



Deutsche Bank AG
Sustainability Deep Dive
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– Transcript –

Michael Ilgner and Christiana Riley – Diversity & Inclusion

Michael Ilgner

- Hello, I am Michael Ilgner, Global Head of HR and Real Estate at Deutsche Bank, and I want to talk about diversity and inclusion.
- We are a global housebank with 151 nationalities in 59 countries and diversity is intrinsic to our natural setup.
- But we understand the need to make progress to be truly inclusive and increase diversity at all levels in the bank.
- There will be challenges on this journey, including the intense competition for diverse talent and ensuring our culture and internal processes enable and sustain a diverse workforce.
- Diversity and inclusion is a success factor - for our bank, our clients, and in society. And this is why we want to continuously improve here.
- Have we made progress on diversity and inclusion in our workplace? Absolutely. Can we do more? Without a doubt.
- Let me begin with examples of what we have achieved.
- We are recognized as a leader in our industry for our strong advocacy of LGBTQI+ rights worldwide. We are one of 16 founding members of the Partnership for Global LGBTQI+ Equality, an initiative of the World Economic Forum. Deutsche Bank has been awarded the maximum score of 100 in the Human Rights Campaign's annual Corporate Equality Index for nineteen consecutive years.
- We have removed suppliers where discrimination has occurred.
- Last year, we introduced aspirational goals for Black representation and inclusion in the US, and published our first Ethnicity Pay Gap report in the UK which made more



transparent the issues we need to address. Our APAC region has the highest proportion of female managing directors and directors at the bank.

- We have strengthened the proportion of women at entry levels and made progress at the senior levels.
- Just recently, we were named employer of choice in banking in Germany for female Business students and female IT students in the Universum rankings. We are also a Top 50 Employer for Women in the UK according to The Times.
- Our journey so far owes a great deal to our active employee-led groups, who unite colleagues from different backgrounds, experiences and business areas to inspire inclusiveness in our daily interactions.
- But we have to be honest with ourselves and conclude that we need to press ahead more quickly on our journey.
- So while we continue to broadly focus on diversity and inclusion within Deutsche Bank, today, I want to update you specifically on our gender diversity goals.

- While we have improved, we have fallen short of the wider gender diversity goals we set in 2019.
- As a result, we will strengthen our efforts to drive gender diversity in our bank and work towards refreshed goals:
- We want women to represent at least 35% of our Managing Director, Director and Vice President population by 2025. This is our 35 by 25 commitment!
- And we plan to have at least 30% women in the positions one and two levels below the Management Board.

- You may ask why we feel confident of hitting these goals.
- We can only manage what we measure, and the good news is we now have better data, analytics and transparency to accelerate our progress. This is one of the reasons why we were able to become the first DAX-30 company to comply with the Human Capital Reporting standards established by ISO.
- We also understand each division has access to different talent pools, and so we have set divisional-specific paths to achieve our goals.
- We have established a range of initiatives that will target each stage of the employee lifecycle - from raising awareness with diverse talent in the market through to hiring, development and retention.
- Here are a selection of our measures:



- We will move to a "real-time" monitoring of progress and establishing monthly reviews to course correct.
- We will increase employee education to drive diverse and inclusive people decisions.
- We have established a select group of senior women, the Schneider-Lenné Cadre, to act as role models, drive cultural change and help develop diverse talent.
- Supporting our efforts is the backing of our most senior management across divisions - who have committed to take the necessary steps to reach our goals.
- I would now like to welcome Christiana Riley, our Head of the Americas, to highlight what is possible through a coordinated and focused effort.

Christiana Riley

- Thank you Michael.
- Reflecting on what you have just shared about the importance of investing in diverse talent, I should probably start by mentioning that I am a proud alumna of the bank's first ever Women Global Leaders program launched in 2010.
- In my role today as a member of DB Management Board I follow in the footsteps of the first female Deutsche Bank Management Board Member who is appointed already back in 1988.
- As a leadership team we spend a great deal of time in sponsoring diverse talents through their careers.
- And while our commitment to increase representation of women in senior leadership positions is global our implementation is local. Each region, each business has its own diversity and inclusion needs because cultures and current social challenges differ from nation to nation, and from business area to business area.
- So let me bring in here my experience from the U.S.:
- The murder of George Floyd and other despicable racist incidents were only the most recent part of the ongoing struggle against injustice that Black Americans and people of color have faced for far too long.
- I am pleased that our bank reacted quickly.
- We have accelerated our diversity focus, building upon some of the successes we have had in the LGBTQI+ arena, with a localized approach, focused on the needs of our people in the US.
- In the US last year, we launched seven actions to progress racial and ethnic diversity over seven months, and we completed those seven actions ahead of schedule.



- These actions included: changing in hiring practices, embedding goals in performance scorecards, and our change on the inclusion journey continues from here.
- We have made rapid progress. Our regional graduate intake this year is 41% women and 10% Black, up significantly from last year, with a 13 and 6 percentage point increase respectively.
- And our interns who will join us this summer are also far more diverse than last year, being 45% women and 15% Black, a 7 and 8 percentage point increase versus prior year respectively.
- Our desire is to be transparent on the progress against our goals.
- As Michael has said, data is key.
- And to show our commitment we will soon publish our annual submission to the US Equal Employment Opportunities Commission, which shows our regional diversity statistics, and we will include these statistics in our HR annual report and our Non Financial Report going forward.
- However, the value of a diverse and inclusive workplace is not just about representation in our own operations.

- As I look ahead, we are now reflecting on the way we can leverage our business model to bring our values to life within society.
- As a starting point we recently issued a USD 750 million “Diversity & Inclusion” bond to help finance our business in the US.
- What is a diversity and inclusion bond?
- Well, we partnered with 11 underwriters who are owned by minorities, women or service-disabled veterans.
- As joint lead managers, our partners played an integral role in every aspect of the transaction, for which they received favorable economics in the form of 60% of the deal’s overall fees.
- By including these partner firms in the underwriting process, it helps to raise their profiles with investors and issuers, and ultimately will help increase diversity and inclusion across Wall Street overall.
- We look to continue this in the future with diverse Broker Dealers in similar Syndicate structures for our own financing needs, but the real opportunity is bringing this diverse syndicate to our clients?
- And that is where we’re focusing on now. We are in conversation with our clients about providing them access to raise funds through diverse syndicates as and when they need it.



- In addition, we are actively supporting the diversity and inclusion objectives of our clients through sustainable bond issuance, as we recently did as joint bookrunner for Mastercard's unique 600 million dollar bond.
- Mastercard is using these funds to develop solutions for underserved populations. And now, I would like to hand back to Michael for his closing remarks.

Michael Ilgner

- Thank you Christiana. To summarize:
- We recognize our progress but acknowledge we need to get better at getting better.
- We want to strengthen the diversity of backgrounds, thinking and experiences into our organization. We know: Diverse teams deliver better and more sustainable results.
- We want to make further progress on integrating diversity & inclusion criteria into our business agenda.
- Today, we have set out refreshed goals for gender diversity at Deutsche Bank and we want to create impact with further ambitions.
- We look forward to updating you as we progress on this journey. Thank you.

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