



2014 Corporate Responsibility Report

We take responsibility

Pioneering concepts for the workplace

More innovation with online courses: 3,600 employees from 27 countries attended the first massive open online course (MOOC).

[Find out more](#)

3,600
employees

Telekom makes connected life and work possible.

[Find out more](#)

Future
Work

In 2014, we dedicated our HR work to five principal themes that translate our HR vision into more specific terms: the HR Big 5.

HR Big 1 - Continue business-driven total workforce management.

One of today's most important topics, and one that will remain a focal point in years to come, is the transformation of our company and making adjustments in line with new business models, a process we fundamentally support through our transformation programs. We help us adjust our workforce in line with our medium-term business plans. In growth areas where new jobs have been created, we have also effectively implemented our "internal over external" HR initiative in Germany in which we favor internal candidates when staffing new positions.

HR Big 2 - Encourage leadership and performance development.

The skills of our managers and the performance development of our staff are two key success factors for us in global competition. That is why we have realigned our leadership model and established consistent, Group-wide leadership principles. These principles particularly address topics such as collaboration, innovation and empowering our employees to perform. These activities are combined in our HR initiative „[Lead to win](#)“.

HR Big 3 - Foster employability of our workforce.

The following initiatives play a key role in helping us achieve this strategic cornerstone:

- Education 3.0 is focused on expanding the expertise of our employees and driving forward training in the direction of skills that will be in high demand in the future.
- Our diversity initiatives support various aspects of diversity at the Group, from increasing the number of women in management positions and encouraging internationality to our comprehensive demographics and work-life management approach.

HR Big 4 – Increase organizational effectiveness

Increasing workloads and more diversified content continue to up the bar in terms of what is expected of our employees. We help our employees respond quickly to changing requirements. Modern workstations, working-time models and job structures form the basis of our concept of flexible work environments.

HR Big 5 – We make it lean and simple.

Our fifth focus is about further improving the efficiency of our HR units and continuously aligning our HR products and services with the needs of the business. We also want to continue the process of harmonizing, simplifying and integrating the IT used for HR processes.

Future Work supports modern job structures

The purpose of our Future Work program is to create a pioneering concept for the work environment that promotes communicative, performance-oriented work as well as innovative strength and agility. Our goal is to transform our corporate culture from one based on being at the office to one based on results. We support this goal by offering modern workplace structures. Open-plan offices and flexible desk sharing options encourage cross-departmental collaboration and make employees more flexible in how they organize their everyday work. Following a pilot phase started in 2013, the Deutsche Telekom Board of Management decided in September 2014 to roll out the Future Work program throughout the Group.

Future Work at T-Systems in Munich

A successful Future Work project was launched at T-Systems Munich in June 2014. A modern office environment featuring around 100 desk-sharing workstations and a variety of special working spaces like creative islands and retreat spaces was created at the offices on Dachauer Straße. Together, up to 180 employees tested different modern workplace structures. Project participants were pleased with the results and confirmed the positive effects of more flexible working structures on their work-life balance and motivation. The project considerably exceeded our Group-wide desk-sharing target ratio of 1 to 1.3, or ten workstations for every 13 employees, a good sign for more Future Work projects to come.

More innovation and co-creation with modern educational formats

Deutsche Telekom plans to promote cross-departmental and cross-country collaboration in virtual teams, intensify knowledge sharing among our employees and encourage their

entrepreneurial spirit and innovative strength. We invited employees to attend our Group-wide massive open online course (MOOC) from April through June 2014. More than 3,600 employees from 27 countries signed up for the course entitled "Share your entrepreneurial spirit," which we conducted in collaboration with Leuphana University of Lüneburg. Ideas for new products and services to meet future customer requirements in an increasingly digitized world were developed by 140 interdisciplinary, international teams; the participants and selected external parties evaluated the prototypes by providing feedback and contributing to discussions in the online forum. At the end of the course, participants had come up with 100 innovative ideas – including transforming old phone booths into charging stations for e-cars, e-bikes and smart devices, an app and cloud translation service for people with hearing and speech impairments and a digital fashion consultant.

The innovative educational offer not only promotes personal development but also intensifies a corporate culture that lives from collaboration and participation. The measurable results were positive as well. 72 percent of participants successfully completed Deutsche Telekom's first corporate MOOC; almost all of them (98 percent) said they would participate in a MOOC again.