Deutsche Telekom
Gender Diversity
KEN Awards  23 October 2013  Mashnee Darmen
AGENDA

Company overview

Why Gender Diversity

What we did

How we did it

Challenges & Solutions
Gender Diversity

Yahoo CEO
Marissa Mayer

Hewlett Packard CEO
Meg Whitman

IBM CEO
Ginni Rometty

Chairwoman T-Systems SA
Mardia van der Walt-Korsten
Overview of Deutsche Telekom

Deutsche Telekom AG

Company

Global Group
- Deutsche Telekom is one of the world’s leading service companies in IT & Telecoms

Products

Our strengths
- IT & Telecoms solutions (Products & services for fixed networks, mobile communications, & Internet)

Facts & Figures

Numbers
- Reported revenue of EUR 58.2 billion in 2012
- >195 million customers

Employees

Our success relies on
- >230,000 employees in >50 countries
Why do it?

Increase in competitiveness
Fortune 500 companies with ≥ 3 women gain a significant performance advantage over those with fewer women on the executive board*
+ 73% return on sales; + 83% return on equity; + 112% return on invested capital

Broadening the talent pool
Women represent more than 50% of the global talent pool*

Sustainable business practice
10.3% of DTAG shares are owned by companies who invest in equal opportunity corporations – more sustainable

Social responsibility
Gender equality means equal opportunities

Open corporate culture
Respect & inclusiveness promotes open corporate culture
(happy employees = happy customers = happy shareholders)

What we did

30% females in middle and upper management

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<thead>
<tr>
<th></th>
<th>February 2010</th>
<th>YE 2012</th>
<th>YE 2013</th>
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<tbody>
<tr>
<td>Women in management:</td>
<td>19% 5%</td>
<td>24%</td>
<td>FC 25%</td>
</tr>
<tr>
<td>Business Leaders:</td>
<td>3% 12%</td>
<td>15%</td>
<td></td>
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<tr>
<td>Supervisory Boards:</td>
<td>6% 19%</td>
<td>25%</td>
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<tr>
<td>Development Programs:</td>
<td>19% 20%</td>
<td>39%</td>
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<tr>
<td>High Potential Talents:</td>
<td>33% 17%</td>
<td>50%</td>
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March 15, 2010

1st German company in DAX-30 index to introduce a women’s ratio

2001

Leading German organizations sign agreement to support equal opportunities in the private sector

1992

Introduction of concept to support women’s development as a basis for equal opportunities
# How we did it & next steps

## What we did to get to current status

1. Detailed targets per unit & per country
2. Top Leadership Pledge
3. Various programs
   a) Gender awareness training
   b) External Talent visibility
   c) Female Leadership
   d) Work life
4. Communication; awareness & branding
   a) Campaigns, including Executive Videos
   b) Showcasing successful gender practices

## What we need to do to reach 2015 goal

1. Enhance current measures + additional measures
2. Focused plan to get to 30% by 2015
   a) Budget & resources investment
   b) Create “space” for more female managers
   c) Mentorship of females
   d) Focused awareness & sensitization programs
3. Etc.
Challenges & Solutions

**Challenges**

1. Management buy in
   a) Business realities bigger priority than gender targets
   b) “Old boys club” behavior

2. Females not feeling valued

3. Tokenism: Male & Female view

4. Limited IT qualified female candidates

**Solutions**

1. Continuously selling business benefits at all levels
   a) Diversity addresses diverse markets & customers, therefore business priority
   b) Focused sensitization training

2. Growing IT talent pool from school & university level

3. Ensuring gender equality in HR processes

4. Visibility of Diversity role models & champions
THANK YOU!