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Education empowers individuals to take ownership of their futures. Deutsche Bank's youth engagement programme *Born to Be* increases skills, aspirations and opportunities for the next generation Photograph: John Wildgoose

Education, equality, hunger, poverty, health, sustainability, economic growth – the United Nations has called for concerted action on issues of global importance from countries and institutions.

The Millennium Development Goals set by the UN in 2000 have achieved significant progress. The number of people living in extreme poverty has fallen by more than half over the past 25 years. There are more children in education today in developing regions of the world, and many more girls in school.

But as the UN noted when launching its post-2015 development strategy, the 2030 Agenda for Sustainable Development, there are still disparities in prosperity between regions and within countries, which this Agenda aims to address.

According to UN Secretary-General Ban Ki-moon, its goals reflect "a shared vision of humanity, a contract between the world's leaders and people and a blueprint for success".

Private sector participation is needed to fulfil the goals of this agenda. Deutsche Bank is among the global institutions that are

embracing this responsibility and making a contribution. From its beginning over 140 years ago, Deutsche Bank has supported global development. Established to facilitate overseas trade for German businesses, today the Bank plays an instrumental role in the operation of global financial markets and the growth of economies. It also helps to address social issues around the world through its corporate citizenship.

Since the early twentieth century, Deutsche Bank has been involved in helping those in need through activities that have grown in ambition and scale. For the past decade, Deutsche Bank has invested around €80 million annually in corporate responsibility. "Our vision reflects our conviction that to be successful we must be trusted. Corporate responsibility is central to our efforts to win and maintain the trust of all our stakeholders. We are committed to being active members of the communities we serve," says John Cryan, Chief Executive Officer of Deutsche Bank.

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Bigger picture

The world is counting on global institutions to help achieve greater prosperity for all



Opinion
Jörg Eigendorf



Joining forces

At Deutsche Bank, we are committed to being active members of the communities we serve. We partner with others to support education projects that empower the next generation, assist start-ups that help to drive positive change in society, enhance the economic and social inclusion of disadvantaged groups that helps to build stronger communities. Last year alone, our initiatives reached 4.7 million people around the world.

We are especially proud that more than 17,000 employees spent a total of 185,000 hours volunteering in 2015. Many of them mentored young people and shared their skills and expertise with others.

We have succeeded in engaging ever increasing numbers of stakeholders in our initiatives by bundling our various youth engagement programmes under the global umbrella of *Born to Be*. And further great things are planned: we aim to improve five million young lives by 2020.

This year, we are focusing on the launch of *Made for Good*, our programme for supporting entrepreneurs who tackle social challenges. We have already reached 170,000 people through initiatives in this sector over the past five years. Moreover, we will continue to help disenfranchised communities – be they refugees, homeless or those affected by natural disasters.

Our corporate citizenship is tangible testimony of the Bank's mission to be a socially-minded enabler, a reliable partner and a catalyst for change. It also has a key role to play in the achievement of our Strategy 2020 objectives – for only as a strong and well-run bank can we serve the best interest of clients, shareholders and society.

Please take a closer look at this first global edition of our newsletter to find out more about our projects and their objectives – and do let us know what you like or where you see room for improvement.

Jörg Eigendorf

Global Head of Communications & Corporate Social Responsibility, Deutsche Bank

Society
Common goals

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In business: young entrepreneurs can kick-start new opportunities for employment Photograph: Offset

Pillars of prosperity

Education, enterprise and communities form the pillars of the Bank's citizenship strategy, underpinned by employee engagement and public advocacy.

The UN defines education as key to social and economic development. The education systems of industrialised countries may not serve all students equally or match the needs of a fast-changing global economy. In other countries, access to education in early years

Having a global footprint creates opportunities to make a difference at grassroots level

has the potential to raise those at the bottom of the economic pyramid out of poverty. Through its *Born to Be* youth engagement programme, Deutsche Bank supports educational initiatives that enable young people to reach their full potential. They include the *Playing Shakespeare with Deutsche Bank* project in the UK, which has inspired over 137,000 students at state schools since it began in 2006.

The Bank's global enterprise programme exemplifies its belief in combining business performance with social responsibility. With *Made for Good*, Deutsche Bank supports the growth of commercial and non-profit ventures that create wider social good. By sharing its business expertise with these organisations, the Bank helps to advance innovative solutions to urgent social and environmental issues such as those identified by the UN, as well as invigorate local economies and encourage vibrant and diverse communities.

Germany has a strong tradition of social welfare led by the state and a wide range of non-profit endeavours. Social entrepreneurs have emerged as front runners in this field, but there is little infrastructure to help them

scale up their activities. Deutsche Bank is taking a leading role in supporting those at the forefront of social change.

Having a global footprint creates opportunities to make a difference at grassroots level. Wherever Deutsche Bank does business, a priority is to advance equality and sustainability by helping to build stronger and more inclusive communities.

Common themes to the Bank's support around the world include providing access to basic necessities, improving living standards and opportunities for those at the margins of society, revitalising underserved neighbourhoods and helping to prepare communities for the future. In the US, for example, Deutsche Bank has consistently been a leader in providing capital to fund initiatives such as affordable housing and economic revitalisation for low-income communities.

All of these activities are supported by Deutsche Bank's employees as volunteers and fundraisers. More than 17,000 – 22% of the workforce globally – volunteered in the Bank's programmes in 2015. The longstanding involvement of employees with community partners like a children's home in Japan and a school rebuilding project in Thailand attest to the strong bonds that volunteering creates between Bank and communities, and Bank and employees as well.

This hands-on involvement from employees on a global scale embodies the culture of an institution that understands the importance of contributing beyond business, to the bigger picture. ■

Reach
More than 4.7 million people benefited from Deutsche Bank's corporate citizenship in 2015

4.7m

International
Fostering integration

Welcome

Helping refugees to feel at home in Germany

Deutsche Bank has a long tradition of intervention in times of emergency. In recent years, the Bank has responded to natural disasters in the US, Haiti, Japan, Nepal and the Philippines with financial assistance and volunteer support.

The conflict in Syria has led to one of the largest mass movements of people in the modern age. The refugees making the difficult journey across land and sea seek a place of safety in Europe. Their arrival marks an end to the physical dangers they have faced. Yet it is also the beginning of a whole new set of challenges.

Wherever they settle, refugees must navigate unfamiliar customs and systems. They need help with that. More than 1 million refugees arrived in Germany in 2015, more than any other EU state. Deutsche Bank is part of a national effort to welcome these newcomers and help them adapt to local life.

Under one umbrella

Earlier this year, Deutsche Bank joined forces with other leading German companies to assist the integration of refugees under the umbrella of the "Wir Zusammen" ("We together") initiative.

Deutsche Bank has pledged 1,000 employees to work with refugee relief charities as integration coaches over the next three years. These coaches will help refugees get to grips with everyday needs such as public services and social norms. They can also help refugees access education and find jobs that allow them to use the training and skills they have brought with them.

Learning the culture

Language skills are essential for integration. Deutsche Bank has sponsored a German

Playing our part

"As a responsible corporate citizen, we pledge to engage 1,000 of our employees as integration coaches. This is our tangible contribution to fostering an open-minded society and to promoting the culture of welcome in our German home market"

John Cryan
Chief Executive Officer, Deutsche Bank

language for beginners handbook for refugees. Employees in Hildesheim have volunteered to help as language teachers. Another urgent requirement for authorities is to find new arrivals somewhere to stay. The Bank has made its former training centre in Kronberg, near Frankfurt, available as a refugee shelter.

Deutsche Bank and its foundations are supporting refugees through all aspects of their corporate citizenship.

The *Born to Be* project STUDIENKOMPASS helps young people from disadvantaged backgrounds progress from high school

into higher education. Donations made by employees through the Bank's *RestCent* payroll giving programme funded five additional STUDIENKOMPASS scholarships for young refugees in 2015. In 2016, donations will provide reading mentorships for refugee children.

In addition, as part of the Bank's *Made for Good* enterprise programme, more and more employees are volunteering to coach start-ups and charities that work with refugees.

For a better future

The plight of refugees has touched people all over the world and Deutsche Bank is active in relief efforts in other countries as well. Employees in Spain can make donations to refugee-focused NGOs and in South Africa, they are invited to join the Bank in donating to UNICEF and refugee relief efforts. Donations to UNICEF and other international aid charities by US employees are matched automatically by the Bank. Deutsche Bank Australia has the same policy for donations to the humanitarian charity CARE Australia.

Syria's neighbours have absorbed millions of people fleeing the conflict. Refugee projects supported by Deutsche Bank Middle East Foundation include initiatives to improve physical security and water supply and sanitation for people living in temporary settlements in Lebanon.

It takes real courage to leave behind home and family in the hope of finding a better future. With this support for refugees in Germany and around the world, Deutsche Bank is helping those who have risked everything to build new lives. ■

wir-zusammen.de
db.com/csr/refugees



Role model

Bastherman received the first STUDIENKOMPASS scholarship to be funded by Deutsche Bank employees.

The 18-year old came to Germany from Iraq and wants to be a role model for other refugees. She volunteers in her home town, collecting donations, acting as an interpreter and helping people to find their feet.

Bastherman plans to study medicine when she finishes high school. She says: "I'm excited about the new prospects and the new opportunities that STUDIENKOMPASS opens up for me."

Influx

More than one million refugees arrived in Germany in 2015. Deutsche Bank volunteers gave over 1,200 days of their time to make them feel welcome

>1,200



Children from Syria and Afghanistan at a shelter for migrants and refugees, Sarstedt, Germany Photograph: Alexander Koerner/Getty Images

Education

Dramatic improvement



Playing Shakespeare with Deutsche Bank, now in its tenth year, has reached more than 137,000 state school students Photograph: John Wildgoose

Deutsche Bank's youth engagement programme *Born to Be* is making a difference to the lives of children and young people all over the world.

According to research by the *Economist*, as many as 300 million 14-25 year olds worldwide are not in education, employment or training. Across all regions of the world, *Born to Be* develops what every young person needs to achieve success in the job market of the future: skills relevant to the twenty-first century economy, aspirations that provide purpose and direction, and access to education and employment opportunities.

No two young people are the same. As living conditions, challenges and opportunities also vary hugely between different countries and regions, *Born to Be* uses multiple pathways to reach those who need support.

Open to more

The *Playing Shakespeare with Deutsche Bank* project with the Globe Theatre in the UK, and the Bank's many other partnerships with cultural institutions around the world, show how cultural learning supports the academic achievement, employability and social mobility of young people.

A recent survey of UK businesses found that employers value good communication skills as much as qualifications. *Playing Shakespeare with Deutsche Bank* helps young

people with both. For ten years, the project has been making Shakespeare's plays more accessible to teenagers through productions, educational workshops and online learning resources designed especially for them. This year, local state schools received around 20,000 free tickets to performances.

Over 80% of participants say that seeing a performance improves their understanding of the text. That is particularly important for students whose first language is not English. Nearly half of all students at inner London schools fall into this category. Ernesto, 15, came to the UK from Benin. Among his classmates are recent arrivals from Argentina, Bangladesh, Saudi Arabia and Spain.

Studying Shakespeare is helping these students raise their English skills to a level that will allow them to pass exams and go on to further study or training. The project encourages teachers to get students to read aloud, act out scenes and voice opinions on the play's characters and themes. Ernesto's whole family is benefiting from his growing self-confidence in English. He says, "My brother keeps asking me where I'm getting all of these new words from."

Moved by music

Since 2002, Deutsche Bank's partnership with the Berliner Philharmoniker in Germany has given more than 44,000 children and

"Seeing a performance can be a turning point for students struggling with Shakespeare"

Lareena Hilton
Global Head of Brand Communications & Corporate Social Responsibility, Deutsche Bank

Deutsche Bank celebrated ten years of partnership with Globe Education in 2016

young people the chance to explore their creative side. Students from low-income families who get involved in culture are more likely to get a university degree than those that don't. The orchestra's *Vokalhelden* ("Vocal heroes") choral initiative increases access by going into community venues to give young people from all backgrounds the opportunity to participate.

Many projects use cultural learning to nurture life skills. At the *Little Artists School* in South Africa, students learn about the importance of preparation and self-control in both the studio and the world outside. And in partnership with the *Young Friends of the Hong Kong Arts Festival*, Deutsche Bank enables students to attend performances, workshops, talks and backstage tours to make the festival as inclusive as possible.

As Shakespeare points out in *Twelfth Night*, the play studied by Ernesto's class and this year's *Playing Shakespeare with Deutsche Bank* production, some are fortunate to be "born great". However, the vast majority have to earn success through their own talents. Around the world, whether it is culture, sport, enterprise or another interest that provides the pathway, the goal of *Born to Be* is the same – to see potential fulfilled. ■

db.com/borntoBe
playingshakespeare.org



BORN TO BE

The Deutsche Bank youth engagement programme

What we do

Born to Be supports education-led projects that help young people reach their full potential. These projects develop skills, raise aspirations and increase access to education and employment opportunities.

International

There are 178 *Born to Be* projects in 29 countries worldwide

178

Ambition

Deutsche Bank aims to reach five million young people globally by 2020 through *Born to Be*

5m

Enterprise

Good business models

Deutsche Bank supports entrepreneurs who want to change the world

Social service

A problem from the developing world: how can doctors preserve life-saving and temperature-sensitive medicines in places that do not have access to the power grid? The innovators at the Berlin-based clean technology start-up Coolar have created a solution: a refrigerator powered by solar energy.

This technology is not just relevant to healthcare, it can be used in homes too. It also overcomes the environmental drawbacks of conventional refrigeration technology. Emissions are lower and as the materials used are non-hazardous, they can be disposed of easily and safely at the end of a very long life.

Social concerns

This kind of genius is typical of a new breed of entrepreneurs who are going into business to address social concerns. Deutsche Bank is helping them to succeed through its global enterprise programme *Made for Good*.

Like Coolar's refrigerators, a business should be built to last. From small businesses to global corporations, Deutsche Bank knows how to help enterprises to grow. Through *Made for Good*, the Bank provides start-ups like Coolar and other ventures that create wider social good with the support to build momentum, capacity, and achieve long-term impact.

That support is made up of business advice and coaching, connections to others who can help and access to funding. In Germany, the Bank has teamed up with non-profit organisation Social Impact to develop the infrastructure to help social entrepreneurs turn their ideas into viable businesses. "It is impossible to ignore the growing importance of social entrepreneurship," says Norbert Kunz, founder and CEO of Social Impact.

Access to experts

Support from Deutsche Bank Foundation helped to set up *Social Impact Finance*, the first crowdfunding platform in Germany for social start-ups. Social Impact also provides workspace for start-ups, at business incubation labs in Frankfurt, Berlin and other cities.

Deutsche Bank volunteers support Social Impact's *Ready for Finance* initiative. Financing is crucial to the long-term growth and sustainability of any business. Bank employees assist start-ups with the shaping of their financing strategies and business models that will appeal to investors.

Deutsche Bank volunteer Marcus Rietsch, who works in corporate treasury sales in Frankfurt, worked with Coolar to build its investment case. "Our conversations helped Coolar to work out a competitive pricing model that fits the markets it wants to serve. Even socially-motivated investors want to know what return they can expect," he says.

Having a pitch book that can open conversations with investors and secure government grants to fund more research and development of its revolutionary technology gives Coolar the best of both worlds. The start-up's combination of innovative technology and social mission is getting it talked about in all the right places. *Forbes* magazine has named Coolar co-founder Arno Zimmermann one of the "top 30 under 30" social entrepreneurs in Europe. Coolar pilots its solar-powered refrigerator in Asia and Africa later this year, helping to solve another problem by social entrepreneurship. There are many more to go. ■

socialimpact.eu
db.com/economystories
coolar.co

MADE for GOOD
The Deutsche Bank enterprise programme for social good

What we do

By providing business advice and support, connections to others who can help and access to sources of funding, *Made for Good* helps to build the momentum and capacity of ventures that create wider social good.

"Interaction with Deutsche Bank volunteers, who are industry experts, is so valuable to our start-ups"



Norbert Kunz
Founder and CEO, Social Impact



"The team at Coolar are very enthusiastic about their technology but investors are looking for different information"

Marcus Rietsch
Deutsche Bank



Business mentoring equips innovative social start-ups for the long run Photograph: EIT Climate-KIC

Join the crowd

Support projects with a social mission on the crowdfunding platform startnext.com.

Growing fast
One in four companies established in the EU is a social business (European Commission, 2014)

25%

Joining in

Cultural learning is just one of the pathways that Deutsche Bank's *Born to Be* programme uses to help young people reach their full potential

What good will it do – and where?

From microenterprises
to creative and innovation-led businesses and charities Deutsche Bank supports enterprises working for social good across regions.

Middle East
Training financed by the Bank enables single mothers to support their families by running cooking businesses from their homes.

South Africa
Deutsche Bank's *Alternate Income Generation* project helps charities become more sustainable by diversifying their revenue streams.

UK
The *Deutsche Bank Awards for Creative Enterprise* have helped to launch approximately 200 creative business ventures.

US
Deutsche Bank is backing the expansion of Brooklyn Navy Yard in New York City to bring new jobs to an area of high unemployment.

India
Together with the Be! Fund, Deutsche Bank helps young people in poor areas set up businesses that alleviate local social problems.



Corporate citizenship
Making a difference

Deutsche Bank's corporate citizenship strategy is brought to life by the work of its regional units and endowed foundations around the world. Globally aligned in support of education, enterprise and communities, they focus on the areas where they can do most to help in their part of the world.

People and places



Illustration: Robert Samuel Hanson

Global Since 1997, in partnership with over 140 microfinance institutions in 53 countries, the Bank has enabled four million microcredits to help the entrepreneurial poor	Germany The annual <i>Landmark in the Land of Ideas</i> competition enabled by Deutsche Bank has championed almost 3,000 ideas for better cities and communities since 2006	UK <i>Charities of the Year</i> has raised over £14m for charities chosen by Bank employees since 1999, including the <i>DeutscheBike</i> cycling fundraiser in 2014	Italy More than 4,300 students learn traditional crafts at the <i>Scuole Mestieri d'Arte</i> through a project supported by Fondazione Deutsche Bank	Spain Deutsche Bank's involvement with <i>Fundación Créate</i> has helped more than 5,700 aspiring entrepreneurs to develop business skills from a young age	US Deutsche Bank's <i>Anchoring Achievement in Mexican Communities</i> programme has reached more than 8,000 children and parents new to New York City	Latin America Since 2010, around 50,000 students have benefited from the high-flying graduate teachers in the <i>Enseña</i> programme supported by Deutsche Bank	India Deutsche Bank's new partnerships with local charities will benefit 300,000 children, including provision of hot meals for 80,000 of them	Japan More than 250 Deutsche Bank volunteers have helped disabled athletes to compete at the Nippon Special Olympics over the past 10 years	Middle East The MENA Foundation has supported more than 50 sick, disabled or mentally challenged children to date with therapeutic recreation and other activities	South Africa More than 250 qualified pre-school teachers trained through the Bank's <i>Born to Be</i> programme will help over 6,000 children to reach their full potential
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4m 3,000 14m 4,300 5,700 8,000 50,000 300k 250 50 6,000

Around the world

- Deutsche Bank Foundation
deutsche-bank-stiftung.de
(in German only)
- Corporate Citizenship UK
db.com/uk/cr
- Deutsche Bank Americas Foundation
db.com/usa/cr
- Deutsche Bank South Africa Foundation
db.com/southafrica
- Deutsche Bank Asia Foundation
db.com/asiapacific/cr
- Deutsche Bank Middle East Foundation
db.com/mena/cr
- Fondazione Deutsche Bank Italia
db.com/italia/foundation

In the Community

Closing the gap



Universal pre-school education gives all four-year-olds in New York City a more equal start in life Photograph: Getty

Included

A strong beginning for low-income families in New York City

For Deutsche Bank, strengthening local communities is a global priority and the Bank puts the underserved at the centre of its community involvement.

The effects of income inequality create daily challenges for many families in New York City. Deutsche Bank has been a leader in supporting communities in the city, and more broadly within the United States, for many years. Community development grants and flexible loans by Deutsche Bank have financed affordable housing, homeownership, job creation and services such as childcare and employment training for the people of New York City. Education also plays a vital role in strengthening social cohesion and the Bank contributes to initiatives that aim to narrow the achievement gap between rich and poor.

Deutsche Bank is a long-standing partner to non-profit community development corporations and education organisations working in New York City, and to delivering resources that bridge the two worlds.

According to the well-regarded Chicago Longitudinal Study, every \$1 of public investment in education generates \$5 in economic benefits over a child's lifetime. Pre-school education gives children from disadvantaged backgrounds in particular a better start in life in terms of their physical, emotional, cognitive and social development. It allows their parents to go to work, train or study, in the knowledge that their children are safe. That increases the earnings potential of both parents and children in the long run.

Strong start

New York City has pledged to provide free, early childhood education to all four-year-olds in the city. This universal availability of

pre-school education has huge significance: as many as 70% of the 70,000 children eligible for a pre-school place through the plan live in under-resourced neighbourhoods.

Turning the vision of free universal early childhood education into reality across all five boroughs required new infrastructure and support systems, and more teachers. Public and private sectors are working together to make it happen.

Geographically-concentrated poverty, which is linked to poor outcomes in education, health, jobs, housing, economic mobility and quality of life, is a persistent

problem in the city. Local community development corporations are a driving force in the revitalisation of neighbourhoods. The Bank assists their work through financing from its own *Working Capital Program* and as part of coalitions of like-minded financial and philanthropic institutions such as the *Change Capital Fund*.

Community development financial institution *Low Income Investment Fund* (LIIF) is a specialist in the education field, with a track record of supporting high-quality early care and education. In 2015, the Bank provided LIIF with funding to support the expansion of pre-school education. Technical assistance from LIIF and zero-interest loans made possible by the Bank's support helped pre-school providers to scale up in time for the new academic year.

"There's a great sense that something very special is happening, where we can take a whole school system of kids, from every background and neighbourhood, and get them all a strong start. I hope this example in New York City proves that this can be achieved in each and every community," said New York City Mayor Bill de Blasio. Deutsche Bank's involvement shows its belief in the power of education, and its commitment to bringing together communities. Deutsche Bank leverages its relationships with community development corporations and builds on its long history of support of the built environment to provide capacity for major interventions that impact other aspects of community improvement, such as the City's rollout of universal pre-kindergarten. ■

db.com/usa/social-investments

All together
Almost one million people worldwide benefited from social investments made by Deutsche Bank in 2015

1m

What we do

Deutsche Bank helps build stronger and more inclusive communities by empowering the disadvantaged, contributing to the revitalisation of distressed areas and making culture available to all. We also provide relief in emergencies and encourage forward thinking on emerging challenges.

For a stronger New York City

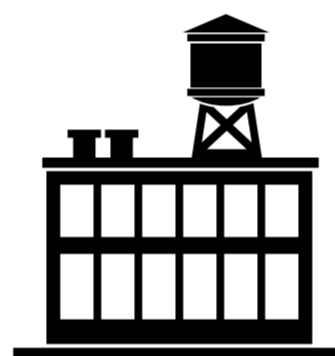
Since 1990, Deutsche Bank has invested more than \$2.5 billion in community development initiatives in New York City and elsewhere, a performance rated consistently as "Outstanding" by the US Federal Reserve

\$2.5bn



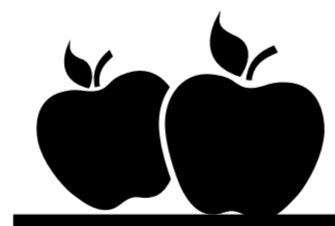
Affordable housing

In addition to financing development of new affordable housing, Deutsche Bank has helped maintain community ownership of real estate during periods of economic distress.



Cleaner environment

Deutsche Bank provides building owners in low-income neighbourhoods with access to financing to replace old heating units with more environmentally friendly models.



Good health

Deutsche Bank is improving health outcomes for low-income communities through investing in high-quality preventative healthcare and supportive housing.



Cultural connection

Deutsche Bank works in partnership with local arts and cultural organisations to widen access to culture and encourage dialogue between artists and communities.

Employee Engagement

Out of office

Worldwide, Deutsche Bank employees give time and money to help others

Hands on

Bangkok is the prosperous capital city of a country that is changing fast. The clusters of gleaming offices that dominate the skyline attest to its status as one of the centres of the booming south-east Asian economy. Yet outside the city, in rural provinces, many children still face long journeys to attend school in classrooms that are overcrowded and in need of repair.

Education can increase the future prospects of the children from these low-income communities. To make the most of it, they need a learning environment that is safe and comfortable. Since 2008, volunteers from Deutsche Bank have helped to improve village schools across Thailand through the Bank's partnership with non-profit organisation Rong Rein Khong Noo (*My School* project).

Time out

Deutsche Bank encourages all employees to volunteer. In every region, employees can take a day or two out of the office each year for volunteering. For those who really want to stretch themselves over a longer period in a new environment, the Bank's Corporate Community Partnership matches volunteers to non-profit organisations working in developing countries.

"We are proud that so many employees support the Bank's corporate citizenship through initiatives like this school improvement project in Thailand," says Annie Yeo, Head of Corporate Responsibility Asia. She points out that both employees and Bank get a lot back from the

experience: "As well as enabling us to do more together to help others, we value volunteering because it develops the skills of our people and provides a closer understanding of the issues facing communities and society as a whole."

Nine years, ten schools

For the first *My School* project nine years ago, there were 40 volunteers. A team of more than 70 employees from nine countries took part in this year's project, one of hundreds of team challenges that Deutsche Bank volunteers will perform worldwide during 2016.

Located in the remote Prachinburi province, approximately 200 kilometres from Bangkok, the Baan Nonsansuk school had been teaching 90 kindergarten and primary school students in very cramped conditions. The volunteers constructed a new building with two classrooms for the older students. They also decorated inside, where some employees revealed hidden talents by creating murals to brighten up the classroom walls.

This is the tenth village school that Deutsche Bank volunteers have helped renovate. The students and their teachers were thrilled to watch their new classrooms materialise before their eyes. The employees who swapped financial instruments for hammers, drills, sandpaper and brushes enjoyed the experience as well. One said: "It makes Deutsche Bank a better place if we all pull together, not just at work but for the community too." ■

Team effort
Deutsche Bank volunteers took part in 843 team challenges worldwide in 2015

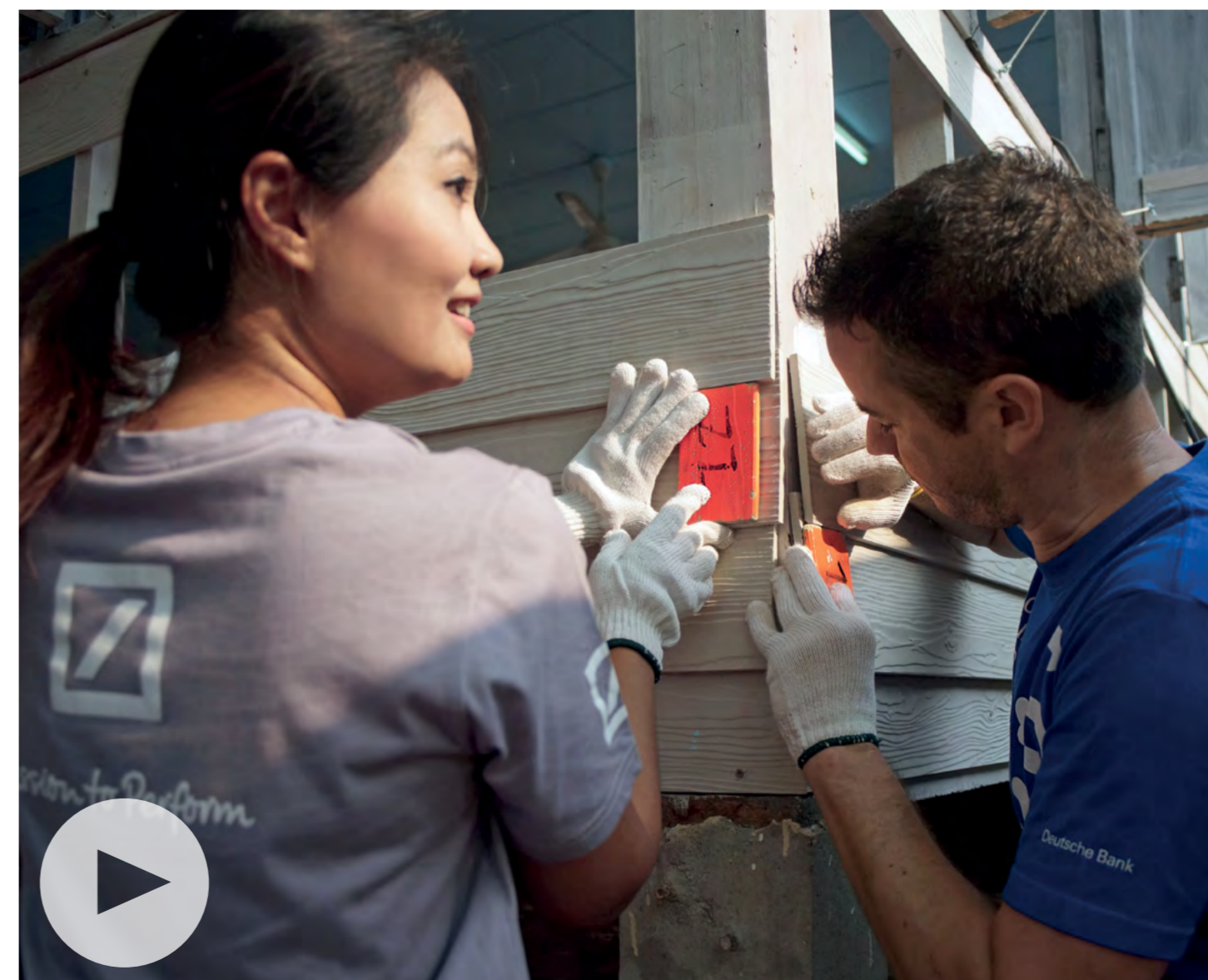
843

Making time
Total number of hours spent volunteering by Deutsche Bank employees globally in 2015

>185k

"From sitting on the board of an organisation to mentoring a young person or joining in a team challenge, there is a role for everyone who wants to volunteer"

Laraena Hilton
Global Head of Brand Communications & Corporate Social Responsibility, Deutsche Bank



More than 650 Deutsche Bank volunteers have supported the *My School* project over the last nine years Photograph: Simon Chan

Plus You
Deutsche Bank's giving and volunteering community

What we do

Deutsche Bank employees can volunteer, contribute to their favourite charities and support the Bank's charity partners through the *Plus You* initiative. Employees can take time out to share their professional and life skills or offer practical hands-on support to local community projects.

In countries with matched giving programmes, the Bank will double charitable donations by employees up to an annual limit. Payroll giving enables employees to make regular donations to charities of their choice or donate a day's salary to a common cause through the Bank's payroll system.

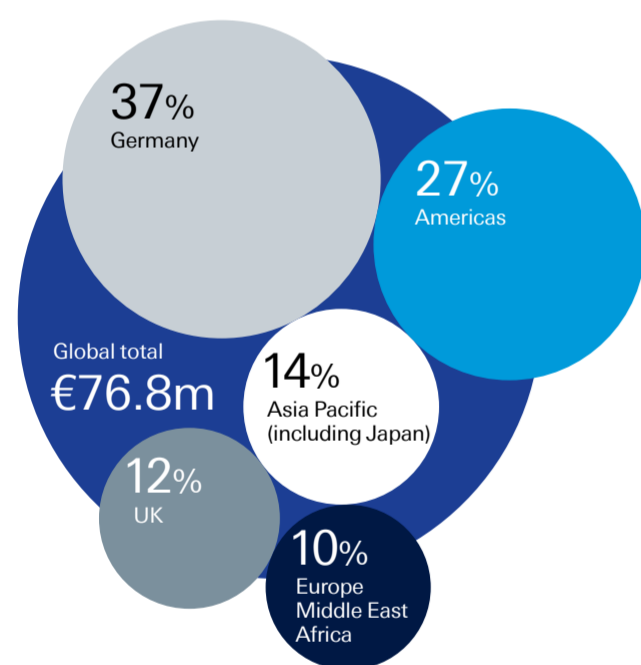
Reporting
Measuring impact

Results

Deutsche Bank uses its *Global Impact Tracking* to evaluate the alignment of corporate citizenship investments with strategic goals. In 2015, the Bank invested €76.8m globally in projects designed to have a lasting impact on individuals and communities

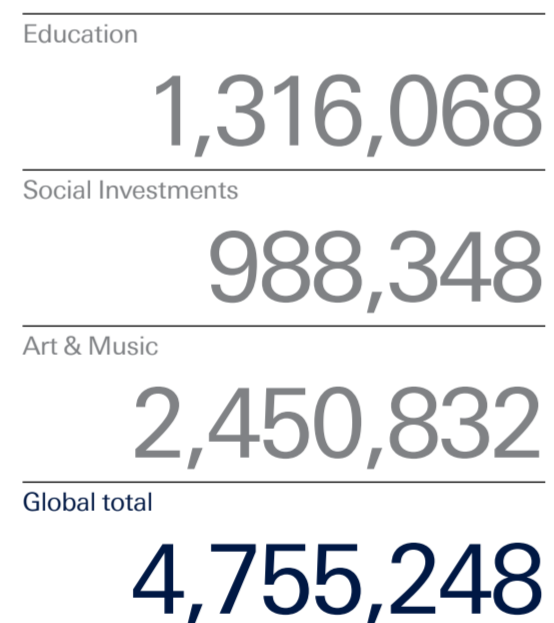
Our investment
By region

Source: Deutsche Bank financial data



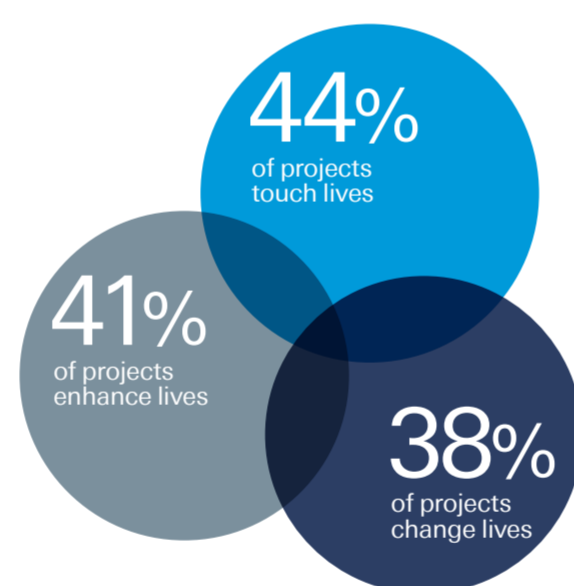
Beneficiaries
By area of activity

Source: Global Impact Tracking 2015



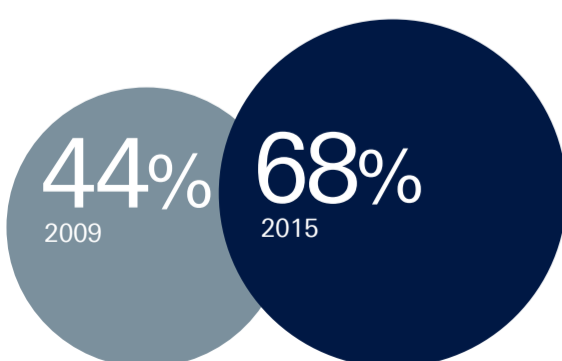
How we help
The impact of our projects

Source: Global Impact Tracking 2015 (projects may occupy more than one category)



Responsible corporate citizen
How others see us

Source: Survey of businesses in 16 countries; top two ratings on a five point scale



Doing the right things
Positive perception of Deutsche Bank as a responsible corporate citizen has increased over the past six years

Volunteering
Employee participation

Source: Representative employee surveys



Commitment
More than 17,000 employees, 22% of the workforce, were corporate volunteers in 2015. A further 46% volunteered outside of the Bank's programmes

Feedback
What our volunteers say

Source: Representative survey of corporate volunteers 2015



Briefing
Support for climate protection, new voices in contemporary art and a project that brings social harmony through music

Here, now

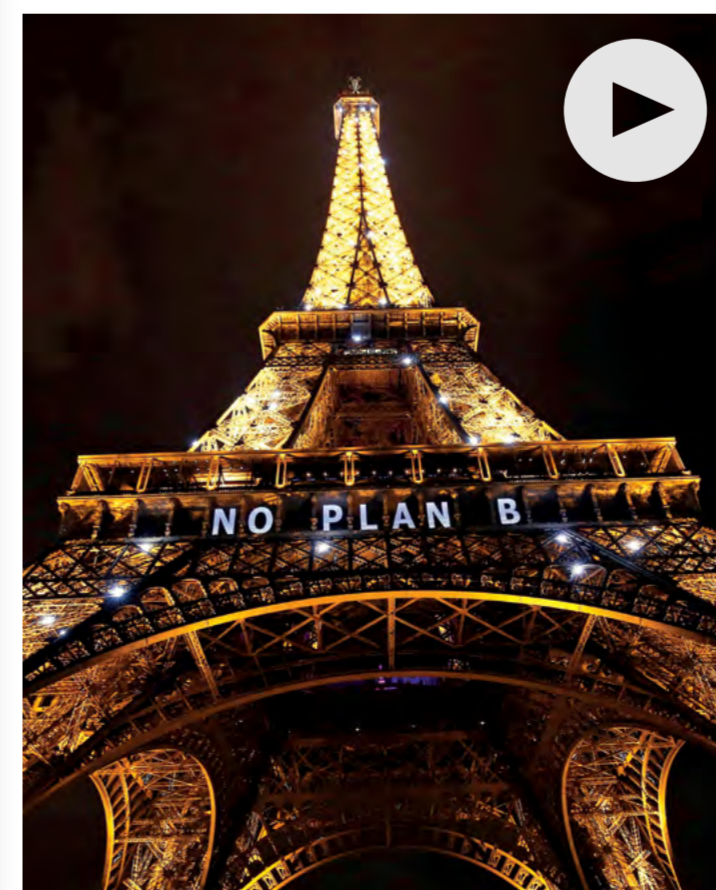
Tomorrow starts today
Paris Pledge for Action

If the global community hopes to curb climate change, it has to act – now. That was the message from the 21st UN World Climate Conference. The historic Paris Climate Agreement calls for all countries to support climate protection. Limiting the rise in global temperature to no more than two degrees Celsius is the top priority. However, this cannot be achieved without a low-emission, climate-friendly economy.

Climate protection has long been part of Deutsche Bank's commitment to sustainability. The Bank aims to minimise its environmental footprint and is carbon neutral. It was the first global commercial bank to be accredited by the Green Climate Fund, which serves as a central financing mechanism in the fight against climate change and its consequences. Green bonds make an important contribution to environmental protection and Deutsche Bank supported the issue of €4 billion of these securities in 2015. Deutsche Bank is also one of the largest providers of finance for renewable energy projects, with more than \$5 billion in financing to the sector last year.

Following the UN World Climate Conference, Deutsche Bank was among 800 cities, regions, companies and investors worldwide to sign the *Paris Pledge for Action*. The declaration is a joint commitment to help implement the Paris Climate Agreement quickly and efficiently. It is a worldwide appeal too: to think about the future, today. ■

parispledgeforaction.org



A message to the world from the UN World Climate Conference in Paris
Photograph: Getty

Mirroring the present
Deutsche Bank Artist of the Year



Basim Magdy Photograph: Deirdre O'Leary, © Basim Magdy

The Stars were Aligned for a Century of New Beginnings, an exhibition by Egyptian and Swiss resident and Deutsche Bank Artist of the Year 2016 Basim Magdy, takes the viewer on a post-apocalyptic journey. The works on display provide a glimpse into the future while reflecting on the present. They are an ironic allusion to a society that does not learn from its mistakes, but instead hurls itself obliviously into the next catastrophe. Anyone looking for hope here will be disappointed.

There is no new beginning, no positive twist. But there is an absurd humour, which gives Magdy's films, photographs, drawings and installations a tragicomic element. These works are on display at the Deutsche Bank KunstHalle in Berlin until July 2016, before moving on to Rome and Chicago.

The Deutsche Bank Artist of the Year award recognises artists who break new ground or address socio-political topics in an individual way. The prize is a solo exhibition in the KunstHalle. Deutsche Bank also purchases works by the artist for its corporate collection, which is one of the most significant post-1945 collections of artworks on paper and photography.

Magdy's successor as Deutsche Bank Artist of the Year is the South African artist Kemang Wa Lehulere, whose complex works won over the judges. In drawings, video art and sculptural installations, Wa Lehulere explores the discrepancy between individual biography and collective history – the contradictions between remembering and forgetting. An innovator whose art fuses the political with performance. ■

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Sound of the future
Music for Peace

It all began with an accordion. Eleven years ago, Turkish architect Mehmet Selim Baki brought an accordion to Edirnekapi, an underprivileged district on the western edge of Istanbul's old town, to give the local children free music lessons. "Music is a tool to foster social engagement, social justice and peace," says Baki. Among dilapidated houses, he created a safe place for children to eat, learn and play with others the same age; a place of solidarity and equality in the centre of the city.



Music for Peace provides thousands of children with free music lessons
Photograph: Music for Peace, Süreyya Dernek

Then, in 2009, Baki's *Music for Peace* project received the *Urban Age Award* from the Alfred Herrhausen Society, Deutsche Bank's international forum, with an endowment of \$100,000. This annual award recognises urban projects that help to improve the quality of life and environment in towns and cities. The award provided the impetus for huge changes for *Music for Peace*, which is now an international charitable foundation. The prize money paid for permanent practice rooms and a music library for the project. International alliances followed, including a partnership with the world-renowned El Sistema music programme in Venezuela. In 2015, the Austrian conductor Sascha Goetzl was appointed Artistic Director.

Today *Music for Peace* is more relevant than ever and the foundation's many projects have reached thousands of children. There are 10 ensembles carrying music out into the world, including three symphony orchestras, a string quintet and a brass band. Music master classes promote new talent. And *Music for Peace* even has its own workshop, where new instruments are made. Somewhere in the city of Istanbul, the first violin crafted by *Music for Peace* is already being played. ■

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When did you begin volunteering?

JH One thing I learned as a child from my parents is that if you want things to change, you have to pull your weight to make it happen. After I'd graduated and started my first job, I was determined to do voluntary work as well. The Team Challenges at Deutsche Bank provided the ideal platform for that commitment. Our team has been involved in a number of projects for children. Volunteering seems to be much more common in other parts of the world. In fact, you may even be considered the odd one out if you don't make a contribution personally or financially. I was in the United States when Hurricane Sandy devastated the East Coast. My colleagues and I rolled up our sleeves and helped clean up. No one thought twice about pitching in.

JP For me it all began after the birth of my daughter. My first volunteer commitment was managing the accounts at her day care centre. When she went to school, I set up a support organisation, helped with business plans and we achieved some lasting changes. More recently, we've welcomed a number of refugees to our local tennis club. On top of welcoming them in our community and offering advice, we cover their membership fees. Unfortunately, it seems like there is less team spirit in society these days. People aren't there for each other as much as they used to be. I'd like to see every adult lead by example by helping others. That will encourage the younger generation to do the same.

The two of you are mentoring a social start-up that provides educational opportunities for refugees. How did that come about?

JP Kiron University appeared at just the right time. My daughter had moved to the UK to finish her education. All of a sudden I had time on my hands and I wanted to put it to good use. Today, everyone's talking about the refugee issue but no one seems to know how to best deal with it. I admire the young people at Kiron who are creating something wonderful. But there was no way I could have mentored them alone and stay on top of my regular work, so I asked Jennifer if she wanted to team up.

JH Integration can only be successful if people go the extra mile to make it happen. Being really convinced of a concept is the first step to bringing it to life. Kiron certainly hit my sweet spot, since it is education-based. However this is the first time I've been involved in such a huge project in terms of both its length and scope. It's much more demanding than my previous volunteer work and requires enormous stamina. I have no doubts that this commitment will not only help others, but will also advance me personally. Sometimes you see returns that you never had expected only several years later.

Janet Peukert and Jennifer Henke are two of 600 Deutsche Bank volunteers globally who share their professional expertise with non-profit organisations.

They coach Kiron University, a multi-channel learning initiative for refugees.

What are the specific challenges of coaching a social start-up?

JH It's a complex task that sets high demands on both the entrepreneurs and us as coaches – especially when it comes to efficient communication. And it's good to know that if we can't answer a question, we can call on our network in the Bank. One thing I hadn't expected was how incredibly helpful colleagues would be. Janet and I complement each other well. I spend a lot of time in the Berlin start-up scene and have lots of ideas, but I don't always follow up on them. That's where Janet comes in. She's persistent, she can prioritise and she will stay focused on what matters most.

JP What most start-ups need is financial know-how. They have great ideas but they may not keep an eye on the basics of running a business. I tell them not to forget to look back when they move forward. I point out potential risks and make sure they are properly addressed. The Kiron founders, for instance, spend a lot of time in high-risk countries setting up new partnerships with local universities. These trips create particular risks that should not be ignored.

What have you learned from the experience?

JP I'm amazed by the time, money and commitment that the Kiron founders have invested in their project. They are always on the go – they never switch off, never have a weekend. And they are totally comfortable in all kinds of company – they can talk just as easily with the President of Germany as they can with anyone else. There seem to be no barriers for them. Their energy and drive are really special – something I'd love to see in more young people.

JH The Bank often relies on structures and processes that employees need to follow. In this project-context, though, we tread many new paths to drive things forward. Thinking out of the box is thus a real asset. As a mentor, I've managed to free myself from some of the mental confines of defined structures and think more laterally within the rules of the game. That's given me a whole new perspective on things. On a personal level, I find it most inspiring to see how my volunteer work has been supported by colleagues and the Bank in general. It's encouraging to see that business interests and social commitment can complement each other so well. ■

kiron.ngo
db.com/cr/social-entrepreneurship

