

Where Do CROs Come From?

Analysis of Roles Held Prior to Becoming CRO

Focus on 10 Largest US Banks (Assets Size 9/30/15)



Role Type	CRO	Bank		Prior Role 1	Prior Role 2	
Capital Mgmt	Geoffrey S. Greener	Bank of America Corporation	<input type="checkbox"/>	Chief Credit Officer	Manager of the European Credit Effort	<input type="checkbox"/>
Public Policy	James S. Wiener	Bank of New York Mellon Corporation	<input type="checkbox"/>	Chief Risk Officer for Asia	CEO of Morgan Stanley Taiwan	<input type="checkbox"/>
Risk Mgmt	Ashley Bacon	JP Morgan Chase & Co	<input type="checkbox"/>	Deputy CRO	Global Head of Market Risk for the Investment Bank	<input type="checkbox"/>
	Bradford Hu	Citigroup Inc.	<input type="checkbox"/>	Executive Vice President and Chief Credit Officer	Executive Vice President of Credit Portfolio Management	<input type="checkbox"/>
	Craig W. Broderick	Goldman Sachs Group, Inc.	<input type="checkbox"/>	Head of Credit for Wells Fargo Wholesale Banking	Head of Private Banking Business of Private Client Services	<input type="checkbox"/>
	Joseph E. Rockey	PNC Financial Services Group, Inc.	<input type="checkbox"/>	Head of Enterprise Capital Management	Head of Global Markets Portfolio Management	<input type="checkbox"/>
	Keishi Hotsuki	Morgan Stanley	<input type="checkbox"/>	Head of Enterprise Risk Management and the Basel Office	Lead of PNC's Commercial Banking business	<input type="checkbox"/>
	Michael J. Loughlin	Wells Fargo & Company	<input type="checkbox"/>	Interim Chief Risk Officer	Head of Market Risk Department	<input type="checkbox"/>
	P.W. Parker	U.S. Bancorp	<input type="checkbox"/>	MD and CRO for Corporate Credit and Risk Management at Wells Fargo & Company	MD and CRO in Corporate & Investment Bank at Wachovia Corporation	<input type="checkbox"/>
	Ryan Zanin	General Electric Capital Corporation	<input type="checkbox"/>	Senior Partner of Public Policy Practice at Oliver Wyman Group	Leader of the North American Finance and Risk Management Practice	<input type="checkbox"/>

- External Hire
- Internal Promote



FINDINGS

The Chief Risk Officers (CROs) of the 10 largest US banks come from different walks of life; however, **the majority (80%) of CROs come into the role as internal promotes (vs. external hires). 100% of the CROs that were analyzed were male and 80% of the CROs come from a very risk management focused role. Some were CROs in a previous company and some focused on the credit side of risk mgmt.**

