



## S. Jean Hinrichs, Principal

S. Jean Hinrichs is a highly experienced senior manager whose work has focused on creating or transforming enterprise risk management and internal audit functions.



Jean is the former Chief Risk Officer at Barclays Global Investors (BGI). Her global responsibilities at BGI included legal, compliance, credit and market risk, operational risk, internal audit, insurance, and corporate security. BGI was one of the largest institutional investment managers in the world with over \$1 trillion in assets under management across a broad range of products and business lines. Jean served on the Executive Management Committee, Governance and Control

Committee, three boards for Japanese subsidiaries, and as Chief Fiduciary Officer for the U.S. trust bank.

Jean was publicly recognized for “radically upgrading approach to risk management and analytics” resulting in BGI being awarded 2003 Buy-Side Risk Manager of the Year by Risk Waters Group. Jean redesigned the global risk assessment methodology and reporting to comply with anticipated regulatory requirements of Sarbanes-Oxley, Basel II, CP 195, and other new investment and accounting requirements. She designed and implemented significant control and efficiency enhancements to revenue-producing initiatives through fund restructures and regulatory exemptions.

Prior to BGI, Jean served as General Auditor of the Federal Reserve Bank of San Francisco where she specialized in controls over payment systems, including development of innovative audit approaches for distributed processing and external computer connections that were adopted by all twelve reserve banks. Prior to the San Francisco Federal Reserve Bank, Jean held a variety of increasingly responsible positions at Unocal Corporation where she led the restructure and consolidation of several regional internal audit groups at corporate headquarters in Los Angeles.

Jean earned a MBA from San Francisco State University, with an emphasis in quantitative analysis and global marketing. She has published articles on enterprise risk management and ethics. Jean has made keynote presentations at risk management and internal audit conferences and at San Francisco State University. She teaches graduate-level risk management courses part-time at the University of California, Berkeley, Haas School of Business. She is a Certified Internal Auditor and Certified Fraud Examiner. Jean is a past president and served on the Board of Governors of the San Francisco Chapter of the Institute of Internal Auditors. She was co-regional director of the Bay Area Chapter of The Professional Risk Managers’ International Association (PRMIA).

Jean retired in 2008 from Fannie Mae as Chief Audit Executive where she was responsible for designing, developing, and executing a comprehensive audit program that was responsive to operational, financial, control and other risks within the company. Jean was formally recognized by both the CEO and Audit Committee for rebuilding the internal audit function and playing a key role in helping the company complete its complex, multi-year restatement. She reported directly to the chairman of the Audit Committee and was a member of the Executive Management Committee.