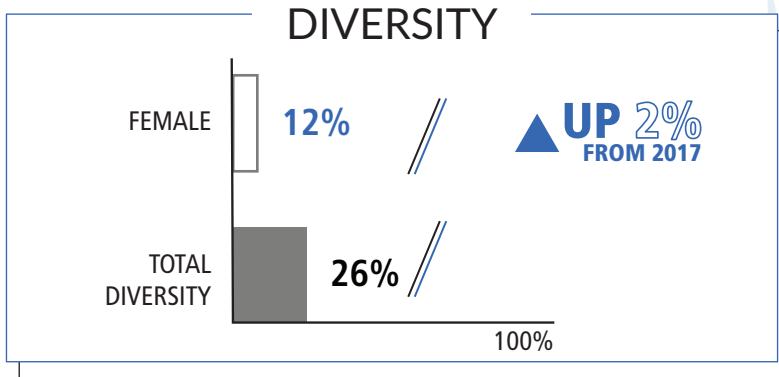


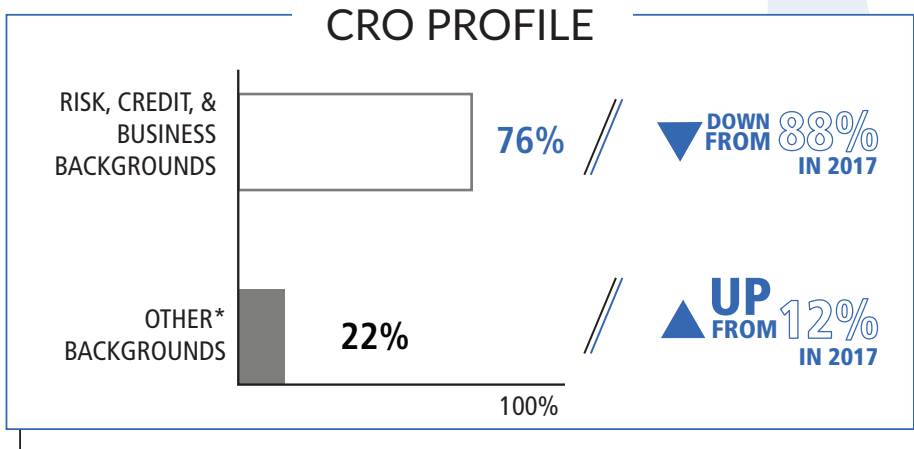
WHO ARE TODAY'S CHIEF RISK OFFICERS?

SECOND LINE ADVISORS CONDUCTED RESEARCH AND ANALYSIS ON THE BACKGROUNDS OF CHIEF RISK OFFICERS FROM THE TOP 50 LARGE BANK HOLDING COMPANIES (HCs) TO IDENTIFY TALENT, PROFILE, DIVERSITY, AND CAREER PATH.

*AT THE TIME OF PRINTING THIS REPORT, ONE CRO POSITION REMAINED OPEN. THIS DATA INCLUDES THE CROs WHO ARE DUE TO START LATER IN 2018.

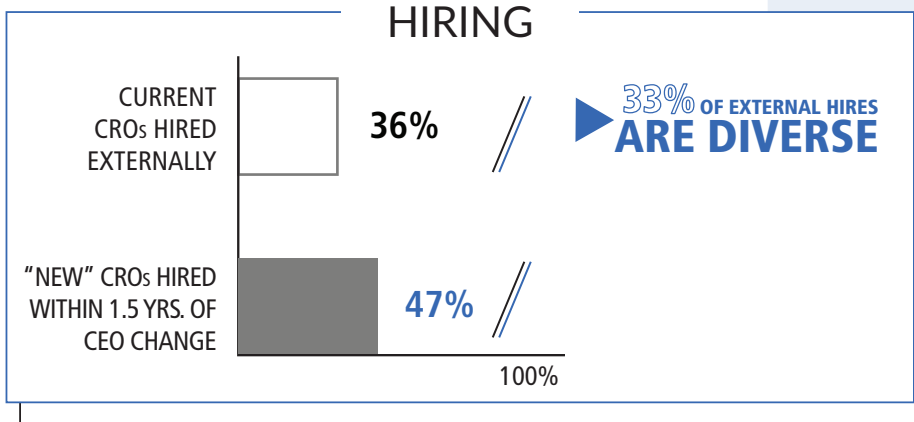


ONLY 1 FEMALE CRO FOR A BANK OVER \$250BN IN ASSETS

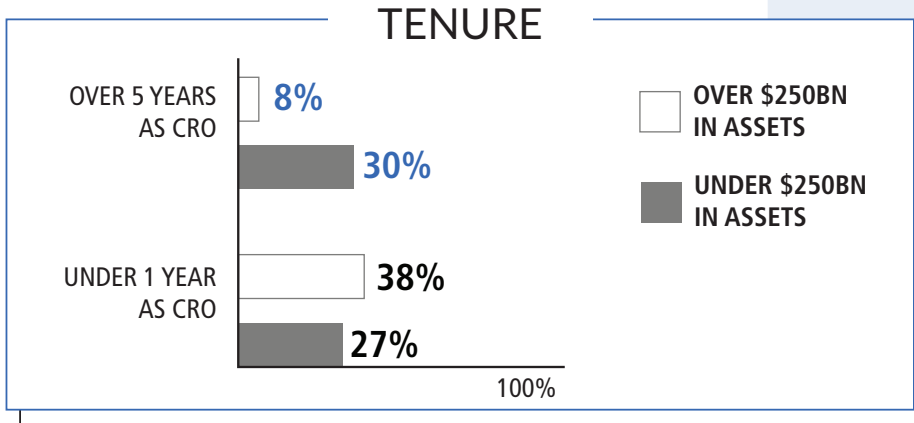


91% OF CROs FROM OTHER* BACKGROUNDS ARE FROM BANKS UNDER \$250BN IN ASSETS

*OTHER BACKGROUNDS INCLUDES: AUDIT, REGULATORY, TREASURY, OPERATIONS, FINANCE, & LEGAL



AVERAGE TIME BETWEEN CEO & CRO CHANGE = 8.3 MONTHS

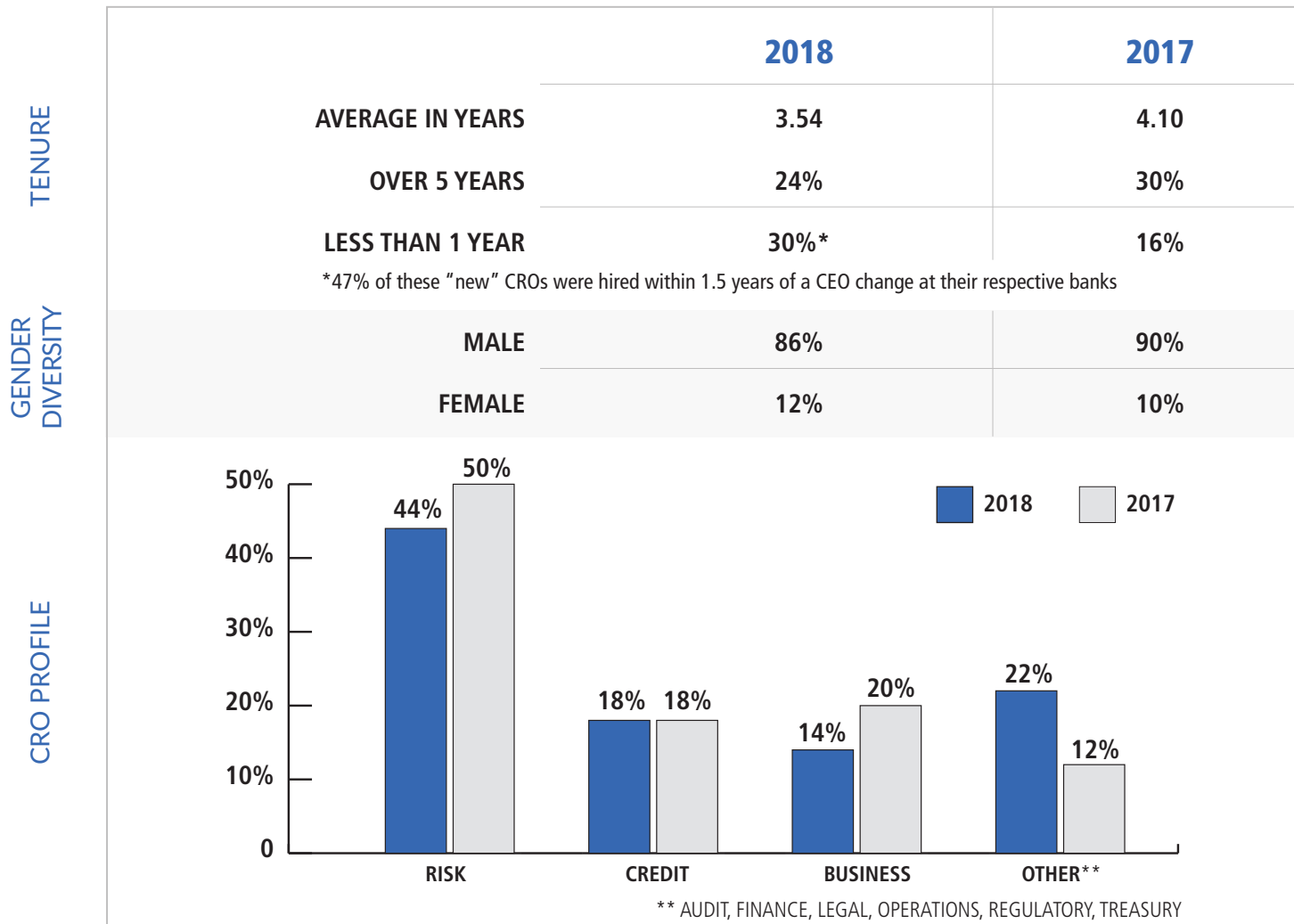


AVERAGE TENURE IN 2018 = 3.54 YEARS

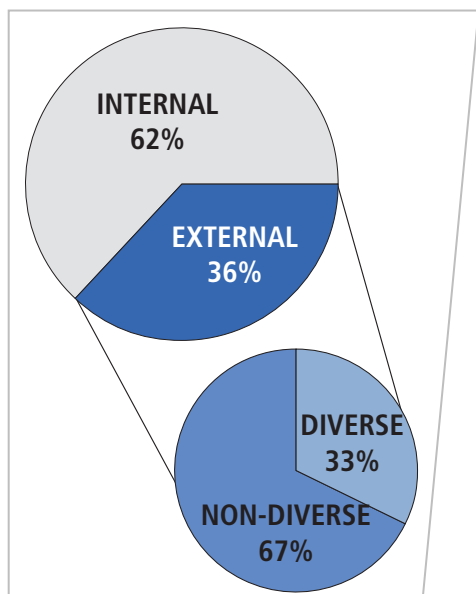
Second Line Advisors conducted research and analysis on the backgrounds of Chief Risk Officers from the top 50 large bank holding companies (HCs) to identify talent, profile, diversity, and career path.

*At the time of printing this report, one CRO position remained open. This data includes the CROs who are due to start later in 2018.

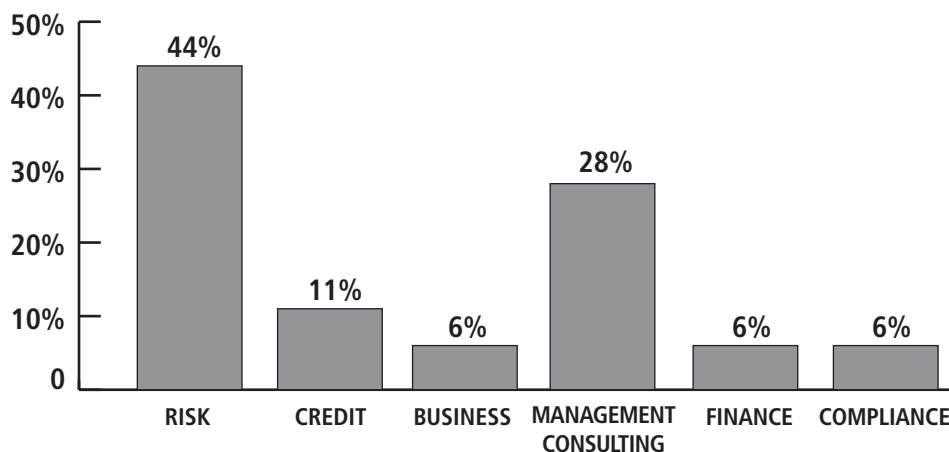
2018 & 2017 DATA / COMPARISONS



2018 HIRING

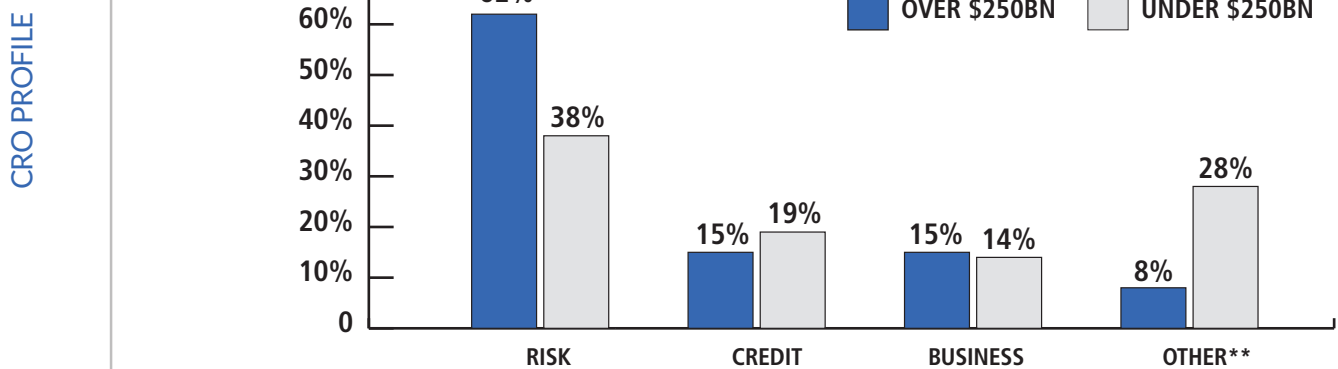


2018 EXTERNAL HIRE BACKGROUNDS



COMPARISON OF BANK HOLDING CO.'S WITH +/- \$250BN IN ASSETS

	OVER \$250BN (13 BANKS)	UNDER \$250BN (37 BANKS)
HIRING		
EXTERNAL HIRES	15%	43%
TENURE		
OVER 5 YEARS	8%	30%
LESS THAN 1 YEAR	38%	27%
GENDER DIVERSITY		
FEMALE	8%	14%
PREVIOUS POSITION		
RISK	54%	32%
CREDIT	8%	19%
BUSINESS	8%	16%
MANAGEMENT CONSULTING	8%	11%
AUDIT & FINANCE	0%	8%
ADMINISTRATION & OPERATIONS	0%	6%
REGULATORY & COMPLIANCE	8%	6%
TREASURY & CAPITAL MGMT.	16%	0%



** AUDIT, FINANCE, LEGAL, OPERATIONS, REGULATORY, TREASURY

ANALYSIS & CONCLUSION

In this document, we have presented the results of our spotlight on the Chief Risk Officers of the top holding companies operating in the US. This assessment sheds light on the profile, selection, diversity, tenure and other facets of today's Chief Risk Officer.

Key messages drawn are the following:

- The average tenure of the 2018 CROs is 3.54 years, contrasted with the 2017 average of 4.10.
- Nearly a third of the CROs have held their position for one year or less, 7 of which assumed their position within 1.5 years of a CEO change at their respective banks. The average time between these 7 CEO and CRO changes is 8.3 months.
- Of the top 50 CROs, 36% were hired externally, 33% of which were diverse.
- 28% of external hires have backgrounds in management consulting, which is second only to a traditional risk officer.
- 86% of the 50 CROs are male, while only 12% are female.
- For banks with over \$250BN in assets, only 1 has a female CRO. The next female CRO does not appear until the bank ranked #18.
- Banks under \$250BN in assets account for 91% of CROs with profiles outside of risk, credit, and business which include, audit, regulatory, compliance, finance, administration/operations, treasury and capital management.

Our research takes a deep dive into the attributes of current CROs, and it's evident that the position for a significant financial institution requires a broader set of skills beyond the traditional risk or business management. The composite qualifications and backgrounds of CROs will only continue to grow increasingly diverse. Drawing from these statistics, we can surmise that, as leaders in risk, CROs will continue to require an astute understanding of business regulations while also serving as thought leaders who understand the basics of technology and data. Additionally, soft skills and influential ability, internal and external, are also key factors impacting potential success, as is the shared vision and relationship between the CEO and CRO.

ABOUT SECOND LINE ADVISORS

Second Line Advisors was founded as the leading executive search firm for Risk Management, Compliance, Financial Crime, Data Management, Legal, & Regulatory Affairs. Our consultants have experience with executive search engagements around the globe, with entities of various sizes and specializations across banking, wealth & asset management, insurance, consulting & advisory, and financial technology.

We take pride in providing our clients with attention, quality service, accurate information, speed, and process. Flexibility and understanding our clients' needs is how we believe business should be, proven by our long-standing, trusted relationships and track record.

ABOUT THE AUTHOR



Daniel Solo is the founder of Second Line Advisors and is an industry leading expert within the Risk, Regulatory and Compliance functions since 1999. He has conducted searches for executives in the compliance, risk, legal, internal audit and regulatory affairs functions throughout the world, particularly in Financial Services. His portfolio of work includes Chief Compliance Officers, Chief Risk Officers, Chief Auditors and Chief Legal Officers. He has been noted in various industry periodicals and is engaged in industry events with The Clearing House, SIFMA, GARP, and RMA.