

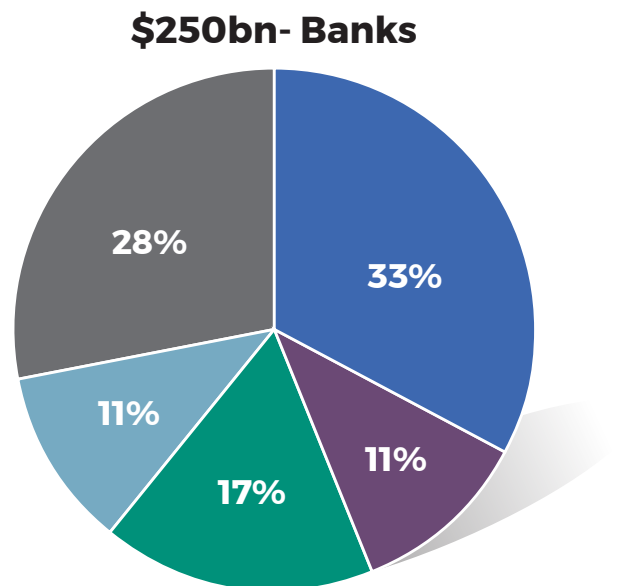
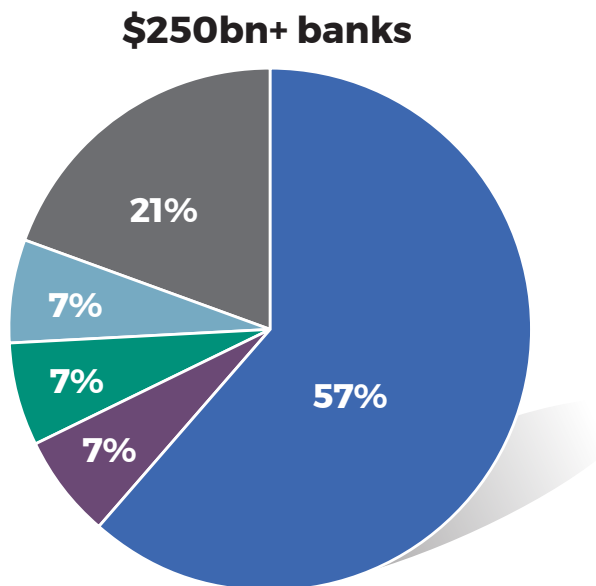
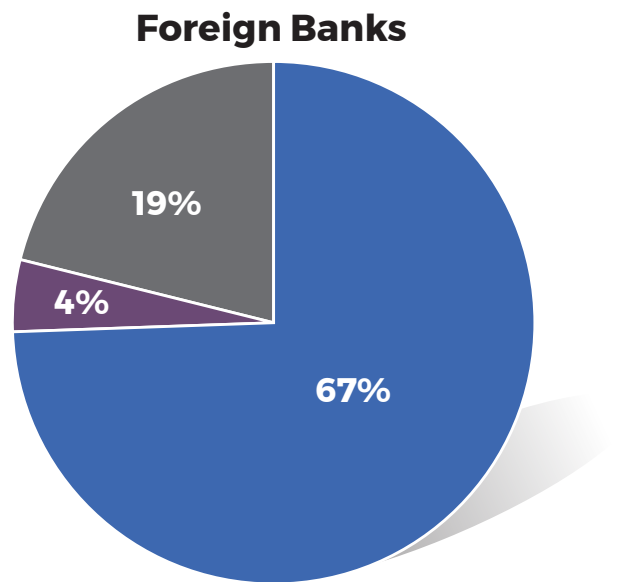
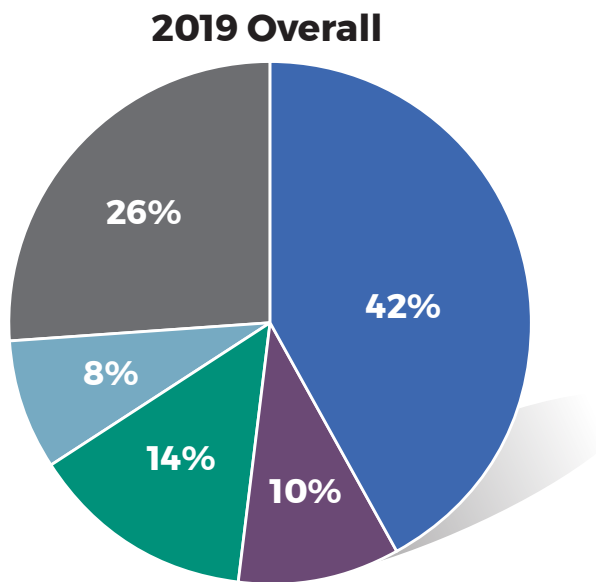
A high-angle, wide shot of a mountain range. The foreground shows a steep, rocky slope with patches of green grass. The middle ground is a deep valley with a river or stream winding through it. The background features several jagged mountain peaks, some covered in snow and partially shrouded in mist or low clouds. The overall atmosphere is rugged and majestic.

**2019 UPDATE:  
WHO ARE TODAY'S  
CHIEF RISK OFFICERS?**

**SECONDLINE//  
ADVISORS//**

Second Line Advisors conducted research and analysis on the backgrounds of Chief Risk Officers from the top 50 large bank holding companies (HCs) as well as the largest foreign banks to identify talent, profile, diversity, and career path.

## Previous positions of Chief Risk Officers

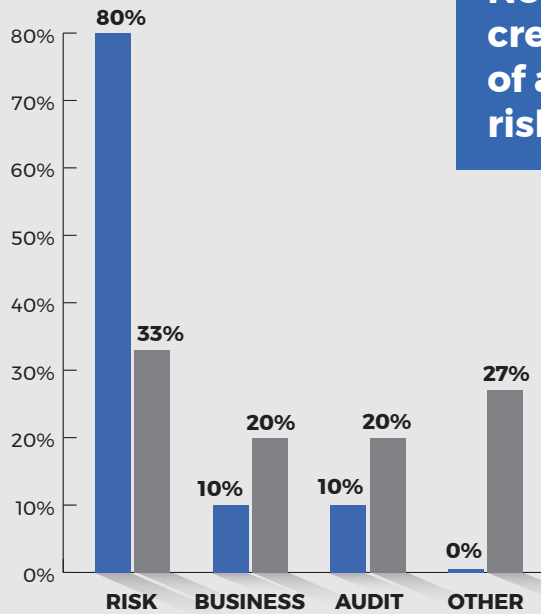


■ Risk ■ Credit ■ Business ■ Management Consulting ■ Other

# /// New Chief Risk Officer Hires

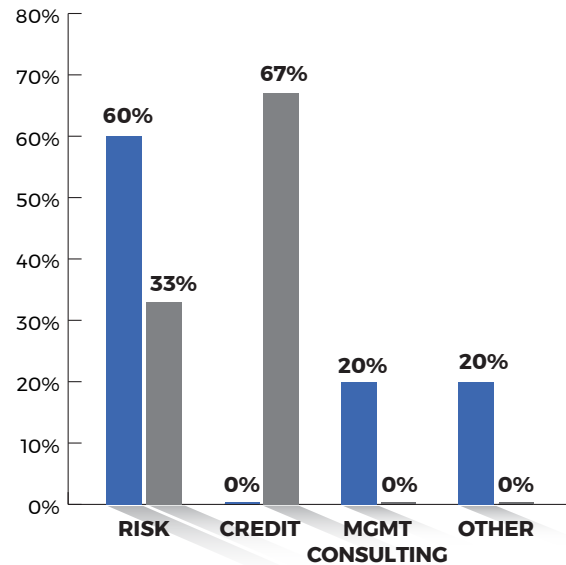
The following three charts compare the new Chief Risk Officers hired in 2019 to those hired in 2018

## New Hires Overall

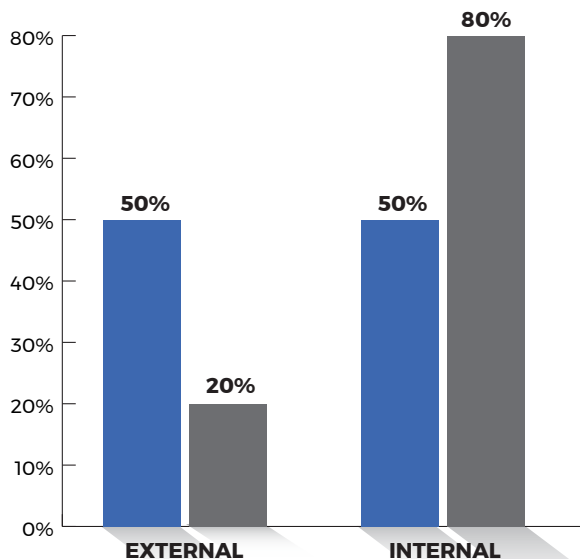


None of the 2019 hires have deep credit risk backgrounds (only 12% of all CROs surveyed have credit risk backgrounds)

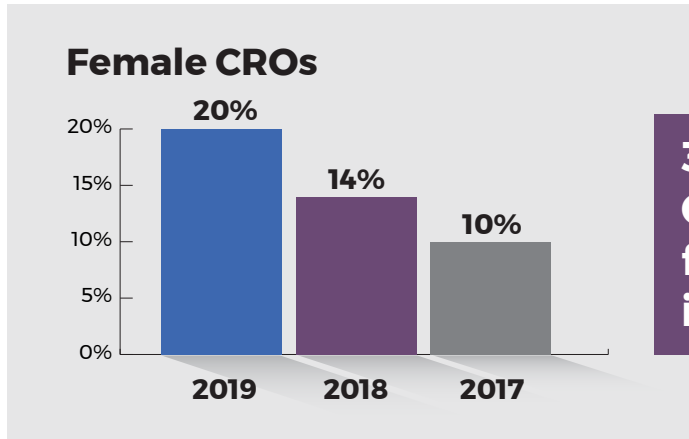
## New Hires Previous Position



## New Hires External vs. Internal

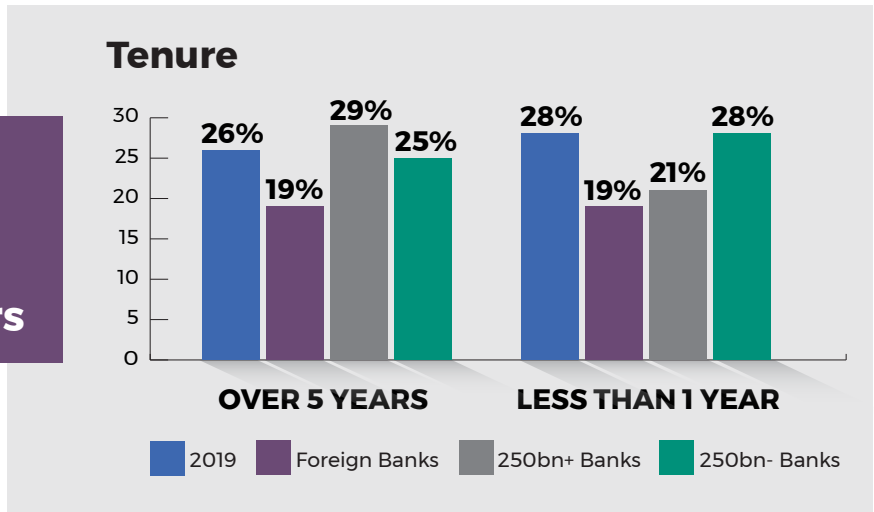


# //// Diversity and Tenure

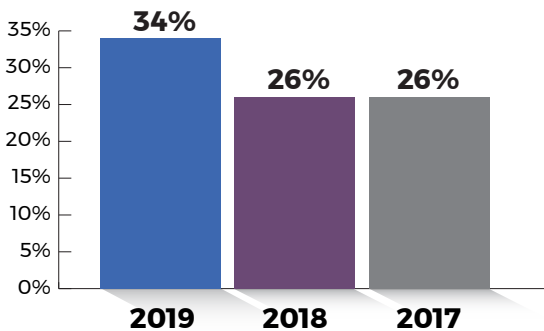


**30% of newly hired CROs in 2019 were female, up from 13% in 2018**

**52% of all banks surveyed have hired new CROs over the last 2 years**



### Total Diversity



Second Line Advisors is the premier search and human capital advisory firm for the functions known as the Second Line of Defense – Risk Management, Compliance, Financial Crime, Data Management, Legal, and Regulatory Affairs. Our consultants have experience with search engagements around the globe, with entities of various sizes and specializations across banking, wealth & asset management, insurance, consulting & advisory, and financial technology.