



# Diversity, Equity and Inclusion (DEI)

#PositiveImpact

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# Making progress on diversity with focus now on equity



**Diversity, Equity & Inclusion (DEI) is core to our people, ESG & business agenda**

Success factor for us, our clients, and society

Enables leadership capabilities we need

Well positioned already as Global Hausbank with > 150 nationalities

**In 2021 we announced ambitious goals, starting with gender**

**35%**

≥ 35% women in MD<sup>1)</sup>, D<sup>2)</sup> and VP<sup>3)</sup> positions by 2025

**30%**

≥ 30% women in MB-1<sup>4)</sup> and MB-2<sup>5)</sup> positions by 2025

**50%**

Increase in Black MDs<sup>1)</sup> / Ds<sup>2)</sup> in Americas from 2021 to 2023

**Need to drive equity and inclusion to benefit from diversity**

Our people feel a sense of belonging

High-performing teams have different skills, backgrounds, and experiences

Leaders create a more equitable environment

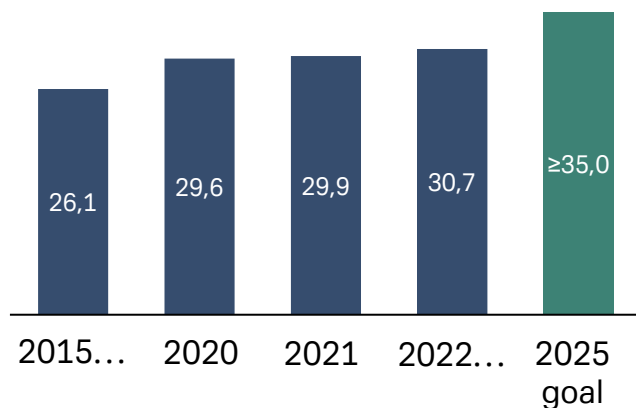
Diverse perspectives contribute to more sustainable solutions for our clients

1) Managing Director 2) Director 3) Vice President 4) One level below Management Board 5) Two levels below Management Board

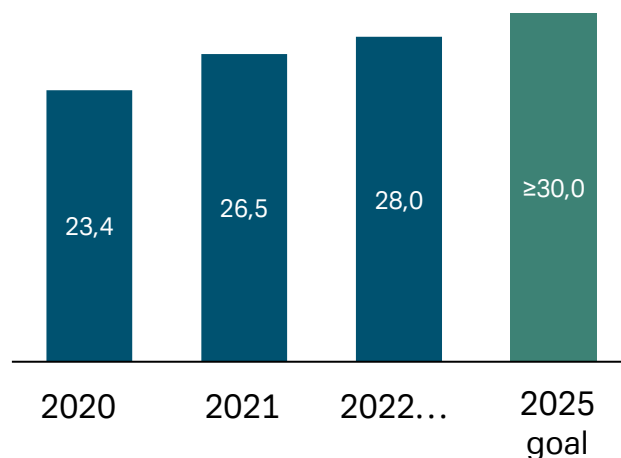
# Progress made on gender in line with glidepath ambition



% of MD – VP employees who are women



Combined % of MB-1 and MB-2 who are women



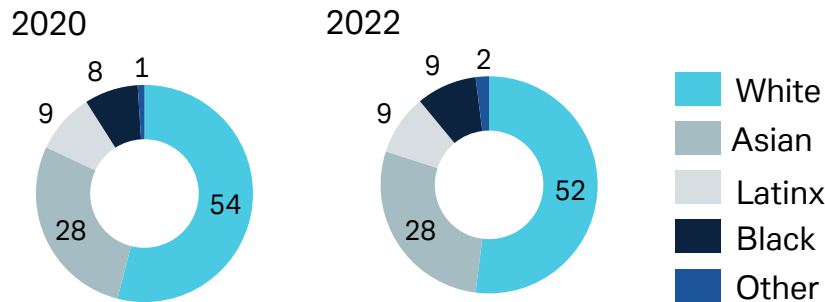
Structured programme to deliver '35 by 25' ambition in place since mid 2021

<b>Hold ourselves accountable</b>	<ul style="list-style-type: none"> <li>■ Set and monitor <b>diversity goals</b> by business and region (included in compensation calculation)</li> <li>■ Create <b>transparency</b> and measure success of interventions</li> <li>➤ <b>Achieved interim goal of 30.7% as at end December 2022</b></li> </ul>
<b>Showcase strong leadership</b>	<ul style="list-style-type: none"> <li>■ Create <b>toolkit</b> to drive DEI in everyday leadership</li> <li>■ <b>Evidence progress</b> through various communication channels</li> <li>➤ <b>Consistent messaging on importance of DEI – tone from top</b></li> </ul>
<b>Change hiring practices</b>	<ul style="list-style-type: none"> <li>■ <b>Train hiring managers</b> to reduce bias in recruitment</li> <li>■ Implement additional <b>sourcing strategies</b> and refocus <b>employer brand</b> to attract diverse talent</li> <li>➤ <b>Hiring at MD and D in H2 2022 &gt; 4% above cohort</b></li> </ul>
<b>Bring women into roles</b>	<ul style="list-style-type: none"> <li>■ Launch <b>Schneider-Lenné Cadre</b> of senior women</li> <li>■ Set goals for <b>succession plans</b> including <b>subsidiary boards</b></li> <li>➤ <b>40% of MD, D and VP promotions female in 2022</b></li> </ul>
<b>Listen, learn and change</b>	<ul style="list-style-type: none"> <li>■ Improve <b>exit surveys</b> to support retention</li> <li>■ <b>Launch senior women's survey</b> to identify areas to improve</li> <li>➤ <b>MD female leavers 4% below cohort</b></li> </ul>

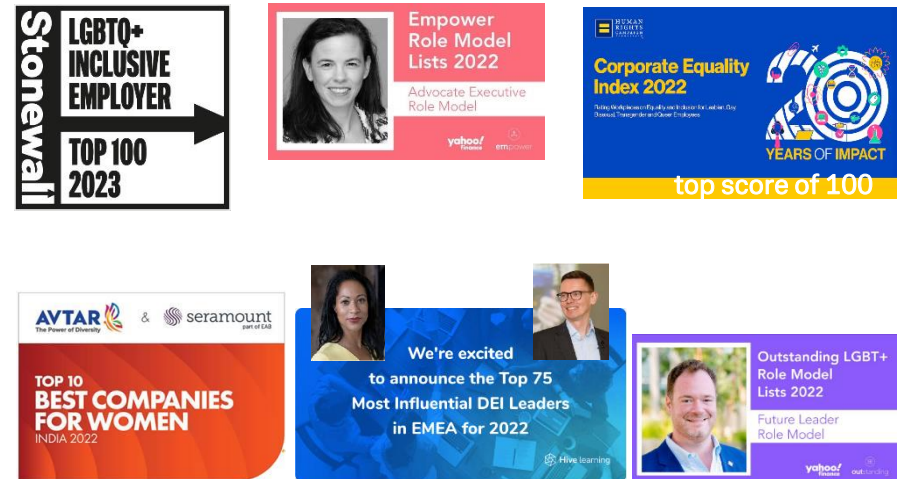
# Other dimensions of diversity also improved



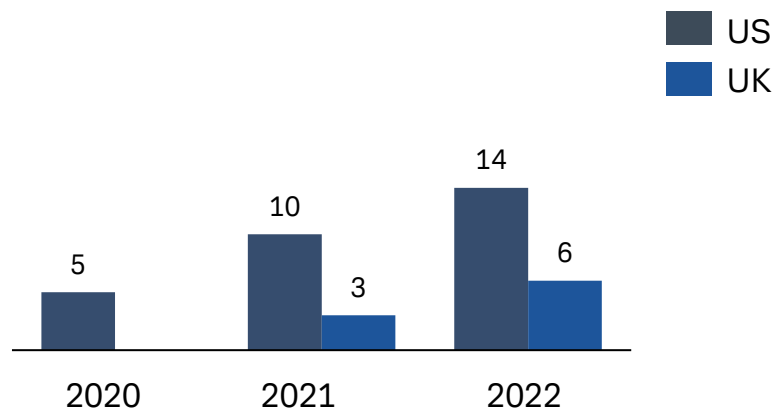
## Ethnic diversity amongst US employees (2020 and 2022)<sup>1)</sup>



## Key awards



## Percentage of graduate recruits who identify as Black



## Development of under-represented talent

<b>dbBOLD</b>	<ul style="list-style-type: none"> <li>Leadership development programme for <b>Black Directors and VPs</b> in the UK and US</li> <li>Over <b>200 participants</b> to date – expanding to Assistant Vice Presidents in 2023</li> </ul>
<b>Apprenticeship</b>	<ul style="list-style-type: none"> <li>Existing apprenticeship scheme in Germany</li> <li>Launched <b>programmes for school leavers</b> in the UK to join Technology, Data and Innovation or Investment Banking functions targeting those from lower socio-economic backgrounds</li> </ul>

1) US Equal Employment Opportunity (EEO) terminology

# Equity and inclusion drive the benefit of diverse teams



## Our vision for a diverse, equitable and inclusive Deutsche Bank

1

**Our people have a sense of belonging.** Everyone feels welcomed, respected, listened to, treated fairly and can contribute and grow

2

**High-performing teams have different skills, backgrounds, and experiences.** We collaborate, encourage and enable open dialogue and diversity of views

3

**Our leaders create a more equitable environment** that thrives on actionable feedback, empowers everyone to contribute their best work and succeed

4

**Diversity and inclusion are business imperatives** and a natural part of how we engage with our people, clients and society. **Diverse perspectives contribute to better, more sustainable solutions for our clients**

## Building blocks to drive internal change

### Accountable Leadership

- Listen, learn and change
- Data driven, impact oriented

### Attract diverse talent

- Hiring manager accountability
- Un-biased process

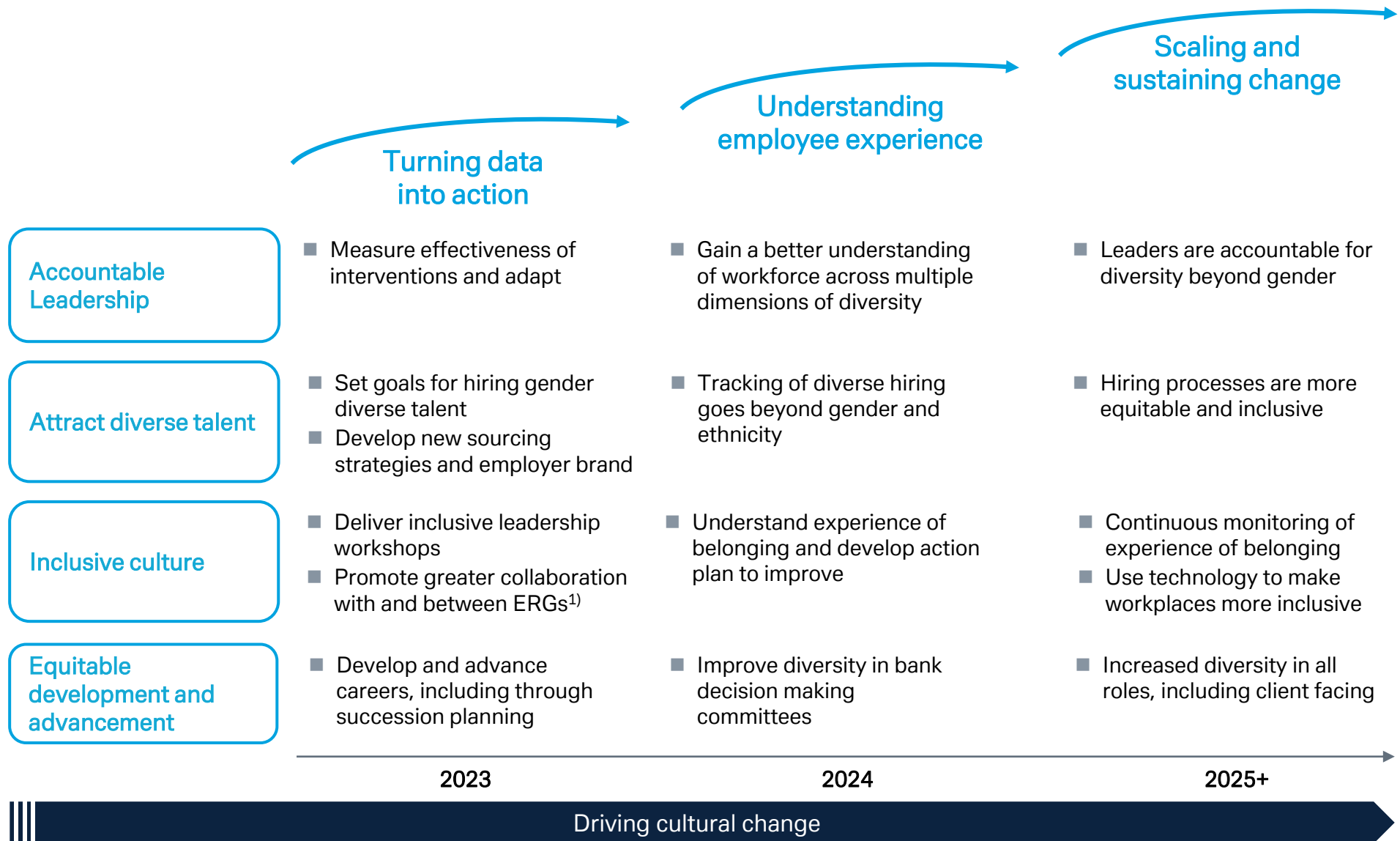
### Inclusive culture

- Educated workforce
- Sense of belonging part of new Leadership Framework

### Equitable development and advancement

- Equitable advancement
- Development of future leaders

# Embedding DEI globally is a multi-year journey



1) Employee Resource Groups: Voluntary and employee-led, ERGs unite colleagues from different backgrounds, experiences and business areas for support and driving inclusion

# Key takeaways



- DEI are imperative to our future success – we must reflect our diverse client base
- We use a data-driven approach with strong tone from the top to improve diversity
- As the Global Hausbank, diversity is a way of life for us
- But, we have more to do to advance our culture of equity and inclusion

# Speaker biographies



Dr. Michael Ilgner is Senior Group Director and Global Head of Human Resources and Real Estate at Deutsche Bank, responsible for the bank's worldwide Human Resources and Real Estate organisation.

Before joining Deutsche Bank on March 1, 2020, he held the role of chairman of the board (CEO) of Deutsche Sporthilfe, based in Frankfurt. Prior to this, he was a member of the Executive Board of the international operating strategy and technology consultancy Booz Allen Hamilton until 2006.

Background:

Dr. Michael Ilgner studied Industrial Engineering at the University of Karlsruhe and holds a doctorate in Microeconomics.



Dr. Virginia Bastian has always been passionate about driving change and creating positive impact for people and organisations. She has worked across different industries as a consultant and held various managerial roles at Nestlé, where she was responsible for big transformational projects, people and organisational development and strategic HR work.

In 2021 she joined Deutsche Bank as Global Head of Talent, Development and Suitability.

Dr. Virginia Bastian is a Psychologist and holds a doctoral degree in Business Psychology.



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