

# EVIDENT AI LEADERSHIP BANKS

AI leadership in banking. Mapped.

LEADERSHIP  
REPORT

2024/09

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**1. MENTIONS OF AI GROW BY 60%**

The 50 banks tracked in the Evident AI Index published over 1,250 references to “AI” across annual reports, press releases, and company LinkedIn posts over the past year, a 59% increase relative to the previous year. 35 banks referenced AI across all three channels (up from 26 banks a year ago). Both AI mentions and the substance of what banks are documenting is increasing.

**2. UK BANKS DRIVE BIGGEST YEAR-OVER-YEAR GAINS IN “VOLUME”**

Banks in the UK witnessed the greatest surge in AI “volume” over the past year. On average, UK banks nearly tripled (+193%) the number of references to AI across their key communications channels.

**3. 15 OF THE 50 BANKS WE TRACK NOW MAKE “SUBSTANTIVE” AI DISCLOSURES**

If the noise is building, but without an increase in the specificity around use cases, ROI, and tangible information about what the bank is doing to scale AI, then it’s just empty calories. Last year, only 6 of 50 Index banks identified AI as a strategic priority in investor relations materials, and clearly described specific use cases in production alongside their ROI. This year, this number increased 2.5x to 15 banks.

**4. DBS, COMMBANK AND RBC LEAD THE WAY IN AI NARRATIVE**

These banks demonstrate a combination of “volume” and “substance” in their AI communications. NAB, Barclays, and Citigroup are the “banks to watch”—rapidly increasing the extent of AI content found within their annual reports, press releases, and company LinkedIn posts.

**5. MORE C-LEVEL VOICES TALK ABOUT AI THAN EVER BEFORE**

30 out of the 50 banks we track now feature multiple C-level leaders (CEO, CDO, CTO, COO, CIO, or CAO) speaking about AI in external media channels, a reflection of the growing focus on AI shared across the entire leadership team. In addition, 51 of 94 C-level leaders we track are now engaging with the press on specific AI initiatives underway at the bank, extending the “substance” found on direct comms channels to external media partners.

**6. CEOS REMAIN SILENT ON AI AT THEIR OWN RISK**

Only a quarter of the most “influential” voices found on external media channels are CEOs and only 17 of 50 CEOs discuss AI-specific content publicly. This lack of clear and consistent communication from the top reduces the bank’s ability to mobilize a broad range of stakeholders, including: investors, employees, customers, partners, and prospective hires. Exemplar CEOs that demonstrably “get it” include: BNY’s Robin Vince, Citigroup’s Jane Fraser, JPMorgan Chase’s Jamie Dimon and Standard Chartered’s Bill Winters.

**7. GOLDMAN SACHS, UBS, AND JPMC LEAD THE WAY IN EXEC POSITIONING**

Goldman Sachs, UBS, and JPMorgan Chase are the only three banks that achieve outsized “influence” across both external media channels, as well as engagement with AI content found on LinkedIn—largely through the impact of their C-level leaders.

**8. WHAT ABOUT THE RISE OF THE CHIEF AI OFFICER? NOT THIS YEAR...**

While 41 of the 50 banks now have evidence of an AI leader serving on the Executive Committee, up from 38 last year, we’ve seen limited structural changes to the composition of these teams. This is significant in itself, as it suggests AI responsibilities are getting embedded and diffused across the existing team (versus delegated to a newly minted role).

**ACKNOWLEDGEMENTS**

Special thanks to **Colin Gilbert, Andrew Haynes, Alex Inch, Jamie Abbott, and Mellisha Mallikage** on their contributions to the writing of this report.

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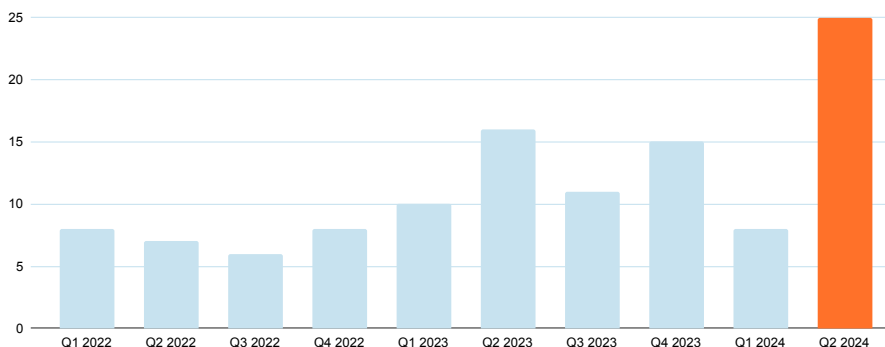
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### AI WASHING VERSUS AI REALITY

In the most recent round of earnings calls (Q2 2024), the 50 banks tracked in the [Evident AI Index](#) reached a critical milestone. For the first time, half of these banks fielded questions from equity analysts concerning risks and opportunities specific to AI. This represents a 56% increase from the same conversations held with the same stakeholder the year before (Q2 2023). It also establishes a tipping point moving forward, where more banks will be expected to actively engage in the AI conversation than punt (or duck difficult questions altogether).

NUMBER OF BANKS MENTIONING  
AI IN EARNINGS CALLS

Q1 2022 - Q2 2024,  
n=50 banks



Not surprisingly, many questions from equity analysts probed and prodded the extent to which banks were registering measurable business impact from AI investments. What's interesting is not that these questions are being asked—but that the answers are getting more detailed and specific.

Responding to a question from Betsy Graseck (Morgan Stanley), [BNY's CEO Robin Vince](#) unpacked his prepared remarks about the benefit of AI to expense ratios and the time frame over which the bank would likely see results. *"I really don't think this is a 2024 [or 2025] story. Of course, we're doing things in 2024. But if you ask me to try to put a pin in where the real benefits and sort of tailwinds kick in... I think this is a 2026 and out benefit on the expense line."*

This exchange (and many others detailed on Page 26) demonstrate that we are in the eye of the storm with regards to expectation setting. Banks that overpromise and underdeliver now do so at their own peril. Accordingly, what banks say have meaningful consequences.

These consequences transcend investor relations. AI transformation requires the mobilization of a wide range of stakeholders—extending to employees, partners, customers, and prospective hires. It requires individuals at the top of the organization not just to set forth a clear vision, but to provide consistent and clear communication along the way.

Our objective with this report is to identify those banks characterized by two features. First, the most consistent record of communicating their AI strategy across reinforcing communications channels. And second, the most effective amplification of that messaging through executive leaders and/or their surrogates.

We believe that banks that actively balance "volume" versus "substance" across their strategic communications have the best chance of successfully plotting a course through the impending storm.

The leadership pillar of the [Evident AI Index](#) weights 15% of the overall Index ranking. It measures the AI focus of the bank's leadership, expressed through the company's overarching AI narrative, composition of the Executive Leadership team, and external communications from select C-Level Executives.

To that end, the Leadership pillar is composed of two distinct sub-pillars.

**1. AI NARRATIVE**

The bank's group-level AI narrative across direct comms channels (investor relations materials, press releases, and LinkedIn posts). This includes an assessment of the "volume" (how loudly banks are talking about AI), as well as the "substance" (what is actually being said).

**2. EXECUTIVE POSITIONING**

The composition of the bank's Executive Leadership team, as well as an assessment of AI-specific comments found in external media channels. This year, we have expanded our sweep of C-level roles to include both the Chief Operating Officer (COO) and Chief Data & Analytics Officer (CDAO / CDO / CAO)—in addition to the CEO, CTO, and CIO.

In the last [Evident AI Index](#) rankings (November 2023), the Top-10 performing banks in the Leadership pillar had one thing in common. Namely, their outperformance within this aspect of the methodology did not guarantee them a podium spot in the overall standings.

Only 5 of the Top-10 banks in the Leadership pillar placed among the Top-10 performing banks in the overall Index (JPMorgan Chase, Capital One, RBC, CommBank, and DBS). In addition, banks that were good at establishing a compelling AI narrative were not necessarily good at amplifying that message through their Executive Leadership (and vice versa). In fact, only 5 banks (DBS, JPMorgan Chase, CommBank, RBC, and CaixaBank) excelled on both fronts.

### TOP 10 PERFORMING BANKS IN THE LEADERSHIP PILLAR



#### LEADERSHIP PILLAR

Bank	Top-10	AI Narrative	Executive Positioning
DBS	1	1	1
JPMorgan Chase	2	3	2
CommBank	3	7	3
BNP Paribas	4	2	35
Royal Bank of Canada	5	6	8
CaixaBank	6	9	10
Bank of America	7	17	5
Capital One	8	5	21
Intesa Sanpaolo	9	11	11
Deutsche Bank	10	8	18

November 2023

Part of this can be attributed to weightings (i.e. Leadership is only 15%), but part of it boils down to the “culture” of a given institution. Engaging in strategic communications specific to AI represents a conscious choice. It reflects a dedicated effort to overcome any culture of timidity or opacity—which in turn, requires internal consensus that sharing what the bank is doing is productive and beneficial in the first place.

Historically, this has generated debate over the merits of what actions the Leadership pillar suggests banks take to optimize their strategy. After all, full transparency carries risk. Moreover, different banks are equipped with vastly different marketing and communications apparatuses by which to disseminate their message.

That said, much of the conversation in the past year has shifted from “*Should we do that?*” to “*Why aren’t we doing that?*” At the end of the day, peer pressure is a wonderful motivator:

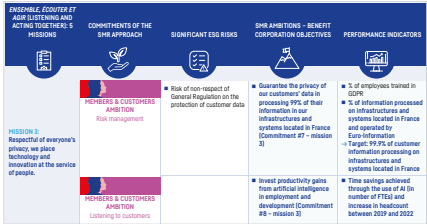
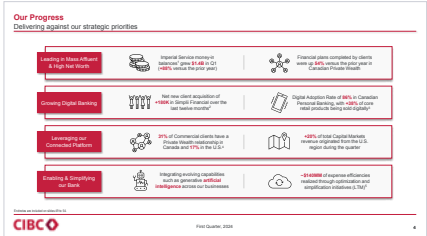
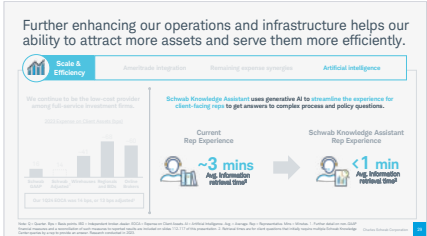
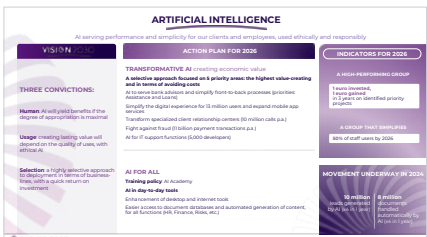
- **AI mentions** are up 59% year-over-year across annual reports, press releases, and company LinkedIn posts
- All 50 Index banks are engaging on the topic of AI via at least one **comms channel**
- 35 Index banks are **coordinating messaging** across all three comms channels (up from 26)
- 15 banks are making **substantive AI disclosures** in IR materials linking AI to strategic priorities, emerging use cases, and measurable business impact (up from 6)



Before digging into our key findings, readers should digest three big takeaways from this storm surge in activity:

- 1. This data provides strong evidence that banks are no longer waiting on the sidelines to tell their AI story.
- 2. The previous schism between active versus passive participants in the conversation means that small changes in behavior here can have a big impact on performance.
- 3. While many banks are playing catch-up, select banks (which have not received a lot of previous attention) are actively moving the “goalposts” in terms of what good looks like...

For example, outside the legacy strong performers:

BANK	PREVIOUS RANK IN LEADERSHIP PILLAR	AI DISCLOSURE	COMMUNICATIONS COLLATERAL
CRÉDIT MUTUEL	21st	<p>In the latest <a href="#">Universal Registration Document</a> from Crédit Mutuel Alliance Fédérale, the bank shared the definition of a mission-critical KPI driven by strategic investment in AI: “Invest productivity gains from AI in employment and development.”</p> <p>In parallel updates on Crédit Mutuel Group’s <a href="#">2024-27 Strategic Plan</a>, the bank shared that investments in Gen AI and other technologies have produced time savings equivalent to 1,715 FTEs per year.</p>	 <p>April 2024</p>
CIBC	46th	<p>In the <a href="#">Q1 Results Presentation</a>, generative AI is identified as the lever to deliver against the “Enabling &amp; Simplifying our Bank” strategic priorities, including \$140M in expense efficiencies achieved over the last 12-months.</p>	 <p>February 2024</p>
CHARLES SCHWAB	47th	<p>Recent <a href="#">Institutional Investor Day</a> presentation called out the impact of Schwab’s AI Knowledge Assistant on average information retrieval time under the bank’s “Scale &amp; Efficiency” strategic objective.</p>	 <p>May 2024</p>
GROUPE BPCE	48th	<p><a href="#">Vision 2030</a> document lays out Convictions, Actions Plans, and Indicators specific to AI, including cost savings, lead generation, and automation.</p>	 <p>June 2024</p>

These examples demonstrate that banks can gain traction and accelerate quickly in the Leadership pillar. The level of activity observed over the past year coupled with the level of substance coming from the previous non-participants signals a major leveling of the playing field. Whereas you didn’t have to do much to stand out before, we expect the current leaderboard to become much more competitive when we update the [Evident AI Index](#) rankings next month (October 2024).



This sub-pillar examines each bank’s external narrative on AI by examining group-level investor relations materials, press releases, website collateral, and social media activity. We examine both “substance” (what is being communicated) and “volume” (how loudly it is being communicated).

AI transformation requires the mobilization of a wide range of stakeholders—from employees, to investors, to customers. It requires individuals at the top of the organization to understand the transformational power of AI, and be willing to invest in the long-term future of the company (possibly at the expense of the short-term results). It requires setting forth a clear ambition, measurable goals and targets, as well as providing consistent and clear communication along the way.

Sustained, structured disclosures on this topic signals not only greater transparency—but underlying confidence in the ability of an institution to provide regular updates on ongoing investments (and early return on investment).

In the previous edition of this report, we examined the persistent gap between active and passive participants in this conversation—and the explicit cost of ongoing silence on the topic. With updated data, we can now show that all 50 banks in the [Evident AI Index](#) have built an AI-focused communications and marketing strategy, representing a significant step forward for the industry versus where we were only a year ago.

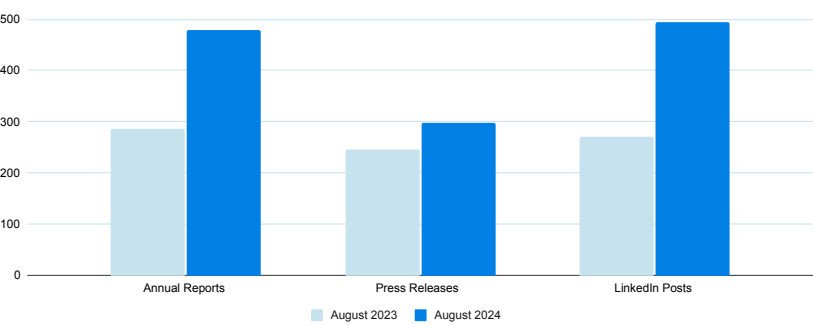
Here, we explore the different strategies banks are taking towards AI communications, who is leading the way, and which banks are catching up. Not only are some of these changes dramatic, but a growing cohort of leading banks are resetting future expectations for what good “looks like” with regards to strategic communications.



**1 The AI noise builds:** The 50 banks we track in the Evident AI Index published over 1,250 references to “AI” across annual reports, press releases and company LinkedIn posts in the last year, a 59% increase year-over-year.

2023 vs. 2024

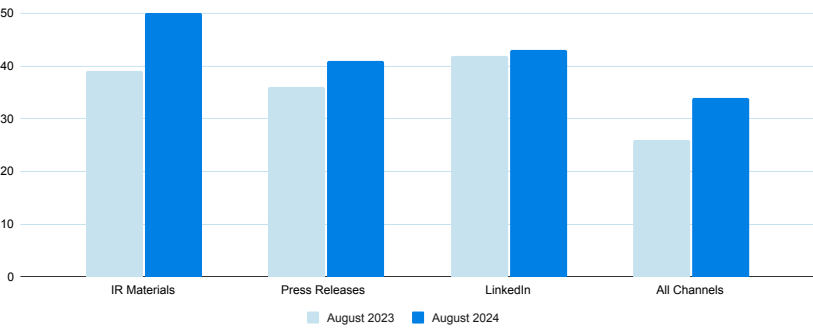
TOTAL AI MENTIONS FOUND ON COMMS CHANNEL, BY YEAR



**2 AI communications evolve with AI strategy:** As of August 2024, all 50 Index banks mention AI on at least one comms channel examined, and 35 of 50 Index banks now reference AI across all three channels concurrently, thereby demonstrating a growing sophistication of AI communications.

2023 vs. 2024, n=50 banks

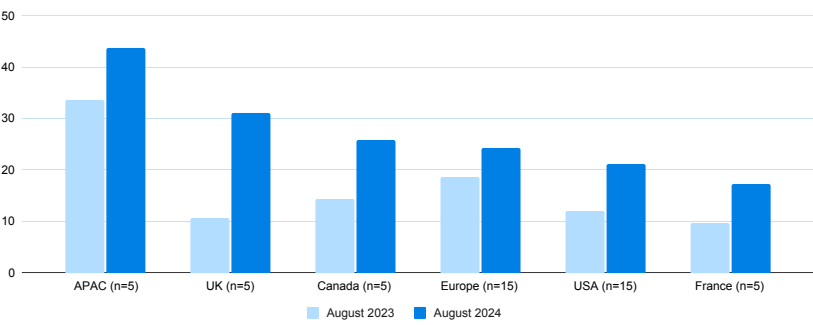
SHARE OF INDEX BANKS WITH AI MENTIONS ON COMMS CHANNEL, BY YEAR



**3 UK banks amp up the volume:** Banks headquartered in the UK witnessed the greatest surge in AI “volume” over the past year—nearly tripling (+192%) the number of AI references found across key comms channels. APAC banks still lead the way.

2023 vs. 2024

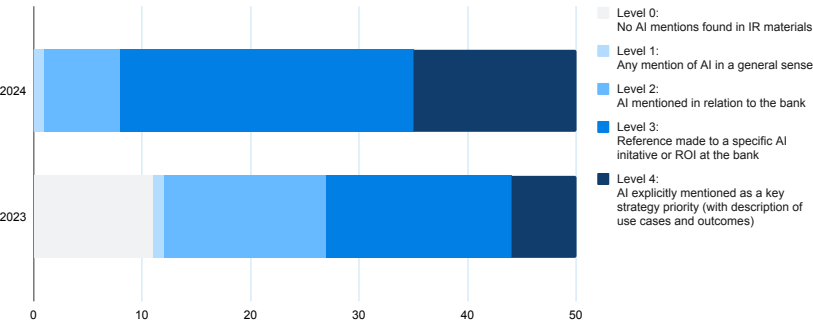
AVERAGE NUMBER OF AI MENTIONS PER BANK, BY REGION



**4 The “substance” of AI communications is improving:** The number of banks clearly articulating AI use cases in production, alongside their ROI, within key investor relations materials has increased year-over-year from 6 to 15 out of the 50 banks we track.

2023 vs. 2024, n=50 banks

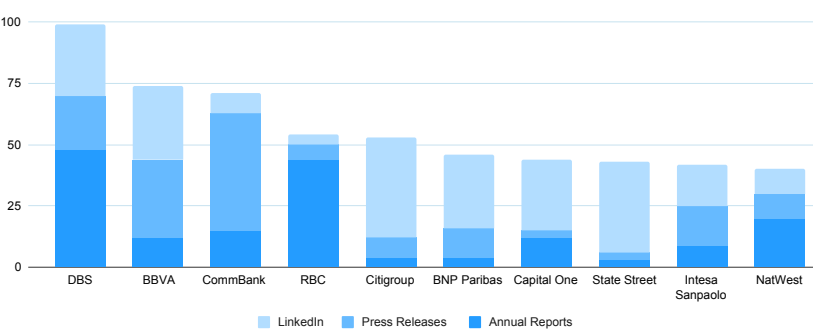
ASSESSMENT OF AI MENTIONS FOUND IN INVESTOR RELATIONS MATERIALS



**5 DBS, CommBank, and RBC lead the way:** These three banks demonstrate a combination of “volume” and “substance” in their AI communications. Meanwhile, NAB, Barclays, and Citigroup are rapidly increasing the extent of AI content found within their annual reports, press releases, and company LinkedIn posts (respectively).

August 2023-2024, n=1,270 AI mentions

TOP-10 BANKS: TOTAL AI MENTIONS





While the AI Narrative sub-pillar explores to what extent the bank's group corporate communications are focused on AI, the Executive Positioning sub-pillar explores how the individual leaders at the top of the organization are focusing on AI in external communications.

Given the long-term investment, potential risks, ethical considerations, widespread impact on the future workforce, and continuing need to build trust with a wide range of stakeholders—it is clear that AI is no longer just another item on the technology agenda. AI has evolved into a critical concern that sits at the nexus of strategy, operations, data/analytics, and risk management.

In fact, its far-reaching impact on transformation efforts demands “buy-in” from the most senior members of the Executive Committee, up to and including the CEO.

But “buy-in” alone isn't enough here. To be effective, these senior leaders need to mobilize people to get behind their AI agenda. This includes: (a) the current talent that might fear AI represents an existential threat to their jobs; (b) the scarce technical AI talent banks need to recruit to build the next-generation of AI applications; and (c) the investors who need to back the long-term vision, despite uncertainty about the exact time horizon for immediate returns.

Communication is crucial to engaging stakeholders and driving the AI agenda internally and externally.

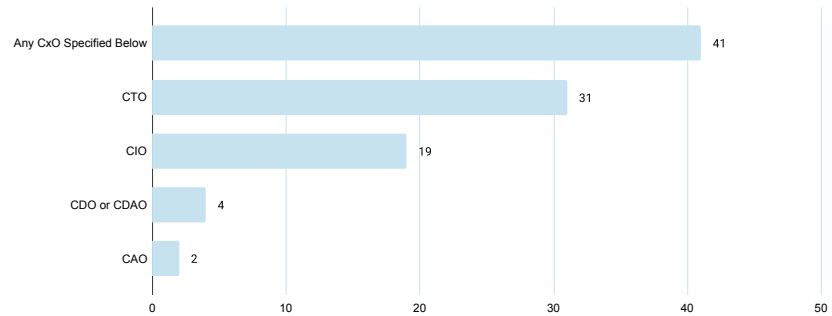
In this sub-pillar, we examine the composition of the Executive Committee across the Index banks, and determine to what extent they are strategically prioritizing AI in their external-facing communications.

Best-in-class banks exhibit not only a clear and comprehensive corporate AI narrative, but one that is consistently reinforced by a wide range of individuals on the Executive Committee, setting the tone from the top. Ultimately, there isn't a member of the Executive Committee that doesn't need to be able to tell the bank's AI story...

- 1** **41 of 50 banks feature an AI leader on the Executive Committee:** While these leaders are engaging more on AI via external media channels, Evident observes minimal changes to the leadership structure of Index banks since last year.

August 2024, n=50 banks

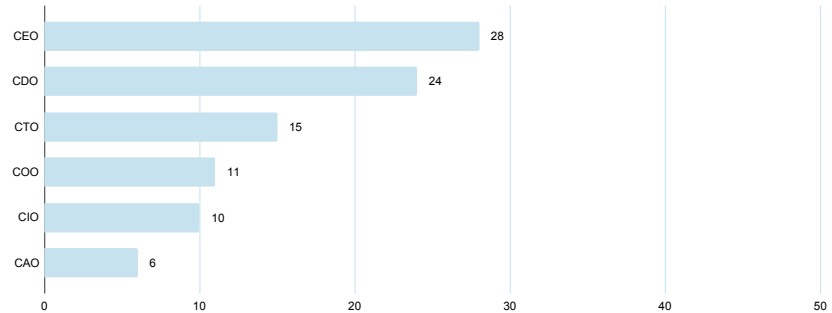
EVIDENCE OF AI LEADERS SITTING ON EXECUTIVE COMMITTEE



- 2** **More C-level voices talk about AI than ever before:** Banks are actively addressing AI both through both a strategic, as well as a technical lens. This requires wider participation among C-level staff to engage in AI conversations via external media channels. 30 of 50 banks are currently engaging with multiple spokespeople.

August 2024, n=94 executive voices

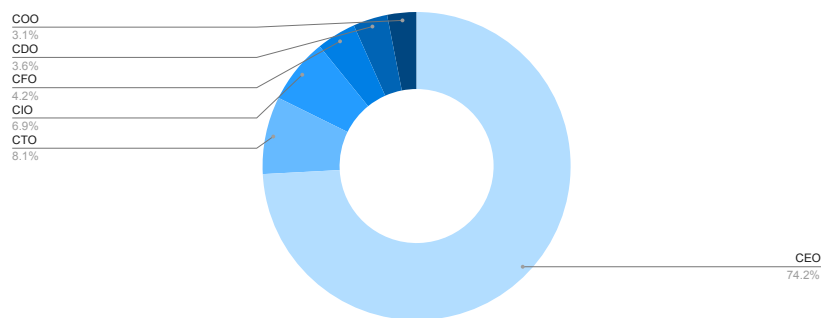
C-LEVEL LEADERS ENGAGING ON EXTERNAL MEDIA CHANNELS, BY ROLE



- 3** **CEOs remain silent on AI at their own risk:** While CEOs make up less than 30% of the C-level leaders from banks offering commentary on the topic of AI, they drive nearly 75% of resulting press coverage. They also experience about 4x higher engagement on the topic via LinkedIn.

Q1 2024 - Q2 2024, n=1,107 articles

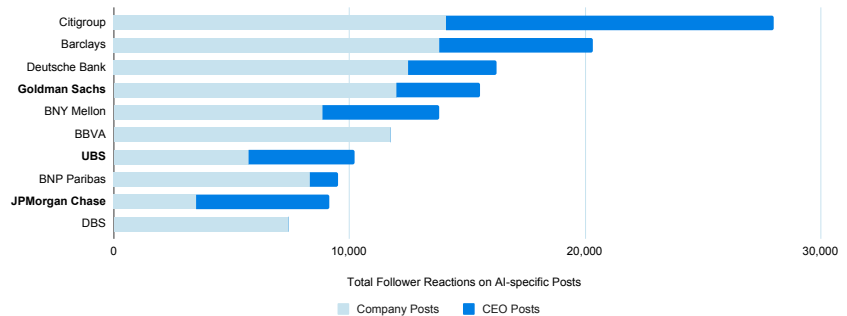
AI-SPECIFIC ARTICLES FOUND IN EXTERNAL MEDIA FEATURING C-LEVEL EXEC, BY ROLE



- 4** **Goldman Sachs, UBS, and JPMorgan Chase lead the way:** These are the only three banks to achieve outsized “influence” across both external media channels, as well as engagement with AI content found on LinkedIn.

August 2023-2024

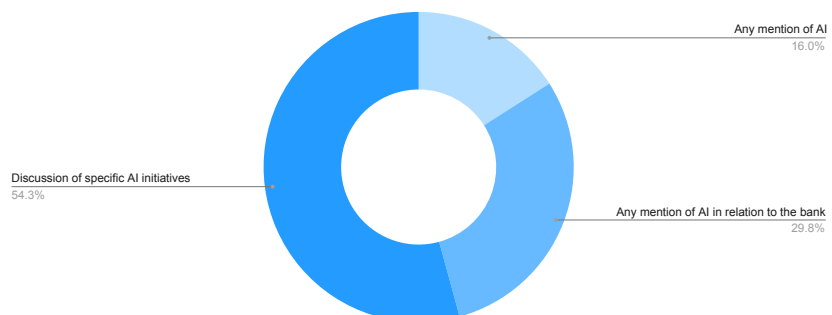
TOP 10 BANKS: AI-SPECIFIC CONTENT PERFORMANCE ON LINKEDIN, BY ACCOUNT TYPE



- 5** **Majority of banks armed with executive voices that focus on substance over style:** 28 of 50 index banks feature C-level leaders that are discussing specific AI initiatives underway at the bank with external media partners.

August 2023-2024,  
n=94 C-level Leaders

ASSESSED QUALITY OF C-LEVEL ENGAGEMENT WITH EXTERNAL MEDIA CHANNELS



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Evident Members have exclusive access to our latest research covering Banking x Talent, Innovation, Leadership, and Transparency. The underlying data that fuels these reports helps our readership:

- Identify emerging trends as they happen
- Highlight the banks that are leading (or lagging) on key AI maturity metrics
- Anticipate shifts in the data, which could impact the annual Index ranking (October 2024)



**SEPTEMBER 2024**  
[Read more](#)

### AI NARRATIVE

This report unpacks how AI strategy is communicated by the banks via their direct communications channels, including: investor relations materials, press releases, and corporate LinkedIn posts published at the group-level.

Supporting data exhibits include:

- Total AI Mentions Found on Comms Channel, by Year (2023 vs. 2024)
- Share of Index Banks with AI Mentions on Comms Channels, by Year (2023 vs. 2024)
- Examples of New AI Landing Pages
- Average Number of AI Mentions per Bank, by Regions (2023 vs. 2024)
- Year-over-Year Change in AI Mentions on Comms Channels, by Region (2023 vs. 2024)
- Assessment of AI Mentions Found in Investor Relations Materials (2023 vs. 2024)
- Top-10 Banks: Total AI Mentions (August 2023-2024)
- Examples of AI-specific Disclosures Found in Investor Relations Materials
- Banks to Watch: Total AI Mentions (TTM) vs. Change in AI Mentions (YoY)
- Profiles of Bank to Watch: NAB, Barclays, and Citigroup



**SEPTEMBER 2024**  
[Read more](#)

### EXECUTIVE POSITIONING

This report examines representation of key AI stakeholders on the Executive Committee, as well as the amplification of executive voices across external media channels, industry conferences, and LinkedIn.

Supporting data exhibits include:

- Evidence of AI Leaders Sitting on Executive Committee (August 2024)
- C-level Leaders Engaging on External Media Channels, by Role (August 2024)
- Distinct Number of C-level Leaders Engaging on External Media Channels (August 2024)
- Index Banks with C-level Leaders Appearing at Tech / AI Conferences (2021-23 vs. 2022-24)
- Share of AI-specific Articles Found in External Media Featuring C-level Exec, by Role (Q1 2024 - Q2 2024)
- Top-10 Influencers: Total AI-specific Articles Featuring Bank Staff Found in External Media (Q1 2024 - Q2 2024)
- Top-10 Banks: AI-specific Content Performance on LinkedIn, by Account Type (August 2023-2024)
- Top-10 AI-specific LinkedIn Posts, by Index Banks (August 2023-2024)
- Assessed Quality of C-level Engagement with External Media Channels (August 2023-2024)
- Profiles of Executive Voices Engaging on External Media Channels

## Evident Membership

Evident provides the most in-depth analysis and tracking of how banks are adopting AI, and publishes the annual Evident AI Index (next update: October 2024) that benchmarks the Talent, Innovation, Leadership and Responsible AI capabilities of 50 major banks.

Between Index updates, Evident members have access to in-depth analysis of each of the four Index pillars—fuelled by live data trackers and in-depth interviews with senior leaders across the sector—as well as high-profile industry events.

### Evident membership includes:



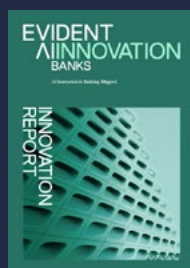
#### INSIGHTS

Keep up to date with the latest sector-wide AI activity with access to our latest long and short-form research:

**Member Hub:** Evident members can access our latest insights each month, spanning 10 sub-pillars of the Evident AI Index, including Talent Development, Talent Capability, Research, Patents, Ventures, and more...

**Insights Reports:** flagship quarterly reports dive deeper into the latest sector-wide trends, depicting the current state of play of 50 global banks across each pillar of the Index.

*Coverage includes: Talent, Innovation, Leadership, and Responsible AI.*



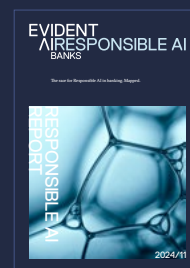
Available Now



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Next update: Jan



#### BENCHMARKING DATA

Find, edit and export the unique benchmarking data that drives our research, covering the talent, innovation, leadership and responsible AI activities of 50 major banks.



#### EVIDENT AI SYMPOSIUM

In addition to regular virtual roundtables where we take stock of AI adoption across the banking sector, members participate in the [Evident AI Symposium](#) hosted in both London (June) and New York (November)—our largest gatherings of AI leaders from banking, technology, academia, and government.



If you are interested in Membership options for either yourself or your immediate team, please [Contact us](#) to learn more about pricing



In mid-September, we will be unpacking the key findings from the 2024 Leadership Report in a special Virtual Event:

**Evident AI Leadership Roundtable: How can banks translate AI strategy into an effective communications plan?**

AI transformation requires the mobilization of a wide range of stakeholders, including: employees, investors, customers, and prospective hires. It requires individuals at the top of the organization to understand the transformational power of AI and establish clear ambitions, goals, and targets for the enterprise at large.

Ultimately, impactful AI leadership comes down to consistent messaging and clarity—coupled with amplification of that messaging through the right surrogates on the Executive Team.

Our Leadership Roundtable offers a unique opportunity to learn from industry practitioners and subject matter experts working at some of the world's leading banks. Attendees will learn how to translate AI strategy into an effective communication plan—and ask critical questions on this topic.

## Evident AI Leadership Roundtable

How can banks translate AI strategy into an effective communications plan?

Tuesday 17th September | 15.00 BST | 10.00 EDT

EVIDENT  
AI

**TUESDAY, 17 SEPTEMBER 2024**

**10AM EDT | 3PM BST**

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Our next release will be the annual update of the Evident AI Index, arriving October 17, 2024.





The Evident AI Index assesses the various approaches banks are taking towards AI readiness. The November 2023 Index covers 50 of the largest banks in North America, Europe, and Asia. Each bank is assessed on 100+ individual indicators drawn from millions of publicly available data points specific to four pillars: Talent, Innovation, Leadership, and Transparency.

COMPANY	RANK	TALENT Capability & development	INNOVATION Research, patents, ventures, ecosystem	LEADERSHIP in public comms and strategy	TRANSPARENCY of responsible AI activities
JPMorgan Chase	1	2	1	2	1
Capital One	2	1	2	8	5
Royal Bank of Canada	3	7	3	5	2
Wells Fargo	4	4	5	32	10
UBS	5	3	19	17	22
CommBank	6	16	20	3	4
Goldman Sachs	7	8	4	15	49
ING	8	6	10	19	15
Citigroup	9	5	8	26	31
DBS	10	22	34	1	12
TD Bank	11	15	6	31	16
BNP Paribas	12	18	13	4	13
HSBC	13	17	12	24	6
BNY Mellon	14	23	15	12	8
Bank of America	15	14	11	7	35
Bank of Montreal	16	25	9	22	14
Morgan Stanley	17	20	7	14	46
Scotiabank	18	21	28	23	3
NatWest	19	11	25	30	9
Société Générale	20	9	32	16	21
Santander	21	24	18	11	27
Barclays	22	12	14	27	44
Standard Chartered	23	27	22	33	11
ABN AMRO	24	13	26	41	30
Intesa Sanpaolo	25	47	16	9	17
BBVA	26	30	21	13	42
Crédit Agricole	27	31	17	34	28
Lloyds Banking Group	28	19	43	38	18
Deutsche Bank	29	32	40	10	26
Truist Bank	30	29	27	29	37
Rabobank	31	10	46	43	29
Raiffeisen Bank Intl	32	26	31	35	41
Westpac	33	37	24	36	19
US Bank	34	28	36	39	25
NAB	35	42	48	25	7
PNC Financial	36	34	38	37	23
KBC	37	38	33	20	38
ANZ	38	43	42	18	34
State Street	39	36	41	28	43
CaixaBank	40	48	47	6	33
CIBC	41	40	29	46	39
Commerzbank	42	44	39	45	24
UniCredit	43	45	23	42	45
Danske Bank	44	39	44	40	32
Crédit Mutuel	45	49	30	21	40
Groupe BPCE	46	48	35	48	20
Charles Schwab	47	33	45	47	48
Nordea	48	35	49	49	36
Citizens Financial	49	41	50	44	47
First Citizens	50	50	37	50	50