



# L&G to deliver better-connected experience for customers and clients with newly created Chief Customer Officer role

## L&G appoints Sarah Spooner to take up new post across Retail and Institutional Retirement businesses

L&G has announced the appointment of Sarah Spooner to the newly created role of Chief Customer Officer (CCO), strengthening its commitment to delivering an outstanding and seamless experience for customers and clients across its Retail and Institutional Retirement businesses.

The new role brings together responsibility for customer and client service across both business areas for the first time. This reflects L&G's strategy to create a better-connected, consistent experience for the 12 million Retail customers and 700,000 Institutional Retirement customers L&G supports. By aligning operations, digital capabilities, and service models across these areas, L&G will build on its already strong foundations and further enhance the quality, responsiveness, and reliability of its service.

Leading a 3,000-strong team, Sarah will be responsible for operational customer and client services, focusing on delivering the best possible experience and collaborating with L&G's expert teams to build operational infrastructure and models that place customers first. She brings more than 15 years of experience in customer service and strategy with organisations such as Vodafone and, most recently, Three UK, where she led customer strategy across all channels.

L&G is building on its industry-leading credentials and above average Institute of Customer Service scores. The Retail business is working with Microsoft to deliver an AI-powered platform to enhance interactions for customers and colleagues, while in Institutional Retirement, the business is delivering a multiyear, multimillion pound programme to strengthen its service proposition and the technology underpinning it, including a new customer and member portal by 2027.

**Laura Mason, CEO, Retail, L&G:** "Customers are at the heart of everything we do. The creation of this role not only reflects our commitment to our customers but also illustrates our effort to create a more joined up and connected experience across our Retail and Institutional Retirement business strategies. We look forward to welcoming Sarah to the team with every confidence she will strengthen our ongoing dedication to customers and clients."

**Gareth Mee, CEO, Institutional Retirement, L&G:** "Sarah's appointment emphasises an ongoing commitment to putting our customers and members first. It also underlines our understanding that strong customer experiences are inherently connected to business growth. L&G's Institutional Retirement business supports pension schemes in delivering their promises to savers and Sarah's role as CCO will be central to this."

**Sarah Spooner, Chief Customer Officer, L&G:** "I've spent my entire career working to deliver the best possible experiences and outcomes for customers. I'm excited to be working with L&G's team of experts to champion its community of over 12 million Retail customers and 700,000 institutional customers. As a provider that safeguards people's financial futures, customer experience is absolutely critical, and I look forward to ensuring that they get the experience and support they need and deserve."



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## Notes to editors

### About L&G

Established in 1836, L&G is one of the UK's leading financial services groups and a major global investor, with £1.2 trillion in total assets under management (as at FY25) of which c. 43% (c. £0.5 trillion) is international. We have a highly synergistic business model, which continues to drive strong returns. We are a leading player in Institutional Retirement, in Retail Savings and Protection, and in Asset Management through both public and private markets. Across the Group, we are committed to responsible investing and dedicated to serving the long-term savings and investment needs of customers and society.

### About our Retail business

L&G's Retail business is a leading provider of retirement and protection solutions. We aim to support our c.12.1 million customers throughout their lifelong financial journeys.

We focus on helping the customers of today and tomorrow achieve better long-term outcomes. We use the latest technology to connect with them quickly, efficiently and, wherever possible, in highly personalised ways.

As of FY25, our Workplace pension platform served 5.8 million members, with Workplace DC net flows of £6.2 billion. Retail annuity sales were £1.8 billion and lifetime mortgage advances (including retirement interest only mortgages) were £224 million. Our Retail Protection gross premium income was £1,546 million.

### About our Institutional Retirement business

Institutional Retirement works with trustees and sponsoring companies of defined benefit (DB) pension schemes of all sizes to settle their pension obligations and secure scheme members' benefits, through a full range of buy-ins, buyouts and other de-risking solutions. As of FY25 we have written £11.8bn of Global PRT, with £10.4bn in the UK and have seen continued momentum internationally. L&G also provides income and pension security to more than a million retirement customers around the world.

## Further information

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