



Deutsche Bank is proud to be a founding signatory of the
Women in Finance Charter

“Diversity is a fact. Inclusion is a choice”

Stuart Lewis, Chief Risk officer, member of the Management Board, and Accountable Executive under the Charter since September 2019

[Deutsche Bank Women in Finance Charter update 2021 - progress year-ending 31.12.2020](#)

Note: for Charter purposes, the bank refers to the German Gender Quota Law targets put in place to comply with legislation in Germany, which came into force in 2016.

December 31, 2020: women in senior leadership:

- **Women on the Supervisory Board:** 30%, meeting the statutory minimum of 30% in Germany
- **Women on the Management Board:** Christiana Riley was appointed to the Management Board on 01.01.2020, indicating we are on track to meet the goal of 20% women by June 30, 2022
- **Management Board direct reports:** we achieved the goal of 20% women by December 31, 2020.
- **Management Board minus 2*:** we achieved 23.9 % against a goal of 25% by December 31, 2020 (1.1% below goal).

*While businesses went through organisational changes and restructuring, it resulted in fluctuations up and down in the percentage of women in this population.

Throughout 2020 and into 2021, Deutsche Bank continued its efforts to advance women in the workplace, including in May 2021 renewing the group goals for the representation of women in leadership positions:

- At least 35% women in Managing Directors, Directors, and Vice President positions by 2025;
- At least 30% women at the first and second management levels below the Management Board, by 2025.

At year-end 2020, women comprised 18.4% of Managing Directors, 25.1% of Directors and 32.4% of Vice Presidents.

UK and Ireland Region

Tiina Lee, our UK and Ireland CEO, sponsored a seven-point strategic plan during 2020, to increase the inclusion and representation of Black employees, in consultation with both a newly formed Black Representation Leadership Forum, and an employee-led Black inclusion advocacy group.

Coupled with our ongoing commitment to narrowing the gender pay gap, the bank took the step to voluntarily publish an ethnicity pay gap report for the first time in 2020.

Other actions under the plan include:

- A dashboard tracking progress on gender and ethnicity across hiring, promotion and retention activities
- Developing an inclusion toolkit and terminology guide to equip managers to lead inclusively
- Working with our community partners on outreach activities to attract and hire more people from lower socio-economic groups and with third party suppliers on embedding diversity consideration into contracts.

Our pledge

As well as the Women in Finance Charter, Deutsche Bank is also a signatory of the Race at Work Charter and alongside publication of our first ethnicity pay gap report in 2020, we have committed to report individual ethnicity pay gaps in 2021 and to set a goal for Black representation in the UK.

More information can be found in the 2020 and 2021 [combined UK gender and ethnicity pay gap reports](#).

Success with early careers recruiting

Our Global Graduate Programme is paramount for the future pipeline of leaders at the bank.

In 2020, 40% of UK graduates were women. We continued to have success recruiting women into technology graduate roles despite a smaller candidate pool, hiring 39% women in 2020 (34% in 2019). We continue to strive to be as inclusive as possible by reviewing our early careers recruitment practices:

- We broadened our campus engagement from 11 to 34 universities and sponsored large diversity-focused careers events, open to all.
- Updated screening criteria help remove any implied bias by giving equal weighting to different experiences that indicate evidence of transferable skills. This provides candidates from lower socio-economic backgrounds, who typically don't apply to banking, a more equitable chance of progressing to interview.
- We changed our selection process to a strengths-based and skills profile approach.

Evolving professional/experienced hires recruiting practices

- We identified Recruitment Diversity Champions to focus on gender and ethnicity within each division who work with recruiting teams to ensure that we follow best practice and hold ourselves and our teams to account for progress.
- We increased use of permanent open vacancies for a specific skill set to enable us to generate a pipeline of diverse candidates for a particular role or team. This ensures we are market-ready for candidates at the point they are looking for a new role.
- We launched a pilot using diverse CV review panels to ensure broader input into the review of candidates.
- We extended recruitment reporting capability, tracking both gender and ethnicity at each stage of the recruitment process, so we can better identify successes and areas of opportunity.
- A new marketing campaign, 'We choose to be more', highlights employees' personal stories and demonstrates the positive impact Diversity and Inclusion can have on career and development.

Recognition for employment practices inclusive to women

We are proud to have been named on the Times Top 50 Employers for Women List in 2020. We were delighted our efforts and commitment to improving the participation and inclusion of women in the bank, and in our industry, were recognised. A suite of inclusive benefits helped the bank gain recognition, including enhanced pay for parental leave, childcare support, comprehensive parental transition coaching for new parents, and successful and well-established gender, ethnicity, LGTB+, disability, and family-related Employee Resource Groups.

More information on Deutsche Bank's global diversity and gender equality agenda, including gender diversity goals and progress is available in the annual [gender and ethnicity pay gap report](#) on the D&I website, and in the [Human Resources Report](#).