

3D

Americas

Mission
Reframing the narrative

Equity

In cities where opportunity and poverty are highly concentrated, often side by side, Deutsche Bank is breaking down boundaries between the two

New York City, like other major cities, is a place of stark contrasts. Opportunity and poverty are highly concentrated, often side by side, and enforced by entrenched and compounding cycles. As a corporate citizen, Deutsche Bank seeks to disrupt these cycles by ensuring meaningful pathways to social and economic opportunity and advancement. This commitment to equity is longstanding and guides the bank's work across all of its CSR pillars: education, community development and social enterprise.

CSR Americas takes an asset-based approach to its philanthropic activity and thought leadership, highlighting communities' strengths and empowering individuals to achieve their aspirations for themselves and their communities. The approach braids applied research, high-quality programming and a systems-orientation that acknowledges the systemic barriers, and the legacy of institutional discrimination, that adversely impact historically marginalized people and places.

Through its global education program, *Born to Be*, Deutsche Bank strengthens the education pipeline for the nation's growing and historically underserved groups. As demographic shifts in the US give rise to a more diverse nation, preparing all young people for college and career is not just a moral issue but has major economic implications as well.

Though these strategies are developed to meet the needs of specific underserved populations, they also benefit the greater society, as the Young Men's Initiative, a CSR Americas partner, demonstrates. The Initiative's NYC Men Teach program works to hire and retain more men of color as public school teachers, which research shows increases engagement and attainment amongst male students of color and enhances instruction and improves outcomes for all student groups.

This commitment to equity extends to the bank's *Made for Good* program, which invests in socially engaged and creative enterprises whose innovative ideas and business models can transform the disciplines and industries of which they are a part. Through its Creative Enterprise initiative, Deutsche Bank is supporting cultural and community organizations in developing new equity-based curriculum resources that are intentional in their approach to developing young people's critical-thinking and analytical skills and that contribute to more inclusive historical narratives. With the launch of the New-York Historical Society's new Center for Women's



History, the bank supported a groundbreaking online curriculum for schools across the country that weaves women's contributions back into the American story. A partnership with the Museum of the American Indian is addressing the enduring inaccuracies and omissions regarding the role of Native Americans in the nation's development. The bank is also supporting the Simon Wiesenthal Center in Los Angeles in engaging youth on race, incarceration and education equity in the context of civil rights history.

Deutsche Bank's *Plus You* program empowers employees in the US to promote equity in their local communities as volunteers. CSR Americas offers a board placement and development program for employees who are ready to grow their leadership skills while stewarding organizations on the front lines of the social justice movement. ■

Virginia Holt's *Untitled* (c. 1980s) is among the works featured in *Her California Continuum*, on view at 60 Wall Gallery from April 5 through August 11, 2017. The exhibition is curated by Deutsche Bank Collection artist Katy Crowe and began as a reflection on the ongoing struggle for visibility that many artists, especially women, face. Deutsche Bank has championed the work of diverse artists internationally for over 30 years through exhibition programs, commissions, sponsorships and a world-class collection of works on paper. Photograph: Ed Glendinning



Education
Anchoring achievement

Deutsche Bank's signature *Born to Be* initiative in the US yields great gains for low-income immigrants and their US-born children

Learning for life



Anchoring Achievement provides support for young learners to be ready to enter and perform well in school Photograph: Ana Cuadros

To respond to low-income immigrant communities' evolving and unique needs, the bank leverages high-quality research to understand and address the most pressing challenges. This knowledge helps determine the right combination of high-quality services to weave together to effect meaningful and lasting change.

So it was with Anchoring Achievement in Mexican Communities, one of CSR Americas' signature *Born to Be* youth engagement initiatives. The project was launched in 2013 to improve the long-term educational and economic well-being of Mexican families in New York City. It aimed to create and strengthen education pathways for Mexican and Mexican-American students and deepen family engagement. This three-year demonstration project touched over 12,000 lives and counted 19,947 total points of contact with students and families, including program referrals, activities and other engagements.

The impetus for the initiative was a report that two in every five Mexicans aged 16 to 19 in New York City had dropped out of school, more than four times the district-wide rate—a compelling indication of a weak education pipeline for this group of New York City students. The bank commissioned new research by the Community Service Society

to investigate the education, employment and income trends in this community. It revealed that nearly half of Mexican children in New York City were growing up in poverty and that Mexicans had among the lowest rates of school enrollment and high school completion of public school students in the city.

After extensive literature review and consultations with over 50 nonprofit, private and public sector leaders, two student populations surfaced as most in need of additional intensive education engagement: young learners from pre-school through grade 3, and high school students. The research indicated that a two-generation approach, engaging students and their parents, would be most effective.

For this initiative, the bank employed a collaborative structure of 'neighborhood networks', one in each of the city's five boroughs. They were located in neighborhoods with large Mexican populations and served to link previously disconnected nonprofits, schools, libraries and other community institutions in a shared geography, forming integrated educational hubs. Each network was led by a community-based organization that was well-positioned for outreach, and offered a coordinated spectrum of high-quality educational services tailored

Deutsche Bank recognizes that education and youth development are important to community well-being, and that family stability is an essential factor for student success

for local families' specific needs.

The Youth Development Institute provided extensive capacity building and technical assistance to the networks. The Metropolitan Center for Research on Equity and the Transformation of School at New York University also supported the initiative and its networks through applied research and evaluation study.

In just three years, the networks reported academic and employment gains amongst their participants. The Bushwick network in Brooklyn achieved 75% high school equivalency attainment, 85% vocational credential/certification and 72% job retention for its participants. In the Mott Haven network in the Bronx, 60% of students showed improvement in their English Language Art grades.

Deutsche Bank recognizes that education and youth development are important to community well-being, and that family stability is an essential factor for student success. That's why, beyond focused educational programs and services, the networks also helped families access a holistic menu of other supports, most critically, legal, language and housing-related services. The Jackson Heights network in Queens, for example, helped 148 students become new Deferred Action for Childhood

Anchoring achievement
People reached

12,401

Engagement
Points of contact with students and their family members

19,947

Anchoring Achievement was designed as a demonstration project, to provide a successful engagement model and inform future work by practitioners, policymakers and other funders.

Thought leadership

On completion of its *Anchoring Achievement in Mexican Communities* initiative, Deutsche Bank hosted a Thought Leaders Forum exploring equity and civic engagement.

This was the third in a series of Thought Leaders Forums, which are organized by CSR Americas and bring together employees and nonprofit partners to discuss key challenges shaping society. Acclaimed journalist and NPR host Maria Hinojosa gave the keynote address, discussing the need for diverse voices in media as well as the important role of the public in this historic moment.

In her talk, Hinojosa described her 'outsider status' – as a Mexican-born woman in American journalism – as an asset: a unique perspective that allows her to tell the stories of communities and issues that are often ignored. She discussed her work as a teacher and mentor to young journalists with immigrant backgrounds. Her mission, she said, is to help these young people embrace their own outsider status as a source of strength and opportunity.

Hinojosa encouraged those in attendance to start seeing themselves as leaders if they have not already. "We all have to understand that we are leaders in this moment of history, and we have to take that leadership seriously." She added that

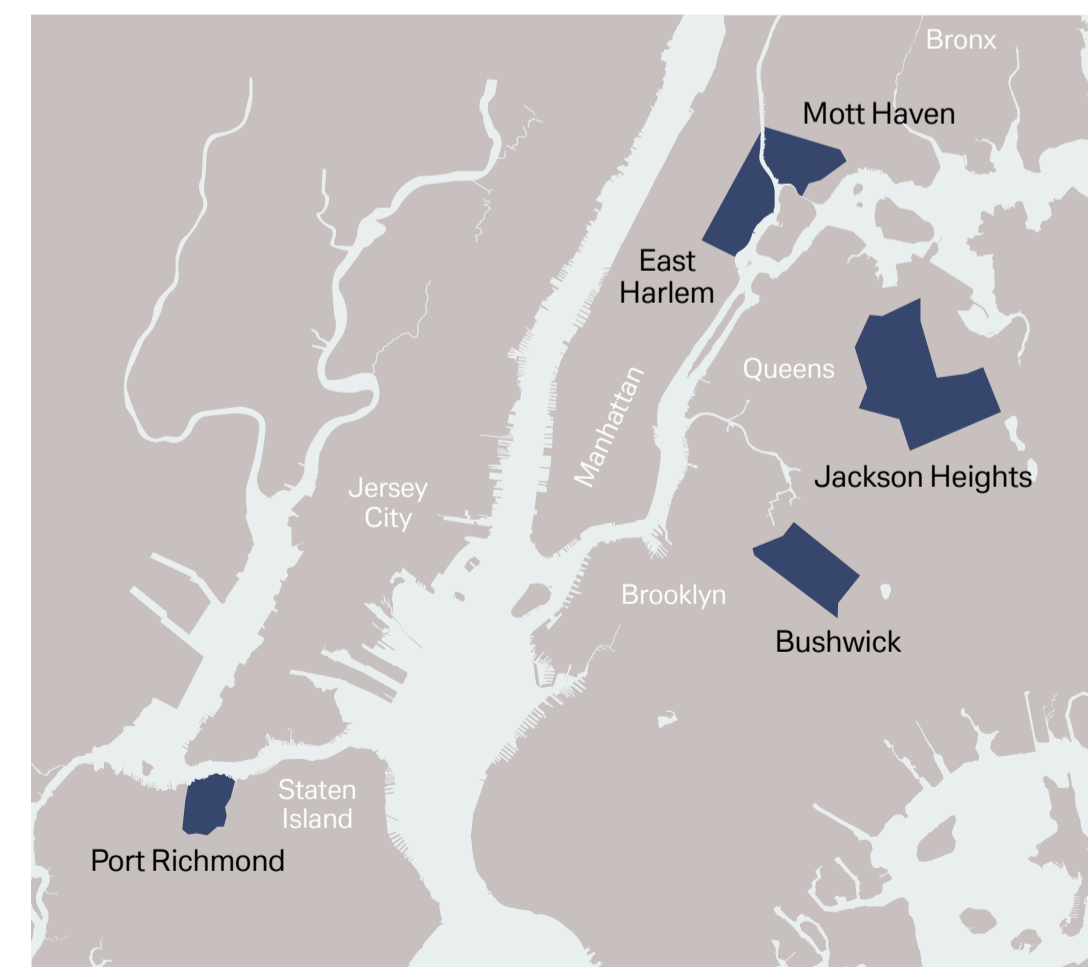


Maria Hinojosa Photograph: Liz Ligon

it is now especially important for people to engage with the media they consume, ask challenging questions and continually try to understand perspectives that differ from their own. The event concluded with a preview of the Anchoring Achievement impact report.

Anchoring Achievement partnerships

Networks of community organizations formed integrated education hubs across New York City



Port Richmond, Staten Island
Project Hospitality, with Wagner College, El Centro del Inmigrante and Make the Road New York, worked to boost 3rd grade literacy through school-home connections, parent leadership, teacher training and language development.

East Harlem, Manhattan
Union Settlement Association, with LSA and The Boys' Club of New York, delivered high-quality early childhood and after-school supports, and connected families to critical wraparound services.

Mott Haven, Bronx
MASA, with Parent-Child Home Program, expanded literacy supports for children, from the toddler years through middle school, and served as a portal for families to access housing, legal and employment assistance.

Bushwick, Brooklyn
Opportunities for a Better Tomorrow, with Churches United for Fair Housing and the Academy of Urban Planning High School, reconnected out-of-school youth and their families to education and job training programs.

The Bronx
Six in ten of the Mott Haven network's students showed an improvement in their English Language Art grades

60%

Brooklyn
The Bushwick network achieved 75% high school equivalency attainment

75%

Jackson Heights and Corona/Elmhurst, Queens
Internationals Network for Public Schools designed an education program for students new to the US and, with Make the Road New York and the City University of New York, provided a comprehensive support system that included mentoring and college preparation.



The initiative helped equip students for the world of work Photograph: Jennifer Timmer Trail

Arrivals (DACA) recipients, and helped 421 students with DACA renewals in Year 3. The East Harlem network in Manhattan provided intensive case management to approximately 450 community members, and the Mott Haven Network made over 650 individual referrals for outside services.

Anchoring Achievement was conceived as a demonstration project, to prove out a successful engagement model and inform future work by practitioners, policymakers and other funders. Particularly promising practices emerged around grassroots outreach, cultural congruence and fluency, an emphasis on personal connections, parental engagement and empowerment, methods for delivery of high-touch, intensive services, and responsiveness to undocumented and indigenous communities.

The project has had significant ripple effects as well. Wagner College, a partner in the Port Richmond network in Staten Island, developed an innovative curriculum and practicum for training teachers who work in classrooms with families facing linguistic and other educational barriers. Collectively, the networks are beginning to advocate for policies informed by their findings. For example, in early 2017, network partners signed a letter to local politicians to push for better funding for adult basic literacy programs; many of the parents they engaged in Anchoring Achievement were better able to support their children's learning by developing their own literacy skills in their native languages.

Deutsche Bank has been recognized for its corporate citizenship and philanthropic partnerships in Anchoring Achievement. It received awards from New York Immigration Coalition, Internationals Network for Public Schools, Parent-Child Home Program and Union Settlement Association.

In 2017, the Jaime Lucero Institute for Mexican Studies at the City University of New York will assume leadership of Anchoring Achievement and will continue to support the network partners to further improve the educational and economic well-being of Mexican and Mexican-American children, youth and families in New York and beyond.

shortcut.db.com/anchoring
db.com/borntoBe

Briefing

Empowering community

Hot Bread Kitchen is a flagship US partner of Deutsche Bank's global *Made for Good* program

Rising

Deutsche Bank's *Made for Good* program supports creative and socially engaged enterprises whose innovative ideas, approaches and business models promise social and economic progress.

One such enterprise is Hot Bread Kitchen. Based in the East Harlem section of Manhattan, it creates economic opportunity through culinary training and entrepreneurship. The organization has created over 200 jobs for underserved individuals, helping them to overcome food industry barriers, establish a foundation for economic independence and contribute to neighborhood revitalization.

Hot Bread Kitchen offers intensive culinary training for low-income, immigrant women and women of color, and graduates them into competitive positions at the city's best bakeries. The organization also runs a business incubator.

With support from Deutsche Bank, Hot Bread Kitchen recently launched a women-owned cooperative that provides skilled kitchen labor to small food businesses.

When CSR Americas staged a series of pop-up marketplaces in the lobby of Deutsche Bank's New York City headquarters featuring Hot Bread Kitchen goods, the organization sold out of hundreds of artisan breads within a single hour.

Hot Bread Kitchen's founder, Jessamyn Waldman Rodriguez, will participate in the launch of the *Made for Good* Leadership Series, a program of events where employees will hear directly from visionary and innovative leaders about their paths to success. ■

hotbreadkitchen.org
db.com/madeforgood



Serving jobs
Since 2011, Hot Bread Kitchen's incubator program has created over 200 jobs

200

Get it while it's hot – Hot Bread Kitchen at a pop-up marketplace at Deutsche Bank's 60 Wall Street office Photography: Melanie Kaufmann and Kan Lee

Elevation

Public school partnership

Deutsche Bank Jacksonville is partnering with the Jacksonville Jaguars and the Jacksonville Public Education Fund (JPEF) to recognize Duval County's best public school educators and to elevate their leadership.

Deutsche Bank's support is also helping to sustain and grow JPEF's Teacher Roundtable program, which works with teachers throughout the year to bring their voices to the policymaking table, and its PowerUP Jax grant program, which supports innovation in the classroom.

"Deutsche Bank is committed to excellence in teaching and helping build a brighter future for the students of Duval County," said Leslie Slover, Regional Head of Jacksonville and Cary, NC. "A strong and vibrant education system means everyone is a winner: teachers, students, parents, businesses – the entire community." ■

jaxpef.org



Leslie Slover, Regional Head of Jacksonville and Cary (second left) and Kevin Dooley, Head of Human Resources for Jacksonville and Cary (far left), with EDDY Award finalist Michael Bostic-Jones, his daughter and two former students
Photograph: Stephanie Froth with Cady Studios



New state-of-the-art community center will expand vital health and social services in East New York, Brooklyn
Image: Dattner Architects

Doubling capacity
ICL's new center will double capacity for services to about 9,700 patients annually

9,700

Capital mission

Bringing capital to distressed communities

Deutsche Bank's Community Development Finance Group (CDFG) provided a USD 18.4 million loan to complete financing for an integrated mental health, primary care and community intervention center in East New York, Brooklyn, one of the most impoverished and underserved areas of New York City.

The Institute for Community Living (ICL) is an award-winning, 30-year-old human services agency with a mission to assist individuals and families affected by or at risk of mental illness with integrated comprehensive and coordinated care.

ICL's new 44,600-square-foot center will offer nine different programs, including mental health and social services, to improve well-being, recovery and participation in

community living. The new site is scheduled for completion in 2018 and will double ICL's capacity for services to about 9,700 patients annually.

CDFG deploys the bank's balance sheet in the service of bringing capital to distressed communities. Its current portfolio of approximately USD 700 million of loan and investment commitments support community development and economic revitalization. In addition to Deutsche Bank's loan, funding for ICL's new center came from a variety of government and private sector capital sources including the federal New Markets Tax Credits. ■

iclinc.net