

Inside

Education

Shakespeare for all

Employee Engagement

Bankers turn bikers

Education

Lessons for social mobility

Passionate about...

Passing skills

3D

Education | Social Investments | Employee Engagement | Art & Music

Education

Enabling talent



Photograph: Bill Robinson

Deutsche Bank's *Born to Be* programme provides a platform for young talent to shine

Natural talents

We're all born with talent. Yet while a person's background and circumstances may not limit their potential, those factors do exert a significant influence on their chances of finding what they were born to be.

For many young people in the UK today, it is lack of opportunity rather than lack of talent that determines their course in life. Some are denied the chance to get the best education through no fault of their own. Exposure to new people and new ideas can inspire a young life, but that depends on access. Others need a chance to change direction before it's too late.

Deutsche Bank has long focused on the issues affecting the prospects of young people. Around the world, the bank supports projects and partnerships united by the common goal of unlocking potential in the young.

One in seven people aged 16–24 in the UK are not in employment, education or training. In May 2013 Deutsche launched the *Born to Be* youth engagement programme to address this problem. The strategy is to prevent unemployment through early intervention. Projects target the next generation, aged 11–18, and aim to develop the skills, confidence and aspirations to help them make the most of their natural talents.

In partnership with non-profit organisations and institutions, *Born to Be* uses education to give young people from all walks of life the platform to shine. It does that by tackling the obstacles to progress from every angle: empowering the young, broadening their horizons and dismantling the barriers that hold them back.

The difference a year makes

Born to Be has achieved some impressive milestones since its launch in the UK. More than 55,000 young people have been reached through projects and partnerships. In London, 21,000 GCSE students received tickets to see Shakespeare in performance. Music workshops and concerts in Birmingham have been attended by 17,000 students at inner-city schools. Employees have volunteered nearly 6,000 hours.

"We have accomplished a lot in the first year of *Born to Be*. We've launched new projects, extended existing partnerships, moved the debate on the causes of youth unemployment into new areas and we are engaging more young people than ever before," says Lareena Hilton, Global Head of Brand Communications & Corporate Citizenship. In this issue of *3D*, we highlight some of the projects that are changing the futures of young lives across the UK and beyond. ■



Opinion
Colin Grassie



Reaching further

When we launched *Born to Be* one year ago, our goal was to put the issues facing young people at the heart of our corporate citizenship strategy.

We recognised that by concentrating our resources – human as well as financial – on a single underserved area, we could achieve better results for those we want to help than we had from the broader line we had taken in the past.

Youth unemployment is an issue of acute relevance for London, where one of the world's foremost financial centres is bordered by some of the most socially and economically deprived areas of the UK.

With *Born to Be*, we're showing that gap can be bridged. Through outcomes that range from staying in school to entering higher education, training and full-time employment, the programme will make a difference to the futures of tens of thousands of young people in London and beyond.

We believe in this strategy and will measure the contribution of each project towards our goal of preventing youth unemployment in the UK through early intervention.

Deutsche Bank has begun a process of cultural change to instil a deeper and wider sense of social responsibility within our organisation. *Born to Be* offers many examples of our new values in action.

We are advocating for sustainable improvements in the learning environment and employment opportunities for young people by supporting academic research.

Events like *DeutscheBike* (see p4) show innovative thinking. I'm pleased to see so many employees demonstrating their understanding of partnership by volunteering.

We all need help to achieve our potential. Whether it's as a volunteer, donor, partner or simply by spreading the word, I hope these stories inspire you to support the goals of our citizenship strategy.

Colin Grassie
Chief Executive Officer, Deutsche Bank UK
Member of the Group Executive Committee

International
Local accents



Translation

Born to Be ventures into new territory

With a presence in more than 70 countries, Deutsche Bank is ideally placed to support projects that improve the prospects of young people around the world. The bank's *Born to Be* programme blends overarching principles with recognition that the challenges standing between young people and realising their potential can vary hugely depending on where they are born.

Improving access to education and educational outcomes is a core theme of *Born to Be*. Fortunately, most young people in Europe can pursue education without having to worry about clean water and sufficient food. Yet millions of children and young people in Asia live without these basic necessities.

So when bringing *Born to Be* to the region, Deutsche saw that education was only part of the answer. The programme had to focus on creating safe and stable living conditions for young people as well. "Education lifts people out of poverty but it's difficult to study if you are hungry, sick or living in an unstable environment," explains Melanie De-Cruz, Head of Brand Communications Asia.

Up close

The bank's local roots mean it has a close view of what disadvantage means for communities in each country. "Being underprivileged in a relatively affluent society like Hong Kong is very different compared with somewhere like the Philippines," observes Annie Yeo, Head of Corporate Citizenship Asia.

The bank is supporting charities whose activities encompass the issues affecting the life chances of children and young people in the region. The strategy will cover the bank's 14 markets in Asia.

The Vision 2020 project provides eye care for children in remote areas of Sri Lanka. Eye ailments don't just hinder a child's learning. Without treatment, they can affect many other aspects of life. Through the project, children get regular eye check-ups and free prescription glasses. Those who need medical attention are referred to local hospitals.

Family illness can distract young people from education. The Sem Pringpuangkeo Foundation supports children affected by HIV/AIDS in northern Thailand through

access to university scholarships, vocational training, medical care and counselling. The Indonesian charity Yayasan Kampus Diakoneia has created an entrepreneurship programme that gives street children the skills to start a life of their own.

Through Families and Children for Empowerment and Development Foundation (FCED), Deutsche Bank uses education to empower the children of the urban poor. Operating in the slums of Manila, the bank provides the funding for 300 children to get an education that can help them break out of poverty. "Without Deutsche Bank's support, these children would not be able to enjoy their rights to a productive and self-reliant life," says FCED founder Teresita Silva.

Viel Borja agrees. He comes from a family of five with a monthly income of £135. The programme enabled him to complete a degree in business administration. "The scholarship removed financial pressure from my family and changed the nameless me into a productive citizen," he says.

Lives on the line

250m

of the population of East and Pacific Asia live in poverty
Source: World Bank 2010

Hands on

Projects get more than funding from Deutsche Bank. Employee volunteers add their support through fundraising activities of their own and hands-on involvement in the work of the charities, as advisors, trustees and mentors to young people.

The Asia Pacific region has the highest level of volunteering within the bank: 41% of employees volunteered in 2013. "We're proud to see corporate citizenship embraced by so many employees across the region," says Annie.

With the buzz generated by the bank's *Born to Be* story, they anticipate many more will join the cause. ■

db.com/asiapacific/cr

Education

Sharing Shakespeare



Hanging on every line: students from Wanstead High School enjoy Shakespeare for free Photography: Amit Lennon

Fans in high places

Secretary of State for Education Michael Gove is a champion of Shakespeare's place in the national curriculum. The curriculum requirement to study Shakespeare increases from 2014, which underlines the value to state schools of extracurricular learning resources like *Playing Shakespeare with Deutsche Bank*. Mr Gove has praised the project, saying, "It's fantastic that this partnership is introducing the next generation to the work of our greatest writer."

Tickets please

94,000 GCSE students at London state secondary schools have seen Shakespeare in performance through *Playing Shakespeare with Deutsche Bank*

94,000



Next stage

Seeing Shakespeare has never been more worthwhile

It's 450 years since Shakespeare was born, yet his plays are still being staged and watched by people of all ages around the world due to the enduring relevance of their themes and the richness of Shakespeare's language.

As a mainstay of the national curriculum, every generation studies Shakespeare. As a minimum, pupils are now required to study two plays in full between the ages of 11 and 14. Since a pass in English is a basic requirement for any job or training course, Shakespeare therefore has a big say in the futures of young people today.

Students have a much better chance of understanding Shakespeare if they can see his plays performed, as that's when the words on the page come to life as action, motivation and meaning.

Deutsche Bank began an educational partnership with the Globe Theatre in 2002. In 2006, *Playing Shakespeare with Deutsche Bank* was launched to support the teaching of Shakespeare in schools through live performances, training for teachers and online learning resources.

Each year, the bank funds the production of a Shakespeare play designed especially for young audiences – vibrant, full of contemporary parallels and cut down to

100 minutes to concentrate on the most important characters and plotlines. This year, over 21,000 students from London state schools received tickets as a result of this support, most of them free.

Seeing the young faces crowded close to the stage, absorbed by the action, it's clear the project succeeds in removing a barrier to learning, a common theme of education projects supported by Deutsche Bank.

Getting in on the act

Playing Shakespeare with Deutsche Bank performances have become a fixture in school calendars. Deutsche Bank employees are starting to make them a regular event too.

Employee nights have been part of the project from the beginning. This year brought a new development, as employees were given the opportunity to purchase tickets for family and friends. The scheme is part of a growth initiative to extend the project to more schools.

"Every ticket bought by a Deutsche employee helps more young people to see a performance for free," says Rosie Towe of the bank's Corporate Citizenship team.

Employees purchased over 1,300 tickets for the four performances of 'The Merchant of Venice' in March this year.

"We'd like to say a special thank you to the Deutsche employees who bought tickets this year, for making it possible for more students to see these wonderful productions in the future"

Patrick Spottiswoode
Director, Globe Education

Many saw the opportunity to share a unique experience. Karim Akram from Human Resources decided to surprise his wife: "I'd heard great things about the performances," he says. Simon Toller of Global Transaction Banking was pleased to see the response of the young people. "The night made me proud to be associated with Deutsche Bank," he says.

Bethany Hyde, who works in Corporate Banking & Securities, wanted to repay those who helped her make her way in life.

"This is my favourite play, but I would not have learnt to love Shakespeare without the efforts of a teacher who went out of her way to show us the play in performance. I'm pleased I can help do the same for these kids," she says.

The audience helped create an occasion that wowed Ching Ling of Group Technology & Operations and the friends she brought with her. "There's an amazing vibe at these performances," she says. "I was happy to pay to support such a worthwhile project."

Ching says she'll be back next year. Thanks to the tickets bought by her and her Deutsche colleagues, more students will be able to come too. ■

playingshakespeare.org

Employee Engagement
Gear change

True colours

Employees are doing more than ever before to raise funds for charities that support young people and their families

The Charities of the Year programme rallies employees across Deutsche Bank to support good causes.

Each year, employees choose two charities and raise funds for them through activities that include sports events, challenges, raffles, quizzes and appeals. In 2013, they raised more than £1.8 million for Elephant Family and Helen Bamber Foundation.

This year, for the first time, the programme is supporting charities that share the bank's *Born to Be* mission of helping young people fulfil their potential. The 2014 Charities of the Year are Rainbow Trust Children's Charity and Malaria No More UK (see panel opposite).

Another first is the bank's largest ever fundraising event: a three-day cycle ride, *DeutscheBike*. In June, employees from London, Birmingham and offices outside

the UK will take to the road to ride parts of the route of the world's most famous cycle race, the Tour de France, which begins in the UK in 2014. One group will ride 300 miles over three days. They'll be joined by another set of riders for the final day, which concludes in central London. The bank will match the funds raised by each employee.

Pub to public

The idea for *DeutscheBike* came from Adrian Munday and Sean Comer of Corporate Banking & Securities.

"*Born to Be* got us thinking about how we could use cycling to raise money for our Charities of the Year. As a sport that enables anyone to discover their potential, we realised cycling is a natural fit for the bank's youth engagement programme. I'm thrilled what began as a conversation in a pub has become *DeutscheBike*," Adrian says.

"We're doing this as a team. Everyone will have a different story to tell. It's going to be a fantastic experience"

Adrian Munday
Corporate Banking & Securities

Along with the rest of the riders, he'll spend the coming weeks preparing for the event. Riders have a 16-week training plan to get ready for challenges that range from climbs and descents and riding in a group to the tricky business of taking on board food and drink on the move.

Deutsche employees from across the UK are showing their support by sponsoring riders, helping them train and raising funds through *DeutscheBike*-themed activities.

Sharing the journey with colleagues makes *DeutscheBike* much more than a cycle ride for Adrian. "We're doing this as a team. Everyone will have a different story to tell. It's going to be a fantastic experience," he says. ■

DeutscheBike takes place from 20–22 June 2014. Sponsor Deutsche employees taking part at: justgiving.com/company/deutschebike



James Tomlinson

COO, Global Commodities, London

"I've ridden endurance events before. I enjoy pushing myself to the limit. You learn a lot about yourself by taking on new challenges. We're capable of more than we realise."

I wanted to do DeutscheBike to be part of a fantastic team-building event. Group riding is a phenomenal experience. There's nothing like it. You get a huge amount of support from riding together. You need that when you're tackling a tough climb or descent. Physically and emotionally, you pull each other along. People may be surprised by how much training goes into a long ride. You have to be ready mentally and physically to get back on the bike after riding 100 miles.

It's great that this event will benefit young people. When we're out on the road, I hope seeing DeutscheBike gets people thinking about what they can achieve."



Who's influenced you?

"From parents to teachers and colleagues at the bank, I'm fortunate to have had some excellent mentors to guide me"

James

Devkee Trivedi

Analyst, GTO, Birmingham

"This is the first long-distance ride I've attempted. I ride to work, but this will be a leap for me as the farthest I've ridden in one go is about 25 miles."

The fact DeutscheBike finishes in London was a real selling point. Having been a fan of the London Marathon for years, I've always wanted to experience a sporting event right in the heart of London.

There are quite a few of us from Birmingham taking part. I'm training with a friend and we're trying to set up group rides. I haven't been with the bank long and moved to Birmingham just recently. DeutscheBike is helping me get to know people.

DeutscheBike has given me a goal, it's getting people interested in *Born to Be* and it's raising money and awareness for our charities. I think it's a great idea."



"Athletes like Jessica Ennis and Paula Radcliffe impressed on me that you can do anything if you commit yourself to a goal"

Devkee

David Parkhill

Structured Products, Global Markets, London

"DeutscheBike is going to be a real family occasion for the Parkhills. We're expecting our first child soon. Travelling up to Cambridge for the start of DeutscheBike will probably be our first ever trip together."

I used to cycle a lot. Signing up for DeutscheBike has spurred me to get back on my bike. I would have loved to ride all three days of DeutscheBike, but I'll be proud to tell people I've completed a stage of the Tour de France. It's something I've always wanted to do. The Tour coming to the UK in 2014 makes this a once in a lifetime opportunity.

Having taken part in *Game Changers* as a volunteer, I've seen the positive impact that *Born to Be* has on young people. I'm doing DeutscheBike to raise money and to be a good role model for my children. I'm looking forward to telling them all about it."



"I've come to appreciate what my parents did for me more and more. They gave me good values and I want to pass those on"

David

Who it's for Charities of the Year

Deutsche Bank's Charities of the Year programme aims to provide small charities with unrestricted funding that enables them to increase their impact.

To be eligible, charities must have an annual income of between £500,000 and £5 million, a core focus on young people up to age 24 and be UK registered.

The closing date for nominations for 2015 is 4 June 2014.

Charities of the Year 2014
Rainbow Trust Children's Charity supports the parents and families of life threatened or terminally ill children.

rainbowtrust.org.uk

Malaria No More UK provides lifesaving work to help stop the disease that kills a child every minute.

malariafreeschools.org.uk

What we've raised

Funds raised for Deutsche Bank Charities of the Year 2010-2013

2010
Marine Conservation
Afrikids

£1,758,375

2011
Eve Appeal
War Child

£1,566,897

2012
Help a Capital Child
Meningitis Research Foundation

£1,653,003

2013
Elephant Family
Helen Bamber Foundation

£1,873,858

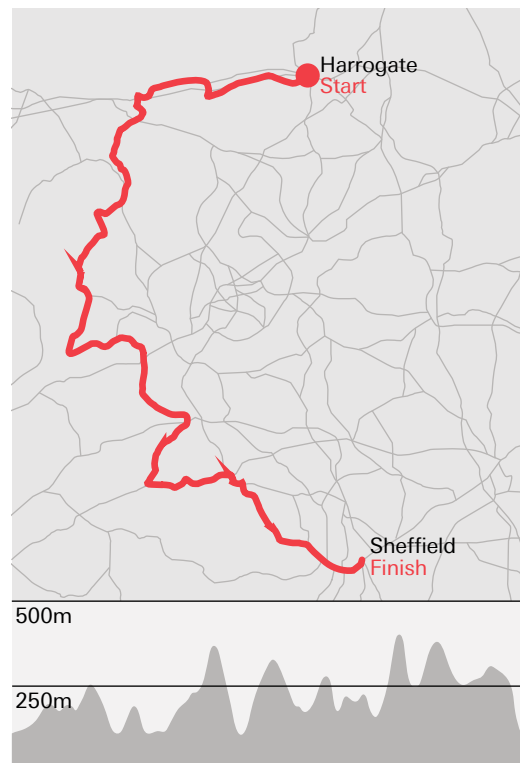
From start to finish

The high point of the three-day route is the climb after leaving Hawes in the Yorkshire Dales, which is 493m above sea level at its peak.

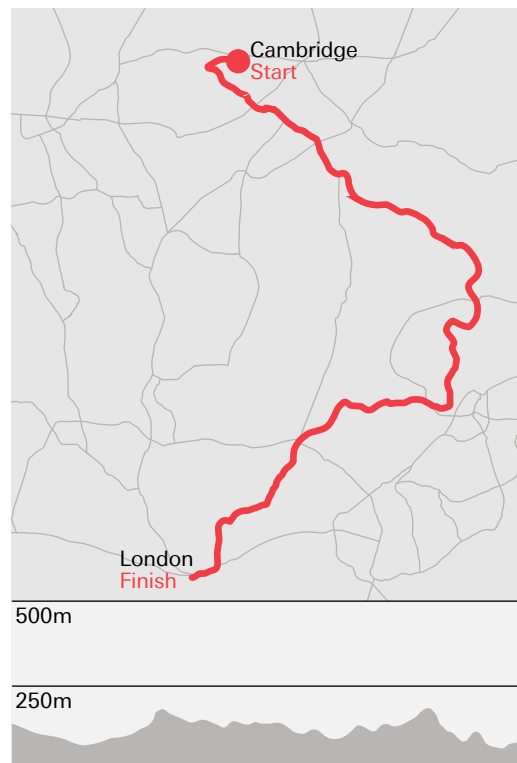
Day 1
Harrogate – Harrogate
Friday, 20 June
196 kilometers / 122 miles



Day 2
Harrogate – Sheffield
Saturday, 21 June
153 kilometers / 96 miles



Day 3
Cambridge – London
Sunday, 22 June
170 kilometers / 106 miles



"Group riding is a phenomenal experience. There's nothing like it"

James Tomlinson
COO, Global Commodities
London

Education

Extra time

Billy has been going to the Crown and Manor Club since he was nine years old. About 150 boys turn up at Crown and Manor every week to play football, table tennis and other sports. They mostly come from the local housing estates. Football is the main draw. The club runs five teams from under 9s to under 16s that play competitively in local leagues.

Billy used to be one of these boys. He's studying economics at Greenwich School of Management now, but he still comes back to the club one evening a week to teach maths. Because that's the rule at Crown and Manor. If you want to play sport, you have to study too.

This is how sport for development works, by connecting playing sport to the personal development of young people. Clubs like Crown and Manor use sport as a way to help young people stay away from crime, drugs and anti-social behaviour and improve their lives by succeeding at school, in training or in work.

Through the *sporteducate* project, Deutsche Bank and sport for development charity Sported are working together to enhance the positive impact Crown and Manor and other clubs have on the lives of young people in their communities.

Setting goals

Through *sporteducate*, 33 sports clubs in London will get the funding, training and management support to run education, mentoring and employability programmes alongside their sports activities for 11-18 year olds at risk of joining the one

million young people in the UK already not in education, employment or training (NEET).

As Sir Keith Mills of Sported explains, when it comes to tackling the problems associated with disadvantage, sport gets results: "The research that we've commissioned proves that participation in sport reduces crime and anti-social behaviour, alleviates health issues and improves educational attainment and attendance."

That saves the taxpayer money. Each young offender costs the criminal justice system alone £8,000-£29,000 per year on average (National Audit Office, 2011), while the current level of youth unemployment is projected to cost the UK £2.8 billion annually over the next 10 years (ACEVO Commission on Youth Unemployment, 2012).

"Developing the capacity of these clubs to support the education, employability and life skills of young people will improve the prospects of the next generation, which is the core purpose of *Born to Be*," comments Colin Grassie, Deutsche Bank UK CEO and member of the Group Executive Committee.

Finding the right game plan

The first phase of *sporteducate* took place from July to December 2013. Five clubs that together offered a cross-section of the *sporteducate* demographic were chosen to take part in a pilot to test and give feedback on the various elements of the programme. As a grassroots initiative,

Goals

- 1 Attitude
to learning
- 2 Attendance
at school, college,
training or work
- 3 Academic
achievement
- 4 Aspirations
for the future
- 5 Aptitude
for employment

Kick-off

Deutsche Bank launched *sporteducate* in May 2013 as the flagship of *Born to Be*. One year on, what's the score?



Sported and Deutsche Bank recognise that clubs know better than anyone what their communities need. A set-up that enables clubs to design their own educational programmes makes *sporteducate* unique within the sport for development sector. "By working with club leaders, we've found a flexible structure that works for the goals of the project and for them," confirms Lekan Ojumu of Sported.

"The pilot underlined the need for the extra curricular education and mentoring support *sporteducate* will provide," says Nicole Lovett of Deutsche, who helped develop the programme. One in four young people at the pilot clubs said they struggle to keep up with lessons. Many said they have no idea of their future beyond school.

Adjustments to the programme following the pilot include a referral system to target those at most risk of becoming NEET. The pilot also provided a reminder of the constraints clubs work within. Clubs will collect data to enable Sported and Deutsche to measure the impact of *sporteducate*. Those without IT equipment can use part of their *sporteducate* grant to invest in tablet devices to gather this data.

Involving supporters

Clubs rely heavily on volunteers to run their activities and the pilot helped define the roles for them within *sporteducate*. Clubs need the most support on the business side, which is where employees like Alison Watkins come in. Alison volunteers as the treasurer of Carney's Community in

south London, which uses boxing to reduce reoffending and get young people ready to work. "Volunteering can make a huge difference to a small charity like Carney's. Having someone like me to take care of the books means the club can give its full attention to helping young people," she says.

The bank has set an annual target of 3,000 volunteering hours in support of *sporteducate*. "As we bring more clubs into *sporteducate* there will be more opportunities for employees to get involved in roles like Alison's, as mentors to young people and as sports coaches," adds Nicole.

Getting results

A further 10 clubs came on board in January 2014. Another 18 will join *sporteducate* this June.

A first evaluation of the impact of *sporteducate* will be made at the end of the year. In time, this will support a wider dialogue with the sport for development sector and with academics, politicians and policy think tanks on the impact of sport on the NEET issue. Success stories like Billy and the others like him who go on to higher education or build successful careers show that being part of a club can give a person the skills and confidence to pursue their ambitions. Through *sporteducate*, Deutsche and Sported aim to prove that with the right investment and support, sport for development can deliver many more. ■

sported.org.uk

Conversion

Rugby gets disengaged boys over the try line



Deutsche Bank's *Game Changers* project with London Scottish Football Club in west London provides further proof that sport and education make a good match.

The project uses rugby to turn around negative attitudes and disruptive behaviour among 13-14 year olds at risk of exclusion from school. "I used to fight a lot," admits one boy. "I had the worst attendance in Year 9," says another.

Over an eight-week period, a combination of classroom-based activities and coaching sessions develops the confidence, motivation and social skills of these boys and others like them.

The focus on classroom-based learning makes *Game Changers* unique among other sports-based education programmes. Weekly sessions are led by education specialists and cover topics such as personal wellbeing, conflict resolution and career management. Through them, the students learn how to overcome their personal challenges and strive for success.

The afternoons are spent in a different kind of classroom. On the field, the players and coaching staff of London Scottish instil the values of hard work, self-discipline and teamwork through coaching and play.

At the end of the programme, the students go back to school in a new frame of mind. Participants are monitored and tracked closely throughout the course to measure impact. When *Game Changers* launched in 2013, over 90% of participants said they felt proud of themselves for completing the course. A second cohort of 25 students completed the programme in March.

"I've come from hating everything in my life to wanting to achieve"

So how does it feel to be a *Game Changer*? "I've come from hating everything in my life to wanting to achieve", and "It's changed me physically and mentally," members of the class of 2014 told Sky Sports, who featured this year's programme in a special report (which can be found on skysports.com).

Deutsche volunteers get involved in *Game Changers* on and off the field, assisting as classroom mentors and rugby coaches. "The programme is truly life-changing. It was a privilege to play a small role in helping the boys build their skills and confidence and develop new goals," says Francesca Faux of ICG Relationship Management. ■

londonsscottish.com

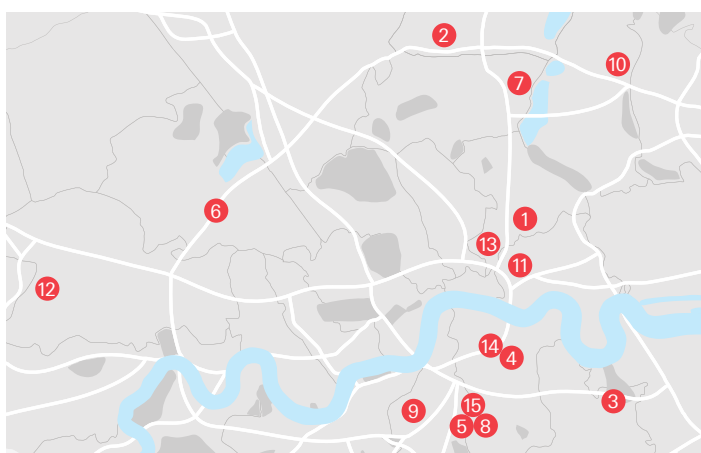
Why not try out?

To get involved in *Game Changers* contact sarah.wyer@db.com

"The most significant investment by a corporate organisation in sport for development since London 2012"

Lord Seb Coe
Patron of Sported

Who's in so far?



Education

- 1 Crown and Manor Club, Hackney
- 2 Rap Aid Youth FC, Enfield
- 3 S Factor, Lewisham
- 4 Southside Young Leaders Academy, Southwark
- 5 St Matthew's Project, Brixton
- 6 Track Academy, Willesden
- 7 White Star Youth Association, Tottenham

Employability

- 8 Lionheart in the Community, Brixton

Mentoring and employability

- 9 Carney's Community, Lambeth
- 10 Martial Way Training, Tottenham Hale
- 11 Newark Youth London, Shadwell
- 12 People of the Road, Southall
- 13 Sky Way Charity, Hackney

Mentoring

- 14 Football Beyond Borders, Southwark
- 15 Nu-Breed Enterprise, Brixton

Play your part

If you're a permanent UK employee, you can take up to two days a year to volunteer. Our *sporteducate* clubs would love to have you on the team

Club mentors

Assist with long-term development and operational matters

Monthly commitment

Lionheart in the Community, Brixton
Assist with business management, marketing and development
One-to-one and email support
Nu-Breed Enterprise, Brixton

Employability support

Give careers talks and guidance on CVs and job applications

Regular commitment

Lionheart in the Community, Brixton

Football coaches

Run football training sessions

Weekly commitment, evenings

Training provided
Rap Aid, Edmonton, Tottenham, Wood Green

HR support

Provide training and advice on HR practices for a small organisation

Regular commitment

Lionheart in the Community, Brixton

Marketing support

Provide training and support on web design and management

Nu-Breed Enterprise, Brixton

Sports coaches

Help run sports sessions

Weekly commitment

Training provided
Lionheart in the Community, Brixton

Treasurer

Assist business planning and provide bookkeeping and accounting

One year commitment

People of the Road, Southall

Youth mentors

Support, guide and encourage young people

Weekly commitment of 1-2 hours for at least six months

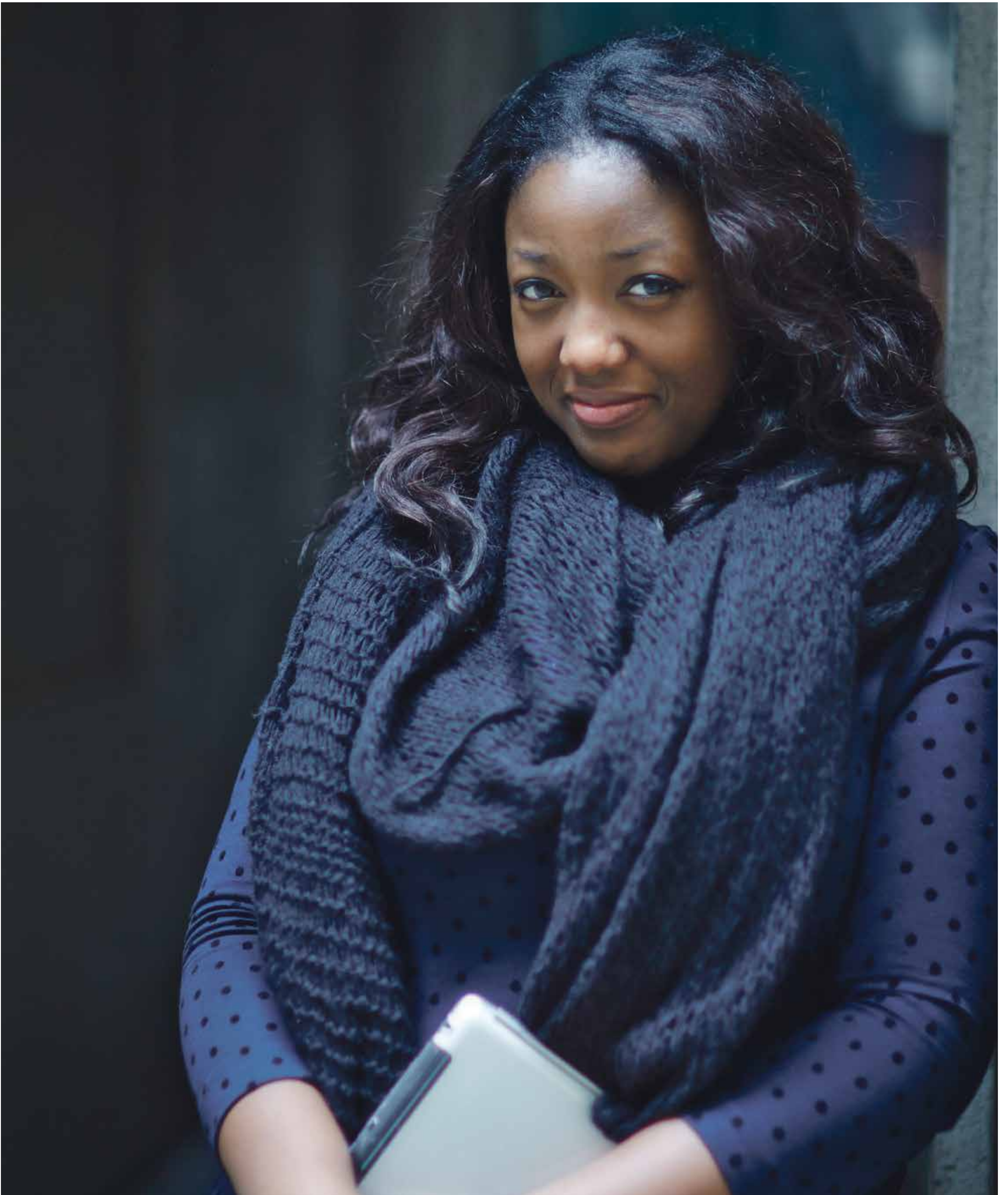
Training provided

Various clubs

Interested?

Contact Sophie Hope, Employee Engagement Manager at Sported: s.hope@sported.org.uk

Employee Engagement
Self discovery



Anne-Marie Imafidon, Collaboration, Social Media & Social Business Strategies, Deutsche Bank and graduate of the *I Have a Dream* programme Portrait photography: John Wildgoose

Achieving equality of opportunity is a priority that drives Deutsche Bank's corporate citizenship around the world. The bank's *I Have a Dream* programme is an example of its commitment to addressing issues of inequality that affect the banking industry and society as a whole.

The internship programme gives students from ethnic minority and low-income backgrounds the opportunity to experience an industry they may not have considered as a career choice. They have mentors to encourage them. If banking appeals, they already have a foot on the career ladder.

"At Deutsche Bank, we are committed to attracting top talent from diverse backgrounds. *I Have a Dream* is a key feeder pool into our Analyst internship and graduate programmes," says Catherine Lennon, Graduate Recruitment Manager UK.

Anne-Marie Imafidon of Group Technology & Operations was a 'Dreamer', as they're known. She was certain of her destiny. "Technology fascinates me. From an early age, I've enjoyed solving problems," she says. Yet it was only when introduced to the *I Have a Dream* programme through the Windsor Fellowship charity that she began to consider banking as a destination. "I didn't know anyone who worked in banking. It was a new world to me. It gave me a lot of joy when I came to Deutsche and realised this could be my job."

Seeing the problem

You might think there's nothing unusual in Anne-Marie's journey, from discovering a passion for technology to building a career in technology at Deutsche Bank. Yet there is. Just 13% of the UK's science, technology, engineering and maths (STEM) workforce is female. Somewhere between school, university and entering employment, lots of other young talents who may nurture hopes of STEM careers become discouraged.

The number of women working in the field overall is in decline, a trend that becomes self-reinforcing: fewer women working in STEM makes it less likely girls will consider it as a career choice.

Anne-Marie's own experience provides a snapshot: "On my university course, I was one of three female students studying mathematics and computer science. In the year below me, there were two female students. In the year below them, not one."

As a problem solver, Anne-Marie decided to act. In 2013 she set up the STEMettes organisation with a mission to promote STEM careers to girls. "Why are girls who study STEM subjects at school and female graduates leaving the STEM pipeline?

Because not enough is being done to encourage them. So I decided to make it my responsibility," she says.

Taking the initiative

STEMettes organises events, exhibitions and mentoring for girls aged seven and up. The influence of the *I Have a Dream* model on the programme is evident.

"We introduce the girls to women working in STEM jobs to show them how creative they can be. They love meeting real people who care about their futures and they are blown away by the possibilities offered by STEM careers," says Anne-Marie.

STEMettes events centre on interaction to give the girls practical experience of how it feels to work in STEM disciplines. "To get this generation enthused, demonstrations need to have a wow factor and be relevant to their lives. We've seen pop group One Direction used to show how big data works and biomechanics explained through moonwalking."

The girls get a crash course in what may turn out to be one of the defining skills for twenty-first century careers: "These girls pick up coding so quickly. Making actual apps they can see working on their phones gives them a huge buzz."

Anne-Marie says the success of an event can be measured by the noise level. "We don't want the girls to be quiet. We want them to ask questions, share ideas – everything that makes STEM jobs fun."

Opening the door

With its emphasis on helping young people to realise their potential, STEMettes aligns neatly to the mission of *Born to Be*. And like the programme that introduced Anne-Marie to Deutsche, it addresses issues of diversity and social mobility too.



Photograph: Romell Dawkins and STEMettes

Who helped along the way?



"My parents, Windsor Fellowship, all the people who checked my applications for internships and funding, my line managers at the bank. I'm grateful to everyone who's seen more in me than I have. You have to push yourself forward too, by not being afraid to take on new challenges"

Anne-Marie Imafidon

As part of its corporate citizenship education strategy, the bank has created a mentoring scheme with STEMettes that will connect women working in STEM roles at Deutsche to the next generation. Forty girls studying STEM subjects at A-level will receive one-to-one mentoring over a four-month period. Their Deutsche mentors will help the girls explore the different ways they can use their STEM backgrounds within the bank.

By targeting girls who are not typical Deutsche candidates, the initiative brings Anne-Marie back to where she began. She says, "I was fortunate enough to have doors opened for me through *I Have a Dream*, so I owe it to these girls to do the same for them."

Deutsche Bank has made a formal commitment to improving gender diversity at the top of its business by pledging that 25% of senior management will be women by 2018. This example of partnership between bank and employee shows an understanding of the importance of early intervention to counter the causes of under-representation.

Increasing the number of women working in STEM should also benefit innovation, another priority for the bank. "The STEM sector can't afford to miss out on all the female talent that's out there and neither can Deutsche," observes Anne-Marie. "It's time we let them in." ■

stemettes.org

Mentoring – why, who and where

Missing out
Women make up just 13% of the UK's STEM workforce (WISE, 2012)

13%

Mentoring young people is one of the most popular employee volunteering activities worldwide.

Germany

Mentoring is part of the bank's involvement in the German National Scholarship Program, which supports talented and ambitious students from underprivileged families.

Sweden

Deutsche employees are role models to young people at risk of violence and drug abuse through a partnership with Mentor Sweden.

US

The Capital Markets and Treasury Solutions team in New York provides mentors to students from one of the city's lowest-performing schools.

India

Deutsche employees mentor the budding social entrepreneurs supported by the Be! Fund.

Encouraging

1,600 Deutsche volunteers, or 8% overall, volunteered as mentors in 2013 (global volunteering survey 2014)

1,600

Blaze the trail

To become a STEMettes mentor, contact:
sarah.wyer@db.com

STEM sell

Mentoring helped Anne-Marie Imafidon turn her passion for technology into a career. Now she's inspiring the next generation of girls to follow in her footsteps

Education

Equal opportunities

Move up

Taking educational impact beyond the classroom

Education's role in social mobility is at the heart of Deutsche Bank's corporate citizenship. Globally, the bank supports projects that focus on helping young people from underprivileged backgrounds acquire the knowledge and skills to progress in life.

The barriers are different for each community. In the developing world, access to any kind of education at all may be the problem, due to lack of infrastructure. In the UK, the concern is often over the quality of education, as not all young people are attaining the most basic skills needed to join the workforce.

Educational underachievement is one of the root causes of the youth unemployment problem that the bank's youth engagement programme targets. Currently, two out of every five school leavers do not achieve the minimum expectation of five GCSE passes above grade C including Maths and English.

The consequences of that failure go beyond worklessness. Poverty, crime and social breakdown are all linked to educational underachievement, as both cause and effect. Future generations are affected too. Studies show those who leave school with few or no meaningful qualifications are less likely to be able to support the learning of their own children, perpetuating disadvantage.

Deutsche's partnership with social policy think tank the Centre for Social Justice

First hurdle

40%

Two out of five UK students do not achieve basic qualifications (Department of Education, 2013)

Counting the cost

8m

More than 8 million adults in the UK lack basic numeracy skills (UK Department for Business Innovation and Skills, 2012)

(CSJ) was developed from a shared concern about the impact of educational inequality on young lives in the UK. In consultation with politicians, academics, schools and charities, the CSJ is working on ideas for reforms that can transform the experience of those at the bottom of the education system.

Areas of focus include educational standards and quality of teaching – the single most important factor determining whether young people do well at school. "We want to look at how the education system can deliver improvements for all children, and for the most disadvantaged in particular. Like Deutsche Bank, we believe everybody should have the chance to succeed, no matter where they are born geographically, which family they are born into, or which school they go to," says Lee Davis of the CSJ.

The partnership shows the bank's willingness to advocate on behalf of young people. Deutsche Bank is sponsoring the CSJ's forthcoming report, 'Breakthrough Britain II: Educational Failure', which will be published later this year. The CSJ's proposals will shape a dialogue with all political parties on the future of the education system in the lead up to the general election in 2015. ■

centreforsocialjustice.org.uk



Hackney Wick, London Photograph: Kyle Ellis

Way in

An industry-wide effort to bring more young people from low-income backgrounds into banking

As a company that values diversity, Deutsche Bank seeks the best talent regardless of background. Research shows that banking has had limited success in attracting candidates from low and middle-income backgrounds into leadership roles. A new initiative led by the Sutton Trust charity aims to increase access to the industry.

In January 2014 Sutton Trust published *Pathways to Banking*, the results of a research study commissioned from Boston Consulting Group into leadership and recruiting patterns in banking. According to the study, "Recruitment in financial services is heavily skewed towards those with an independent-school and elite university background, particularly at senior levels, while students from modest backgrounds and non-elite universities play a disproportionately small role."

This long-term trend has a triple impact. There are talented young people who are being overlooked and missing out on the opportunity to work in a dynamic industry that can give them a platform to fulfil their potential. The workforces of banks are not fully reflective of the diverse customer base and wider society they serve. Social mobility, an expectation of any democratic society, is also affected.

A recent paper by the Social Mobility & Child Poverty Commission ('Business and Social Mobility: a Manifesto for Change', 2013) draws attention to the incentives to businesses to promote social mobility.

"The facts suggest tackling barriers to social background is a matter of competitive advantage," the commission writes, referring to a growing body of evidence that

workforce diversity improves business performance.

Boston Consulting Group also urges companies to embrace the benefits of a more diverse workforce, among them improved decision-making and a better understanding of customer needs.

Banks are well placed to provide a route into a well-paid career for the less privileged, but too many state-educated students remain unaware of the opportunities available. "There are many examples of good education and outreach work by banks, but there is much more that could be done," observes Sir Peter Lampl, Chairman of Sutton Trust.

Deutsche Bank is one of a number of banks in the UK to join forces with Sutton Trust to create a pathway that can bring more low and middle-income students into banking. The vision is an end-to-end approach that supports potential candidates from school through university and beyond.

The partnership will help Deutsche deliver on the promise of *Born to Be* to improve the prospects of young people. Sutton Trust and Boston Consulting Group are assisting with a review of the bank's current youth talent and recruitment initiatives to identify how they can be broadened to include more low and middle-income candidates.

"Helping young people achieve true social mobility is one of the key aims of *Born to Be*. We're delighted to be working with Sutton Trust to open up opportunities for young people from less privileged backgrounds to become the next generation of banking professionals," says Colin Grassie. ■

suttontrust.com

Briefing

Music, ideas, events

Pitch perfect

Alive to the sound of music CBSO schools programme

What sound does a piccolo make? Why is a double bass so huge? And do they really need quite so many violins? Classical music can be impenetrable to young people who are more used to beats and guitars. Yet the symphony orchestra is not only an amazing piece of music technology, it's an enthralling demonstration of individual talents working together.

Music can help young people discover their creative potential, which is why Deutsche Bank works in partnership with leading orchestras around the world to bring classical music to them. This year Deutsche Bank celebrates 25 years of partnership with the Berliner Philharmoniker. Since 2002, more than 33,000 young people have participated in the orchestra's education programme, which the bank sponsors. The partnership has also produced the prize-winning Digital Concert Hall, which makes live performances by the orchestra in Berlin available around the world.

Deutsche Bank is strengthening its roots outside London with a growing presence in Birmingham. The Brindleyplace campus will eventually be home to more than 2,000 employees. The bank's *Born to Be* programme is working there already.

In January, more than 6,000 Key Stage 3 students from across the West Midlands experienced the thrill of live music in the flesh at a concert devised especially for schools by the City of Birmingham Symphony Orchestra (CBSO). With a repertoire ranging from Beethoven and Vivaldi to the soundtracks to the 'Harry Potter' films and best-selling computer games, the performance explored classical music from every angle.

The concerts are part of *Stay Tuned*, an educational partnership between Deutsche Bank and the CBSO designed to help young people engage with classical music. *Stay Tuned* has enabled educational workshops with CBSO musicians and live concerts for students at 12 inner-city secondary schools which had little or no music provision previously.

Deutsche Bank Managing Director Paul Hutchins comments: "This exciting and creative partnership encapsulates Deutsche's commitment to giving young people more opportunities." ■

cbsoco.uk



Where did you get that? Design Ventura

Make something handy. That was the challenge set by the Design Museum for this year's *Design Ventura* project, which Deutsche Bank supports as part of *Born to Be*.

Design Ventura develops creative and enterprise skills. Teams of students from state schools design a product to sell in the shop at the Design Museum. The project introduces young people to all aspects of commercial design: product design, branding, packaging, marketing and budgeting.

What the students learn equips them for life beyond school. Like how to sell an idea, which they have to do before a panel of professionals, 'Dragons' Den'-style.

In 2013 the Design Museum combined *Design Ventura*, which focused on London, with its online equivalent, *Virtual Ventura*, to create one project open to all UK state schools.

"We reconfigured *Design Ventura* to increase access and the response has been fantastic. We now have schools in Scotland and Northern Ireland entering teams," explains Catherine Ritman-Smith of the Design Museum. "We want to redefine the role of museum as learning resource for the twentieth-first century. In this new form, *Design Ventura* takes design education into classrooms all over the UK."

Over 6,000 students took part in 2013. The winners came from Weald of Kent Grammar School. Their product, Sliderz, prevents waste by enabling tubes of toothpaste and other household items to be emptied. Very handy in these budget-conscious times and fun to use too, said the judges. It goes on sale at the Design Museum later this year. ■

ventura.designmuseum.org



Design Ventura winner 2013, Weald of Kent Grammar School
Courtesy: Design Museum

Get involved *Born to Be* events for employees

18 May
Super Hero run for Charities of the Year

25 May
BUPA 10km run for Charities of the Year

1-7 June
Volunteer week

10 June
Deutsche Bank Debate Mate Cup Final

15-17 June
DeutscheBike static bike challenge

20-22 June
DeutscheBike

17-21 July
Icelandic Lava Trek challenge for Rainbow Trust

27 July
Hampton Court swim challenge for Rainbow Trust

3 September
Deutsche Bank Awards for Creative Enterprises ceremony

25 September
One Day fundraising event for Charities of the Year

1 October
Online voting opens for 2015 Charities of the Year

18-26 October
African Bush Trek challenge for Malaria No More UK

1 November-31 December
StreetSmart campaign

Passionate about... Passing skills

As well as working at Deutsche, you're a Chelsea and England footballer. How did you reach the pinnacle of your sport?

It's been a long process. I started off playing with my brother in the garden when I was seven years old, then played for local teams, which led to the FA Girls' Centre of Excellence. I was selected for England Under-15s. From there on, I was nurtured all the way through to where I am now, in the England senior side.

Is there anything in particular that helped you develop your talent?

Whatever you do, it's encouraging if people are willing to invest their time and energy in you. Without that investment, I probably wouldn't be in the situation I am now. I would have continued to try, but I was helped along my path.

Was there ever a point when you thought football wasn't for you?

Playing has always been a great enjoyment, but I didn't like being away from home. It takes a bit of personality to be able to cope, especially when your friends are going out. There are a lot of talented players who never make it because they don't have that discipline. You need support at home too. My parents were there for me, but not everyone is so fortunate.

How did you get involved in Street Child World Cup?

When *Born to Be* launched I wanted to find out what I could do to help and this project provided a perfect fit for my skills. The bank has a longstanding partnership

with StreetSmart which raises money for homelessness charities. They decided to sponsor Team England at the Street Child World Cup in Brazil, which aims to change negative perceptions of homeless young people.

I helped the England team train for the competition and acted as a mentor to the girls in the squad. They're aged between 14 and 17. Some of the girls are really talented; they just haven't had any direction. They'll have grown in confidence and self-esteem from this experience. The support provided by their other female mentors at Deutsche will help them with what they do next.

One of my main aims was to get them working together as a team. Sport teaches you that no matter who you are, or where you're from, when you go out on the pitch you've all got the same aim and you have to work together to achieve it. I'm pleased I could pass on what I've learnt.

How do you juggle football with your role as Business Analyst in Group Finance?

Being unable to play due to injury has brought my Deutsche Bank career into focus for me. I appreciate the flexibility of my role, which helps me balance my two careers. After this experience I want to get more involved in the bank's corporate citizenship. I've helped create a link with Chelsea Football Club already. I hope that's the first of many connections I can make. ■

streetchildworldcup.org
streetsmart.org.uk

Team player

Claire Rafferty knows all about the importance of discipline and partnership for getting talent to flourish. She's used her experience of international football to prepare a team of girls for the life-changing opportunity of representing England at the Street Child World Cup, which highlights the issue of youth homelessness