



Telekom CR-facts

Development programs

Our experts can take advantage of special courses for their personal professionalization and career development under the Go Ahead! system. In 2012, thanks to Go Ahead!, we positioned expert development and expert careers as an equivalent path at the Group in Germany alongside our leadership development system Step up!. This standardized system aims to make job requirements transparent and elucidate which development paths will lead to which career and development goals. At any time, our employees can use a dedicated IT tool to explore suitable training and development measures for their particular role.

Our skills development measures are available via CAMPUS, a modular training program aimed at developing and building essential strategic skills for experts. Within CAMPUS, we offer a portfolio of courses tailored to different sectors, such as finance and controlling. Our repertoire also includes a range of more general qualifications, such as project management.

Go Ahead! helps the Deutsche Telekom Group ensure medium and long-term skills planning and talent promotion across different areas. Both [Step up!](#) [1] and Go Ahead! make it possible for employees to switch from an expert to a managerial career and vice versa.

Realignment of leadership development activities

Deutsche Telekom AG faces big challenges as an ICT company. These include extremely dynamic markets, technological innovation, regulation and tough competition to name a few. That means a lot of responsibility for managers. They need to be able to make decisions fast while weighing risks at the same time. They need the courage to be innovative while staying focused on consistently high performance levels. In many cases, they also need to engage in effective internal collaboration with other departments - the only way to keep our customers happy in the medium and long

term.

Our leadership development measures address these strategic challenges at Deutsche Telekom with the goal of continuing to develop the entrepreneurial leadership skills of our managers at all levels and to help our managers master these challenges and support their individual development. The general goal is to promote more effective leadership at all levels and improve innovative strength, internal collaboration and entrepreneurship.

Our Group-wide leadership development portfolio, LEAD (Leadership Excellence and Development), which was developed in 2013, is structured in three program categories:

- Transition LEAD programs: providing support for managers who are assuming a leadership role for the first time or assuming a senior leadership role as an executive
- Open LEAD programs: open offers for further development in the employee's current position
- Talent LEAD programs: development measures for talented employees to prepare for the next level

The OPEN LEAD portfolio was particularly designed for managers at the operative level and comprises business-oriented courses that deal with the three key themes "leading business," "leading people," and "leading yourself." These include both face-to-face courses as well as virtual and online formats. Based on their current needs, managers can choose courses that

- Support them in their business development ("Leading business"),
- Strengthen their leadership role and team responsibility ("Leading people"), or
- Focus on personal development ("Leading yourself)."

The Group also provides segment-specific offers to support the development of leadership skills throughout the Group.

International mobility, exchange and knowledge transfer

In order to drive the development of know-how as well as a shared Once Company concept across national borders, we put extensive efforts into international

development measures: The Group-wide program, Telekom x-change, offers top performers and high potential employees here in Germany and internationally the opportunity to work for three to six months in Germany or at an international subsidiary. Since the program was launched in 2009, the number of people going on international assignments has steadily grown.

Another example of successful international exchange and knowledge transfer is the Master Classes development program for top experts, which was initiated by the Europe and Technology segment in 2009. In the program, colleagues in different positions and from different countries discuss forward-thinking topics like innovation, change management and leadership.

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