

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



Diversity, Equity and Inclusion are imperative to the future success of Deutsche Bank and I am delighted to be able to drive this agenda forward. As we strengthen our commitment to be the Global Hausbank, it is essential that our employee base reflects the diverse clients we serve and communities we operate in. We are focusing on attracting, retaining and developing more diverse talent into senior leadership, decision making and client facing roles. We know that we won't get the benefit of that diversity unless we operate in a truly inclusive environment. We have therefore also developed a clear roadmap to drive the cultural change required to ensure that all our employees feel welcomed, respected, listened to, treated fairly, and can contribute and grow.

Lisa Witney, Global Head of Diversity, Equity and Inclusion

Deutsche Bank Women in Finance Charter update 2022 - progress year-ending 31.12.2022

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.

Women in senior leadership as at December 31, 2022:

- **Women on the Supervisory Board:** 30%, meeting the statutory minimum requirement of 30% in Germany
- **Women on the Management Board:** achieved target of 20% women by June 2022
- **Management Board direct reports:** achieved 20% women with a target of 30% by December 31, 2025
- **Management Board minus 2:** achieved 27.5% women with a target of 30% by December 31, 2025

At Deutsche Bank we set ourselves gender diversity goals and aim for 35% women in our tops ranks by 2025 ('35 by 25'). At year-end 2022, we achieved our interim goal of 30.7% women at Managing Director, Director and Vice President level. We are committed to creating a working environment that attracts and retains women. Our 35 by 25 program is

sponsored by our senior management and comprises 5 impact-oriented key initiatives along the full employee lifecycle:

- Showcase strong leadership
- Hold ourselves accountable
- Change hiring practices
- Bring women into roles and not only into programmes
- Listen, learn and change

Following the retirement of Stuart Lewis, who held the role of Accountable Executive for the Women in Finance Charter, Tiina Lee, CEO for UK and Ireland in 2022 took up the role of Accountable Executive. Tiina Lee also held the role of Executive Sponsor for our gender Employee Resource Group and sponsored a strategic plan to increase the inclusion and representation of Black employees, in consultation with our Black Representation Leadership Forum. As well as the Women in Finance Charter, Deutsche Bank is a signatory of the Race at Work Charter and continues to voluntarily publish our individual ethnicity pay gaps with our gender pay gap report. More information can be found in our [combined UK gender and ethnicity pay gap reports](#).

Deutsche Bank continues to drive a number of initiatives to actively promote the increased participation of women. Initiatives underway include:

- Tracking progress through a monthly gender diversity dashboard, including the progression of hires, leavers and promotions and investment in additional resources within our Workforce Strategies and Analytics team to support our '35 by 25' target.
- Partnering with a global market intelligence firm to establish a strong pipeline of external women for future Vice President, Director and Managing Director roles and leveraging our divisional Recruitment Diversity Champions who hold monthly meetings reviewing hiring data, opportunities and challenges.
- Introducing the Retention of Senior Women initiative by our UKI Executive Committee which gives our leadership team in the region insights into our employees, with a view to identifying and retaining our high potential female talent and to support their continued growth
- As well as making progress at the senior levels, the bank has also strengthened the proportion of women at entry levels to ensure sustainability and drive gender parity.
- Our Everyday Inclusion Toolkit outlines behaviours and actions for inclusive decision-making across our people processes including mitigating barriers to women's progression, inclusive language terminology guide and considerations for team events and meetings.
- The bank has also significantly increased the amount of online learning resources on inclusion targeted to managers.

For the fourth year running, Deutsche Bank featured in [The Times Top 50 Employers for Gender Equality](#) in 2023. Led by Business in the Community (BITC), this is the UK's most

highly profiled and well-established annual listing of employers who are taking action towards workplace gender equality and making it part of their business strategy. Inclusion in the list recognises progress and examples of best practices, impact, innovation, and individual achievement. 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 DEI website, and in the Human Capital Report.