



Gender and ethnicity pay gap report 2021

#PositiveImpact

Introduction

Here in the UK region, we saw tremendous efforts from across our bank in focusing on encouraging an inclusive environment, and while we still have more to do, I am proud of our continuing drive and commitment to narrow our gender and ethnicity pay gaps.

In 2021, the Management Board set an ambitious gender goal of '35 by 25'. It is our ambition to have at least 35% women at the most senior levels of Managing Director, Director and Vice President by 2025. This initiative goes hand in hand with our focus on narrowing the gender pay gap here in the UK.

Given our increased efforts to attract, hire, and develop mid-senior level women we will start to see a positive impact on our data over time. Pay gaps will only close when women and people from all ethnicities are better represented across all functions, particularly at senior levels and in higher earning roles. Across our Early Years programmes this year we made significant progress in attracting more women at the intern and graduate levels. This offers us a way of creating a pipeline for our '35 by 25' ambition.

This is our second year of reporting ethnicity data voluntarily and we have taken the decision to move away from grouping ethnicities under BAME¹. Our BAME pay gap remains consistent with last year. We are now, however, resetting our baseline and comparing the average pay for each ethnicity category to the average pay of White

employees, the reference group. We believe this is best practice and the responsible approach to enable us to develop greater accountability. We have launched a range of initiatives to tackle the gap, across areas such as hiring, talent retention and career development. Together with new Black ethnicity representation goals which we are introducing this year, I am confident we can and will make positive progress over time. I would like to thank our Black Representation Leadership Forum for their guidance and encouragement in these initiatives.

We know and understand that by attracting and hiring a high proportion of women and people from all ethnicities at the early career stage this may have had an impact on our ability to narrow the pay gap overall in the short term, but it is a price worth paying for us to ensure we can build our pipeline of diverse talent in the years to come.

Over the last year, we have worked to provide more support and resources to managers to help them create a more inclusive workplace. The purpose of this is to build confidence and underline the critical role managers play in inclusive day-to-day decision-making and in shaping the environment. Together we can make a difference. It's my clear expectation, and that of my Executive Committee, that every employee contributes to our bank being a place where everybody can feel like they belong, is empowered to do their best work, and can fulfill their potential.



Tiina Lee
Chief Executive Officer,
UK and Ireland

¹ BAME: Black, Asian and Minority Ethnic.

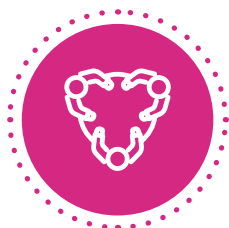


Gender

Gender pay gap data shows the difference between the average (mean and median) earnings of men and women, expressed as a percentage of men's earnings, at April 5, 2021. Gender pay is not the same as equal pay or pay discrimination. Gender pay looks at the difference in the average pay between all men and all women, regardless of their role or seniority. Equal pay, on the other hand, is the difference in pay for the same role, or similar work of equal value.

Metrics

Hourly pay and bonus data (population at April 5, 2021)²



2017–2021: overall (%)					
	2017	2018	2019	2020	2021
Mean GPG (hourly pay)	36.1	36.5	34.3	32.6	33.4
Median GPG (hourly pay)	27.6	27.2	26.1	25.6	25.7
Mean GPG (bonus pay)	69.2	59.0	55.6	57.0	61.4
Median GPG (bonus pay)	35.4	67.7	58.6	48.5	48.0

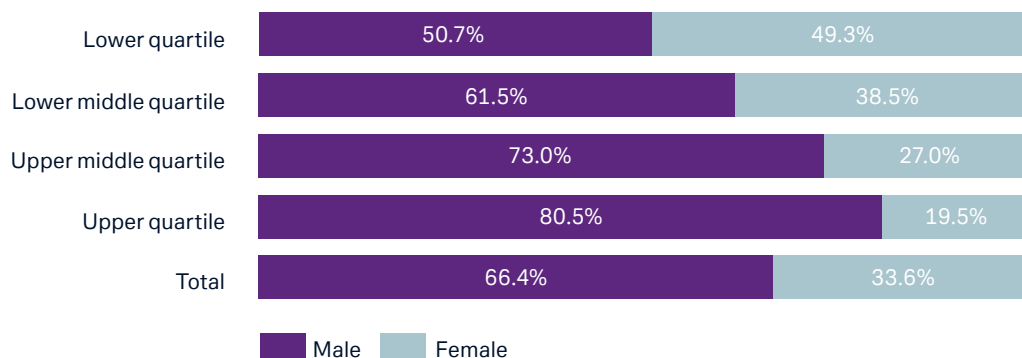


Proportion of men and women who received a bonus

2021: overall			
	Received bonus	Total relevant employees	Proportion (%)
Men	5,018	5,168	97.1
Women	2,621	2,707	96.8
Total	7,639	7,875	97.0



Overall quartile distribution (based on hourly pay)



² Deutsche Bank's gender and ethnicity pay gap data was verified by an independent third party.



Gender goals

The primary reasons for the gender pay gap remain the same as in prior years — we do not yet have enough women in senior roles, revenue-generating, or technical roles which command the higher pay. The impact of the effort and initiatives in place will have a positive impact on the gap over time.

35 by 25 goals



>35%

women at the most senior levels of Managing Director, Director and Vice President by 2025³.



>30%

women in positions one and two levels below the Management Board by 2025.

New group-level aspirational gender goals '35 by 25'

The Management Board and Group Management Committee (GMC) is fully committed to the '35 by 25' ambition as a business imperative, with five GMC members sponsoring programme workstreams. This focus and momentum around inclusive career progression will contribute to closing our gender pay gap over time. '35 by 25' workstreams include:

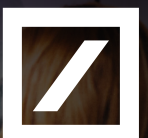
- Showcasing strong leadership; ensuring '35 by 25' is recognised as a priority in divisional management teams and cascading authentic narrative throughout the organisation and to our clients
- Holding ourselves accountable; actively use the facts and figures available to monitor and course correct
- Changing hiring practices; accelerate hiring practices by increasing transparency and objectivity and enlarging the pool to be considered for a position.
- Listening, learning and changing to better understand diverse needs within the organisation and adapting accordingly
- Aiming to bring women into roles and not just onto programmes; ensuring that female representation is increased in promotion, appointment, and succession processes

The latter acknowledges our longer-term goal of finding opportunities for women which enable them to progress. In the meantime, we continue to focus on programmes to help women to progress to mid-senior levels and we have seen success through an increased number of promotions.

More recently, insights and experiences gleaned in 2021 from our Schneider-Lenné Cadre (S-LC), a group of our most senior women who in their inaugural year of the programme have shaped workstream actions/direction regarding manager engagement, sponsorship, talent mapping and career conversations. Our senior women's cadre has created a powerful community of leaders who are visible and active role models in the bank, with a platform and tools to drive cultural change. Following the launch in April, the cadre has been actively engaged in a range of ways:

- The changemaker series, thought-provoking conversations with accomplished and diverse leaders, has been introduced

³ Excluding DWS.



— Impact Teams have been formed with S-LC members and are an invaluable opportunity to partner and consult to achieve more sustainable progress towards our D&I ambitions

Our flagship programme ATLAS, has been reinvigorated by amplifying manager engagement and the role of sponsorship and linking participants to succession priorities enables participants to have exposure to Management Board and Supervisory Board members.

We continue to bring in women and provide support in the early years of their career with our three-day spring programme 'GROW' for first-year students which has been developed to help women discover where a career in banking could take them. The programme enables students to network, build their confidence and open their mind to the possibilities of a meaningful banking career.

In our Investment Bank we have created a sustainable approach which is customised to development needs at each level, in order to enhance the retention and progression of our female top talent, this is coordinated by four key programmes:

- Transition and leadership (iLead), providing ongoing support and development of our newly promoted MDs with coaching and internal Mentors
- Ascend sponsorship, enhancing visibility and promotion opportunities for women Directors
- Maximise Achievement Program (MAP), addressing roadblocks to progression
- Inclusion and allyship training, enhancing inclusion to compliment the overall diversity strategy

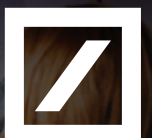
We have several critical divisional groups set up by senior women to share stories and to drive accountability in their divisions, two examples of these are:

Women of Influence Community (WOIC)

WOIC aims to drive more activity promoting and encouraging inclusion with a focus on sponsorship, networking, and role models for women. The group recently held a session to focus minds on 35 by 25 — asking senior leaders to commit to one thing they will do this year, to help achieve the goals and measure it later in the year. The commitments made centre around increased transparency and using data to hold themselves accountable.

Women in Technology (WIT)

Women in technology encourages more women to follow a technical career path by building a valuable community for women technologists. The forum has created a platform for women to share and develop technical skills and grow their technical influence.



Ethnicity

Ethnicity pay shows the difference in the average pay between ethnicities, regardless of role or seniority. It's different from equal pay which relates to pay for the same role or work of an equal or similar value. Last year we published our ethnicity pay gap data comparing BAME employees' pay to that of White employees. Starting in 2021, we have changed our methodology to report the gap for each ethnicity using White employee's pay as the reference group. This resets our baseline for ethnicity pay gap reporting and we passionately believe that moving away from grouping BAME ethnicities together is the right approach.

The reason for the ethnicity pay gaps are primarily lower representation of ethnic minorities in the senior and higher-paying roles compared with White employees, as well as proportionally better representation of ethnically diverse employees at the junior levels, negatively impacting the gap. This is notable for the Black ethnicity group which is small in numbers as well as representation. Our focus over the next year is on increasing representation, ensuring we cast our nets as wide as possible to attract Black talent to the bank at all levels of the organisation. We know we have a lot of work to do.

This new level of transparency is key to real progress and demonstrates our commitment to better ethnicity representation and inclusion across all roles and levels. Currently there is no government guidance on the methodology for calculation, so we have used the same approach as the gender pay gap legislation. The gap is calculated by comparing the pay for each ethnic group with White employee pay as the reference group.

Work continues to address the issues highlighted by the data. We have agreed an ambition to increase Black representation in the UK by over 30% by December 31, 2025. To reach this goal we will be focusing on both the retention and lateral hiring rates for Black talent across all corporate titles. We are also seeking to increase the intake of Black graduates, with a goal of 7% starting in 2022, and 10% across our Early Careers (pre graduate) programmes.



Metrics: individual ethnicity

Hourly pay and bonus data (population as of April 5, 2021)⁴

Ethnicity	Mean hourly pay gap (%)	Median hourly pay gap (%)	Mean bonus pay gap (%)	Median bonus pay gap (%)
Asian	22.30	18.40	40.90	35.10
Black	38.60	26.80	61.80	63.40
Mixed/multiple	12.40	14.00	29.20	27.40
Other	14.30	4.00	27.90	23.70

The figures exclude employees who selected 'Do not wish to disclose' and employees for whom ethnicity data is not available.

⁴ Deutsche Bank uses the UK Census categories for ethnicity.





Increase the proportion of Black representation in the UK by over

30% by December 31, 2025.

Ethnicity goals

We have been making excellent progress against our regional action plan to tackle inclusion for and representation of Black colleagues, sponsored by Tiina Lee, CEO UK and Ireland.

Set and measure our diversity ambitions

We have stated an ambition to increase Black representation in the UK, from the current 3%. We have both gender and ethnicity tracked in a quarterly dashboard measuring impact across hiring, promotion, and attrition activities.

Region-wide effort to drive cultural change

The UK and Ireland (UKI) ExCo held engagement sessions with Black colleagues to better understand their perspectives and identify themes and actions; several divisions within the bank set up dedicated working groups.

Enhance our hiring practices

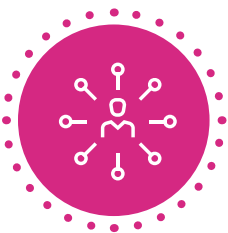
We have enhanced our early careers recruitment practices to further increase the diversity of our intern and graduate intake:

- We have expanded the number of universities we target three-fold since 2020 to increase access to diverse talent
- A new insight programme 'RISE' for first year Black students has been established. RISE is a cross-divisional programme targeting first year university students, who may previously have never considered a career in banking. The aim is to help students understand where they could build a career, as well as helping them to explore the different opportunities available, and learn more about the culture of the bank. Taking place in spring each year, the three-day insight typically includes a number of skills-based workshops, panel events, and mock assessments in order to improve students' employability skills.
- 2022 graduate class included 6% Black heritage graduates
- Across all programmes and divisions, 10% are Black heritage students



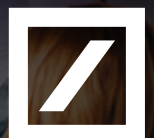
3x

expansion in the number of targeted universities.



10%

Black heritage students across all divisions and programmes.





10

students facing socio-economic barriers supported in building a successful finance career.



250

local school students from diverse backgrounds participated in workshops helping to demystify myths about banking.

Increase focus on the promotion and development of diverse talent

We have enhanced efforts to support the progression of diverse talent:

- dbBOLD (Black Opportunity Leadership Development) a new programme in partnership with McKinsey has been established, inviting all Black Vice Presidents and Directors in the UK to participate⁵. The programme creates opportunities for exposure to senior leaders across the bank, provides sponsorship and leadership training in line with participants' development goals
- Born to Be Empowered aims to provide students at a local Tower Hamlets school (aged 14–15) with access to positive networks and role models, and an improved chance to reach their full potential. 250 students will hear from at least 12 different employee volunteers from diverse backgrounds (includes ethnicity, disability, gender, sexual orientation, generations, and level of experience), who will help demystify some of the myths about banking and share their own personal unique journeys. In addition, more than 30 employees will provide more intensive support for 60 students through a series of workshops focused on developing soft skills in communication, personal brand, leadership, professionalism, and more

Focus on diversity in our community partnership programmes and third-party suppliers/consultants

Operating in conjunction with the Black Leadership Forum, dbENRICH (our Employee Resource Group encouraging cultural inclusivity) and CSR, the #StepUp campaign was launched in the UK to target CSR partnerships aimed at combatting racial inequality in our communities.

⁵ Including DWS.



Diversity Initiatives

In addition to the gender and ethnicity specific initiatives we have a vast number of diversity initiatives for building an inclusive workplace for everyone:

- Recruitment Diversity Champions (RDCs) have been embedded within each UKI division with the primary responsibility of partnering with divisional leaders and business managers to assist Talent Sourcing in planning for future hiring, to enable more proactive diverse talent-pooling across the diversity agenda
- Two new social mobility programmes have been launched: Advance and Born to be Empowered. Advance is a new 18-month programme for undergraduate university students who face socio-economic barriers to a career in finance. Through Advance, Deutsche Bank aims to help level the playing-field by supporting students with a series of building blocks for key softskills and competencies for a successful career, including a four-day insight programme, work experience, ongoing mentoring from employees, and a chance to fast track on to the bank's internship assessment centre. The programme is a collaboration between the bank's Corporate Social Responsibility and HR early careers teams, working alongside social mobility charity upReach
- Equipping managers to be inclusive across employee processes and decision points is key to inclusion for everyone and to that end we launched two new resources in 2021 to help accelerate progress and set out expectations for embedding change:
 - Everyday Inclusion: A Manager Toolkit, sets out expectations and actions clearly for managers and colleagues. With a focus on inclusive decision-making, it covers hiring/selection, development, and assessment, managing teams and leave types; and includes self-reflection about personal barriers to change and potential for biases in decision-making and management
 - Language Matters was developed in response to requests for advice about using acceptable terms/language, and from a fear of making mistakes. The guide is designed to build confidence in using inclusive language and terminology including considerations across gender/identity, LGBTQI communities, use of pronouns, ethnicities, disability, generation, team events, plus avoiding stereotypes and assumptions

We are committed to making changes and with the help of and in collaboration with our Employee Resource Groups who have over the last year held some standout events including Neurodiversity Month, Black History Month, Mental Health Awareness Day, Transgender Awareness Week, and a hugely impactful dbIN event #Wholeself, we are confident that we will make progress.

