



Client and customer service update

High fives all round!

Team clinches 5 CCA Global Excellence Awards



“These accolades build on the incredible success we’ve enjoyed in recent years. Since 2021 we’ve won 13 awards – a wonderful achievement that reflects the strength and consistency of our performance.

Congratulations to our winners and everyone shortlisted. I am immensely proud of our teams who truly go above and beyond to support our customers.”

Dave Poulton, Chief Customer Officer, Institutional Retirement

We are delighted to have won five awards at the Customer Contact Association Global Excellence Awards in April. These included:

- Team of the year – Back office – Payroll Services
- Team of the year – Sensitive Claims team
- Manager of the year – Christopher Anstee, Retail Annuities

And, as part of the CCA Women in Leadership Awards:

- Accomplished Leader - Jen Lazzeri, Head of Client Services
- Emerging Leader - Leanne Calder, Interim Head of Customer Payroll, Retail Annuities

In total, we were recognised across nine categories demonstrating the breadth of excellence across our organisation and our ongoing commitment to delivering an outstanding customer experience.



Our award-winning Payroll Services team

We take a deeper dive into our award-winning Payroll Services team following its success winning ‘Team of the year – Back office’ at the CCA Global Excellence Awards.

Our Payroll Services team is a dedicated group of professionals who ensure our pensioners for both buy-in and buy-out schemes are managed in accordance with the scheme rules. They are involved in the entire lifecycle of pension schemes, from initial onboarding to direct customer payment.

The team is composed of four managers and 23 Payroll Consultants, and they handle over 225,000 buy-in customers’ pension payments, covering 200 schemes and totalling over £2 billion of payments each year. They ensure that each buy-in payment is made within the agreed timeframe, any queries are resolved, and payroll true-ups are calculated once final data is received. When the scheme moves to direct pensioner payments the team are responsible for onboarding the pensioners to our payroll system, liaising with HMRC when required and carefully checking and validating data and information received in order to ensure a seamless experience for pension scheme members. This year alone, they have transferred over 4,000 new pensioners to our payroll system.

To keep up with the growing demand across the industry, the Payroll Services team has developed their recruitment strategy. They are committed to fostering a supportive environment where knowledge is freely exchanged, enabling their team to excel in delivering exceptional customer service. Our apprenticeship scheme was launched in the payroll services team and our first two apprentices were placed in the team in September 2022. They have both qualified and secured permanent roles at the end of 2023. The apprenticeship scheme has now been rolled out to other teams with four more apprentices joining us in 2023 and an agreement reached to take on a further six apprentices in 2024. The team takes pride in their diverse workforce, including neurodiverse team members, who bring a wide range of creative, technical and problem solving skills that greatly contribute to the team’s growth and success.

“The dedication and achievements of our payroll team make me very proud. Their collaboration and willingness to extend support to one another is truly heartening. Their unwavering commitment to our customers shines through as they consistently deliver outstanding service, overcoming any challenge that arises. Their efforts are invaluable and greatly enhance our customers’ experience.”

Jo Luckins, Head of Payroll Services

Jo Luckins, who leads the Payroll Services team, has been instrumental in the team’s success. With 28 years of experience at Legal & General, Jo has played a key role in the achievements of the business and has a huge breadth of knowledge and experience. Jo’s leadership has helped her team to significantly increase onboarding volumes while promoting a collaborative culture, and constantly delivering for our clients and customers.



Our commitment to the Consumer Duty

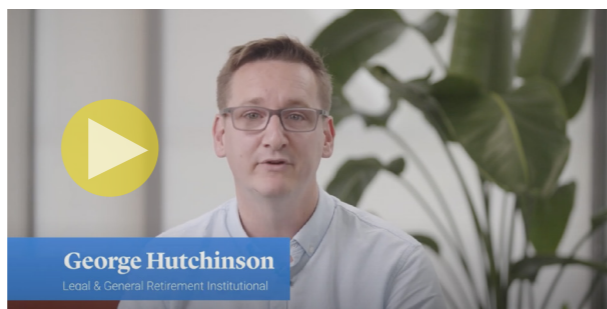
In July 2023, the Financial Conduct Authority (FCA) introduced new regulations aimed at ensuring positive outcomes for customers. While the initial focus was on open book products, we have extended our efforts into 2024 to look at outcomes for around 40,000 of our closed book product customers.

We are proud to demonstrate our commitment to delivering excellent customer outcomes through the following initiatives:

- **Customer journey mapping:** We completed a comprehensive mapping of customer journeys for our products.
- **Product risk reviews:** We carried out comprehensive reviews of our products in-line with the updated Consumer Duty requirements.
- **Letter testing:** We tested our communications to ensure key messages are clear and customers are well-informed when making pension retirement decisions. We updated our letters in-line with feedback received to help customers understand some of the more complicated aspects.
- **Data development:** We developed additional data points to help us monitor customer outcomes, especially for customers with vulnerable characteristics. This feeds into the Customer Outcome Forum.
- **Training:** We provided extensive training to employees in Customer Services and product areas impacted by Consumer Duty.



Watch our video where Consumer Duty Lead, George Hutchinson, discusses our approach.



Customer care is our top priority, and we have always strived to deliver excellent outcomes. We fully support the FCA's Consumer Duty initiative, which aligns with our customer care ethos. In January, we were honoured to receive accreditation from the Customer Contact Association (CCA) for a sixth consecutive year, which recognised our approach to Consumer Duty.

Tell us once

Our commitment to customer experience is embodied in our "tell us once" policy. When a customer informs us of a vulnerability, we ensure that this information is reflected across all their products. This policy eliminates the need for customers to repeatedly provide sensitive details. Additionally, this data informs our Management Information (MI) analysis, enabling us to monitor various vulnerabilities and customise our services to better meet our customers' individual needs.



Customer engagement events

Since October, we have hosted four customer roadshows in Kent and Bedfordshire, where we invite customers to meet the team in-person.

These types of events enable us to foster personal connections and allow customers to share their experiences in a relaxed setting, as well as providing us with an excellent opportunity to gain direct feedback.

Millfield Green Inspired Retirement Village

In May, we hosted around 100 of our customers at our Inspired Villages site in Caddington.

Following the success of our previous roadshows in October 2023, we centred the day's activities around the theme of wellbeing. We also welcomed special guest, British broadcaster and adventurer, Ben Fogle, to recount stories about his amazing expeditions, alongside sharing his perspectives on wellbeing and happiness.

Yawar Choudhry, Head of Client Services Propositions, led a presentation on well-being in retirement, highlighting the fantastic work our teams do to look after our customers and support their financial security. Members of the team were on hand throughout the day to meet our customers face-to-face and answer questions.



"The event actually reinforced my positive impression of Legal & General. It was good to chat with staff you may speak to in Hove. I spent lunchtime with Aran, who was empathetic, knowledgeable and very good company. Top customer service. Thank you for an entertaining and extremely positive day."

Legal & General customer



BBC Gardeners' World Live

In June, our customer lounge at BBC Gardeners' World Live was abuzz with over 3,000 customers visiting us throughout the event. Celebrating our fifth year of at the event, it was great seeing the growing number of new and returning faces.

In the most recent episode of our podcast, host Roshni Sakaria caught up with our team, including Institutional Retirement CEO Andrew Kail, to discuss the nuances of exceptional customer service. Roshni also heard from our customers themselves as they enjoyed the comforts of our dedicated customer lounge.



We are looking forward to hosting another customer event later this year at our new office in Cardiff Central Square.

Navigating GMP Equalisation

In recent years, our focus has been on helping pension schemes in the implementation of GMP equalisation. We've developed a dual record approach, encompassing both B and C2 records, and have also successfully managed several conversion projects. Our experience has led us to establish a streamlined methodology for dual record GMP equalisation that clarifies the process for all involved.

Our streamlined methodology unfolds in two main stages:


Stage 1

We begin by confirming the pre-equalisation data. This step includes completing all necessary data cleansing tasks, such as GMP reconciliation and rectification, as well as calculations for contingent spouse pensions, except for the GMP equalisation itself. Following confirmation, we anticipate that the scheme will update its payroll system to reflect these changes and disburse any back payments due to members.

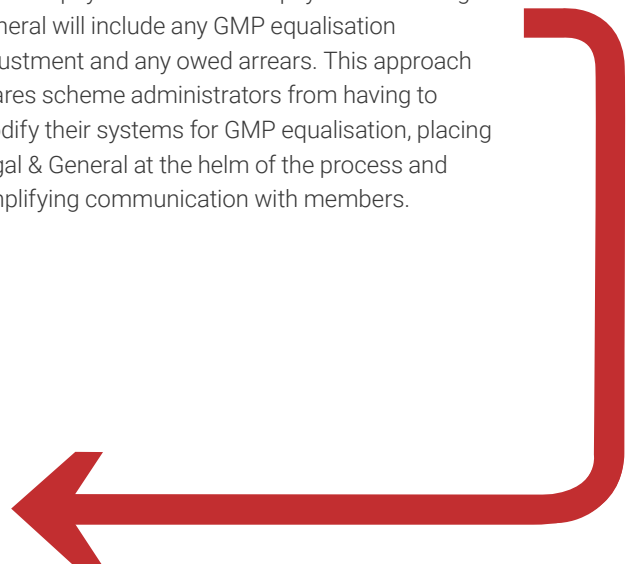
Stage 2

We then proceed to validate the data as of the GMP equalisation date. Once agreed, we will take on responsibility for scheme administration and direct member payments. The initial payment from Legal & General will include any GMP equalisation adjustment and any owed arrears. This approach spares scheme administrators from having to modify their systems for GMP equalisation, placing Legal & General at the helm of the process and simplifying communication with members.





Our dual record approach ensures a seamless transition for schemes to Legal & General, managing the complexities of administration and payment adjustments for members. This approach streamlines the implementation, offering a hassle-free experience for both pension schemes and the members.



Contact us

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