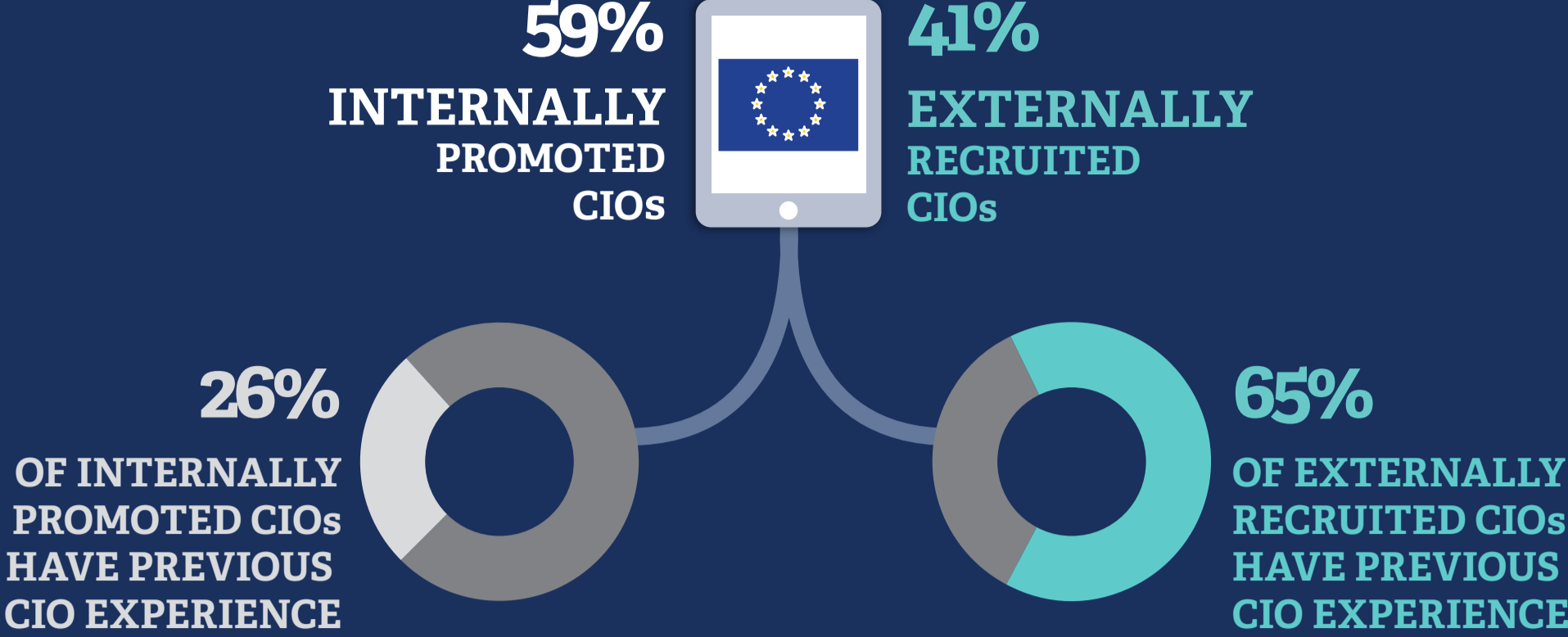


WHERE DO CHIEF INFORMATION OFFICERS COME FROM?

To understand the changing dynamics of the CIO role, Russell Reynolds Associates analyzed the publicly available data of the 100 largest European companies by revenue (selected on the availability of CIO profiles and data). We examined factors including previous CIO experience, consulting and non-IT experience, gender and diversity, education and tenure. A heavy focus has been placed on understanding the contrasting routes between those internally promoted and those externally recruited. Our key findings are outlined below.

EXTERNAL VERSUS INTERNAL CIOs

The majority of CIOs in this study have been promoted internally to their current role. There is a notably high bar for external hires. Externally recruited CIOs are twice as likely to have had previous CIO experience as their internally promoted counterparts.



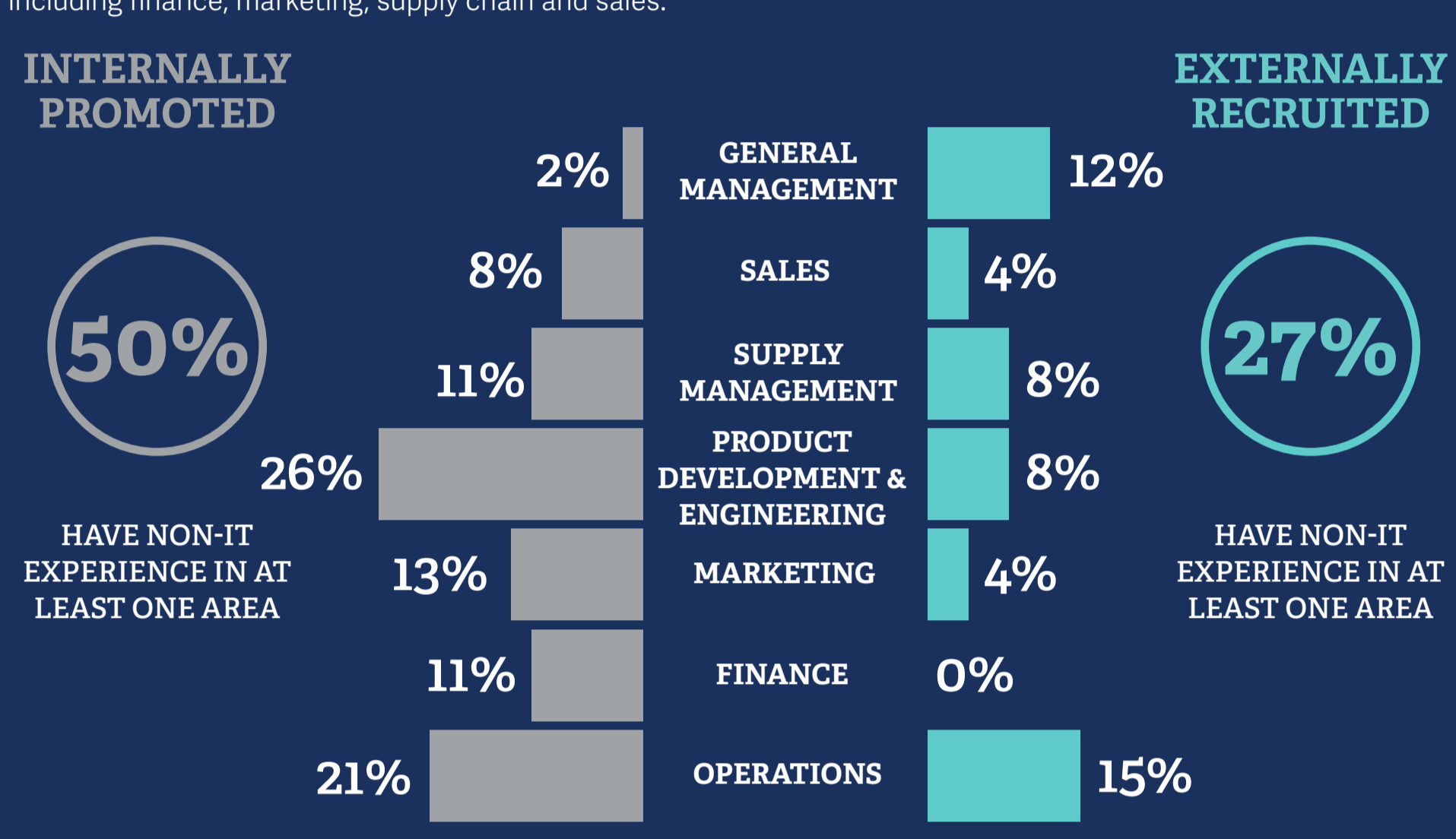
GENDER AND DIVERSITY

Only 9% of CIOs in the sample are female. Of the CIOs in the study where ethnicity is known, 86% would be classed as male Caucasian.



NON-IT EXPERIENCE

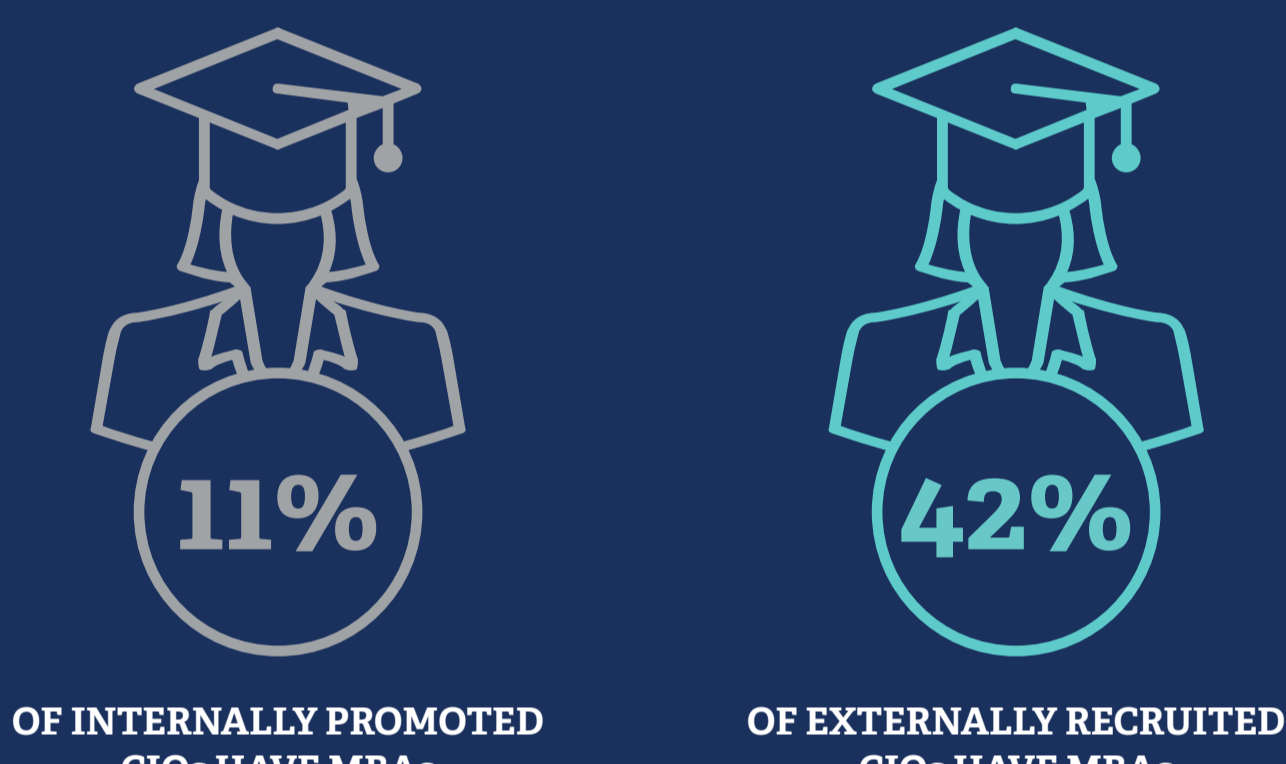
Internally promoted CIOs show a wider range of non-IT experience, as they move between different business areas to reach the CIO position. Experience in product development/engineering and operations roles is much more commonplace among those internally promoted. Such CIOs also have greater experience in many other functions including finance, marketing, supply chain and sales.



POSTGRADUATE EDUCATION

Externally recruited CIOs are almost four times more likely to hold a MBA than an internally promoted CIO. MBAs send a signal to business leaders that prospective external CIO candidates have a thorough understanding of the wider business context, whereas internal CIOs balance this with longer tenure in the organization itself.

SHARE OF INTERNAL AND EXTERNAL APPOINTMENTS WITH MBAs



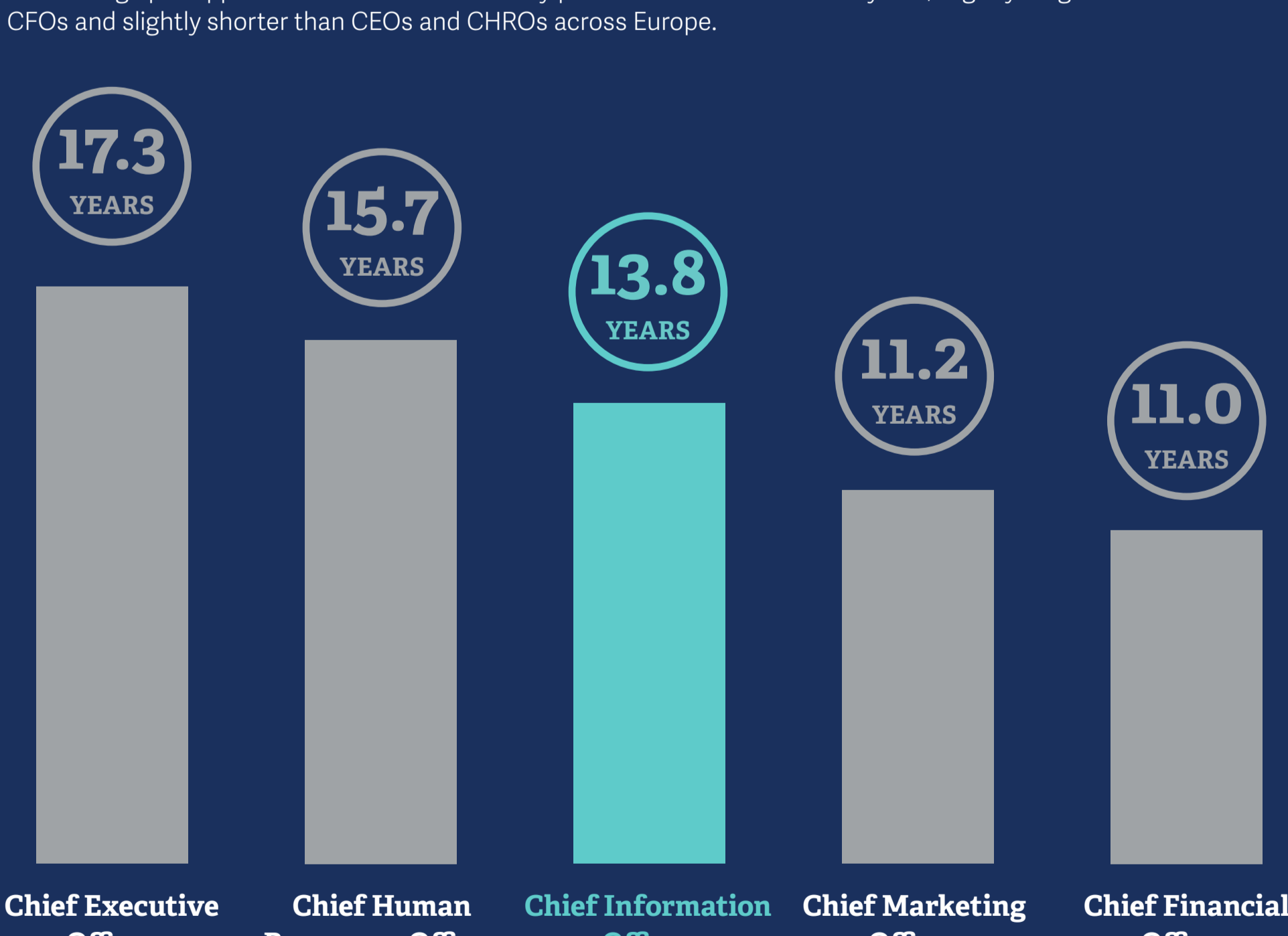
IT CONSULTING EXPERIENCE

Only around a third of CIOs have IT consulting experience. Those externally hired are more likely to have such experience than those internally appointed.



PRE-APPOINTMENT TENURES OF CIOs VERSUS OTHER C-SUITE ROLES

The average pre-appointment tenure of internally promoted CIOs is almost 14 years, slightly longer than CMOs and CFOs and slightly shorter than CEOs and CHROs across Europe.



TWO ROUTES TO THE TOP

The routes to the top for internally promoted and externally recruited CIOs look markedly different.



INTERNALLY PROMOTED

CIOs that have been internally promoted to their position hold a rich variety of non-IT experiences. Although few of them have been CIOs previously, many hold experience in product development, engineering and operations.

EXTERNALLY RECRUITED

CIOs that have been recruited from outside the firm are over twice as likely to have been a CIO previously, with many large European companies preferring to see some track record in the role. External hires are more likely to have general management experience than their internal counterparts but overall levels are still low and many have MBAs instead to round out their profiles.