



Legal & General announces two senior appointments

- Emma Holden joins as Chief People Officer
- Andy Sinclair joins in the newly created role of Chief Strategy and Investor Relations Officer
- Senior appointments to accelerate the delivery of L&G's growth strategy set out in June 2024.

Legal & General ('L&G' or 'the Group') today announces two senior appointments further strengthening its leadership team as it drives forward its ambitious growth strategy as a simpler and better-connected business.

Emma Holden has been appointed as Chief People Officer and will lead on people strategy, ensuring the company has the right capabilities and culture to support its future growth. She will report to CEO António Simões and will be a member of L&G's Group Management Committee. Emma brings deep experience in people leadership, with a particular focus on talent, culture and inclusion. She is currently Chief People Officer at Man Group and has almost two decades of senior people leadership, including 17 years at Schroders in various positions across HR, Communications and Investor Relations. Emma Holden's appointment is subject to regulatory approval.

Andy Sinclair has been appointed Chief Strategy and Investor Relations Officer. He will report to CEO António Simões and will be a member of Andrew Kail's CFO leadership team. His appointment builds on the strong foundations already in place, further enhancing L&G's strategic and investor relations capabilities and helping to sustain momentum and focus on long-term performance. L&G's Group Strategy and Investor relations team will report into Andy. Andy is currently Managing Director and Head of the European insurance team at Bank of America Securities. He brings nearly two decades of actuarial and analyst experience across the insurance and finance sectors, including at Bank of America and Standard Life. He is a Fellow of the Institute and Faculty of Actuaries.

Both Emma and Andy start in their roles at the end of January 2026.

António Simões, Chief Executive Officer at Legal & General, said: "We are making strong progress towards our vision for a growing, simpler and better-connected business. These appointments will play an important role in driving and executing the next phase of our strategy."

"Emma is an outstanding leader with deep expertise in talent development and large-scale transformation. Her appointment will ensure we have the right capabilities and culture to support our growth. Andy brings a wealth of knowledge of the insurance sector and long-standing relationships across the investment community. Together they strengthen our leadership team and will help us deliver on our strategic ambitions."

Emma Holden, Chief People Officer designate, said: "I am delighted to be joining L&G at such an exciting time for the business. I have been hugely impressed by the people I've met, and by the company's purpose-driven culture. I look forward to working with António and the wider team to help shape the next stage of L&G's growth."

Andy Sinclair, Chief Strategy and Investor Relations Officer designate, said: "I'm very pleased to join L&G - a business I've followed closely for many years and greatly admire. L&G has a strong execution track record and meaningful long-term purpose. I look forward to working with António, Andrew and colleagues across the Group to help build on our strengths."



- ENDS -

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 £1.1 trillion in total assets under management (as at HY25) 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.

Further information

Name: Sneha Patel

Role: Director of External Communications

Tel: +44 75536 04804

Email: sneha.patel@group.landg.com