



Value the
differences
that make a difference



Diversity is key to our business growth.
Our success is driven by our ability to leverage and
manage our Diversity in order to create outstanding
solutions for our clients.

Dr. Josef Ackermann

One of the most
important challenges
our leaders and each
one of us face at
Deutsche Bank is to
successfully foster and
manage Diversity in an
increasingly complex
environment.

Dr. Tessen von Heydebreck



Value the Differences

A letter to our readers

Ladies and Gentlemen, at Deutsche Bank, we don't just talk Diversity – we embrace it. We are passionate about it not only because it generates new ideas, but because it leads to business excellence. We know that it is the Diversity of our employees that will propel our business success – through more creative and imaginative thinking and through greater sensitivity to the needs and expectations of our many stakeholders.

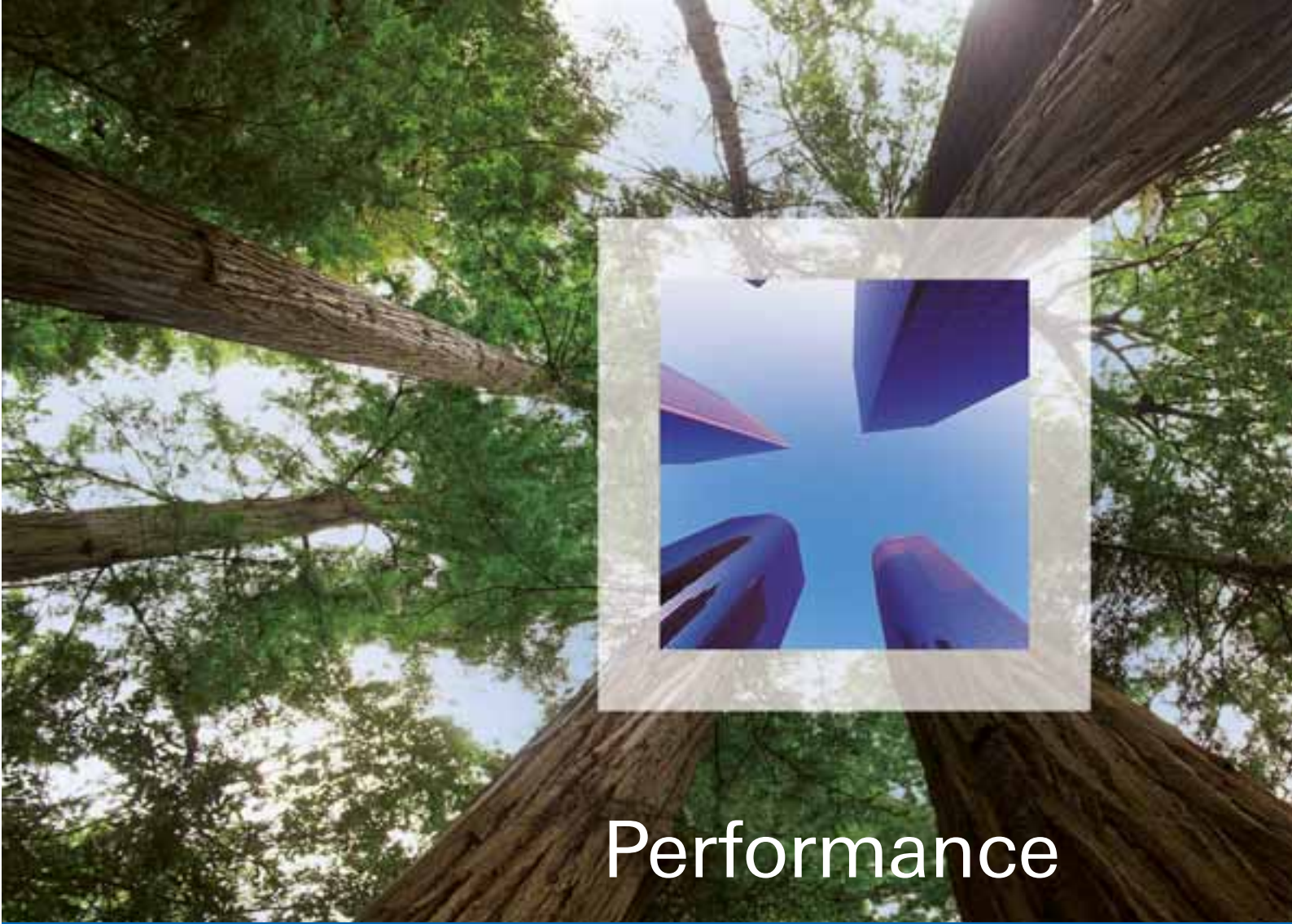
Valuing Diversity has unlimited benefits: it fosters our creativity and innovation, facilitates teamwork, and allows us to discover new markets with a refined cultural understanding.

Valuing Diversity means taking responsibility to implement it. Thus, we have embedded it into the fabric of our organization and integrated it into our Leadership Standards. Nevertheless, each one of us is responsible for embracing Diversity. By doing this we can better understand the needs of the communities we serve throughout the world.

We invite you to take the time to learn about Diversity at Deutsche Bank. This brochure will give you a better understanding about who we are, why we value Diversity and how you can help us achieve our ambition to be a truly diverse organization.

Dr. Josef Ackermann
Spokesman of the Board
of Managing Directors
and Chairman of the Group
Executive Committee

Dr. Tessen von Heydebreck
Member of the Board
of Managing Directors
and Member of the Group
Executive Committee



Performance

Why does Diversity matter to Deutsche Bank?

By recognizing and respecting people's differences and similarities, we ensure that all individuals make their own unique contribution.

This helps us understand our clients better and improves our ability to deliver innovative solutions.

Because it makes us more successful.



One Bank, Many Perspectives

We think of Diversity in its broadest sense, embracing all of those differences that make up the exciting, challenging world in which we live.

These include age, culture, ethnicity, gender, nationality, personality type, physical ability, religion, sexual orientation, and work style.

A homogeneous workforce doesn't generate new ways of thinking.

Diverse perspectives foster innovation and creativity. They enable us to build teams with a unique range of capabilities that can win the trust of our most demanding clients. They enhance our ability to respond to global business issues and provide innovative, superior solutions.

They inspire our employees to go the extra mile.

That's why, for us, Diversity is a business imperative, improving performance for clients, employees and shareholders alike.

Diversity is our business.



Leadership

How do we foster Diversity?

By encouraging positive role models, Deutsche Bank brings out the best in all our people, and in our business as a whole.

With determination.

Investing in Diversity

Recognizing Diversity is important, but not enough on its own. That is why we have invested in Diversity, embedding it into the fabric of our organization.

We encourage employees to lead by example and to contribute to organizational change.

Formalized leadership standards make us accountable for managing an inclusive workplace.

Our leaders demonstrate fairness and are committed to shaping an inspirational and supportive environment that encourages employees to develop their skills and talents and to perform at their best.

This helps us to sustain Deutsche Bank's leadership within our industry, to maximize performance and to remain an employer of choice.



Inspiration

How do we demonstrate the power of Diversity to our employees and other stakeholders?

Our initiatives are designed to show people how Diversity can unleash their full potential.

Through involvement.

Achieving Results

Deutsche Bank's successful Diversity initiatives result in higher levels of energy and creativity, increased employee productivity and improved stakeholder perception of the positive impact that our organization makes.

Our initiatives include:

Mentoring

Building relationships that foster personal, professional and organizational development.

Internships

Offering young adults with diverse backgrounds from secondary schools and colleges a first-hand experience of the financial services industry.

Recruitment

Working with colleges and universities, student organizations, employees and sourcing firms to recruit diverse talent.

Work/Life Effectiveness

Supporting a flexible, diverse and productive work environment, responsive to the changing personal and professional responsibilities of employees.

Development

Providing all employees with the tools to build, retain and develop diverse teams and maximize performance.

Performance Management

Incorporating Diversity goals and objectives into performance management reviews.

Culture Change

Sponsoring global employee networks for diverse groups promoting internal communication, encouraging a respectful environment, enhancing professional and personal growth and building stronger links with the communities in which we work.

All-Faith Rooms

Establishing private worship and meditation rooms for employees of all religious beliefs.

Our program of initiatives is a dynamic demonstration of Diversity in action.



Commitment

How do we sustain our Diversity?

Our Diversity is completely aligned with our values, ambitions and strategy as a global organization.

By connecting it to all that we do.



An Integrated Approach

Deutsche Bank's core values – Trust, Innovation, Teamwork, Performance and Customer Focus – respect and promote the Diversity of our employees, clients and stakeholders.

This means that Diversity is reflected in all that we do, strengthens our brand and contributes to our passion to perform.

Deutsche Bank's Diversity practices extend beyond the walls of the organization and into the communities in which we work and live. Our long-standing social commitment has allowed us to be recognized as one of the world's "most socially responsible companies".

We are a leading financial institution. Our Diversity is a source of inspiration and a driver of success.

Opportunity



Who takes the next step?

Our aim is to foster an environment that lets you find your voice as an individual.

Join us in that aim.

Together, we do.



Achieving Deutsche Bank's ambition to be a truly diverse organization begins with the individual, whether that person is an employee, client, supplier, shareholder or member of a community in which we work.

If you are outside the Bank, let us learn from you so that we are better equipped to respond to your needs.

If you are an employee, we encourage you to embrace your own Diversity, the Diversity of your colleagues and that of your clients. By doing this, you will help us to accelerate our stream of innovative and creative solutions to the wide range of communities we serve throughout the world.

Diversity and You

Take time now to consider the contribution you can make.



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