

The Link

DEC 2025



Featuring:

The tech revolution

How AI is giving advisers their time back



Plus:

Get to know: Cecilia Furner

Distribution Director, Retail Retirement

Championing customer outcomes

Advisers at the heart of mortgage and protection



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Welcome to the first look at your new and improved *The Link* magazine.

With a fresh design comes fresh thinking and fresh perspectives. But the biggest change is that *The Link* is now retail-wide, promising something for everyone.

While our look and feel is new, our commitment to you remains the same: expert industry insights, commentary and views to help you keep up with what's happening in an easy-to-digest read.

In this issue we're reflecting on the year and exploring topics that could see huge changes in our industry next year. Senior leaders reflect on some of L&G's biggest wins of 2025, including the embedding of a data insight-driven sales team, retaining and winning key tenders, and the roll-out of L&G Apply.

We also look at how AI is assisting advisers with some of their most pressing, time-consuming tasks. And we get into one of the hottest topics for our industry this year – the FCA's mortgage rule review.

2026 will no doubt see new ways of working for us all due to the volatile market environment and changing technologies. What your customers will always want and need though, is your human, personal touch. So enjoy the festive period, rest, recuperate, and we look forward to keeping in touch with you in the year ahead.



The tech revolution

How AI is giving advisers their time back

By Kapil R. Bhatia

Senior RVP, Life, Wealth & Asset Management
Salesforce UKI

If there's one thing every adviser agrees on, it's this: there just aren't enough hours in the day. Between client calls, detailed fact-finds, piles of paperwork and rigorous compliance checks, the time left for what really matters – listening, advising, and building trust – can feel frustratingly small.

Across the UK, advisers are feeling this pressure keenly. And that's not just an industry gripe; it's a real challenge contributing to the widening advice gap. When capacity is constrained, fewer people can access the expert guidance they need.

But there's good news. A new wave of technology, especially generative and agentic AI, are changing what's possible. It's not about replacing advisers – it's about giving you your time back, helping you focus on people, not paperwork.

From admin overload to added value

Think of the hours spent preparing for client meetings: reviewing documents and portfolios, scanning past emails, noting life changes, and crafting the right recommendations. For many advisers, this essential due diligence can take several hours per client.

That's the very challenge global financial institutions such as Prudential Financial set out to solve. Their vision was simple: empower advisers with digital co-pilots that automate the heavy lifting while preserving the human touch.

At Salesforce, we worked with Prudential to safely harness AI to transform their client-engagement model. Using Agentforce, powered by our Atlas Reasoning Engine and unified client data through Data 360, Prudential created what they call a "personalised financial wellness experience."

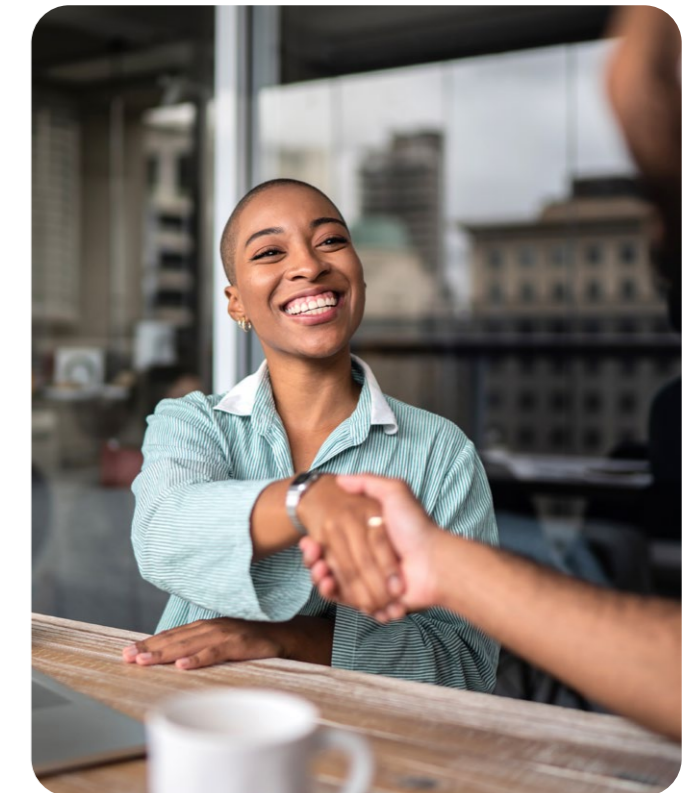
Instead of combing through disjointed systems, advisers now walk into meetings with AI-generated, compliant, and insight-rich summaries – highlighting key life events, protection gaps, and next-best actions.

What once took hours now happens in seconds, giving advisers more time for deeper conversations.

As Prudential's team described in their public showcase, this approach isn't about technology for technology's sake – it's about freeing advisers to

spend more time with customers and helping more people feel financially confident.

Similarly, another large North American wealth manager achieved a near-identical outcome – meeting prep time reduced from hours to under a minute – showing just how transformative secure, trusted AI can be when implemented thoughtfully. Meeting prep, in my opinion is one area where absolutely there is potential to save hours and days and weeks.



Automate, augment and focus

At Salesforce, we often talk about the jobs to be done in advice. Most adviser tasks fall into three categories that Gen AI can redefine:

- Automate the routine: data entry, file management, and standard compliance checks.
- Augment the complex: research, report writing, and meeting prep, where AI brings scattered data together instantly.
- Focus on what's human: empathy, curiosity, and trust – the elements of advice that will always need you.

When these come together, technology fades into the background – and the adviser shines in the foreground.



Two ways AI could soon transform your day

1. Compliance-ready fact-finds

Imagine AI (with client consent) summarising every meeting, flagging Consumer Duty or suitability gaps automatically. It's not replacing diligence, it's reinforcing it, with a clear, auditable record.

2. Turning research into relationships

Advisers spend hours keeping up with markets and regulation. AI can now turn that knowledge into personalised updates – perhaps a short podcast or email – so you can communicate smarter and stay front of mind.

Both examples free up your most valuable asset – time – while strengthening client relationships and making advice more transparent. We believe in the long run this can not only address adviser overload but also help with supporting more clients and addressing the advice gap in line with the FCA's guidance on targeted advice.

The essentials for getting it right

The technology is powerful, but true transformation depends on two critical points:

A) Security and compliance first

In financial services, data protection isn't optional. Any system you use must sit on a secure, trusted platform built for regulated industries – with strong governance, masking, and explainability for UK compliance.

B) Technology is only half the story

This is where many firms stumble. The truth is, technology alone doesn't create transformation – people and processes do.

Every adviser team has its own rhythm and way of working. That's why adopting new tools can feel uncomfortable at first. The winners approach technology as a team sport – creating space to experiment, learn, and adjust together. The key thing is to determine what the new process looks like.

Start small: one process, one client journey, one automation. Celebrate quick wins and share what's working. When advisers see how it helps, adoption becomes natural, not forced.

In our experience, the firms that thrive are the ones that don't just install new systems – they live them. They make digital tools part of everyday habits, from onboarding to review meetings. As one adviser told me recently, "The tech didn't change our business – our mindset did."

"The winners approach technology as a team sport."



Bringing humanity back to advice

AI won't replace empathy, curiosity, or compassion. Those are the qualities that make advisers irreplaceable. But when used wisely, technology gives those qualities more room to breathe.

As you plan for the year ahead, ask yourself: how could you spend the time technology is saving you with clients, not computers? Because ultimately, great advice has never been about data or devices. It's about people – and technology, used well, simply helps you be there for more of them.

About the author

Kapil R. Bhatia is Senior Regional Vice President for Life, Wealth & Asset Management at Salesforce UKI

2026 IHT changes

Combining IHT strategies to enable gifting and preserve later life income

Changes to inheritance tax, starting in April 2026, could mean your clients' financial plans need a close review. Here are some options you could recommend.

The chancellor announced changes in the Autumn 2024 budget to the agricultural property and business relief, taking effect between 2026-27 and pensions from 2027/28. These changes will result in more than 10% of estates paying inheritance tax (IHT) by 2030¹.

Despite this fresh challenge, gifting is still one of the most common ways clients can mitigate their IHT liabilities. Using a combined approach for your clients' financial planning can help address both their long-term income and their IHT liabilities.

The longevity complex

Clients need income to pay their bills and support their lifestyle. But for how long? A 65-year-old male has an average life expectancy of 85, but 1 in 4 men will live to 92, and 1 in 10 to 96 or beyond².

Clients may use existing capital, investments or pension pots for their income. For many, their home will be their biggest asset. This is an opportunity to create income to support both their lifestyle and gifting.

But not knowing how much income your clients need in retirement and for how long can restrict how much and how early they can gift. This is where the need for combined product solutions comes in.

The need for multiple product solutions

Though gifting is the most common way to mitigate IHT liabilities, there are several additional solutions

you can recommend to your clients so they don't leave themselves short of income in later life.

Protection can create a legacy to pass on and cover IHT liabilities – both from gifts and what's left in the estate when a client dies. It remains a viable solution, even for clients in their eighties.

Protection options could include term assurances that are structured to cover gifting. Whole of life policies can be used when gifting can't take place or the client wants to leave a legacy in trust outside of the estate.

For pensions, the guaranteed income of annuities can mitigate your clients' longevity risk and allow greater scope for gifting during a client's lifetime. And home finance allows your clients to release equity from their property to both support their income in later life and / or allow gifting.

Preparing for IHT changes

In light of the IHT changes, it's still possible to support your clients' retirement and later life goals by offering a combination of solutions. This will help protect their income whilst maintaining the option of gifting and mitigating any new IHT liabilities.

Dave Butler

Market Development Manager

1. [gov.uk – Reforms to Inheritance Tax agricultural property relief and business property relief: application in relation to trusts](https://www.gov.uk/government/news/reforms-to-inheritance-tax-agricultural-property-relief-and-business-property-relief-application-in-relation-to-trusts)

2. [Office for National Statistics life expectancy calculator](https://www.ons.gov.uk/people-in-work-and-retirement/expectancies-of-life-at-birth)



Championing customer outcomes

Advisers at the heart of mortgage and protection

The Financial Conduct Authority's recent consultation papers on the mortgage rule review have created much discussion in the intermediary industry. See what industry experts are saying about the changes – plus we showcase how three advisers proved the value of their advice.

Rising house prices, shifting regulation, new buyer demographics and digital innovation have reshaped the UK's housing sector. The mortgage market has transformed completely, and we've seen a stronger focus on consumer protection and technology. Through it all, advisers have adapted to meet the needs of a changing customer base.

So on 7 May 2025, a surprise came to our industry from the Financial Conduct Authority (FCA), which called into question the role of advisers. It published a consultation paper, CP25/11: Mortgage Rule Review: First steps to simplify our rules and increase flexibility. Following a feedback period, the FCA published DP25/2: Mortgage Rule Review: The future of the mortgage market.

We've been collaborating with the Association of Mortgage Intermediaries (AMI) and a number of industry partners to address this paper. We firmly believe in the importance and value that customers receive from advice about their mortgage and protection options.

Consultation response

L&G Mortgage Services hosted two webinars with industry experts to discuss their views on the FCA's Mortgage Rule review. The overall opinion was that a 97%* advised ratio is a significant achievement that

should be celebrated, not diminished. We know that advisers go above and beyond to support customers and consider the best products for each individual, including appropriate levels of protection.

Stephanie Charman, CEO of AMI said: "Advisers play a pivotal role in raising awareness to consumers of the need for protection. If a customer is going direct to a lender and not seeking advice, then I think there's a real mismatch there and we could end up with more not protected than there already are today."

Andrew Montlake, Chair of AMI and Managing Director of Coreco added: "[Advisers] are the lifeblood of the industry, we're the guardrail, we're the guide, we're the comforter and emotional support and people have voted with their feet and it's wholeheartedly towards advice."

The value of advice

Advisers are invaluable to the mortgage and protection industry. They offer tailored guidance that helps individuals navigate an increasingly complex array of mortgage products and protection options.

They minimise confusion and ensure choices align with each client's unique circumstances. They serve as trusted experts, delivering holistic, human support to meet individual customer needs.

That's why we think 'execution-only' journeys are only appropriate for a smaller proportion of customers who can demonstrate that it is the right outcome for their circumstances, and we fear that more execution-only mortgages could lead to poor customer outcomes and vulnerable customers being missed, unsupported or unidentified.

Clare Beardmore, Mortgage Club Director at L&G said, "The adviser is a human and they can offer empathy and they can be that heart. It takes it from being a financial transaction to somebody guiding you through buying a home for your family."

Advisers uphold best practice standards, contribute to positive consumer outcomes, and support the sector's resilience and adaptability amid regulatory and technological change.

Ultimately, their expertise and commitment to client welfare underpin the integrity and effectiveness of the mortgage and protection market.

Catch up on the webinars:

- **Navigating the FCA's Mortgage Rule Review**, 3 June 2025
- **The Future of Mortgage Regulation – Insights from FCA DP25/2**, 15 September 2025

Advisers making a real difference:

Lisa Kelly LifeSearch

£750,000 paid out. One adviser's compassion gave a grieving family the strength to rebuild.

Lisa supported a young family after Alec, a stay-at-home dad, was given days to live following a relapse of leukaemia. Despite complications in the claims process, Lisa worked with us to ensure the family received the financial support they needed. Her empathy and persistence led to a life-changing payout and a fresh start for Alec's wife and children.

Kyle Fisk Mojo Mortgages

£63,000 unlocked because one adviser asked the right question.

Kyle's expert questioning uncovered a hidden opportunity for a client whose wife was unwell. He saw they could claim on an existing policy for permanent disablement – something they hadn't considered. Months later, the client received a £63,000 payout, providing critical financial stability during a difficult time.

Mojeed Odugbayi Eminent Financial

Over 300 lives protected. One adviser's mission to change a community.

Mojeed saw a troubling rise in GoFundMe campaigns for funeral costs in his Black African community. He responded by hosting educational events and offering tailored advice to families with limited income and no access to public funds. His efforts helped over 300 people secure protection – more than 100 with L&G – helping to reduce financial vulnerability and build resilience.

Watch interviews with these advisers on our YouTube channel





The year that was:

Highlights from L&G's senior leadership



We asked three senior leaders to reflect on the best bits of the year for their business area and to give their insights into what 2026 has in store for advisers.

Rob Miles

Head of IFA Sales,
L&G Home Finance



Julie Godley

Sales Director,
L&G Retail Protection



Basil Anderson

Business Development
Director (interim),
L&G Retirement Income



What's been the biggest success this year for your business area?

Rob: We've had two successes. The first was embedding a data insight-driven sales team. This involved creating MI data sources using Power BI. We used this insight to create a framework and structure for the sales team to operate with more clarity and focus. Adviser footprint data is the starting point, which shows us which firms have and have not used L&G Home Finance (LGHF), and use Salesforce to manage an engagement plan.

Our second success was using Salesforce to drive efficiencies and work smarter. We can now send personalised emails to multiple advisers and track open rates and their interest in content. The team have set up key groups to target messaging appropriately.

With the help of Alex Bryan, I've set up a six-stage engagement plan within Salesforce that BDMs use to monitor progress and stay on track with each adviser firm. We've also created an automated onboarding programme for new advisers registering with LGHF. They work through a 42-day experience, receiving various articles, useful information, an invite to Setting the Foundations workshop and contact details for all aspects of LGHF. This gives advisers a warm welcome to L&G Home Finance and provides them with useful links and content associated with the later life lending market.

Julie: This year has been one of genuine progress and partnership. We've continued to retain key tenders and win new ones, reflecting the strength of our relationships across the market. It's been great to see a rise in engagement from the wealth sector too, showing that more advisers are recognising the role protection plays in holistic financial planning.

Internally, we've evolved how we support advisers with a stronger mix of regional and network-specific support, helping us reach and serve more firms effectively. And winning several industry awards this year has been a proud reminder of the collaboration and commitment across our teams – from product and pricing to marketing and service.

Basil: A key success this year has been the delivery and roll out of L&G Apply – our streamlined digital application journey for intermediaries. Apply reduces friction, shortens processing times and provides clearer, faster outcomes for advisers and their clients. Following a successful launch early 2025, Apply had a wider rollout in November, supporting more firms to deliver efficient, consistent and high-quality journeys.

Another key success was the ability of the team to remain focussed in delivering a consistent message in an increasingly competitive market.



How do you see the market evolving, and how are we preparing?

Rob: The lifetime mortgage market has been challenging since October 2022 because of factors including the Truss budget, market crash and high gilt rates. The market is slowly returning, with an acceptance that interest rates are now at a stable level.

To prepare, the team will use data insight to guide our activity. However, I do think the time is right now to encourage growth in the market. I've engaged with our marketing team to plan a growth theme for Q1 and Q2 in 2026. This will include:

- Promoting our Setting the Foundations workshop in a more structured, professional way
- Breaking some of the content down from the workshop into bite-size chunks, targeting advisers with videos, webinars and articles
- Revisiting our market-leading post-completion benefits and creating a strategy for educating advisers on them
- Create quality content based around topics like IHT, divorce, gifting and care

I want LGHF to be viewed as the lender of choice: quality of BDM team, quality of products and overall proposition and quality of adviser content.

Julie: The next year will bring change, but also real opportunity. We expect continued growth in areas like IHT and later-life planning, alongside renewed momentum for first-time buyers following the budget. The FCA's market study will help shape expectations around advice and value, and we'll be working closely with our partners to navigate that together.

AI and technology are also transforming how we all operate, and our focus is on using them to complement, not replace, the human expertise advisers bring.

Basil: The outlook for the market remains dynamic – shaped by ongoing market volatility and evolving legislation. These shifts only reinforce the opportunity and need for trusted, professional retirement income advice. Our role as regional support team is to support financial planners with clarity and confidence. We help them to guide clients to secure and sustainable outcomes across all assets in retirement and later life.

What's made you most proud of our teams this year?

Rob: The fact that they have operated in extremely challenging market – from £6bn in 2022 to just over £2bn from 2023 to 2025*. They've remained professional, enthusiastic and determined to do all they can to bring business into LGHF.

Any human would find working in this environment for three years tough, and I am so proud to manage such a loyal team who have embraced new data-led operating models to ensure we maximise our sales.

Julie: I'm incredibly proud of how adaptable and committed the team has been. From extending our My Claims digital journey to single-life policies and rolling out indexation** across our product range, to launching the revamped Adviser Academy, everything we've done has been about improving adviser and customer experiences.

It's been a year of constant change, but the team's energy, collaboration and passion for doing the right thing have stood out. A personal highlight was bringing back the Hero in the Middle award at this year's Business Quality Awards – a brilliant reminder of the power of advice and the difference it makes every day.

Basil: I am very proud of the capability and skill across our regional teams – consistently showing up with their expertise, energy and care for the financial planners and firms they work with.

What are your top priorities for 2026?

Rob:

1. Write our annual target
2. Evolve and continue to refine our MI and data to ensure we are maximising all opportunities in an efficient way
3. Ensure that we're viewed as the lender of choice

Julie: Our focus for 2026 is partnership and preparedness – ensuring advisers have the people, resources and insights they need to thrive in a changing market. That means maintaining strong personal relationships through our regional teams, expanding learning and CPD support through the Adviser Academy, and continuing to share meaningful research and data.

With expected shifts around tax, housing and regulation, our role is to help advisers stay ahead, confident and connected – making it easier than ever to do business with us.

Basil: My top priorities for the regional business development teams are:

- Strengthen adviser relationships and to continually add value – ensuring we remain the most trusted and a credible partner
- Scale and embed Apply – drive adoption and usage across intermediaries
- Develop capability and skill across the team

What's your one piece of advice for advisers in 2026?

Rob: The financial services market is evolving at a fast pace. It's no longer possible to confidently deliver positive client outcomes without considering all assets held by a client. Property wealth must form part of that, and so I urge all advisers to engage with LGHF in order to understand the market and embed later life lending into the their advice model – whether this is advised in-house or referred.

Julie: Stay open to change and confident in the value you bring. Customer expectations, technology and the advice journey are all evolving, but the need for trusted human guidance has never been greater.

Embracing new ways of working – whether through digital engagement, education, or partnerships – will create new opportunities to reach and protect more clients. And as always, we're here to support you every step of the way.

Basil: Clients are seeking certainty in a volatile environment and they want to understand how their assets support their retirement journey, not just how they are invested. Your guidance is where confidence starts. I would remind advisers to bring guaranteed income back into the planning conversation. It strengthens outcomes, reduces risk and gives clients greater peace of mind.

* Legal & General Home Finance | Lender directory | Legal & General

** Added flexibility giving your clients the option to decline increasing cover (indexation) up to three years in a row.



Best of both worlds: Cecilia Furner on connecting retirement solutions



Cecilia Furner is the Distribution Director for Retail Retirement at L&G. She leads the retail retirement distribution strategy across Annuities and Home Finance. We caught up with her to find out more about her role across two key business areas and her views on the market.

Can you tell us a bit about your career journey and what led you to this role at L&G?

I've spent my 26-year career in financial services focused on market access, channel strategy and intermediary engagement. What began as broad exposure to every aspect of client needs – from protection to health insurance – has, over the last 15 years, evolved into a deep focus on retirement strategies and the decumulation journey.

That blend of commercial focus and purpose-led collaboration naturally led me to L&G, where I now lead our Retail Retirement Distribution strategy across Annuities and Home Finance. It's a role that brings together everything I value – connecting people, data and ideas to shape better outcomes for clients and the advised profession.

What excites you about the opportunity to lead across both Home Finance and Retail Annuities, and how do you see this contributing to L&G's purpose and long-term strategy?

We're part of a growing, simpler and better-connected L&G. My role and wider team will directly contribute to our purpose: to improve the lives of clients in retirement, building a better society and create long-term value.

It's very exciting to shape how we bring together our distribution efforts to deliver more joined-up retirement solutions across these two businesses, enabling financial advisers and wealth planners to give clients confidence and security in retirement and later life. It's about connecting L&G's financial strength, innovation and focus on supporting the Intermediary market, with the needs of clients planning their retirement.

Has anything about the market taken you by surprise this year?

The retirement market continues to evolve rapidly, shaped by volatility, regulation and longer lifespans. After nearly three decades in the industry none of

this change surprises me – it reinforces the need for holistic planning across all assets, not just those managed on a platform.

Guaranteed income and housing wealth will play a vital role in giving clients confidence and stability, and will balance flexibility with security. Decumulation and later life is a journey that could span over decades for clients, and the value of professional financial advice has never been more important. Post-pensions freedom, who knew we would see a National Annuity Day in 2025? It was great to support this initiative as a sponsor.

What do you enjoy outside of work that helps you maintain a healthy work/life balance?

For me, work / life balance is not about splitting time evenly – that isn't always possible in a demanding role. It's about being fully present.

As a family of five, with a mini-schnauzer, there is an inevitable level of chaos when we all do get together. We enjoy being active, playing tennis or going on hikes. Family holidays usually end up revolving around the best hiking trails! My family is the centre of my world.

What's something people might be surprised to learn about you?

In a world where many of first meetings are on screen, I do tend to surprise people in person. And yes, I am probably taller than you!

“It's about connecting L&G's financial strength, innovation and focus on supporting the Intermediary market”



The expert's view



Scott Fallon

Scott is a multi-award-winning protection expert at London & Country Mortgages. His most sold product is income protection cover.

Can you tell us about a pivotal moment in your career which embedded the reason why you advise?

I was reviewing an existing client's policy and, during the initial fact find, my client mentioned his wife was having tests for expected cancer. We agreed to wait until the investigations were complete. Unfortunately, his wife did receive the bad news she had cancer. His wife made a claim on the critical illness cover I'd arranged, which meant her husband could take time off work to look after her and the children. Unfortunately, she passed away only two weeks after the diagnosis. As the client had two policies, the level term assurance paid out on top of the critical illness cover. This meant her husband could pay off the mortgage and have some additional cash to be flexible with work to take care of the children. Without advice, it's unlikely that the clients would have had the right cover for a situation like this, or any cover at all.

Can you tell us about how you tailor your advice for different clients and their needs?

I base my advice around the client's full needs which can be their mortgage debt, company sick pay benefits and their future plans. They could have plans to retire early, to pay for their children to go to university or even make sure that the mortgage debt can be repaid in the event of a death or incapacity. Every client is different.

How do you build trust with your clients?

I take my time in building a relationship with my clients from day one by being transparent and giving clear and trustworthy advice. I aim to provide high levels of communication to let clients know where things are throughout the process and to be consistent with regular updates.

What would be one piece of advice you would give to advisers who are new to the industry?

Do the right thing! Remember, protection isn't a one-size-fits-all product and every client is in a different situation to the next. Clients are asking for advice for a reason, so by being upfront with your questions and transparent about the outcomes you'll always allow the client to make their own informed decision.



David Forsdyke

David is a Partner and Head of Later Life Finance at Knight Frank Finance. He began his career in 1994, and has focused on later life lending since 2005. He's held various senior roles including with the regulator and trade body. He joined Knight Frank in 2019 to launch the later life finance service. He and his firm have won several awards and is regarded as a subject matter expert on equity release.

Can you tell us about a pivotal moment in your career which embedded the reason why you advise?

This is a really interesting question. I can think of one that has kept me in the later life lending and equity release sector.

In 2005 I saw a huge gap in the advice market. I was self-employed at the time and part of a large network. I was primarily a mortgage adviser, but also gave a lot of advice on protection and some on retirement planning. Older homeowners needing advice on what to do in order to release equity from their homes were starting to emerge, and we didn't really have anyone covering that side of advice, so I decided to take the equity release qualifications. I very quickly became involved in advising older clients and found it incredibly fulfilling. Every client was, and still is, very unique, and helping them realise a dream, solve a problem, save some money, help a grandchild, or just sleep a little better is amazing.

Can you tell us about how you tailor your advice for different clients and their needs?

Tailoring advice is, for me, very simple. It's just about listening to each and every client carefully without pre-judging the situation. I listen, I take notes about what the client wants or needs, I try to capture some of their own words, and I then talk through all the alternatives with them. Sometimes the right solution is obvious, but often it requires some time and analysis to really work out what product or structure is going to work best.

How do you build trust with your clients?

Treat them the way I would want an adviser to treat my mum. That's always been the benchmark for me, and I will often ask myself, 'would I be comfortable giving this advice, or recommending this product to my mum?' She's a homeowner who is 87 now, but was only 67 when I started advising in this sector, so the products I advise on have always been relevant to her.

I also explain my journey to new clients. They're always interested to hear about my time working for the regulator, which has turned me into a bit of a rule nerd as I had responsibility for the MCOB rules surrounding equity release products during the Mortgage Market Review. I've also done, and continue to do, work for the Equity Release Council. At the moment I am vice-chair of the adviser forum and also sit on the risk and conduct forum. I've sat on their standards board in the past, and I continue to support the work of the Council.

What would be one piece of advice you would give to advisers who are new to the industry?

Don't be blinkered in the advice you give. Make sure you know enough about all the areas that connect to the advice you give, even if they seem a little irrelevant. This allows you to be truly useful to your clients as you can point out things, or spot pitfalls, that other more blinkered advisers might miss. For example, there are lots of advisers who still only advise on equity release. However, the sector has evolved and continues to grow with so many options now available to older home owners. Advising on equity release alone is not enough, and in my opinion has become too risky.

My team and I have become later life finance experts, and we make a point of keeping up with all the mortgage options open to older homeowners so we can always steer them in the right direction. We also work hard to maintain our knowledge in other areas such as tax, trusts, protection and estate planning, as these are often relevant to our clients even if we're not advising in those areas. It also facilitates meaningful discussions with other advisers and professionals, and we have lots who introduce clients to us. There's always room for more, so if anyone reading this wants to tap in to our expertise, please get in touch.



What's new on Just Covered?



Hazel and Wayne are back with three new episodes of Just Covered, the perfect soundtrack for your day. They've been busy chatting away with some leading experts in their field, as well as discovering inspirational stories along the way. Have a listen...

Episode 33

Resilience and recovery
How do you build a growth mindset?

→ [Listen to episode 33](#)

We speak to Andrew Jenkins, best known for his appearance in season two of The Traitors. In 1999, Andrew's life was turned upside down by a horrific road accident. The experience and his recovery led him to become a dedicated advocate for wellbeing and personal growth. Today, he's a mental health coach and motivational speaker, and supports numerous charities. He's remarkable open and honest about his struggles. His story is powerful, thought-provoking and universally relevant. Don't miss this one.

Episode 34

'Write it, or refer it'
Growth through pioneering protection approaches

→ [Listen to episode 34](#)

We meet David Mead, founder of multi-award-winning protection specialist, Future Proof. From humble beginnings, David started Future Proof in 2011, managing orphan clients for a major provider that closed. By 2018 they were acquired by St. James's Place (SJP). They've handled over 25,000 referrals from over 2,600 advisers. We dig into his journey, the organic growth of his business and his passionate philosophies around protection. He even helped pioneer the 'write it, or refer it' approach, so take notes.

Episode 35

Shaping tomorrow's industry
Embedding diversity and inclusion into everyday

→ [Listen to episode 35](#)

We chat to Rachel Eason-Whale, Head of Impact and Inclusion, and Amy Potter, Senior Advice Manager, at L&C Mortgages. Both have spent a large part of their recent lives focusing on how to make the financial industry more representative, inclusive and supportive. We discuss their career progression including formative experiences, personal hurdles and confidence building. And, how they've used these lessons to start their Journey to Management initiative that aims to encourage a wider range of employees into leadership roles. It's a refreshing vision for the future of financial services.

Adviser Academy

The latest expert, actionable and on-demand CPD training.

The protection recollection gap: How can advisers make the conversation more memorable?

[Catch up now >](#)

How much do you think your customers remember about your mortgage protection conversations?

99% of advisers say they're asking customers about protection, but 39% of customers say they recall it*, according to new research from the Association of Mortgage Intermediaries (AMI).

Catch up on AMI's recent webinar to gain fresh insights on consumer and adviser sentiments and come away with clear action points to review and strengthen your protection strategy.

* AMI Protection Viewpoint report | November 2025

CPD training with Adviser Academy

Upskill when it suits you with our on-demand CPD-accredited content.

Leading with income
Protecting the lifestyle

[Watch now >](#)

Learn how to evolve your mindset and lead with income as the driving force behind your protection conversations.

This webinar CII-accredited for structured CPD.
45 mins.

Building wealth that lasts
Protection as your edge

[Watch now >](#)

Watch this webinar if you want to make protection a defining service and help your clients achieve their future financial goals and retirement plans.

This webinar CII-accredited for structured CPD.
45 mins.

Home 2055: The Future of Mortgage Advice

[Download the report >](#)

To mark 30 years of L&G Mortgage Club, Home 2055 explores how the market has evolved since 1995 - and what homeownership and mortgage advice could look like for someone born in 2025.

Access our 30-year retrospective and future cast on the next generation of homebuyers, technology, regulation and advice.



2025: Covered

From top podcasts, events and business wins, it's the L&G year in review.



Top webinars of 2025

318 views

Navigating the FCA's Mortgage Rule Review

Industry experts came together to discuss the FCA's latest consultation, which will reshape the future of the mortgage industry. The strength of feeling on the regulator's recommendations was huge, making this one of our most popular, most watched and most interacted with webinars this year.

[→ Watch now](#)

365 views

Critical illness – For life, interrupted

This webinar explored the true financial impact of critical illness. Come away with strategies that help you uncover your clients' goals and translate them into tailored solutions for long-term financial security.

[→ Watch now](#)

1,200 views

IHT on pensions from April 2027 – What financial planners need to know

Cecilia Furner was joined by a panel of experts from Octopus, TIME and Quilter to discuss how to prepare and what the application of IHT on pensions means for you and your clients. Packed with expert insights and practical strategies, this webinar will help you stay ahead of major regulatory changes.

[→ Watch now](#)



Top episodes of Just Covered

Turning trauma into triumph: Filling the vacuum in bereavement support, with Rhian Mannings

Trigger warning: This episode contains reference to suicide and infant death.

Rhian Mannings is the founder of the 2Wish charity. In 2012, Rhian tragically lost both her infant son and husband in just a matter of days. The absence of bereavement support in her Welsh community caused her to set up her own charity service. Today, 2Wish operates in England too and her incredible work has been recognised with an MBE, in the New Year Honours list, and more.

[Listen now](#)

Industry-wide reflections: What's shaping today's mortgage market? With Stephanie Charman and Vikki Jefferies

Stephanie Charman, the new CEO of the Association of Mortgage Intermediaries (AMI), and our very own Vikki Jefferies, who has recently assumed her new role as Market Development Director. This episode was a lively and friendly chat with personal insights on the current mortgage market, changing regulations and new initiatives.

[Listen now](#)

Client vulnerability: Promoting industry-wide care and best practice, with Robin Melley

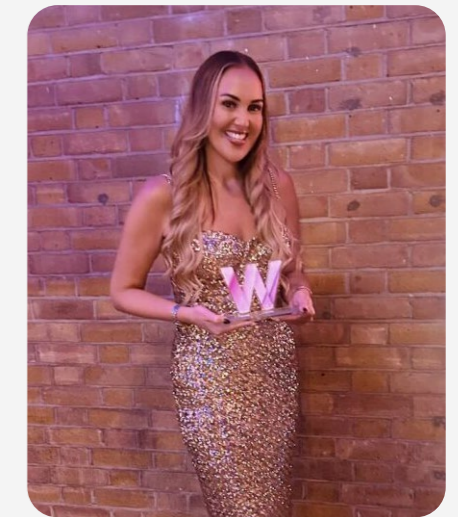
Robin Melley is a founder and director of the Consumer Duty Alliance and co-founder of the Financial Vulnerability Taskforce. He's the only person to win UK Chartered Financial Planner of the Year twice. Robin gives insights into the evolution of the Financial Vulnerability Taskforce and his recent work with us on the Thematic Review checklist, already proven as a transformative tool for helping advisers with Consumer Duty.

[Listen now](#)



Award and Industry events

Across retail we have won 22 awards in 2025 and attended some fantastic events. Thank you to the advisers who voted for us, the panels who judged and to our amazing team. It's great to be valued, to network and share amazing times with our industry colleagues.





Top calls and queries

All figures taken from L&G BMI reports.

Mortgage Support Services

10,421 calls and live chats answered

Home finance

68,569 inbound calls

10,674 outbound calls

Retail protection

48,173 live chats answered

250,498 Partner First Service Team / CAS calls answered

Annuities Telephone BDM team

5,944 outbound calls (743 per team member)



Top customer questions and concerns

L&G Mortgage Services

Regulatory concerns and the role of the adviser

We found repeated concerns about regulatory changes, the role of advisers, consumer duty and whether the regulator's actions support good customer outcomes. This includes debates on execution-only models and adviser recognition.

Annuities

Retirement confidence and lifestyle planning

Many people enter retirement with a range of objectives, these often include ensuring they enough income for a comfortable retirement, planning for inheritance tax and considering future lifestyle changes and care needs². For some, the absence of hobbies or interests makes the transition harder and less appealing. Concerns about inflation and rising living costs are common³. A noticeable pattern is the reluctance to spend⁴ – even when funds are available – which highlights the need to spend with purpose rather than simply preserve wealth. This underlines the importance of advisers taking a broader role and moving beyond goals-based planning: helping clients build confidence, define lifestyle goals early, and prepare for a rewarding retirement.

Retail Protection

Affordability

Over a quarter of working adults without income protection say that cost is the main barrier to taking a policy¹. They also say other financial priorities and a lack of perceived need or awareness as reasons for not having such cover, highlighting the importance of value and price sensitivity in your recommendations.

Home Finance

Inheritance and affordability

There are key concerns surrounding inheritance and affordability, with customers considering the long-term financial and personal implications. A growing number are using lifetime mortgages to support family members financially, so are looking for reassurance about their consumer protections. This is a key customer segment to receive holistic guidance that aligns with their long-term goals.

1. Delaying life insurance by overestimating costs 184 percent | Actuarial Post
2. Quilter Retirement Lifestyle Report | August 2025
3. One in three pensioners, feel less financially secure than a year ago | Age UK | 24 March 2025
4. Are you scared of spending your pension? Many are too afraid to let go of savings | This Is Money | MSN



Key milestones and launches

Celebrating 30 Years of Mortgage Club in 2025

We've been supporting Ronald McDonald House Charities UK, who provide a 'home away from home' for families of children in hospital. Our goal is to achieve £30,000 in fundraising. As of 15 October, we've raised over £20,000.⁵

Transforming claims: Faster, smarter and digital

We've delivered a digital-first journey for policyholders, giving them a faster, simpler way to start and track claims online. Now, 71% of new health claims start online, more than 5,000 claims are tracked monthly and we've reduced turnaround times by nine days⁶.

For single life and over-50s Life Insurance policies, we've introduced a new way for beneficiaries, trustees, executors to start and manage claims online. This is a major step forward for the market, tackling the most complex, high-volume claims with confidence.

Launch of L&G Apply

L&G Apply is our new digital annuity application form, which can save you up to 14 days per application journey⁶. We're currently rolling this out to our intermediaries.

Happiness hotspots

Our happiness in retirement research revealed the top retirement hotspot for later life wellbeing is Amersham and Chesham. The ranking scored 632 areas⁷ across a range of factors that make up a happier later life including access to healthcare, opportunities to build social connections, access to nature, local amenities and financial security.

Leading the Way campaign

To celebrate 10 years in the lifetime mortgage market, we launched a series of short videos and a new lifetime mortgage guide, packed with stories and insights from our team to help you have more informed client conversations.

→ [Access the guide](#)

5. <https://www.justgiving.com/page/mc30-fundraising>

6. All data taken from L&G BMI reports.

7. Britain's Retirement Happiness Hotspots: Amersham and Chesham crowned best place to retire | Legal & General Group



Here to help, if you need us

Thank you once again for your continued support.



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