

# **Antony Peter Jenkins, CV**

## **Member, Main Board of Fannie Mae, 2018-present day**

Member of the Audit, Risk and Vice Chair of the Strategic Initiatives Committees

## **Member, Digital Advisory Council, Fannie Mae 2017 – 2018**

US headquartered Fannie Mae is a leading source of financing for mortgage lenders.

## **Member, European Securities and Markets Authority's Financial Innovation Standing Committee, 2016 - 2018**

## **Director, Blockchain, 2016 - Present**

Blockchain is the world's leading software platform for digital assets, using new technology to build a radically better financial system.

## **Founder and Executive Chairman, 10x Future Technologies Ltd, 2016 – Present**

Founder and Executive Chair of 10x Future Technologies Ltd, a company that promises to redefine how banks operate and engage with customers.

## **Chair, Institute for Apprenticeships and Technical Education (previously Shadow Chair), 2016 - Present**

The Institute's primary responsibility is to act as the ultimate decision maker on approving apprenticeship standards and assessment plans to ensure they are of high quality. It also makes recommendations on the maximum level of government funding available for those standards and how much employers can claim for them. It plays a similar role in the development of T levels. The Institute for Apprenticeships' ultimate goal is to ensure employees get the skills they need to succeed from the apprenticeship and technical education system.

### **Chairman, Currencies Direct, 2016 - Present**

Founded in 1996, Currencies Direct, which is authorised by the Financial Conduct Authority, was the first non-bank foreign exchange payments specialists in the UK with offices in France, Spain, Portugal, India, South Africa and the US and over 250 employees. Currencies Direct has worked with more than 20,000 customers around the world.

### **Chairman, Business in the Community, 2015 – 2017**

Business in the Community is the Prince of Wales' Responsible Business Network whose members work together to tackle a wide range of issues that are essential to creating a fairer society and a more sustainable future.

A business-led charity, with more than 30 years' experience of mobilising business. BITC engages thousands of businesses through its programmes driven through a core membership of more than 800 organisations from small enterprises to global corporations.

### **Chief Executive Officer, Barclays Plc, 2012 - 2015**

Assumed the bank's leadership during the reputational disaster of the LIBOR crisis in 2012. The bank had lost the trust of society, regulators, politicians and the media. Shareholders were unhappy and colleagues were disaffected. Widely credited for defining and executing the strategies that drove the bank's turnaround:

Led cultural transformation in the sector and dramatically improved the bank's ethical business standards and reputation. Created a core set of values: Respect, Integrity, Service Excellence, Stewardship.

The Barclays Global Reputation Tracker showed an improvement of 12pp to 65% in favourability and a reduction of 8pp in unfavourability between the spring of 2013 and spring of 2015.

Restructured the investment bank and exited controversial lines of business such as Structured Capital Markets.

Improved the capital position of the bank from 7.7% to over 11% and leverage from 2.1% to over 4% at the mid-year 2015.

Reduced costs from £18.5bn in 2012 to £16.9bn in 2014.

Increased statutory profit before tax by 25% to £3,114m in H1 2015.

Advanced opportunities for young people by introducing extensive apprenticeship and Lifeskills programmes at Barclays. These activities reached over 1.1 million young people and formed the basis of the biggest such initiative of any FTSE 100 company.

### **Chief Executive Officer, Barclays Retail and Business Banking, 2009 - 2012**

Responsible for all retail banking, cards and SME banking in UK, US, Europe and Africa, accounting for over 60% of Group profits in 2011, 51m customers and 70000 colleagues in over 20 countries.

Upgraded the management team, transformed the culture at every level of the organisation and embedded a common customer focused vision (lives made much easier – “LiMME”) to drive sustainable performance across the balanced scorecard. This included taking difficult decisions such as the closure of Barclays Financial Planning.

Notwithstanding an extremely challenging external environment, this vision delivered real change for customers and colleagues and drove both significant progress against each element of the bank’s scorecard and out performance versus peers.

Relentless focus on improving customer experience resulted in increased brand awareness and customer satisfaction, reduced complaints (excluding PPI) by more than 30% and increased market share. Colleague engagement also increased to 90% in 2012 from 75% in 2009.

Examples of transformational change included the launch of the Barclays PingIt app (over 1 million downloads), instant debit card issuance and tablet based servicing, including account opening. Barclays therefore became first among its peer group of UK high street banks and customer satisfaction scores at Barclaycard were higher than ever.

Adjusted PBT of £1.6bn in H1 2012 represented a 13.5% return on equity and a 15% increase on prior year reflecting strong customer growth with the bank achieving £400m of cost savings in 2012 with £700mn by 2013. Significantly improved the control environment, achieving 91% effectively controlled risk rating.

Full commitment to the bank’s 2015 Citizenship Plan - citizenship is not just about volunteering; it is about establishing the right culture and leadership and consistently asking the questions that challenge existing the thinking about how the decisions taken can benefit both Barclays and society. Significant progress made in H1 2012, continuing to demonstrate how Barclays supported sustainable growth during challenging economic conditions. An example of this was Barclays’ support of UK households and businesses by lending £20.5bn; the launch of an initiative to support up to 24,000 start-up businesses in the UK over the three years; the raising of over £450bn in financing for businesses and governments globally.

The launch of an open innovation partnership to address youth unemployment with IDEO and the Work Foundation; in the UK Barclays welcomed 120 new apprentices in our apprenticeship scheme with a commitment to 1,000 over the following 12 months; Successfully hit target of reaching one million people through the Money Skills programme six months ahead of schedule. With regard to volunteering, 49,865 of our staff volunteered across all programs in 2011 compared with 37,420 in 2010.

Other key responsibilities included:

Member, Barclays Group Executive Committee  
Member, Group Treasury Committee,

Member, Group Governance and Control Committee  
Member, Board Citizenship Committee  
Chair, Barclays TCF Forum Chair, Executive Complaints Forum Barclays, Executive Diversity Group  
Chair Barclays Marketing Council  
Absa Group Board member

**Chief Executive Officer, Barclaycard - 2006 - 2009**

Turned around significant profit declines (from approximately £850m PBT in 2004 to £382M in 2006). This was successfully achieved with PBT in 2009 of £761m.

This growth was accomplished with the creation of a new strategy that had the dual objective of fixing the UK card business while accelerating growth in higher potential businesses internationally. The goal was to create a business that could achieve sustainable double digit PBT growth while managing the business on a balanced scorecard basis for each of the key stakeholders. Underpinning this strategy was the need to streamline the operating platform, improve the talent base and change the culture to one with a performance orientation.

It was necessary to replace the executive team, together with two thirds of the next layer of management and implement a new structure. Focus on pace and execution in addition to control of business risk was increased with excellent results, including improved internal audits and business performance.

Oversaw the streamlining the business portfolio. This included selling the Monument cards business, exiting unprofitable relationships, closing certain sites and offshoring where necessary. Implemented new customer service and collection systems and the collective impact of these activities was a successful turnaround of the business by the end of 2007.

In 2008, launched a new vision “owning the world of simple payment”, designed to focus Barclaycard on serving customers better while broadening our product offering. Personally led the launch of a new set of behaviours to form the culture to support the vision as well as new brand positioning and advertising. This included a drive on innovation through technology such as contactless cards.

The changes implemented between 2006 and 2009 led to a very strong performance across each of the key stakeholder groups. Barclaycard’s financial performance was strong in a difficult economic environment, with the strongest internal audit performance across Barclays Group, customer satisfaction improved significantly with strong colleague participation in community activities across the UK.

Witnessed accelerated growth through two significant acquisitions – Goldfish in the UK and a portfolio in the U.S.

Other key responsibilities included:

Board Member Visa Europe

**Citigroup Inc. - 1989 - 2005 NY, USA**

### **EVP, Citibrands - 2004 - 2005**

Full P&L responsibility for the largest business unit within Citi Cards consisting of all Citi branded plastics with receivable of \$70bn, 30MM customer accounts and EBIT of \$1.8bn. Increased 2006 profits by 12% as a result of action taken including major new product launches and extending franchise to new customers.

Responsibility for the Mexico Cards business. Generated consistent high double digit growth. Also Site President for Long Island Citi responsible for the culture of the site of 1200 employees. Leadership role in driving community involvement.

### **EVP, US Hispanic, Global and Strategic Delivery SBU - 2002 - 2004**

Full P&L responsibility for the US Hispanic Market, Puerto Rico and Mexico with coordination responsibility for the Cards businesses in approximately 40 countries across the globe. 2004 EBIT exceeded \$600MM from these businesses. Responsible for approximately 500 headcount and generated expense savings of \$50MM in 2004 from reengineering.

### **Chief Executive Officer, eConsumer - 2002**

Responsible for the electronic activities of Citigroup's Global Consumer bank comprising of six separate business units: Citicorp EFS, c2it, Alliance Group, Citibank Online and Technology Development. The group employed 1000 employees with an operating budget of \$350MM. Within 5 months, these businesses were integrated into the line businesses, downsized, closed or prepared for sale.

### **Chief Executive Officer, c2it, Citigroup's Internet Payment Company - 2000 - 2002**

Launched major new initiative for Citigroup and negotiated multi million dollar alliances with America Online and Microsoft. Team of 250 and full P&L responsibility.

General Manager, Internet Initiatives, Citi Cards - 1999 - 2000

Launched the first virtual credit card, account online for online servicing with 7MM customers enrolled and a shopping portal.

**General Manager, College SBU, Citi Cards - 1998 - 1999**

Rebuilt Citi's position in the college market by rolling out new products and refocusing marketing.

Merged Citi and Universal Card portfolios to improve efficiency. Improved account acquisition by 20% and EBIT by 44% to \$141MM in 1999.

**Executive Director, North America Cash Management - 1995 - 1998**

Reversed the long term decline in the revenues of the business and grew profits by 13% in 1997 to \$180MM.

**Director of Strategic Implementation Worldwide Securities Services/Global Transaction Services - 1993 - 1995**

**Regional Product Manager, European Securities Services - 1991 - 1993**

**Product Development, European Securities Services - 1989 - 1991**

**Barclays Bank PLC Management Development Programme -1983 - 1989**

**Education**

Oxford University 1982

MA Philosophy, Politics and Economics

Cranfield Institute of Technology 1988 MBA

Associate of the Chartered Institute of Marketing 1988

Associate of the Chartered Institute of Bankers 1996