

# The Legal & General 2010 Customer Experience Report

## A message from the Group Chief Executive

Welcome to our 2010 Customer Experience report. We publish this report annually as part of our commitment to the Association of British Insurers' Customer Impact Scheme.

Our fourth report contains details of our Customer Impact Survey results. In reporting our survey results, we have included our scores for each of the three commitments. So that you can compare our 2010 results with previous performance, we have included the results from the same questions we published in last year's report.

We take feedback from our customers very seriously, and we would like to have done better. We recognise that the economic situation made 2009 a difficult year, particularly for those customers who hold our Savings products. We remain committed to driving improvements for our customers right across our business which, we hope, will lead to the achievement of improved scores in future surveys.

Tim Breedon  
Group Chief Executive

## Feedback

We hope you find our 2010 report clear and informative. If you have any comments or feedback on the report, please send your requests or comments to us. Please let us know if you need this report in another format such as Braille or audiotape.

Our previous reports are still available at:

<http://reports.legalandgeneralgroup.com/2009/cer/servicepages/welcome.html> (2009)

[http://www.legalandgeneralgroup.com/cer\\_2008/servicepages/welcome.html](http://www.legalandgeneralgroup.com/cer_2008/servicepages/welcome.html) (2008)

<http://www.legalandgeneral.com/customer-experience-report/index.html> (2007)

Our Customer Experience Report has been verified through our Group Internal Audit processes and procedures.

## Our continuing commitment to the Customer Impact Scheme

Customers are at the heart of our business. We continually strive to meet the demands and challenges of delivering the products and services they need.

Our customers buy pensions, protection and investment products for many reasons. One of the most important is to provide peace of mind through financial security for themselves and their families. Real peace of mind comes with confidence. Confidence they are dealing with a company that is committed to placing customers at the centre of its corporate culture.

This is why Legal & General was at the leading edge of the design and launch of the ABI's Customer Impact Scheme in 2006; why we are proud to be associated with it; and why as a company we are committed to the scheme.

Our Group Board has made a formal commitment to put customers' interests at the heart of the way we run our business. We were one of the first companies to adopt the Customer Commitments, and take part in the Customer Impact Survey.

## **Our 2010 Customer Impact Survey Results**

In our report we have included a number of our overall scores. Where these scores have sub questions, we have indicated how we are doing on the two sub questions that customers rated as the most important to them. However, this is only applicable where sub questions have been rated as important by customers.

### **How to understand our results**

For each of our scores you will be shown:

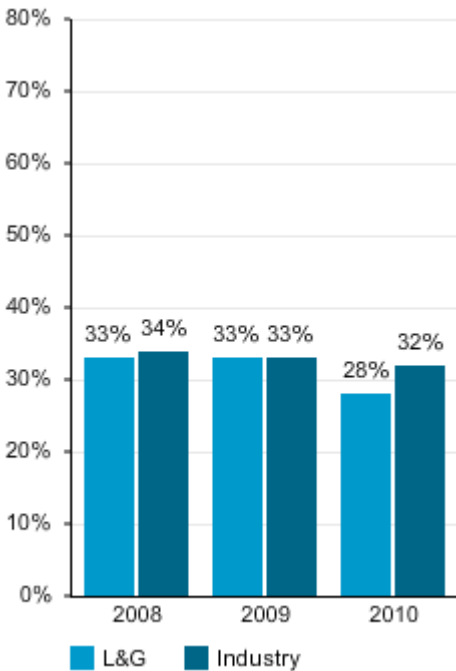
- The percentage of customers who have rated Legal & General 'excellent' or 'very good', or 'extremely likely' or 'very likely' when asked if they are likely to recommend Legal & General
- A comparison of our percentage rating with 2008 and 2009
- The industry percentage rating and comparison with 2008 and 2009 (please note the industry rating is based on the 35 companies in the ABI Customer Impact Scheme, not the whole industry)

The source of all data in the report is ORC International.

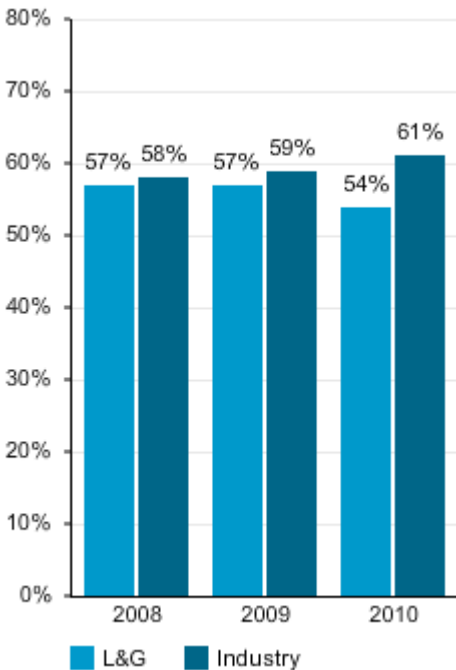
Please note that the results we have published may be subject to small differences in rounding.

# Our commitment scores

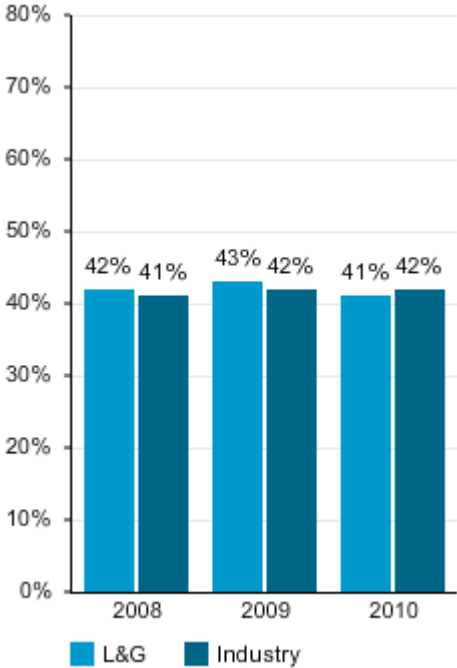
## Commitment 1. Developing and promoting products and services, which meet the needs of customers



## Commitment 2. Providing consumers with clear information and good service when they buy products. (Asked of recent customers)



**Commitment 3. Maintaining appropriate and effective relationships with customers. Providing them with a good service after they have bought a product**



Looking at our commitment scores, we are disappointed that fewer customers feel our products meet their needs. We believe that, in part, this reflects last year's challenging economic conditions, and the impact these had on the return on our Savings customers' investments.

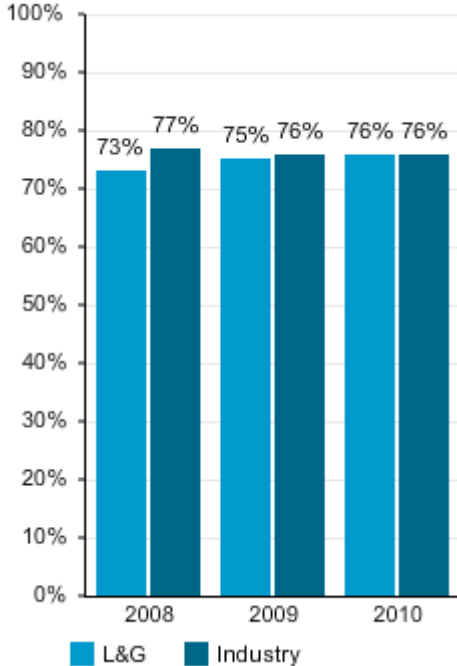
However, we are pleased that our customers continue to feel positively about our ability to provide clarity and a good service when they buy our products, and to maintain a good service.

**Progress since our 2009 Customer Experience Report**

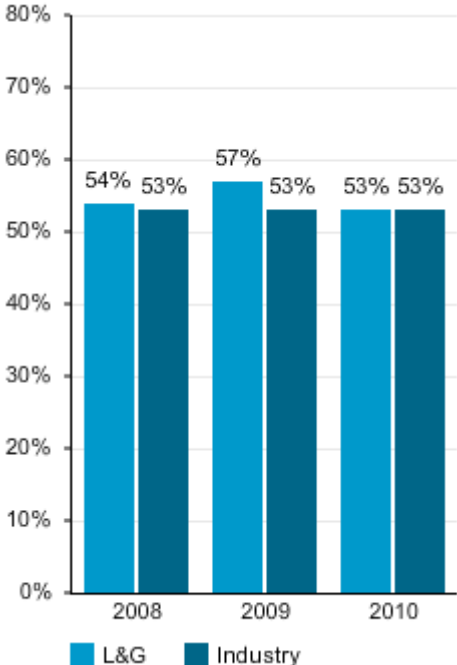
We are following the same format as our 2009 report so that you can compare our performance as accurately as possible. Our scores reflect the areas where we have made progress, and where we still have further work to do.

# Creating the right culture

Level of agreement with the statement 'Legal & General really cares about its customers'



If someone asked you to recommend an insurance company, how likely would you be to recommend Legal & General?

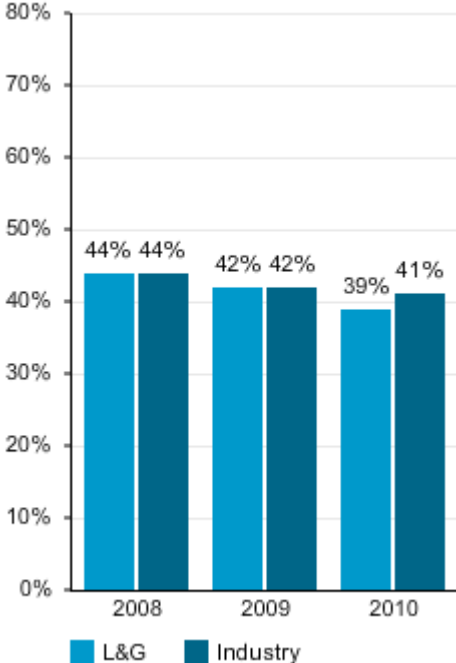


Our results show that the majority of our customers rate us positively for caring about them. This has continued to improve over the past three years. Over half of our customers would recommend us to others.

# Managing and developing our products

## Overall product rating

Overall how would you rate the life, pensions or savings product that you purchased from Legal & General?

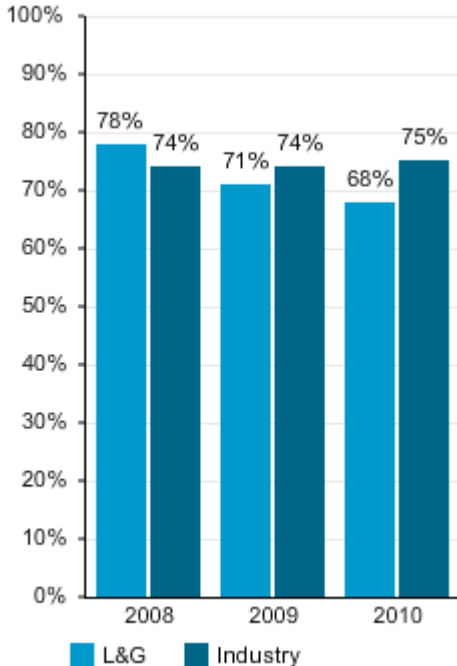


By far the biggest driver of a customer's satisfaction with their product is our ability to manage their expectations. We have seen a fall in how we manage our customers' expectations around returns on investments. This is down 9 points to 16%.

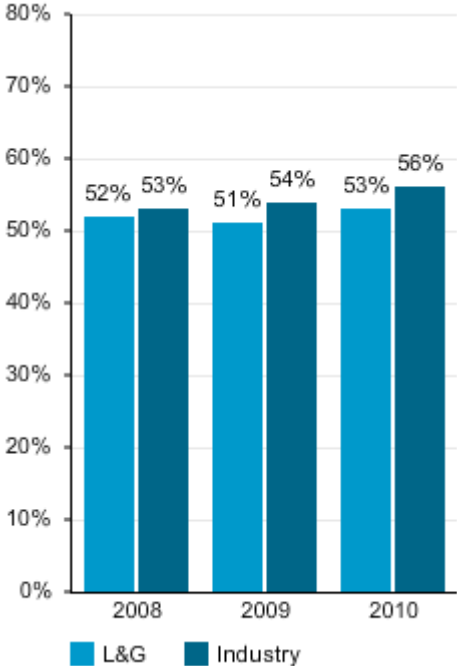
Another important driver in managing and developing products is the ability to offer tailored solutions to customers. Here we have seen a decrease of 5 points to 26%.

# Helping customers choose the right products

How would you rate the overall performance of the salesperson or adviser who sold you the policy or product?



How would you rate the sales process overall (by that I mean the way in which you bought the products)?



The questions in the survey that show how we are helping customers choose the right products are those about the people who sell our products, and our sales process. The results for these questions have both fallen this year.

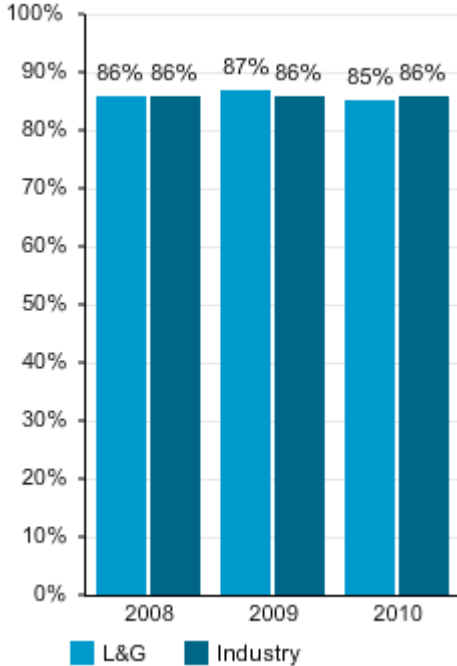
To improve our rating, we need to work with our Sales teams and Advisers to deliver a better understanding of the needs of our customers (our score has fallen from 67% to 58%). Similarly we need to improve how we follow up after completing a sale (our score has fallen 3 points).

Looking at our sales process, over half of our customers rate us positively. However, we need to continue to work to improve the clarity of our documents at the point of sale (this has fallen 3 points), and the time we take to arrange a policy (this has fallen 5 points).

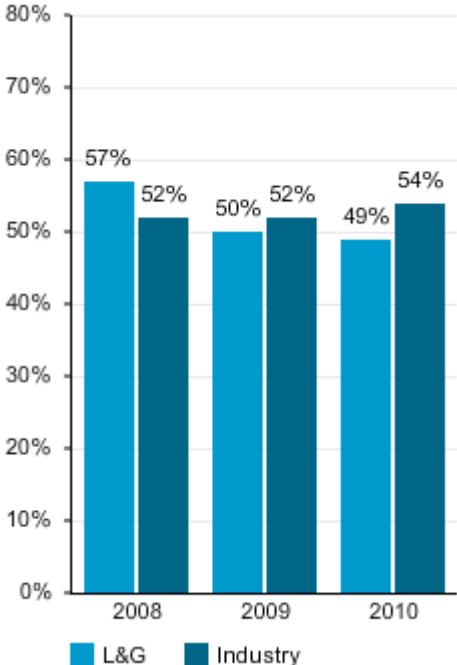
# Delivering the right service to our customers

## Satisfaction with customer service

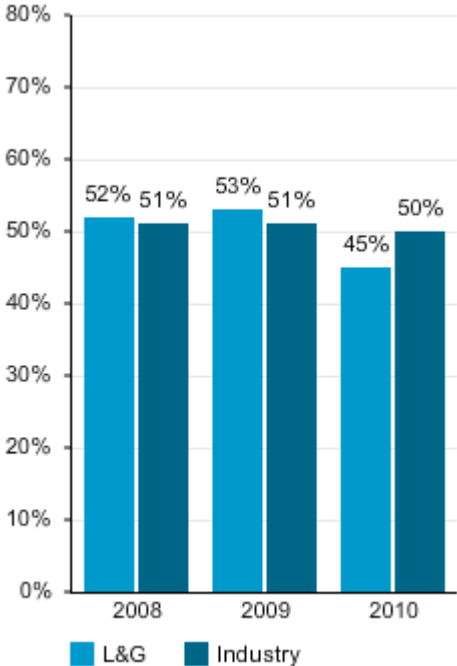
Level of agreement with statement Legal & General is easy to do business with



How would you rate the Legal & General Customer Service Centre?



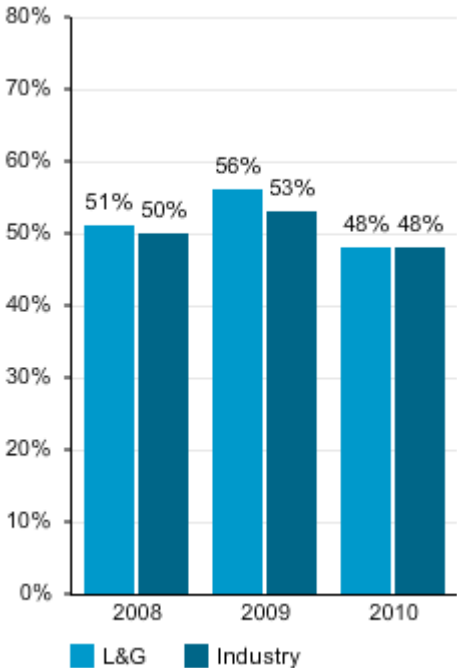
**Just thinking about the customer service you receive from Legal & General, how satisfied or dissatisfied are you with them?**



85% of our customers see us as being easy to do business with, and our customer service centre has performed in line with our 2009 ratings. We have maintained our rating for making customers feel valued, however, the way we follow through on calls and issues has fallen 3 points.

**Claims & payments**

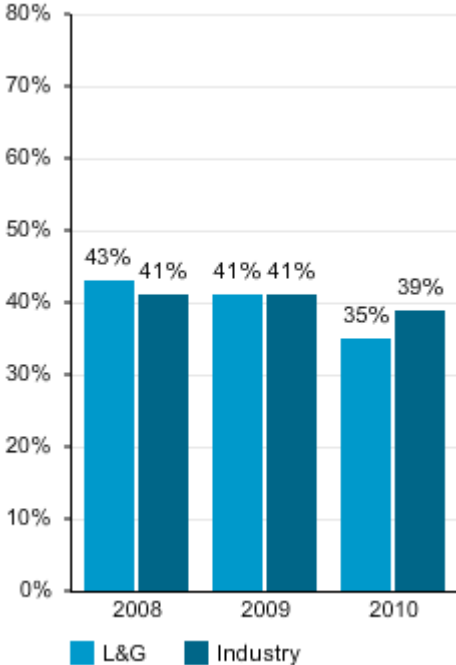
**How would you rate Legal & General’s claims and payments process overall?**



Our customers rate our claims and payments process in line with the industry. The communication we send to them during the claim or payment process has scored consistently with last year, at 49%. However, how we keep customers updated throughout the claims process has fallen 5 points.

# Writing to our customers

Thinking about the statements and personalised letters you might have received from Legal & General in the last 12 months, how would you rate them?



We have seen a fall, in how highly customers rate our statements and letters. This fall is reflected in a drop across the industry. The measure customers see as most important when we write to them is how we prompt them to take action. Here, we have risen 1 point to 30%, and are on a par with the industry. However, the relevance of our statements and letters has fallen 3 points in the past year.

## Looking forward

We are investing significantly in order to improve customer experience and satisfaction. We recognise that customers have concerns about the way they buy our products and how we communicate with them. We are working hard to deliver improvements in these areas.

## What we are doing

In 2010 we plan to do more work to:

- Meet customer expectations about their statements being clear, understandable and relevant
- Manage customer expectations about their investment return and relative performance
- Meet customer demands for more frequent communication with us
- Ensure customers have access to help and support when they call or write to us
- Understand more about our customers' concerns around helping them choose the right product through our intermediaries

## Contact us

Thank you for taking the time to read our Customer Experience Report.

Please let us know if you need the report in another format such as Braille or audiotape. We would also like to hear from you if you have any comments or feedback on our report. Please email any requests or comments to us at [websitefeedback@landg.com](mailto:websitefeedback@landg.com)