further fueled New Work, the transformation in the world of work. Despite and precisely because of our options for hybrid forms of work, we continued to offer our customers the best service. And with success: Deutsche Telekom once again generated record revenue and record earnings in the 2021 financial year.

With over 216,000 employees in 34 countries, Deutsche Telekom is one of the world's leading telecommunications companies. As a Group, we not only confirmed the good result from last year, but even increased it with a revenue of over 108 billion euros. These successes, both nationally and internationally, are always also based on the high level of engagement of every single employee at Telekom. And we are very proud of that!

In this HR Factbook for the 2021 financial year, we have compiled all the key figures relating to Deutsche Telekom's employees in a well-established form. 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 2021 in three infographics. More in-depth insights can be found in the following chapters.

Enjoy reading!

Best regards

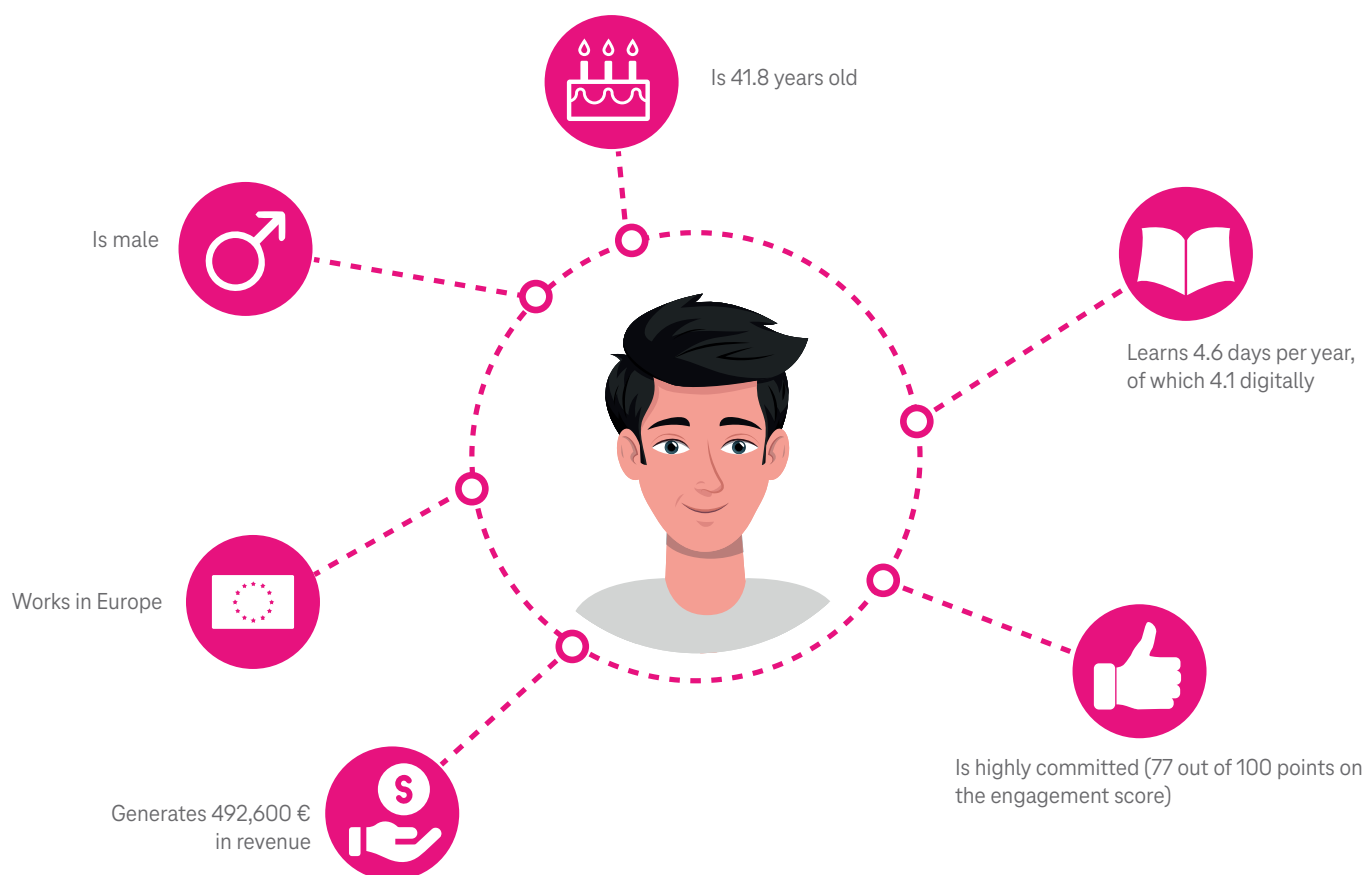
Birgit Bohle

Board member for Human Resources and Legal Affairs, Labor Director

The figures in the report generally refer to the calendar year 2021 with a reporting date of December 31, 2021. 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.

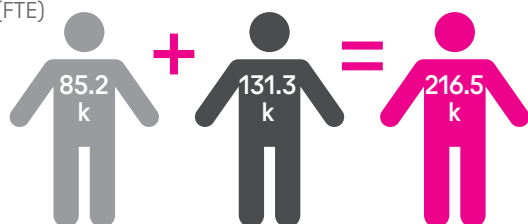
For better readability, we use the generic masculine in all graphics and footnotes. Female and diverse gender identities are explicitly included. For all accompanying text, we use the neutral inclusive address. FTE stands for full time equivalents and is used in the Factbook as the unit of measurement 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: THE TYPICAL DEUTSCHE TELEKOM EMPLOYEE

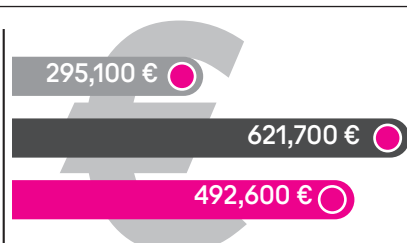


DEUTSCHE TELEKOM AT A GLANCE: THE GROUP

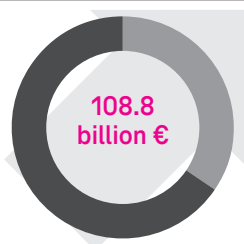
Employees (FTE)



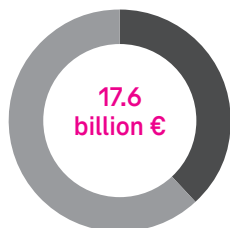
Revenue per employee



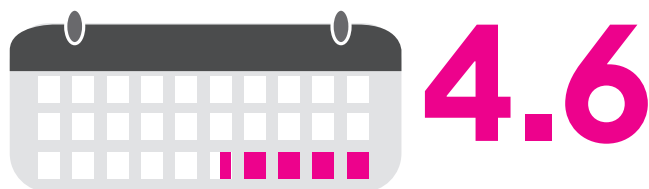
Group revenue



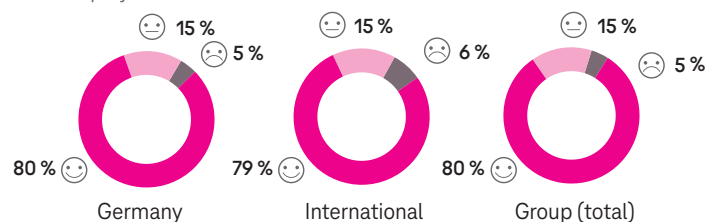
Personnel costs, adjusted



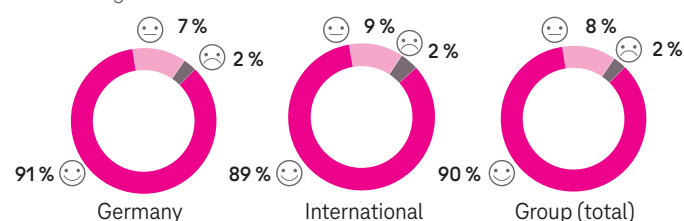
Average number of training days per employee



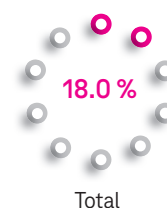
Overall employee satisfaction



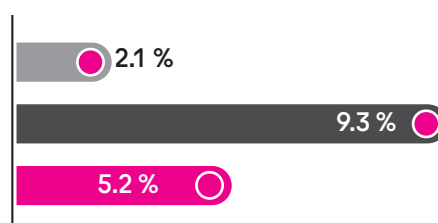
Overall manager satisfaction



Total workforce quota



Natural attrition



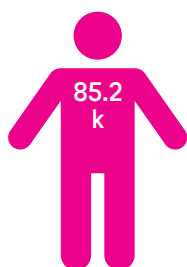
Women in middle and senior management



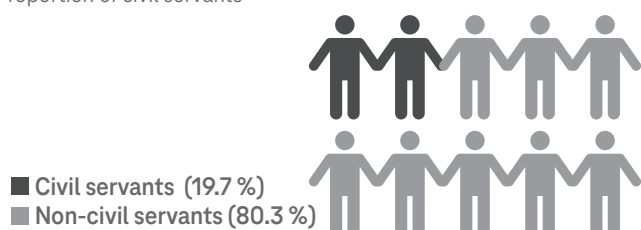
■ Germany ■ International ■ Group (total)

DEUTSCHE TELEKOM AT A GLANCE: GERMANY

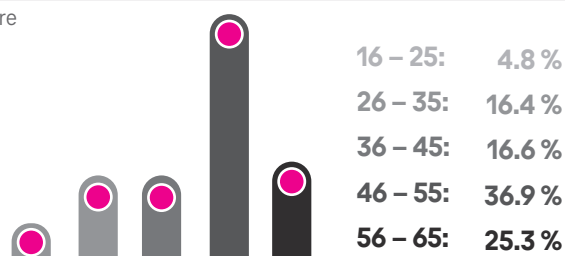
Employees (FTE)



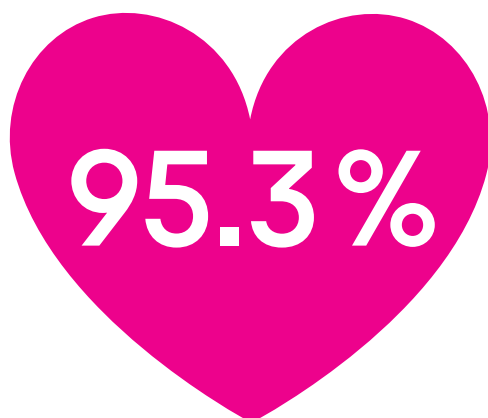
Proportion of civil servants



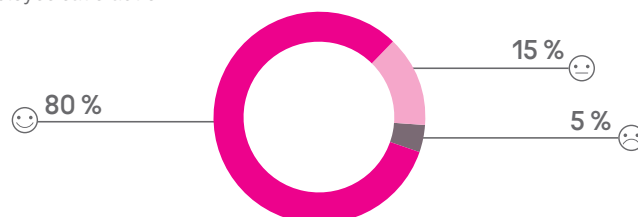
Age structure



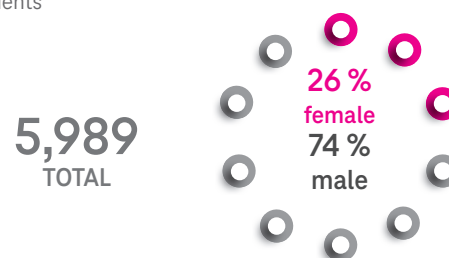
Health rate



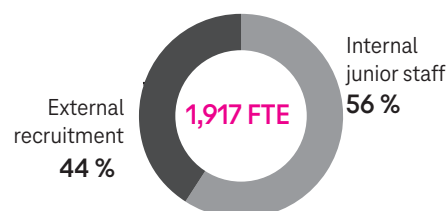
Employee satisfaction



Apprentices & students



Recruitments



Employees with disabilities

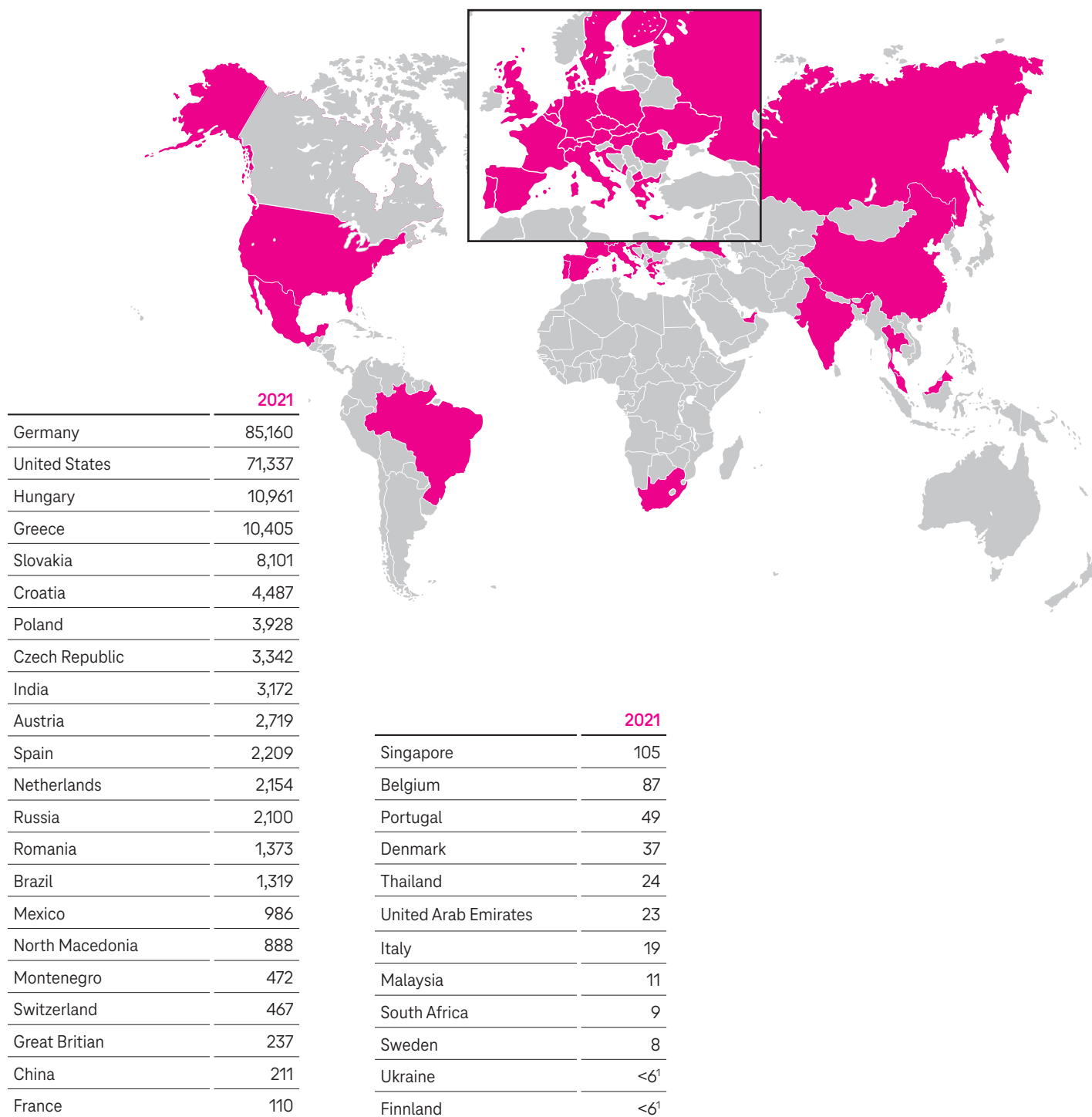
7.7 %

Savings through employee ideas



Employees by country (in FTE)

TELEKOM WORLDWIDE AT A GLANCE



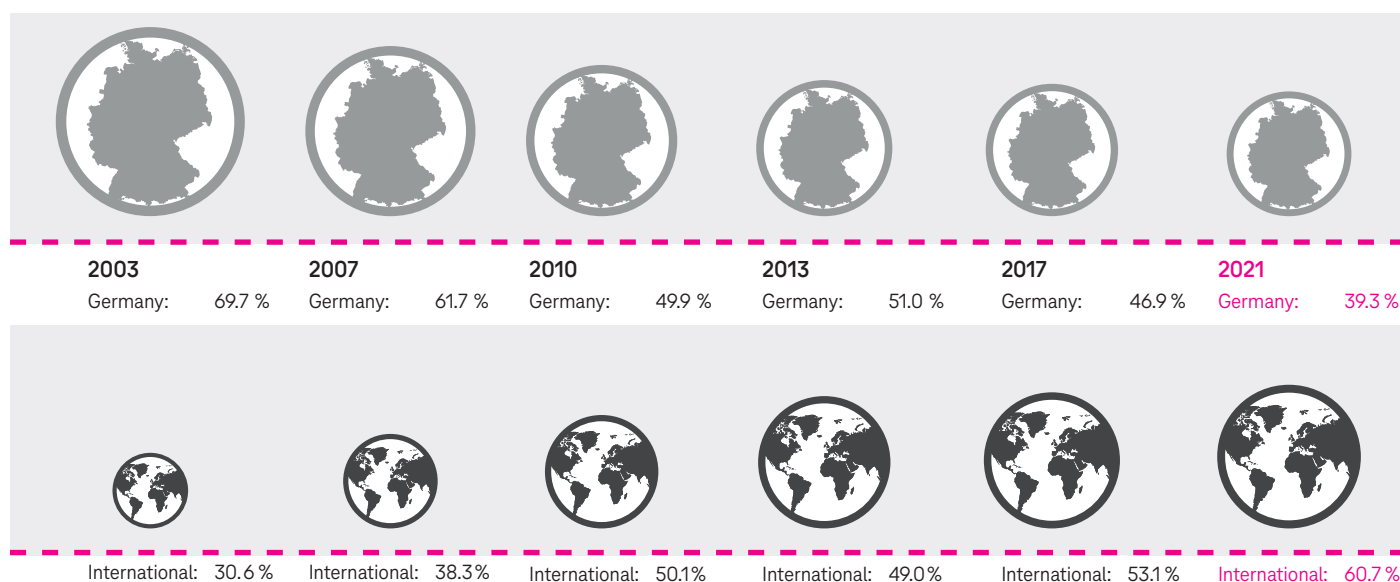
¹ Values of 6 and less are not mapped.
14.4 FTE not assigned.

Compared with the previous year, the workforce decreased by around 4.3 percent to 85,160 employees in Germany. In Romania, the sale of Telekom Romania Communications S.A. (fixed network) to Orange Romania deconsolidated 3,849 FTEs and laid the foundation for the strategic shift towards

mobile communications (Telekom Romania Mobile). T-Systems South Africa and Point of Production Malaysia were sold to investors, resulting in the deconsolidation of approximately 98 percent of the respective workforce.

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

INTERNATIONAL HEADCOUNT REMAINS AT 60.7 %



	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Germany	173.3	171.0	168.0	160.0	148.9	131.7	127.5	123.2	121.6	118.8
Group (total)	248.5	244.6	243.7	248.8	241.4	227.7	259.9	246.8	235.1	229.7
International	75.2	73.7	75.7	88.8	92.5	96.0	132.4	123.6	113.6	110.8

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Germany	116.6	114.7	110.4	104.7	101.9	98.1	94.1	89.0	85.2
Group (total)	228.6	227.8	225.2	218.3	217.3	215.7	210.5	226.3	216.5
International	112.0	113.1	114.9	113.7	115.4	117.6	116.4	137.3	131.3

The domestic workforce has been steadily declining since 2003, and, measured in terms of the total number of employees, amounted to around 39.4 percent at the end of 2021. The international share is 60.6 percent, a decrease of 0.1 percent compared to the previous year.

The strategic sales in Romania, South Africa and Malaysia contributed to this.

Employees by operating segment (in FTE)

USA'S HEADCOUNT STABLE

	2017 ¹	2018 ²	2019 ²	2020 ²	2021
Germany	64,798	71,549	69,117	66,051	60,189
U.S.	45,888	46,871	47,312	71,303	71,094
Europe	47,421	47,964	44,410	41,272	35,319
Systems Solutions	37,924	28,945	29,800	28,395	27,754
Group Headquarters & Group Services	19,351	18,370	17,292	16,585	19,498
Group Development	1,967	1,976	2,603	2,684	2,674
Group (total)	217,349	215,675	210,533	226,291	216,528

¹ 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.

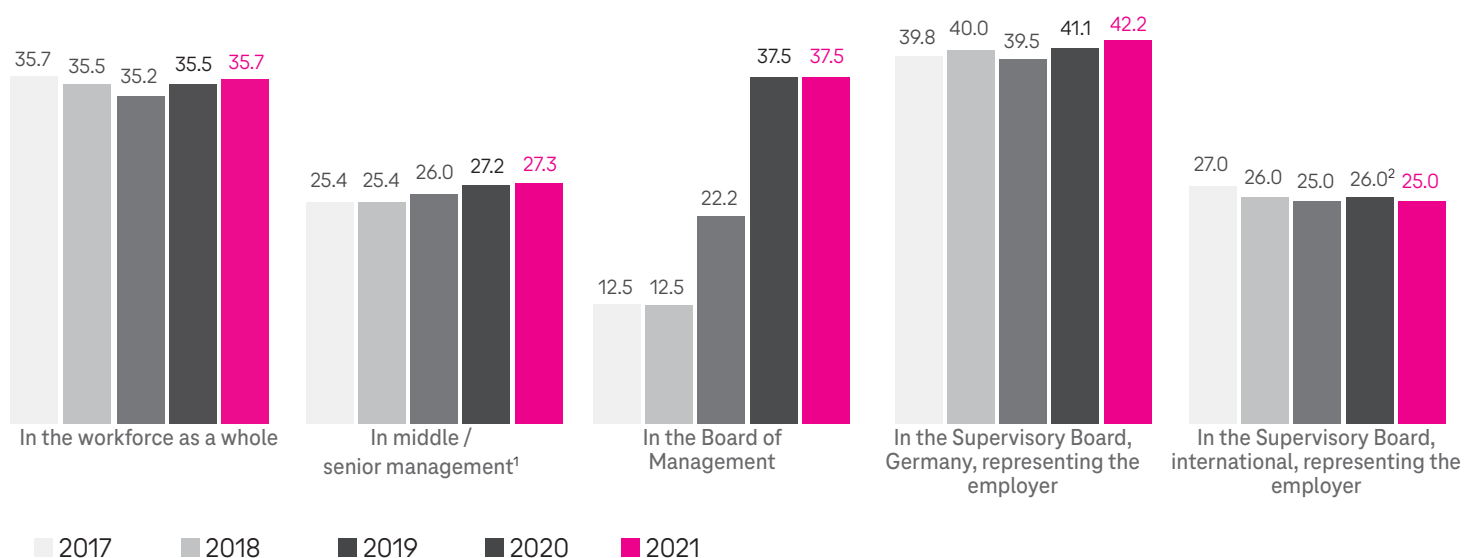
² Values for 2018–2020 retroactively adjusted.

The Group's headcount fell by 4.3 percent compared with the end of the prior year. The number of employees in our Germany operating segment decreased by 9.3 percent against year-end 2020, mainly as a result of the reassignment of employees to the Group Headquarters & Group Services segment in connection with reorganization measures at Deutsche Telekom IT. Employees also continued to take up socially responsible instruments as part of staff restructuring activities, such as dedicated retirement and phased retirement. The total number of employees in our United States operating segment remained stable compared with December 31, 2020. In our Europe operating segment, the headcount was down 14.4 percent compared with the end of the prior year, with staff levels decreasing in Romania in particular, mainly due to the sale of the fixed-net-

work business. The headcount in our Systems Solutions operating segment was down 1.2 percent against year-end 2020. The effect on headcount of our global efficiency enhancement measures was offset by increased staff requirements in our growth areas. The decline in numbers was due to the sale of a business operation and the reassignment of parts of the business within the Group (-2.0 percent). The takeover of external service providers in Mexico had an offsetting effect (+0.9 percent). In the Group Development operating segment, the headcount remained at the 2020 year-end level. The number of employees in the Group Headquarters & Group Services segment was up 17.6 percent compared with the end of 2020, mainly due to the aforementioned reassignment of employees from the Germany operating segment.

Proportion of women in the Group (in %)

FEMALE QUOTAS REMAIN STABLE



¹ 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.

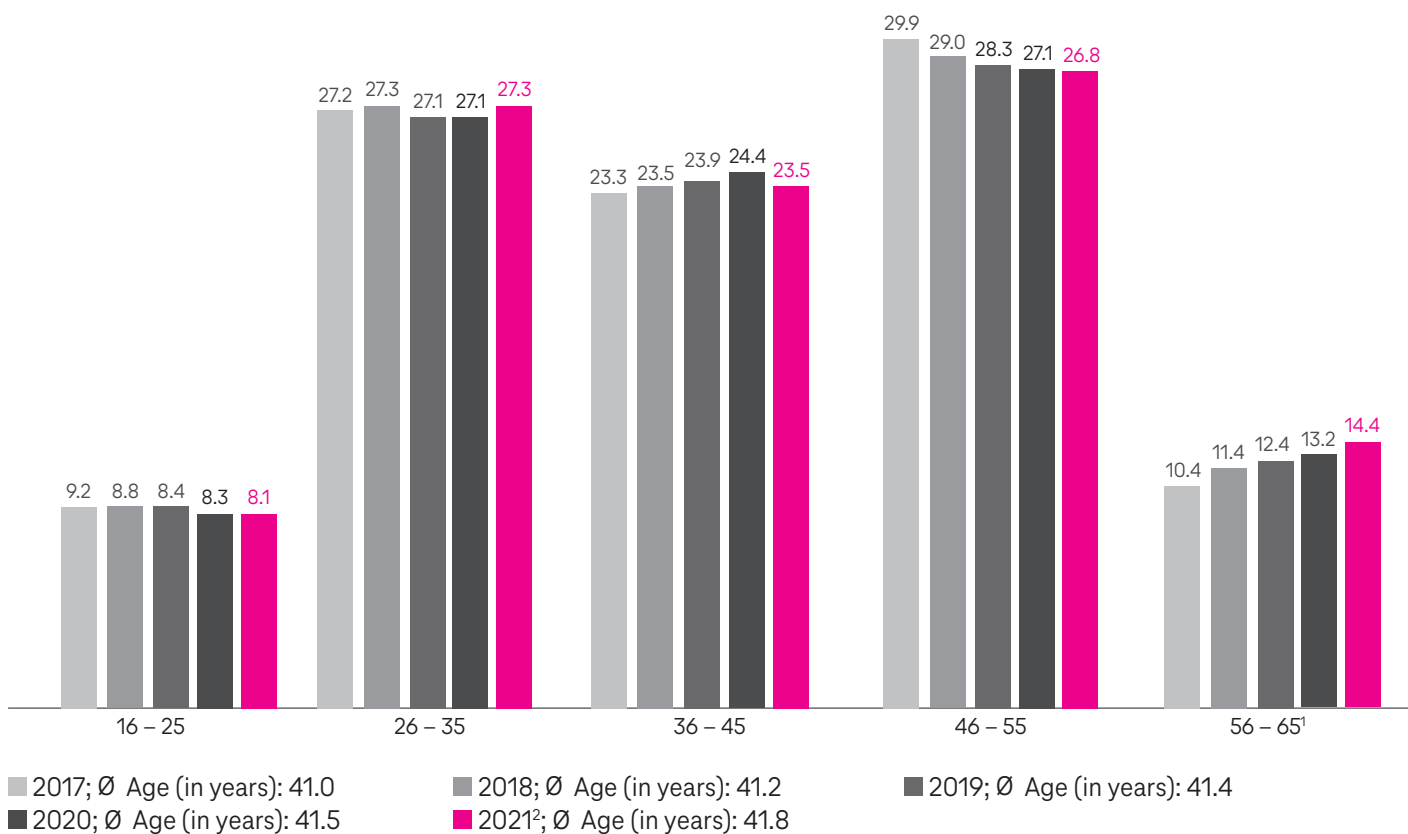
² Value for 2020 restated.

We won't stop until everyone is connected. And with everyone we really mean everyone - irrespective of gender, but also age, cultural, ethnical or social background, sexual identity and orientation or religion! We are committed to creating a culture and working environment where everyone feels accepted for who they are and feels they belong. Our leadership teams and entire workforce should be as diverse as our customers, because non-homogeneous teams are more innovative and build better products. At Telekom, we have a long history

of driving Diversity, Equity & Inclusion (DE&I) and with the renewal of our DE&I Policy by the end of 2021, we made it a strategic priority again. A variety of new instruments, such as implementation plans per segment, aim to increase the fair share of women in leadership teams. The plans are based on a renewed commitment of the Board to increase gender diversity in all segments at senior management levels to at least 30 percent by the end of 2025.

Age structure in the Group (in %)

AVERAGE AGE IN THE GROUP RISES SLIGHTLY



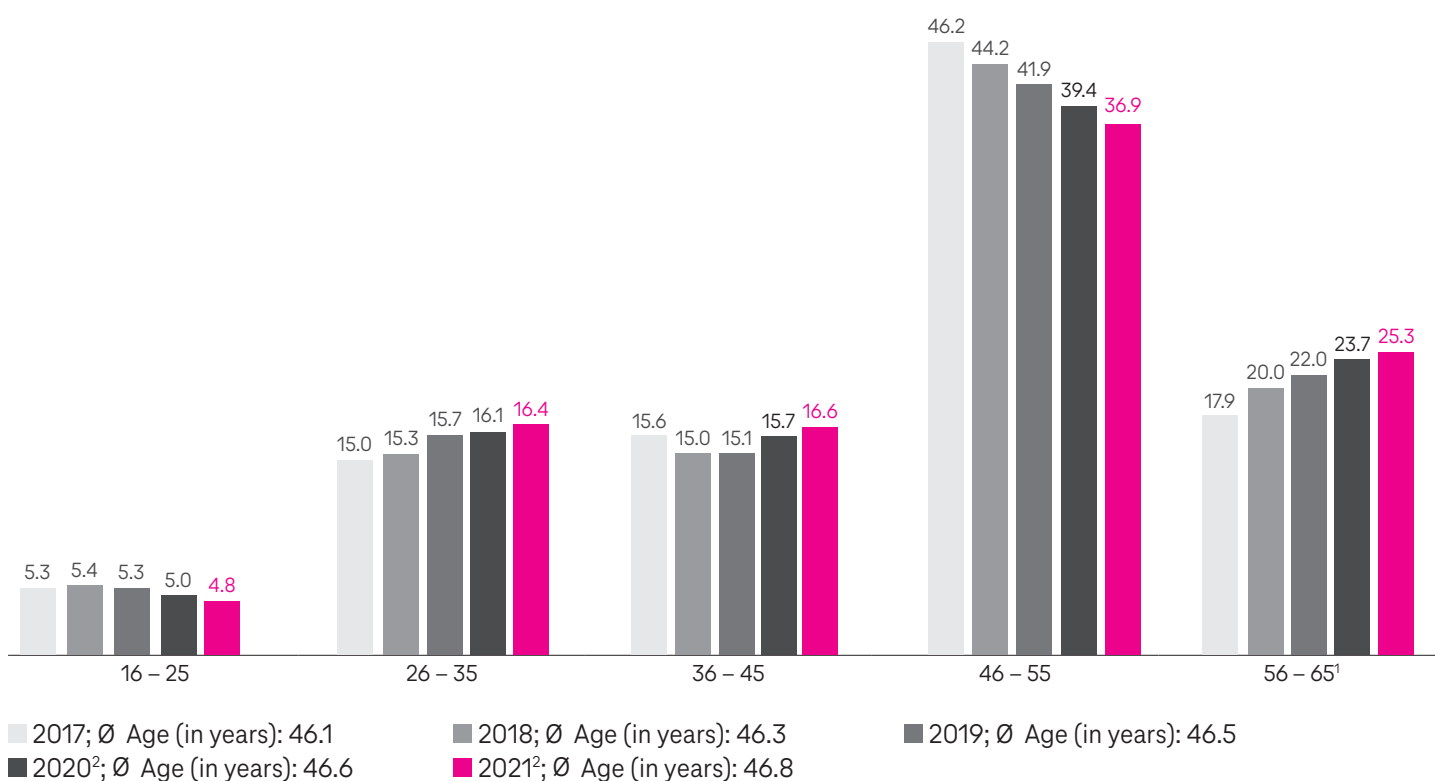
¹ Incl. > 65 years.

² 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 41.8 years. This is caused by the increase in the average age in Germany to 46.8 years and the rise in the international average age to 38.6 years (+ 0.3 percent in comparison to the previous year).

Age structure in Germany (in %)

AVERAGE AGE NATIONALLY INCREASED BY 0.2 YEARS

¹ Incl. > 65 years.² 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.

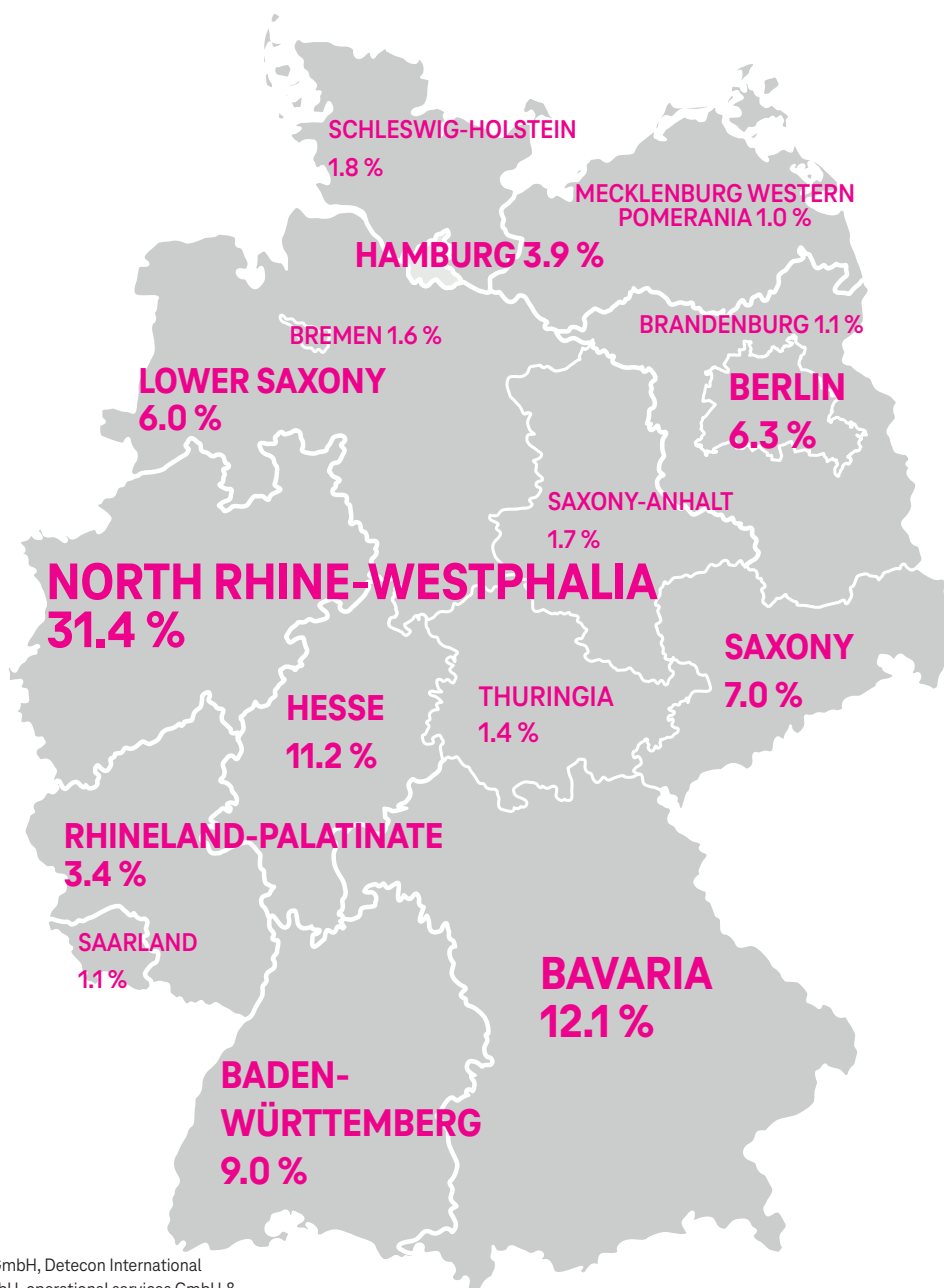
The average age in the national group increased slightly to 46.8 years compared to the previous year. Demographic change and low natural fluctuation – these are the reasons why the proportion of employees over 55 has risen again. Despite this increase of 1.7 percent, the average age of employees in Germany has only risen by 0.2 to 46.8 years. This is due to the increase of 1.9 percent to 37.8 percent in the share of 16 to 45 year olds compared to 2017. At the same time, the proportion of those over 46 has fallen from 64.1 percent in 2017 to 62.2 percent. The measures to retain our young talents are taking effect and we are on the right track.

Nevertheless, we do not lose sight of our experienced employees and continue to benefit from their great know-how. We always try to meet the challenges of our workforce with the appropriate support. We are constantly expanding our offer of qualifications and know-how in order to promote lifelong learning. We offer various health programs. As the working environment is in constant change, we offer flexible solutions that are designed to meet the needs of the employees.

Employees in Germany by federal state (in FTE)

NATIONWIDE PRESENCE FOR THE CUSTOMER

	2021 ¹
North Rhine-Westphalia	26,158
Bavaria	10,070
Hesse	9,351
Baden-Württemberg	7,524
Saxony	5,885
Berlin	5,300
Lower Saxony	5,009
Hamburg	3,243
Rhineland Palatinate	2,813
Schleswig-Holstein	1,491
Saxony-Anhalt	1,391
Bremen	1,330
Thuringia	1,155
Brandenburg	931
Saarland	931
Mecklenburg Western Pomerania	841



¹ Excluding Deutsche Telekom Capital Partners Management GmbH, Detecon International GmbH, Deutsche Telekom Clinical Solutions GmbH, Orbit GmbH, operational services GmbH & Co. KG, goingsoft Germany.

We still want to offer our customers the best service and show them that we are approachable and responsive. Our proximity to customers is demonstrated by our strong presence throughout Germany. More than 26,000 Telekom employees work in

North Rhine-Westphalia in Germany. A very large proportion of them is based at the Group's headquarters in Bonn. In both Bavaria and Hesse, Deutsche Telekom is represented with about 10,000 employees.

Employees by status group in Germany (in FTE)

CONTINUOUS DECLINE OF CIVIL SERVANTS

	2017	2018	2019	2020	2021
Active civil servants	15,482	13,507	12,153	10,583	9,653
Civil servants on temporary leave from civil servant status ¹	731	657	553	405	311
Civil servants at affiliated companies ¹	10,486	9,785	8,720	7,423	6,773
Civil servants (total)	26,699	23,950	21,426	18,412	16,736
Non-civil servants in Germany	75,202	74,143	72,685	70,620	68,424
Total employees in Germany	101,901	98,092	94,111	89,032	85,160
Proportion of non-civil servants in Germany (%)	73.8	75.6	77.2	79.3	80.3
Proportion of civil servants in Germany (%)	26.2	24.4	22.8	20.7	19.7

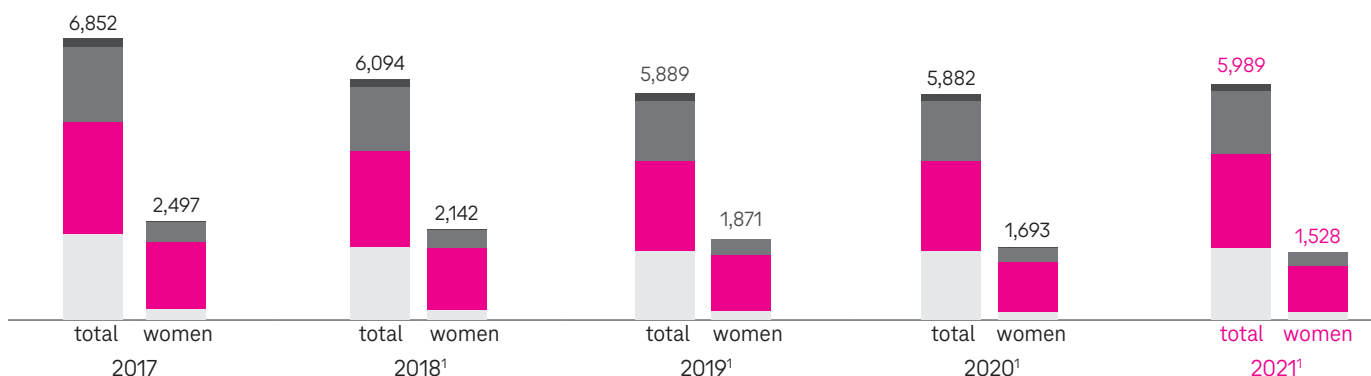
¹ Civil servants whose civil servant status is suspended. They have temporarily changed to an employment contract.

The number of civil servants continued to decline in 2021. The proportion of civil servants in the workforce is now 19.7 percent. Deutsche Telekom has not recruited any civil servants since privatization. In addition, natural attrition and

transfers to public authorities as well as the instrument of dedicated retirement ensure a continuous reduction in the workforce.

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

TELEKOM KEEPS ON ATTRACTING YOUNG PEOPLE



¹ 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 2021, we offered a huge number of young people career opportunities with a total of 2,150 places on cooperative vocational training and study programs. Especially in these uncertain times of the pandemic, it is important to give people a perspective. For Deutsche Telekom, the focus is on equal opportunities for young people. The needs and performance levels of school graduates are quite different. This is precisely what Telekom considers with its cooperative vocational training and study programs, thus enabling the integration of young people regardless of their gender, origin, or any physical disabilities. For example, we offer the internship for entry-level qualification to disadvantaged young people. In addition, trainees can train at Deutsche Telekom on a part-time basis. Students who are single parents, for example, have the opportunity to complete their dual studies part-time.

Particularly in 2021, dominated by Corona, it once again proved useful that we have been focusing on the digitization of our processes and digital learning support for years within vocational training. The confident use of digital media is part of our peda-

gogical concept and is consistently implemented in training and the dual study program. Digital media are an integral part of training when it comes to knowledge acquisition and transfer, to networking with other people, but also to self-directed learning and self-reflection. The use of digital classroom tools has proven to be very helpful in many situations, especially in the last year. In this way, our learners were able to stay in contact with each other, exchange ideas with their learning and study companions, and keep up their training or study progress seamlessly. By using digital media, young people not only benefit in these difficult times and during their training or studies, but also succeed in acquiring the professional skills that are essential these days. Sharing knowledge and exchanging ideas via digital media has always been a high priority in our Group and is promoted through Group-wide tools. Our learners also plan, document, and reflect on their learning progress in their own tool, exchange information with their learning or study companions, and independently derive their next learning steps.

Employees with disabilities in Germany (in %)

TELEKOM IS COMMITTED TO INCLUSION

	2017	2018	2019	2020 ¹	2021 ¹
Germany	7.5	7.6	7.6	7.5	7.7

¹Excluding 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.

In 2021, the proportion of severely disabled people at Deutsche Telekom increased to 7.7 percent. As in previous years, this means that Deutsche Telekom significantly exceeded the prescribed minimum proportion of 5 percent of severely disabled employees.

With a broad portfolio of supporting measures, Telekom helps to create and secure a professional livelihood for severely disabled people and to promote their career advancement. These include, for example, measures to ensure that the working environment is suitable for the disabled, special training measures or an HR hotline for deaf and hearing-impaired employees. In this context, all people with disabilities are regarded as fully-fledged employees and are an important part of the di-

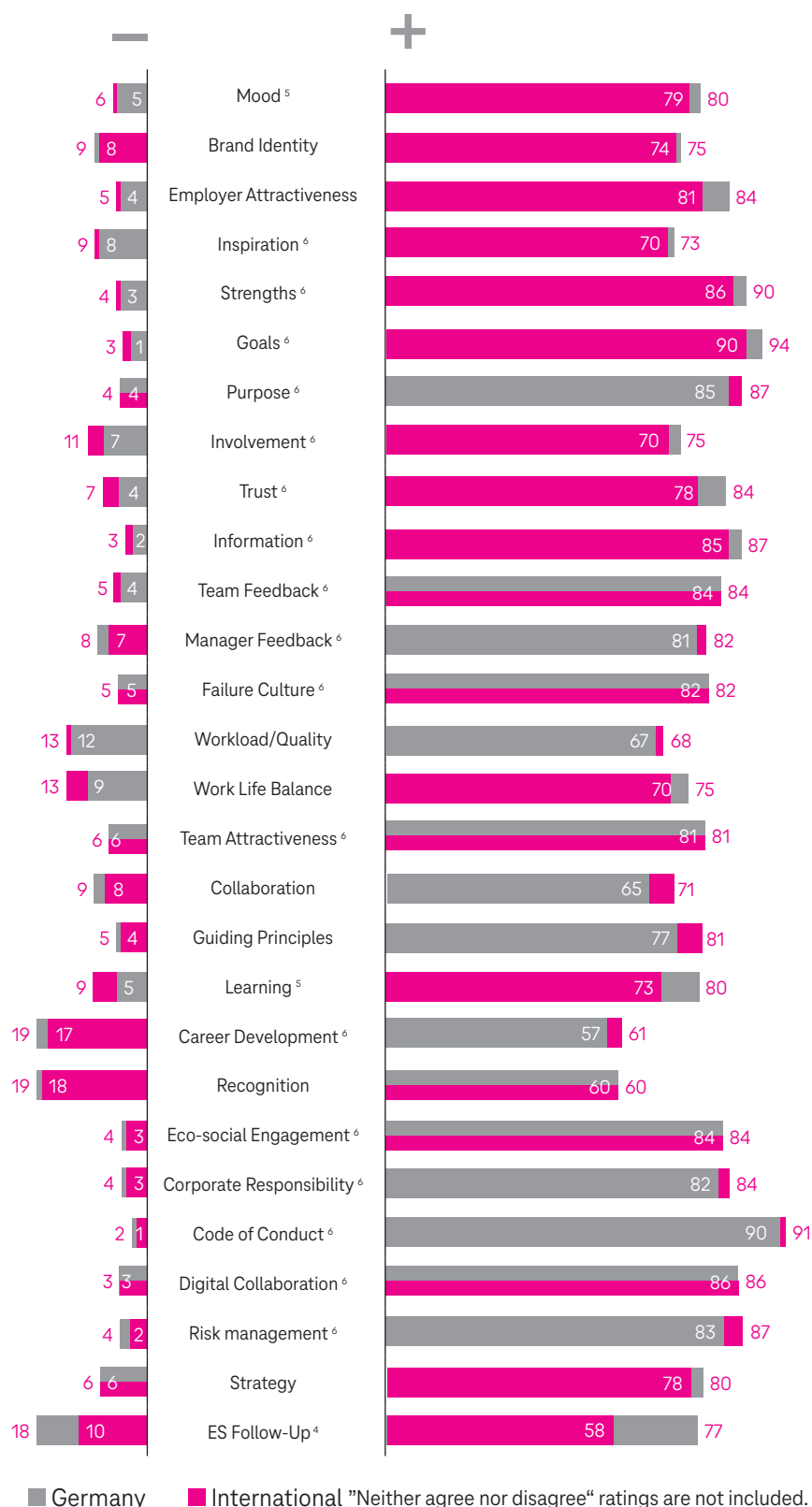
versity in the company, from which Telekom learns and benefits.

The implementation of the UN Convention on the Rights of Persons with Disabilities is already successfully anchored at Telekom. This is reflected, among other things, in the Group Inclusion Agreement and the "Experience Diversity - Inclusion @DT" action plan, each of which is being further developed together with the Group Representative Body for Disabled Employees and the Group Works Council.

Telekom is also active outside the company when it comes to inclusion. For example, it offers special service advice for deaf and hearing-impaired customers in some stores and is involved in various partnerships in the field of sports for the disabled.

Results from employee survey in November 2021

EMPLOYEE MOOD REMAINS AT A HIGH LEVEL



With regular surveys, Deutsche Telekom promotes the feedback culture in the Group through productive exchange with employees. These include the employee survey, carried out every two years, and the biannual pulse survey, which covers the Group issues presented. With the employee survey of November 2021, major changes in the questionnaire have been implemented for a better analysis of drivers for engagement. With this, a new calculation and display of the engagement score as well as new topics (e. g. "Inspiration", "Purpose", "Trust"), and updates for existing topics (e. g. "Satisfaction", "Learning") are added. Other topics are completely retired (e. g. "Digital Leadership").

In the employee survey high scores were achieved. With more than 117,000 employees taking part, overall participation was at 80 percent. Nationally as well as internationally, historical comparable values dropped slightly, with highest results being "Goals", "Purpose" and "Information".

Engagement score² scale 1 to 100³

2017	2018	2019	2020	2021
82	82	80	80	77

¹ Figures without T-Mobile US.

² The displayed values are taken from the last pulse and employee surveys. The last pulse survey was conducted in May 2021, the last employee survey (ES) in November 2021. The engagement score is the mean value calculated from all answers to the questions of the 4 topics Mood, Employer Attractiveness, Brand Identity and Inspiration. The values of the years 2018 and 2020 are taken from the ES of the previous years.

³ Scale change: until 2021 scale from 1 to 5, from 2021 on scale from 0–100, values until 2020 were converted.

⁴ ES Follow-up values from pulse November 2019 with next check in pulse May 2022.

⁵ Editorial change in questionnaire: Satisfaction renamed to Mood, HR Development and Learning consolidated in Learning.

⁶ Newly added questions.

Retired topics: Changes, Digitalization, Digital Leadership, Quality of Leadership, HR Development.

Leadership satisfaction rate and engagement score

MANAGER MOOD STABLE ON HIGH LEVEL

Mood rate ³	2017	2018	2019	2020	2021
Germany	86 %	81 %	85 %	90 %	91 %
International	84 %	82 %	82 %	87 %	89 %
Group (total)	85 %	82 %	83 %	89 %	90 %

Engagement score, Scale 0–100 ²	2017	2018	2019	2020	2021
All employees	82	82 ¹	80	80 ¹	77
All management staff	90	90 ¹	88	88 ¹	86
Employees excl. managers	80	80 ¹	80	80 ¹	76

The displayed values are taken from the last pulse and employee surveys. The last pulse survey was conducted in May 2021, the last employee survey (ES) in November 2021. The engagement score is the mean value calculated from all answers to the questions of the 4 topics Mood, Employer Attractiveness, Brand Identity and Inspiration.

¹The values of the years 2018 and 2020 are taken from the ES of the previous years.

² Scale changed: until 2021 scale from 1 to 5, from 2021 on scale from 0–100.

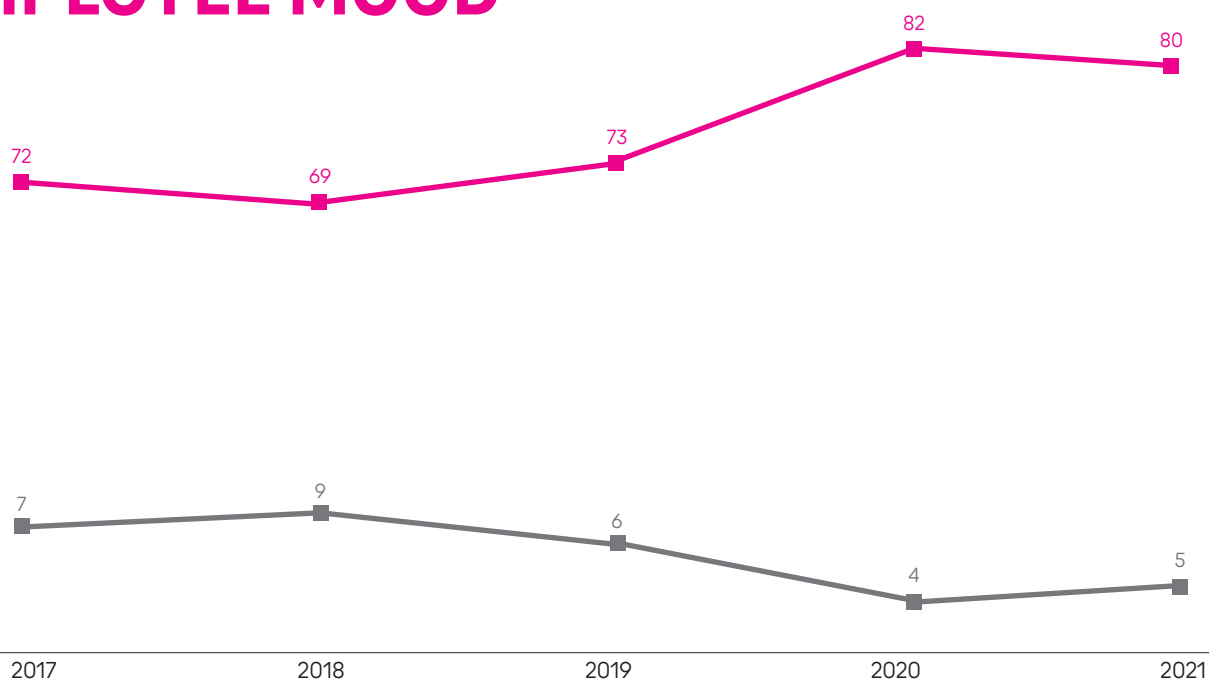
*Editorial change from 2021 on: Satisfaction renamed to Mood.

Management satisfaction improved across the Group compared with the previous year and is at an all-time high of 90 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. Since 2020, the leadership development programs have been fully digitized and additional ad-hoc formats have been introduced to support leadership in times of social distancing. The engagement score for managers remains at a very good level of 86 on a scale of 0 - 100, with a slight decrease compared to 2020. All managers act in accordance with our Guiding Principles.

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

CONTINUATION OF HIGH EMPLOYEE MOOD



Pulse and employee survey 2017–2021: “How do you feel at Deutsche Telekom?”

The displayed values are taken from the last pulse and employee surveys. The last pulse survey was conducted in May 2021, the last employee survey (ES) in November 2021.

Editorial change from 2021 on: Satisfaction renamed to mood.

■ Positive (in %) ■ Negative (in %)

Mood among the employees and management staff in Germany has remained at a consistently good level since 2015. In 2021, the mood rate decreased slightly compared with 2020. Throughout the pandemic, Telekom is proving to be a true constant for employees. This is clearly reflected in the good employee mood scores. The structured follow-up process to the employee survey draws up sets of actions to ensure improvements at all levels, right down to individual teams. In this process, we analyze the results of all 70 questions and make them available to the teams. Managers thus derive valuable ideas for

collaboration on concrete actions that will make their leadership and the company more successful. Responsibilities for subsequent steps lie with managers, who use the results to develop and implement specific actions in order, for example, to improve employee engagement and mood. The upcoming 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

YAM UNITED DELIGHTS AS NEW INTERNAL SOCIAL NETWORK

Meeting	2017	2018	2019	2020	2021
Minutes of online conferences (global)	763,733,114	835,095,611	883,877,777	1,787,149,436	2,153,516,820

YAM United	2017	2018	2019	2020	2021
User profiles	121,876	125,670	133,306	130,788	138,071

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.

The trend from 2020 continues, so that in 2021, we exceeded 2 billion conference minutes for the first time. The pandemic was still with us last year and continued to be a big driver of virtual communication and also collaboration, as most face-to-face meetings were canceled. You and Me, our internal social media platform, saw growth again this year. After a relaunch of the platform, which is now called YAM UNITED, we continued to generate more users. YAM UNITED offers many new opportunities: More digital collaboration, new communi-

cation channels, greater usability and a higher degree of internationalization. Now, it is also possible to use the network from mobile devices. Digital collaboration has grown strongly since 2018. We can report a 617 percent increase in the use of O365-ModernGroups and since then, more than 800 Webex boards for hybrid collaboration have been installed. This simplifies digital collaboration and is therefore very popular with employees. This is reflected in employee satisfaction with digital tools. Here, the value in the pulse survey has improved by 18 percentage points to 86 percent since 2018. Furthermore, in 2021, 31,436 employees were trained in digital collaboration in more than 800,000 digital touch points, such as training courses or videos.

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

PERSONNEL COST RATIO AT RECORD LOW

	2017	2018	2019	2020	2021
Personnel costs in the Group, non-adjusted (total)	15.5	16.4	16.7	18.9	18.5
Of which Germany	8.5	9.2	8.7	8.8	8.5
Special factors	0.6	1.2	1.0	1.8	0.9
Personnel costs in the Group (adjusted for special factors)	14.9	15.2	15.7	17.0	17.6
Group revenue	74.9	75.7	80.5	101.0	108.8
Of which Germany ¹	25.2	25.0	25.2	25.2	25.8
Adjusted personnel cost ratio, Group (total)	19.9	20.1	19.5	16.8	16.1

¹ 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, the personnel cost ratio continued to decrease this year. The improvement of 0.7 percentage points can be explained by the further increase in Group sales and the decrease in personnel costs. 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 €)

PERSONNEL COSTS REMAIN STABLE NATIONALLY

		2017	2018	2019	2020	2021
TWC ¹		16.9	17.1	17.5	19.1	19.6
Of which Germany		8.9	9.0	8.7	8.3	8.3
	IWC ² (adjusted PC ³)	8.1	8.1	7.9	7.7	7.7
	EWC ⁴ leased and temporary staff	0.04	0.05	0.04	0.03	0.02
	EWC ⁴ freelancers and consultants	0.8	0.8	0.8	0.5	0.6
Of which international		7.9	8.0	8.8	10.7	11.3
	IWC ² (adjusted PC ³)	6.8	7.1	7.7	9.3	9.9
	EWC ⁴ leased and temporary staff	0.2	0.2	0.2	0.2	0.2
	EWC ⁴ freelancers and consultants	0.8	0.8	0.9	1.2	1.3

¹Total workforce costs: external workforce costs + personnel costs adjusted for special factors.

² Internal workforce cost.

³ Personnel costs.

⁴ External workforce costs: costs of leased and temporary staff + costs of 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 leased 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 by 0.6 billion euros compared to the previous year. The trend is thus continuing. While internal workforce costs remained stable in Germany, we recorded an increase of 0.6 billion euros internationally. The costs for freelancers, consultants and temporary staff record a slight increase.

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

INCREASING TOTAL EXPENSES WITH GROWING PERSONNEL EXPENSES

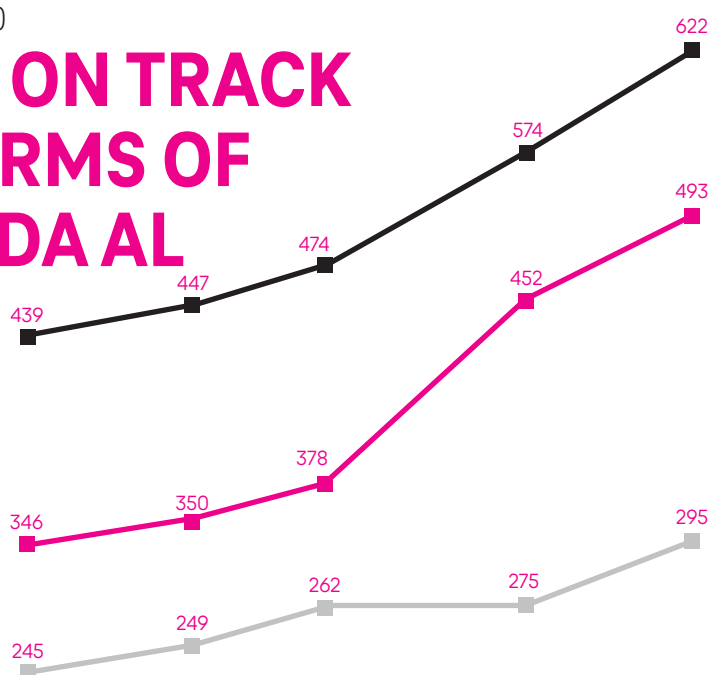
Breakdown of personnel costs		2018	2019	2020	2021
Payroll	DT Group	12,390	12,668	14,077	14,402
	National	6,502	6,317	6,346	6,211
	International	5,889	6,350	7,731	8,191
Social security contributions and company pension scheme	DT Group	2,913	3,053	2,926	3,206
	National	1,650	1,635	1,391	1,483
	International	1,263	1,418	1,535	1,723
Adjusted personnel costs, accumulated	DT Group	15,216	15,686	17,017	17,556
	National	8,146	7,950	7,735	7,692
	International	7,070	7,736	9,282	9,865
Personnel costs as proportion of total operating expenses					
Adjusted operating costs	DT Group	53,782	52,694	61,543	66,645
	National	16,873	15,929	14,486	15,763
	International	36,909	36,765	47,058	50,882
Personnel costs as proportion of total costs	DT Group	28.3 %	29.8 %	27.7 %	26.3 %
	National	48.3 %	49.9 %	53.4 %	48.8 %
	International	19.2 %	21.0 %	19.7 %	19.4 %

In 2021, Deutsche Telekom recorded adjusted personnel costs of 17.5 billion euros. Of this, 14.4 billion euros were attributable to wages and salaries. In addition, we paid around 3.2 billion euros in social security contributions and company pension plans. The company pension scheme enables our employees to supplement their statutory pension. Measured against Deut-

sche Telekom's total operating expenses of 66.6 billion euros, 26.3 percent was attributable to personnel. Although this is one of the highest expense items, the share of personnel expenses in total expenses fell by a further 1.4 percentage points. Our employees form the basis for the business success of our company.

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

TELEKOM REMAINS ON TRACK FOR SUCCESS IN TERMS OF REVENUE AND EBITDA AL



■ International
■ Group
■ Germany

Revenue per FTE in k €

Germany	Revenue per FTE in k €	2017	2018	2019	2020	2021	
		2017	2018	2019	2020	2021	
Revenue, Germany (billions of €) ¹		25.2	25.0	25.2	25.2	25.8	
Revenue, international (billions of €) ¹		49.7	50.7	55.4	75.8	83.0	
Revenue, Group (billions of €)		74.9	75.7	80.5	101.0	108.8	
International revenue as a percentage of Group revenue ¹		66.3 %	67.0 %	69.0 %	75.0 %	76.3 %	
Ø Average number of employees, Germany		103,174	100,227	96,018	91,512	87,276	
Ø Average number of employees, international		113,280	116,142	116,827	132,027	133,564	
Ø Average number of employees, Group (total)		216,454	216,369	212.846	223,539	220,840	
EBITDA AL ² per FTE (average) in €, adjusted		DT Group	102,700	106,762	116,192	156,829	169,037

¹ 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.

² 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.

Deutsche Telekom not only confirmed its good revenue from last year, but even increased it to 108.8 billion euros. Revenue increased both in Germany and internationally. More than three-quarters of revenue continue to be generated outside Germany, and the proportion increased by a further 1.3 percent. Sales per employee abroad exceeded 600,000 euros for the first time this year. Again, the US busi-

ness made a major contribution to this figure. The US segment remains on course for success and was able to report an increase in sales of 11.7 percent.

The average full-time employee at Deutsche Telekom generated EBITDA AL2 (EBITDA AL, after leases) of 169,037 euros in 2021.

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

TREND PERSISTS: PRODUCTIVITY INCREASED AGAIN

		2017	2018	2019	2020	2021
Germany	PC ¹ , adjusted	8.1	8.1	7.9	7.7	7.7
	EWC ²	0.8	0.9	0.8	0.6	0.7
	TWC ³	8.9	9.0	8.7	8.3	8.3
	Revenue ⁴	25.2	25.0	25.2	25.2	25.8
International	PC ¹ , adjusted	6.8	7.1	7.7	9.3	9.9
	EWC ²	1.1	1.0	1.0	1.5	1.5
	TWC ³	7.9	8.0	8.8	10.7	11.3
	Revenue ⁴	49.7	50.7	55.4	75.8	83.0
Group (total)	PC ¹ , adjusted	14.9	15.2	15.7	17.0	17.6
	EWC ²	1.9	1.8	1.8	2.1	2.1
	TWC ³	16.9	17.1	17.5	19.1	19.6
	Revenue ⁴	74.9	75.7	80.5	101.0	108.8
	TWQ ⁵ , adjusted	22.5 %	22.6 %	21.7 %	18.9 %	18.0 %

¹ Personnel costs.

² External workforce costs: costs of temporary staffing + costs of freelancers and consultants.

³ Total workforce costs: external workforce costs + personnel costs adjusted for special factors.

⁴ 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.

⁵ 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 decreased by 0.8 percent. The renewed improvement in the total workforce ratio in 2021 is attributable to the fact that revenue has increased more sharply than personnel costs again and that productivity can therefore be expected to increase as well. An increase

in sales of 7.8 billion euros was offset by an increase in personnel costs and by external workforce costs (EWC) that remained constant, resulting in total workforce costs (TWC) that increased by 0.6 billion euros.

The total workforce quota is very important to us as it expresses the productivity of our employees.

genial@telekom in Germany

ON COURSE FOR SUCCESS WITH GROUP-WIDE IDEA MANAGEMENT

	2017	2018	2019	2020	2021
Ideas submitted	6,902	5,123	6,007	4,574	4,420
Savings (in millions of €)	99.0	78.0	81.0	69.2	169.3

Idea management (IDM) develops concepts and measures to exploit the innovative potential of employees for the Group. IDM is an important tool for making Deutsche Telekom more competitive 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. By promoting value-creating ideas, we managed to make 2021 the most beneficial year by far in relation to the ideas submitted. With 4,420 ideas received, we generated a benefit of 169.3 million euros in terms

of savings or new business potential. Hybrid working demonstrated how the quality of ideas continued to improve despite the distance between each other and that idea management shows employees that life is for sharing.

In 2021, Deutsche Telekom won 1st place for the best idea in "Occupational Health and Safety at work" by the German Institute for Idea and Innovation Management. The idea of two employees supports the compliance with the Corona measures regarding social distancing rules and limitation of the number of visitors.



Natural attrition

INCREASE IN INTERNATIONAL FLUCTUATION

	2017	2018	2019	2020	2021
Germany	1.7 %	1.9 %	2.3 %	2.0 %	2.1 %
International ¹	9.2 %	9.8 %	9.6 %	6.6 %	9.3 %
Group (total) ¹	4.7 %	5.1 %	5.3 %	3.9 %	5.2 %

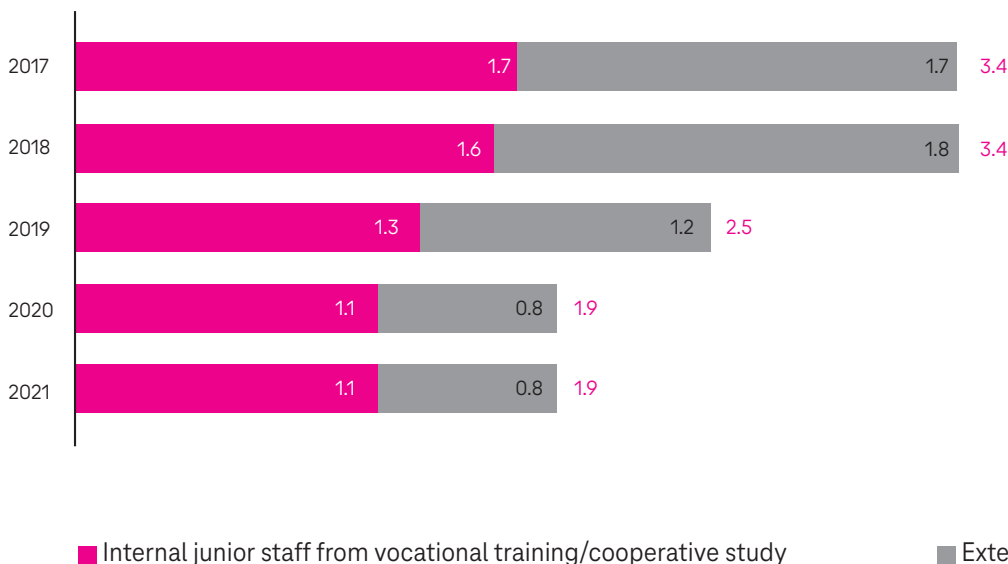
¹ Excluding T-Mobile US.

While employee turnover in Germany remained almost unchanged, an increase of 2.7 percentage points was recorded internationally. Internationally, there was an increase in employee and employer terminations of about 1,500. Around 960 employees retired or became incapacitated for work or service through age-related fluctuation.

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 ATTRACTIVE FOR IT TALENT



Deutsche Telekom hired 800 new employees from the external labor market in Germany in 2021. 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. Therefore, it is our goal to sustainably increase the perception of Deutsche Telekom as an attractive employer for IT and tech talent. Despite increased competition for the best talent, we were able to improve our position in the ranking of the most popular employers in 2021 for IT professionals and students in Germany and internationally.

The top criteria for choosing an employer in 2021 include the desire for job security, fair and attractive compensation, and a flexible working environment that allows a good balance between professional and private challenges. We adapted our communications to the needs of the target group at an early stage and developed new digital formats that enable a targeted and personal approach to talent. In the employer brand campaign “We are IT”, we focus on the people who work for us, provide insights into their diverse interests and commonalities, and show how we support them as a company. In this way, we create closeness in times of social distance and strengthen loyalty to the employer brand.

Our entire application process is digitized - from the first interview to telephone or video conferences to the digital assessment center. This saves us time and protects the environment. The virtual recruiting process has been received positively by

candidates and departments and has been successfully established. For us, this includes transparency, clear messages, and personal contact between recruiters and candidates in order to create an excellent candidate experience throughout the virtual process.

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 ninth time. We are also involved in Global Digital Women, an international network of women shapers in the digital industry.

Awards

We also received a number of awards for our performance as an employer in 2021. This reinforces our recruiting and employer brand strategy. A study by the magazine “Brigitte”, for example, in which aspects such as work-life balance, career advancement, transparency, and equality are evaluated, distinguished us as one of the best employers for women – we received the highest rating of five stars. In the 2021 student survey by the employer branding company Universum, we were ranked 15th out of 100 of the most attractive employers for young professionals as one of the top companies for IT talent. In the 2021 ranking of the market research company Potentialpark for the digital recruitment of talent, our careers website took first place – making it Germany’s best corporate website for potential applicants. We also impressed in the other categories (online application, social media and communication on mobile devices) and were rewarded with second place in the overall result.

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

COMMITTED RETIREMENT AND PHASED RETIREMENT REMAIN PROVEN MODELS

	2017	2018	2019	2020	2021
Early retirement, civil servants	27	1,711	1,242	1,917	630
Early retirement, non-civil servants	61	63	71	77	66
Severance payments	1,081	972	763	745	526
Phased retirement (start of passive phase)	1,687	1,890	1,692	1,899	2,444
Transfers to government authorities (final) ¹	417	326	321	146	70
Other socially responsible staff reduction options	15	0	0	0	0

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

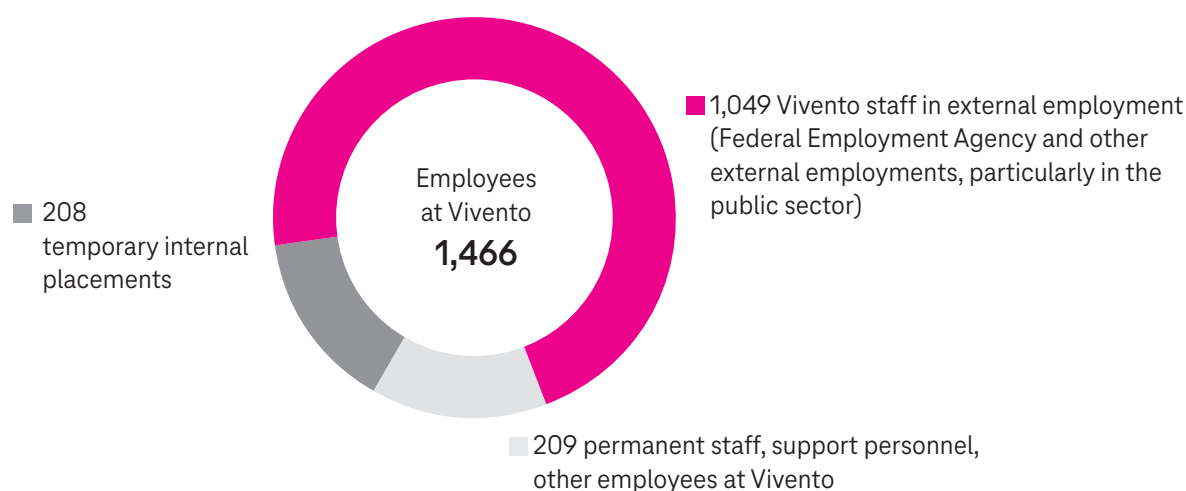
Deutsche Telekom continues to attach great importance to making staff reductions in a socially responsible manner. In 2021, the proven models of early retirement, phased retirement and severance pay were used for this purpose again.

With the committed retirement, the legislator has provided an early retirement scheme for civil servants for a limited period until the end of 2024. This was used by 630 civil servants in 2021. The significantly lower number of cases compared to 2020 is due to the fact that 521 cases from the 2021 quota have already been brought forward to the end of December 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 or a pension respectively. In 2021, 2,444 employees in Germany moved from the "employment phase" to the "retirement phase" of partial retirement. In Germany, 526 employees made use of severance payments. 70 civil servants were permanently transferred to public authorities.

Vivento employee figures (in FTE)

FURTHER REDUCTION OF EMPLOYEES SUPPORTED BY VIVENTO



Employees permanently transferred to the public sector via Vivento in 2021:	70
Staff transferred to Vivento since its foundation:	54,405
Staff leaving Vivento since its foundation:	52,933

In 2021, 70 civil servants opted for a permanent transfer to federal, state and local governments. Many of them went to the German Armed Forces, customs and other federal authorities. In addition, employees were placed in individual posi-

tions in the public administration. 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 2021.

Training, Group (total)

DIGITAL LEARNING OFFERS SIGNIFICANTLY PROMOTE SKILLS TRANSFORMATION IN THE GROUP

Training through global Learning Management System (LMS)	2019	2020	2021
No. of courses (via LMS)	20,895	22,470	43,772
No. of digital courses (via LMS)	12,444	15,200	36,251
No. of attendance courses (via LMS) ¹	8,451	7,270	7,521
No. of training days	659,615	486,598	663,085
Ø Ave. training days per employee (in FTE)	4.5	3.4	4.6
No. of digital training days	303,924	329,291	592,221
Ø Ave. digital training days per employee (in FTE)	2.1	2.3	4.1

¹ Including mixed, telephone and unassigned learning opportunities.

The development of future-proof skills for our employees and the strengthening of an increasingly digital learning culture are top priorities for us. With the Youlearn learning culture initiative - aimed at anchoring self-directed learning in everyday working life - we have significantly improved the opportunities for our employees to develop their skills. In the reporting year, employees in Germany and the European subsidiaries invested an average of 4.6 working days per employee in their continuing education, 4.1 days of which were spent digitally; the Corona pandemic also had a significant effect here. In 2021, 83 percent of the Group's learning portfolio was consistently digitized. Through Youlearn, the acceptance of digital learning was further expanded, which is reflected in the increase in the digital learning rate by 20 to 89 percent in 2021 and the increased satisfaction with learning offers (+ 4 percent) compared to 2020.

In 2021, the so-called "Top Learner Award" for outstanding learning commitment was presented to four employees for the first time. The Youlearn Day, a digital learning day for all employees, experienced a new record compared to the previous year with around 5,000 registered participants from 30 countries. Another example of self-determined and self-organized learning is the employee initiative "Learning from Experts" (LEX), which was launched in 2018 and is now well established: Experts from the Group pass on their knowledge to

their colleagues in various ways. Open digital informal courses, known as LEX sessions, are the highlight. At the end of 2021, more than 5,000 such sessions were available and 140,000 colleagues had taken part. With 20,000 active members, LEX is now the fastest-growing community in the Group.

New forms of learning with Percipio & Coursera. With the introduction of the intelligent learning platform "Percipio" (also referred to as the "Netflix of learning") and the integration of Coursera as a provider of digital continuing education courses from high-ranking universities, Deutsche Telekom AG has built up a powerful learning offering for employees. Over 180,000 Percipio registrations since the third quarter of 2019 confirm our efforts.

Skill development. The in-depth knowledge and future-oriented skills of our employees are among the most important corporate resources and are therefore crucial for business success. We see it as our responsibility to ensure optimum conditions for skills transformation. In order to prepare as many employees as possible for future skill requirements and to ensure their employability in the best possible way, this year again saw an increase in specific programs geared to future topics, so-called ExplorerJourneys. In 2020 and 2021, around 6,000 employees registered for topics such as big data, digital marketing, artificial intelligence and software development in digital learning programs lasting several weeks.

Participants in international development programs (in heads)

NEW PROGRAM FOR TOP TALENTS

		2017	2018	2019	2020	2021
Start up! trainee program participants ¹	Total	32	44	71	44	39
Start up! trainee program participants ¹	Of whom women	50 %	59 %	44 %	59 %	49 %
Global Talent Pool participants ²	Total	858	976	952	k.A.	365
Global Talent Pool participants ²	Of whom women	25 %	26 %	26 %	k.A.	30 %

¹ The program duration is 15 to 18 months. Listed are the new hires per year. The program is only offered in Germany.

² Group-wide program for top talents. Replaces the predecessor program "Global Talent Pool" since 2021.

Our Start up! trainee program targets above all graduates with an interest in Technology and IT who are motivated to shape the world of tomorrow with an entrepreneurial spirit and open to new challenges. 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 in various business areas. The program is complemented by innovative learning and development formats and events such as "Magenta Friday" (project day), which provides a forum where trainees can pursue their own initiatives while becoming drivers of culture and innovation within Deutsche Telekom.

In Q4 2020, we launched the new concept of our Talent Hub. The process consists of identifying, selecting, developing

and placing talented employees based on their performance, attitudes, ambitions and skills. The aim is to ensure that business-critical roles are filled in the long term.

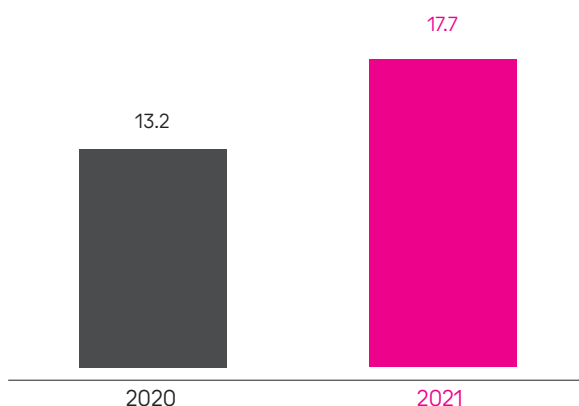
The targeted talents can either be nominated during People Days or can directly apply as self-nominees.

The selection process implemented in 2021 secures that Talent Hub members are dedicated to fulfill business needs and that they have the potential to grow and move to executive roles in one or two steps.

First Talents were accepted to Talent Hub at the end of Q1 2021.

Share of Digital Experts worldwide (in percent)

NEED FOR DIGITAL SKILLS INCREASES SIGNIFICANTLY



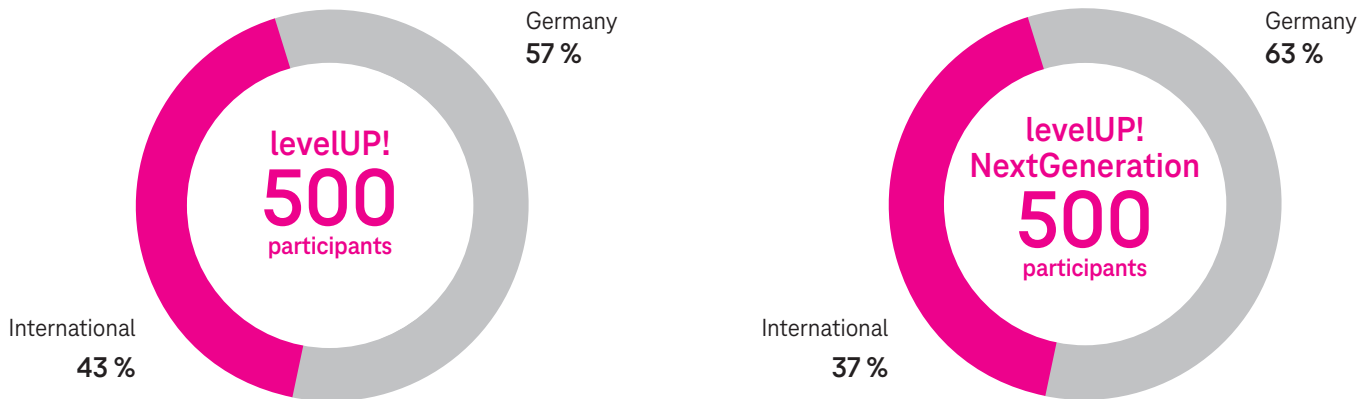
Our employees' in-depth expertise and future-oriented skills are among our company's most important resources and are thus crucial to our business success. Deutsche Telekom values future-proof digital skills particularly high: With the goal of equipping as many employees as possible with the skills that will be needed in the future and guaranteeing their employability in the best way possible, we offered further so-called "Explorer journeys" again in 2021 – programs which address specific innovation topics.

Around 6,000 employees signed up in 2021 – for multiple-week digital training programs on topics such as big

data, digital marketing, artificial intelligence, and software development. We also developed academies with the aim of offering both reskilling and large-scale upskilling for digital experts, e.g. in the fields of software engineering, DevOps, artificial intelligence, and data analytics. In our Technology and Innovation unit alone, 1,650 employees completed specialized training in 2021 – alongside the many other standard training measures we continue to offer year after year. It is therefore our responsibility to provide an environment in which employee skills can be transformed. The Group's need for digital experts will increase significantly in the next years.

Participants in international leadership programs worldwide¹ (in heads)

HIGH CUSTOMER SATISFACTION CONFIRMS SUCCESS OF LEADERSHIP PROGRAMS



Due to the great feedback from participants as well as supervisors in 2020, when we had to conduct levelUP!NextGeneration purely digitally due to COVID-19, we were well prepared in 2021. Together with our social partner, we decided early on to offer the program again in a purely digital format - for the safety of all participants. Worldwide, 500 employees from 18 countries went through this 4-month development program, which is aimed at motivated employees and is characterised by the teaching of innovative, inspiring and tangible leadership topics and skills. In 2021, there was an increased focus on networking among the participants. And the major digital event, the “Digital Summit”, in which over 420 participants from all 18 countries took part in interactive and inspiring formats and discussions, was also highly praised. 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 to successfully complete levelUP!NextGeneration in a motivated and committed manner and look back on a very good implementation with consistently high feedback in our customer satisfaction rating.

Another success story in our product portfolio is “leadFIRST“. In 2021, we offered the program again in German. LeadFIRST is a fully digital and virtual leadership development program aimed at managers who have only recently taken over a leadership position. The aim is to help these managers understand their new role in a clear and comprehensive way, as well as to

build a solid leadership foundation in line with Deutsche Telekom’s leadership principles and values. During the program, participants reflect on what their own idea of people leadership is. This global and digital program not only helps develop leadership skills at the highest level, but also promotes virtual leadership skills and offers numerous networking opportunities. In 2021, a total of 339 participants from 19 countries attended the eight live sessions.

levelUP!

In 2021, the levelUP! platform changed the approach and became a leadership hub. In 2022, levelUP! will be accessible to all leaders, also non-executives across the Group, at any time, from anywhere and from any device. The levelUP! platform provides cutting-edge exclusive content and offers to tackle current leadership topics and challenges in order to get ready for our Telco2030 Strategy. This very new approach also welcomes tailor-made content provided by the different segments for their respective managers. Currently, the program is led fully digitally in a virtual setting with an abundance of 75 self-consumable learning nuggets as well as plenty of live session from small peer-consulting activities to large events of 200 people and more. Content-wise it focuses on the following learning journeys: leading in transformation, leading hybrid teams, leading digital telco. Joining any of the learning paths helps to gain a new set of powerful tools and skills, insights, reflections and improves personal leadership style while upskilling for digital literacy.

¹ Figures without T-Mobile US

Health rate in Germany (in %)

PANDEMIC MEASURES ARE BOOSTERS FOR HEALTH

	2017	2018	2019	2020	2021
Germany	93.7	93.6	94.0	95.0	95.3

As a result of the comprehensive measures taken, including those relating to infection control, there has been a positive increase in the health rate in 2021. The health rate (including long-term sickness) in the Group nationally (Germany) improved by 0.3 percentage points from 95 to 95.3 in 2021. The development of the health rate was positively influenced in particular by measures in connection with the Corona pandemic, which also prevent other respiratory infections, among other things. A nationwide Corona vaccination campaign was launched in mid-2021, in which over 24,000 employees and relatives were vaccinated against SARS-CoV2 at 87 sites. Beginning in December, this campaign continued as a so-called “booster vaccination”.

As a result of the obligation to take advantage of home office

opportunities, the range of preventive measures offered at Deutsche Telekom sites has been significantly reduced in 2021 and has increasingly focused on the use of online services and the advice hotline, in particular to answer questions relating to Corona.

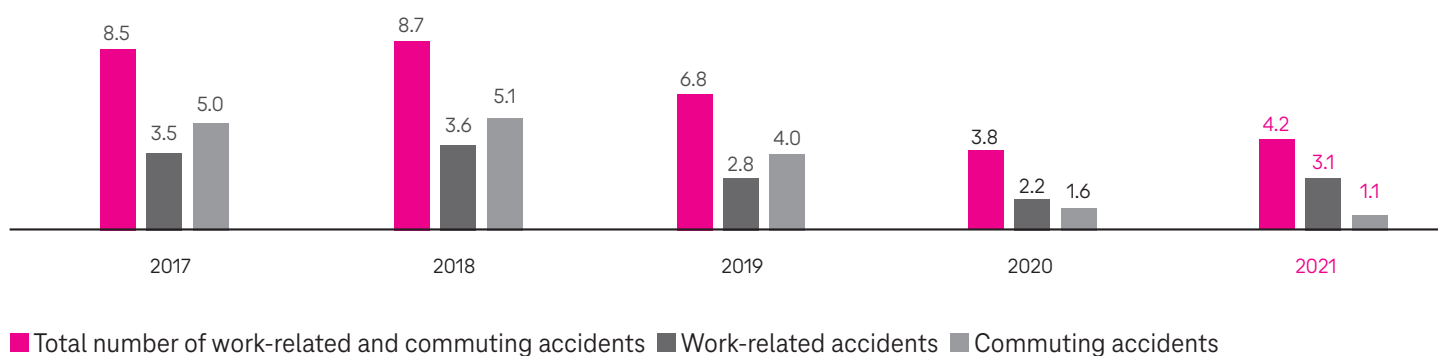
The availability of digital offerings has been expanded through the introduction of the “My Health Journey” program, whose objective is to promote mental strength and resilience. This program is being continuously developed and is adapting to the new requirements of a hybrid working world.

Executive training on the topic of “healthy and mindful leadership” has been continued. Executives are also sensitized and qualified in particular for the aspect of virtual leadership.



Work-related accidents in Germany (per thousand FTE)

ACCIDENT RATE REMAINS AT LOW LEVEL



The number of occupational and commuting accidents fell sharply in 2020 compared with 2019. In 2021, the overall accident rate remained at a low level. The reduction in commuting accidents in particular has had a strong influence on this development since 2019. The extensive use of mobile working at home as a protective measure in the course of the Corona pandemic has led to significantly fewer trips to the workplace at Deutsche Telekom sites, which, at the same time, has reduced the probability of commuting accidents occurring. However,

as there was already a reversal of the trend in this direction in 2019, the development can also be 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. The slight increase in work-related accidents from 2020 to 2021 was proportionately impacted by COVID 19 illnesses that were temporarily reported as work-related accidents.

RESPONSIBLE

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