

# Social

Product and service experience – Network quality and coverage – Digital skills – Shaping an attractive work environment – Work enablement for the future

We aim to make digital offerings understandable, broadening access to the internet and strengthening digital skills – and thus create new opportunities for both our customers and our employees in an increasingly digital world.



Customer satisfaction:

**slightly  
increased**



5G coverage for  
the entire German  
population in 2025

**~ 99%**



Strengthening digital  
skills: people reached  
and inspired in 2025

**56 million**

# Product and service experience



We want to offer our customers the best value for money and service experience.

## Strategy

### Customer satisfaction as a growth driver

Our customers' needs are our top priority. Our actions are based on our internal **Customer Relationship Principles**, which aim for a responsible and **transparent customer relationship**. We offer personalised support, take the time to understand individual requirements, and deliver tailored solutions. We are committed to ensuring data protection, health and safety, and product safety – from product development and service processes to digital offerings. This is based on technological excellence, which enables reliable connectivity and fosters long-term customer satisfaction.

We ensure the most **consistent service experience** possible across personal and digital channels. In doing so, we focus on the needs of our customers. We proactively respond to these needs and develop solutions designed to create long-term added value. For business customers, we continuously expand our range of digital services, such as IoT applications and cloud-based network solutions. We always consider sustainability and data protection to ensure efficient network operations and to take environmental aspects into account.

## Policies

### Quality, safety, and responsibility in focus

We are committed to truthful information, **education, awareness-raising, and inclusion**. Our [Guidelines for ethically responsible communication](#) defines clear principles for content and channels, with special **protection for children and young people**. Our [commitment to data privacy](#) and our [AI Code of Conduct](#) contribute to a sovereign digital life. Read more about these guidelines in the chapter [Digital skills](#).

Our **quality management system, certified according to ISO 9001**, ensures compliance with defined **quality standards** through clear processes, regular audits, and continuous improvement. Should a customer ever be dissatisfied, we offer a variety of contact options. Furthermore, our [Whistleblowing Procedure](#) allows for the **confidential reporting of complaints** – for example, regarding human rights or environmental risks, as well as potential legal violations.

To measure customer satisfaction, we have established binding guidelines for the standardised and neutral calculation of the Net Promoter Score (NPS) in our internal **Quality Management Manual**. Compliance with these guidelines is regularly audited both internally and externally. Our [Responsible Business Principles](#) include safety and quality standards for our products and services, as well as for the products we distribute. Our [Human Rights Policy](#) ensures **responsible design practices** and the protection of health and safety during the use of our products.

## Targets

We want to become the provider with the highest **customer satisfaction** and therefore work continuously to improve our customer experience – online, in our service, and with our offerings. We had the following targets by the end of 2025:

- To increase the **O<sub>2</sub> NPS** value.
- To maintain the **Business to Partner NPS** value at a high level.

## Performance

### Our approach is proving effective

- ✓ Compared to the previous year, we were able to slightly increase the weighted average **O<sub>2</sub> NPS** despite increased competitive pressure.
- ✓ The **Business to Partner NPS** increased within the year 2025.



All key indicators and definitions can be found in our interactive [KPI tool](#).

## Actions

### What we do: self-service, IoT and security

**Improving customer experience:** With the Medallia tool, we systematically collect feedback at all touchpoints of the customer journey. We use the insights gained for data-driven decisions, analyse the drivers of the Net Promoter Score (NPS), and implement targeted improvement measures. Regular monitoring supports the continuous improvement of customer satisfaction.

Additionally, we use speech analysis in the hotline to evaluate customer feedback and optimise processes.

**Get in touch directly:** If customers have any questions, concerns or complaints, they can reach us through a variety of channels, such as by phone, chat, letter, or messaging. We also offer digital self-service solutions via our online portal or apps like "My O<sub>2</sub>" or the "O<sub>2</sub> Business App".

**Customer service training:** Our employees who interact with customers undergo a standardized coaching process with an internal audit score. In addition, quality assurance programmes and regular training – for example, on complaint management and communication – support service quality.

**New employees receive initial training,** and there are interview guidelines. A talent development programme promotes the development of future managers in customer service.

**Leveraging AI for better service:** We are implementing a robust governance framework for the use of AI, based on

Group-wide guidelines. This includes conducting a bias analysis for each machine learning model, with the aim of obtaining fair and non-discriminatory results.

Furthermore, the AI "Aura" has been facilitating access to information and contract details since 2018. This AI assistant uses large-language models, rule-based dialogues, and generative AI to efficiently answer inquiries. Aura is available via the O<sub>2</sub> online portal, WhatsApp, and the hotline and is continuously being developed. Full implementation is planned for the end of 2026.

**Flexible plans:** We offer a range of plans for various technologies such as DSL, cable, or fiber optics, as well as mobile LTE/5G routers for internet access via the mobile network and mobile services on demand. For business customers, we offer flexible options with transparent terms and fair pricing. We also provide special offers for people with specific needs, such as the deaf or those with a migration background, to promote digital inclusion (read more in chapter [Digital skills](#)).

**IoT and data solutions for the future:** We expand our IoT portfolio to include solutions for smart metering, smart mobility, and smart factories, as well as secure 5G campus networks. This allows us to offer companies tailored connectivity for their individual needs. Through Mobility Insights, we provide anonymised mobility data for research into climate-friendly mobility, health, and energy efficiency. The Data Anonymisation Platform (DAP) meets high data protection standards and is TÜV-certified (see chapter [Data protection and information security](#)).

**Fostering innovation through collaborations:** Through Wayra, our Open Innovation Hub, we initiate targeted partnerships with startups to solve technological challenges. In 2025, new technologies were validated and innovations accelerated in more than 15 pilot projects.

**Making data protection transparent:** Data protection information sheets inform customers about our form of data processing and their rights (see chapter [Data protection and information security](#)).

Regarding **health and product safety**, we comply with legal regulations and limits and provide transparent information on the topic of mobile communications and health. You can read more information [here](#).

## Business value

### Three solutions for secure performance and powerful networks

Excellent service and customized solutions also apply to business customers. We support companies with technologies for reliably **high network performance**, **flexible site connectivity**, and **secure data infrastructure** – in whose development we consider technical efficiency and environmental aspects.

Three examples:

#### 1. Defined network performance with 5G slicing

With 5G network slicing, companies get their own network areas with defined speed, latency and security – ideal for IoT and critical processes.

**Sustainability advantage:** Intelligent control and virtualisation allow for more efficient use of bandwidth and reduced energy consumption.

#### 2. Agile site networking with SD-WAN

Our SD-WAN solutions connect locations flexibly, quickly and securely via fixed and mobile networks – including central control and integrated security features.

**Sustainability advantage:** SD-WAN replaces classic hardware architectures and enables remote management, thereby reducing material costs and lowering energy-related emissions.

#### 3. Data Center Housing for maximum safety

Our highly secure data centre infrastructure offers redundant power supply and direct network connectivity. **Sustainability advantage:** Modern efficiency standards can reduce energy consumption and avoid the need to operate in-house server rooms, thereby reducing space requirements and the need for electricity and cooling energy.

## Next steps

### Our roadmap to 2040

We will further expand the **digital service experience**, optimise AI-powered offerings, and develop new IoT solutions for business customers. Continuously improving the product and service experience – especially with regard to new technologies such as 5G and IoT – remains a key objective.



# Network quality and coverage

We offer our customers a modern, high-performance network infrastructure, thus enabling access to the digital world.

## Strategy

### We enable digital participation

We continuously work to provide a **modern, reliable, and secure network** throughout Germany. Our focus is clear: connectivity – even where it is currently lacking. In small towns, along connecting roads, and along railways, we make tangible progress. In this way, we contribute to supporting comparable living conditions, promote **social and economic participation**, and strengthen fundamental rights such as **freedom of expression and information**. For these reasons, we continuously invest in the expansion and modernisation of our networks and services. At the same time, we rely on state-of-the-art technologies that can reduce energy consumption and unlock the potential for resource-efficient business models. We are aware that comprehensive education and the development of **digital skills** are crucial so that our customers can use our network safely and independently. You can read about what we are doing in this regard in chapter [Digital skills](#).

## Policies

### Strong principles for digital participation

We act in accordance with the EU Accessibility Act (Directive (EU) 2019/882) and our [Responsible Business Principles](#) to ensure that people and businesses – including those in rural areas – can use **accessible digital services**. Our [Declaration of Principles on Respecting Human Rights](#) and our [Human Rights Policy](#) define access to telecommunications as a societal responsibility. The [Guideline for Ethically Responsible Communication](#) enshrines this as a fundamental principle.

The principles of our [AI Code of Conduct](#) demonstrate our commitment to using AI to promote digital inclusion. The

[Manifesto for a New Digital Deal](#) is a Group-wide strategic policy document primarily addressing **digital responsibility**, **data protection**, **net neutrality**, and **social inclusion**.

## Targets

We had the following targets by the end of 2025:

- Provide high-quality **5G coverage** for 99% of the total German population – taking into account residential and work locations as well as commuter movements.
- Provide 100Mbit/s **internet speed** for the rural population.

## Performance

### We are on course

- ✓ By the end of 2025, we achieved **5G coverage** for approx. 99% of the total German population (2024: 98%)
- ✓ By the end of 2025, we already reached 99.7% of the rural population with 100 Mbit/s **internet speed** (4G/5G) (2024: 99.5%).



All key indicators and definitions can be found in our interactive [KPI tool](#).

## Actions

### Intelligent power for a strong network

**Continuously expanding network coverage:** We are continuously developing our network infrastructure and technologies to ensure high-performance and future-proof service. To this end, we are constantly investing in the expansion of our 4G and 5G networks. By 2025, we had activated 5G at over 2,900 locations and significantly improved indoor coverage in metropolitan areas – through the installation of new base stations, the integration of additional network elements, and continuous network optimisation. At the same time, we are continuously driving the technological advancement from 4G to 5G and on to 6G, and modernising our network infrastructure.

**Optimising network performance and climate with AI:** AI allows us to improve network quality even with increasing data demand or in heavily frequented regions, while simultaneously optimising energy use. This can contribute to reducing CO<sub>2</sub> emissions (see [Energy](#) chapter):

- With our “Large Telco Model”, we want to further automate processes in network operations.
- Generative AI detects malfunctions more efficiently, coordinates technician deployments, and thus contributes to a more reliable customer experience.
- Digital twins can gradually enable fully automated network control, identify bottlenecks early and optimise processes in real time.
- AI models are currently achieving a high level of forecast accuracy. This allows us to manage investments efficiently and expand capacities where they deliver the greatest added value. Calculations that used to take weeks are now completed in minutes on a cloud platform.
- Learning systems predict peak loads and control antennas intelligently. This ensures more efficient resource utilisation.

**Strengthening resilience and recovery:** We implement automated monitoring systems and emergency processes to quickly detect and resolve outages. The goal is a recovery time of under 30 minutes for critical disruptions.

**Reaching rural populations:** We rely on cooperation with competitors – for example, we share passive and active infrastructure at selected locations (“Greyspot”) and jointly build new sites in areas without mobile network coverage (“Whitespot”). In this way, we make a targeted contribution to improving network coverage – even in remote regions.

For information on measures and programmes to enable participation in the digital world and promote digital skills, please see the chapter [Digital skills](#).

## Business value

### Intelligent solutions for our customers

*“The more intelligent the network operates, the better it becomes – and customers benefit from this.”*

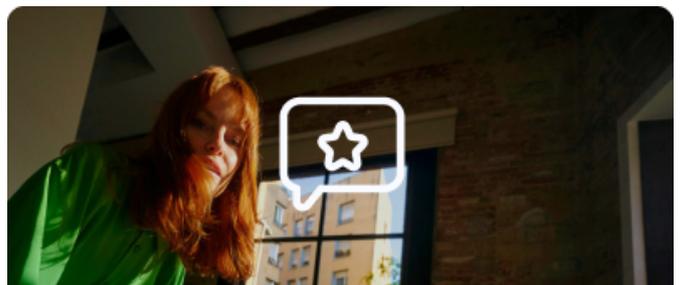
**Mallik Rao,**  
Chief Technology & Enterprise Officer,  
Member of the Board of Telefónica Deutschland Holding AG

With IoT, 5G, and intelligent network control, we create **planning certainty for critical applications** and IoT scenarios. Our network offers high bandwidth, low latency, and stable availability – supporting efficient resource utilisation, economic advantages, and future-proofing for campus networks, edge computing, and data-intensive processes. Our AI-powered network planning can identify bottlenecks early, manage them efficiently, and reduce operating costs. We ensure **robust network operation** designed for high stability and create the foundation for 5G campus networks and IoT solutions.

## Next steps

### Efficient and intelligent: the networks of the future

We aim to **close the remaining coverage gaps** and achieve near-complete **5G coverage** in Germany. In parallel, we are expanding Open RAN in pilot regions – an open wireless access network that enables flexible and resource-efficient network architectures. Intelligent network control and **AI-powered automation** will further improve energy efficiency.



### Business impact stories:

Our network solutions expand coverage and quality – says Hamburg's central IT service provider Dataport.

→ [IoT for public administration: More secure data and more resource-efficient solutions.](#)

# Digital skills

We want to enable all people to participate in the opportunities of the digital world and promote their digital skills.

## Strategy

### Empowering people for a safe and self-determined digital world

**Digital participation** means more than just the internet access we provide (more on this in the chapter [Network quality and coverage](#)). It also requires knowledge, security, and trust. That's why we promote digital skills in all age groups and focus on **prevention**, education – for example, against cyberbullying or disinformation – and **accessible services** for children and young people, older people, people with a migration background, and people with special needs. At the same time, we prioritise **data protection and security** – through transparent communication, tools for controlling personal data, and the implementation of clearly defined corporate standards (more information on the latter can be found in the chapter [Data protection and information security](#)). In this way, we contribute to a digital world that offers opportunities and minimises risks.

## Policies

### Principles for a safe, inclusive and fair digital life

Our [Responsible Business Principles](#) commit us to truthful **information, education, awareness-raising, and inclusion**. Our [Declaration of Principles on Respecting Human Rights](#), our [Human Rights Policy](#), and our [Data Privacy Commitment](#) provide a framework for **data protection and privacy**, as well as for the protection of children and young people in the digital sphere. Our [Policy for Ethically Responsible Communication](#) defines binding principles for content and channels and takes into account particularly vulnerable groups such as children and young people. With our [Commitment to Children's Rights](#), we establish special **due diligence obligations** in our dealings with young consumers. Furthermore, our [AI Code of Conduct](#) places people at the heart of technological progress. We comply with all legal requirements for youth media protection and have appointed a Youth Protection Officer who oversees and monitors the implementation of these requirements. We have also committed ourselves to the Corporate Digital Responsibility (CDR) Code. You can read more about youth media protection under [Youth Media Protection](#).

## Targets

The target is to strengthen digital skills across all age groups, thereby fostering an **informed, resilient, and democratic society**. To this end, we support responsible media use and a sound understanding of democracy, while addressing risks such as cyberbullying, hate speech, and disinformation. We evaluate the impact of our programmes every six months based on reach, feedback, and usage – even without formal quantitative targets.



## Performance

### How we measure our progress

Through various measures within the framework of our **social programmes**, we reached approx. 56 million people in 2025 (2024: 2.9 million).



All key indicators and definitions can be found in our interactive [KPI tool](#).

## Actions

### Seize digital opportunities, understand risks

**Media and democratic literacy:** We offer free educational programmes for all age groups to promote media literacy, equal opportunities, and social cohesion. Parents, teachers, students, senior citizens, and employees benefit from training, materials, and learning formats for the safe use of digital media and artificial intelligence, as well as for strengthening media and democratic literacy. For young people, we combine technical and educational measures such as child protection tools, educational programmes, and a certified youth protection programme for O<sub>2</sub> TV. With our youth programme [WAKE UP!](#), we strengthen digital resilience and raise awareness of issues such as cyberbullying, disinformation, and responsible media use. Read more online [here](#).

**Digital inclusion for seniors:** Since 2012, our “[Digitally Mobile in Old Age](#)” programme has systematically promoted basic digital skills for people aged 60 and over, as well as the safe use of new technologies such as artificial intelligence. Updated training formats, video tutorials, and free SIM cards facilitate access and specifically raise awareness of online security risks such as phishing, identity theft, disinformation, and digital fraud. Read more online [here](#).

**Inclusion for people with a migration background:** Our brands AY YILDIZ and Ortel Mobile offer multilingual service, prepaid plans without a contract, attractive data packages, and affordable per-minute rates to international landline and mobile networks, as well as intuitive usability, to provide immigrants with low-threshold and non-discriminatory access to mobile communication in Germany. Partners such as Lebara and Lyca mobile also use our mobile network to implement specific offers for these customers.

**Access for the deaf:** A dedicated O<sub>2</sub> service hotline for hearing-impaired customers enables barrier-free and inclusive customer service. In this way, we promote the independent use of our services.

Further measures and more detailed information on initiatives can also be found [here](#).

## Business value

### Digital responsibility for stable markets and trust

We are investing in a high-performance network and digital services to promote social inclusion, economic development, and stable digital markets. **Digital education** is a key component of our ESG strategy: it strengthens digital skills and raises awareness about risks such as violence, bullying, and disinformation.

By expanding our network and offering affordable digital services, we are helping to reduce **barriers to access** – especially in rural areas and for people with disabilities or low income.

Educational initiatives promote the **responsible handling of information**, can reduce risks such as fraud or cybercrime, and create reliable framework conditions for sustainable economic activity.



## Next steps

### Timetable until 2040

We will intensify our **educational initiatives** such as WAKE UP! and Digital Mobility in Old Age and expand **collaborations** to promote media literacy and digital participation. By 2040, we aim to specifically reach particularly disadvantaged and vulnerable people and further strengthen their digital resilience.

# Shaping an attractive work environment

We are committed to fair cooperation, equal opportunities, diversity and collaborative partnerships to shape the world of work together.

## Strategy

### Creating a work environment that allows for full potential

We foster a work environment that supports **equal opportunities and diversity** and breaks down barriers – for example, regarding leadership positions or fair compensation. With flexible work arrangements, we support our employees in balancing their professional and private lives. The goal is an inclusive work environment that values diverse perspectives, strengthens collaboration, and promotes adaptability. To this end, we conduct regular discussions with our employees to design targeted measures and continuously improve them. Read more [online](#).

## Policies

### Principles of equality and inclusion

The [Diversity & Inclusion Policy](#) as well as the [Gender Equality Policy](#) create the framework for **fair opportunities**. We do not tolerate discrimination. We hire, promote, and train in a gender-neutral manner – and ensure balanced gender representation in leadership roles. We adhere to the principles of hybrid work – that is, a balanced mix of remote work and office presence.

*“Diversity and inclusion are part of our daily operations and leadership culture at O<sub>2</sub> Telefónica. We create an environment that makes different perspectives visible and opens up space for innovation.”*

Dr. Aylin Karabulut  
Senior DE&I Manager  
Culture & Employer Branding

Flexible working hours, results-oriented management, and the use of digital and AI-supported tools for **efficient collaboration**, along with responsible travel, create flexibility and **facilitate a better work-life balance**. We guarantee fair compensation, offer attractive benefits, and protect personal data in accordance with the law.

## Targets

We had the following targets by the end of 2025:

- To increase the **proportion of women** in senior management to 34.6%.
- To achieve an adjusted **gender pay gap** of +/- 1%.
- To achieve a positive **work-life balance** rating among more than 80% of our employees.
- To achieve a consistently high level of **employee satisfaction**, as measured by the employee Net Promoter Score (eNPS >40).

## Performance

### Diversity, fairness and satisfaction are the focus

- ✓ In 2025, the **eNPS** score was 60 points. While this represents a decrease compared to the previous year (2024: 76), it remained at a solid level despite a challenging environment. Ongoing transformation and leadership processes, as well as an increased workload, impacted the rating.
- ✓ The adjusted **gender pay gap** reached a value of 0.2% in 2025 (2024: 1.2%).
- ✓ In 2025, 80% of our employees rated their **work-life balance** positively (2024: 83%). This slight change primarily reflects a higher work intensity. Employees continue to value the health and well-being initiatives offered.
- ✓ The **proportion of women** in senior management was 36.7 in 2025 (2024: 34%).



All key indicators and definitions can be found in our interactive [KPI tool](#).



## Actions

### Promoting diversity and creating opportunities

**Improving together:** To give everyone a voice, we conduct regular employee surveys. This allows us to identify strengths and areas for improvement, enabling us to continuously develop working conditions, collaboration, and offerings such as health services and work-life balance. We also use topic-specific pulse checks, for example, on mental health or hybrid work.

**Living fairness:** Every year, we review all salaries and benefits to ensure fair, transparent, and gender-equitable compensation and to further reduce the gender pay gap. In addition, we provide targeted support for women in their

career development – for example, through the annual “Women in Leadership” training programme, which includes mentoring, workshops, and networking opportunities. In addition, the global development program “Action for Leadership,” initiated by Nokia and implemented jointly with O<sub>2</sub> Telefónica, was held as a one-time initiative in 2025 and is aimed at women with leadership ambitions. The concepts and results developed within this programme are being further refined by participants and internal sponsors.

**Diversity is a top priority:** In the Diversity, Equity & Inclusion Ambassador Programme, each member of the O<sub>2</sub> Telefónica Board of Directors takes responsibility for a diversity issue, such as social background, cultural diversity or disability, and is personally committed to making progress in this area.

**Shared Perspectives:** Employee Resource Groups (Youngsters, PRIDE, Multiculturals) also provide a space for exchange, support, and the visibility of diverse perspectives. In addition, we strengthen diversity and inclusion through partnerships with external initiatives such as [PROUT AT WORK](#) (for LGBTQIA+), [2hearts](#) (tech talent with a migration background), [myAbility](#) (inclusion of people with disabilities), and [Netzwerk Chancen](#) (socially upwardly mobile individuals). In this way, we create a work environment where everyone can reach their full potential. You can read more about what we are doing to promote diversity online [here](#).

**Living team spirit:** Through corporate volunteering activities, we strengthen cohesion, take on responsibility, and embody the O<sub>2</sub> Telefónica spirit. In this way, we foster team spirit and personal development. Read [here](#) about what we did in 2025.

## Business value

### Diversity as a success factor

In 2025, we were among the top three finalists for the Handelsblatt and McKinsey Spark Awards, impressing the judges with our **commitment to diversity and inclusion**. The DE&I Executive Ambassador Programme was the only corporate project to receive an award in the “DE&I Accelerator” category. For us, diversity is not an add-on, but the foundation for innovation. Only with the power and diversity of our team can we, as a reliable partner, offer business clients **innovative, customised solutions**, continuity, and service quality.

## Next steps

### Further develop a fair and inclusive working environment

We want to further strengthen our **diverse working environment** and promote additional opportunities for women in leadership positions through flexible working models and digital solutions, as well as further strengthen the participation of all employees.

# Work enablement for the future

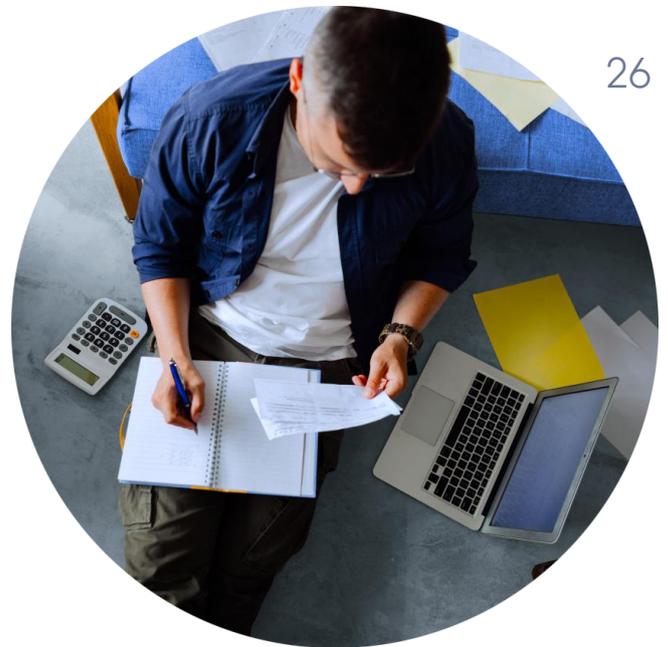
We create an environment in which all employees can contribute their diverse skills and continuously develop their abilities. This strengthens their long-term employability. The safety and health of our employees are of particular importance to us.

## Strategy

### Skills and resilience for the digital workplace

Competent and motivated employees are the key to long-term business success. **Continuous professional development** and **promoting employee health** strengthen our company and our competitiveness. We pursue three key approaches to achieve this:

- We specifically strengthen digital skills and self-directed learning. **Continuing education** is part of everyday work and is recognised as working time.
- Everyone has the opportunity to take on **new roles or positions** – for example, as part of a job rotation, even on a part-time basis – in order to expand their own portfolio.
- Furthermore, we are committed to creating healthy working conditions. This strengthens **employee loyalty and motivation** and lays the foundation for the long-term success of our company.



## Policies

### We promote health and lifelong learning among all employees.

In our Code of Conduct and [Responsible Business Principles](#), we have committed ourselves to **unrestricted access to learning and development opportunities** for all employees. We have enshrined this commitment in our [Diversity & Inclusion Policy](#) and our [Gender Equality Policy](#). All employees should be able to secure their professional advancement. Regarding the health and safety of our employees, our [Declaration of Principles on Respecting Human Rights](#) commits us to adhering to globally recognised occupational **health and safety standards**. Based on our internal **health policy** for the prevention of workplace accidents and illnesses, we operate a **health and safety management system**, which is regularly reviewed as part of recertification according to **ISO 9001, 14001, and 50001**. We have also established further guidelines, including those for risk assessment and accident reporting.

## Targets

We had the following targets by the end of 2025:

- 90% of our employees participate in further **training measures** in the field of Digital & Data.
- Initiate more than 50 **job rotations** within the company.

## Performance

### We continuously improve

- ✓ The percentage of our employees who have participated in **further training measures** in the field of Digital & Data since 2020 was 93% in 2025 (2024: 81%).
- ✓ We were able to facilitate 103 **job rotations** in 2025. This represents a 20% increase compared to the previous year (2024: 86).



All key indicators and definitions can be found in our interactive [KPI tool](#).

## Actions

### Digital offerings for skills development and health

**Strengthening future skills:** In the area of education and training, the focus in 2025 was on leadership and artificial intelligence, as well as the expansion of our central learning ecosystem. It included:

- Coursera as a new digital learning platform for the nine key areas of AI, Data, Agile & Project Management, Communication, Consulting, Leadership, Innovation, DevOps & Tech Skills, and Marketing & Sales,
- LinkedIn Learning for individual, self-directed development,
- StackFuel, an interactive training course for the safe handling of data, analytics and AI applications,
- SAP SuccessFactors webinars and training courses on digital HR processes and talent management for internal networking and individual development.

The SkillsBank allows employees to reflect on their skills and plan their development steps. The platform is linked to talent management processes to provide individually tailored learning opportunities.

**Safety and well-being are our top priorities:** We regularly analyse workplace risks and accidents, conduct risk assessments, and establish clear guidelines for safe working practices, especially on mobile phone masts. Training courses and our "Feel Good" app make knowledge and resources readily available. In addition, we offer a diverse range of courses, initiatives, and a family service to support the physical and mental health of our employees.

## Business value

### Increased efficiency and digital services for customers support

*"By expanding digital skills and fostering resilient teams, we not only strengthen the future viability of our workforce, we also create better solutions for business customers."*

**Nicole Gerhardt,**

Chief Organisational Development & People Officer, Member of the Executive Board of Telefónica Deutschland Holding AG



## Next steps

### We are intensifying the measures

We consistently develop our **digital learning initiatives** and plan to strengthen exchange and drive continuous improvement in the health sector. At the same time, we are optimising our training programmes and increasingly using digital tools for risk assessments and real-time monitoring – so that we can permanently maintain our already **very low accident rate** and further increase the **resilience** of our employees.

