

Sarah Morice

Lead UX Researcher

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Summary

Lead UX Researcher with 10+ years of experience delivering mixed-methods research across SaaS, financial services, government (GDS), and the third sector, with an additional 6 years specialising in Business Intelligence and Strategy.

Proven track record of building UX Research functions from the ground up, embedding research practices within Agile product teams, and shaping product and business strategy through evidence-based insights.

Experienced in end-to-end research delivery, from Discovery through to product optimisation, using a range of qualitative and quantitative methods. Skilled at translating complex findings into clear, actionable recommendations that drive user-centred design decisions and reduce business risk.

Adept at leveraging AI tools strategically to accelerate research workflows, enhance insight quality, and scale impact—while maintaining a strong connection to real user needs and ensuring human-centred judgment remains central to decision-making.

Experienced in managing and mentoring UX Researchers, fostering a strong user-first culture across cross-functional teams, and elevating UX maturity by building stakeholder alignment and championing best practices at a senior level.

Currently seeking a permanent Lead, Principal or UX Researcher Manager role, remote or hybrid.

Expertise

Research methods

Generative research, evaluative research, concept testing, interviewing, contextual inquiry, heuristic review, jobs to be done, tree testing, card sorting, eye tracking, surveys, A/B testing, product usage analytics, usability testing, running workshops

Strategy and operations

UX strategy, leading projects, scaling a UX research function, building a UX research team, establishing principles and standards, defining processes, defining strategic tools and guidance, influencing product roadmap, influencing product release

Leadership and influence

Shaping UX research communities, growing UX maturity, promoting the value of UX, stakeholder management, presenting, mentoring, coaching

Design, tooling and AI

Wireframing, prototyping, UX research repositories, leveraging AI tools, promoting AI experimentation, accelerating outcomes with AI, building UX research agents

Career history

■ Lead UX Researcher | NTT Data | Sep 2024 – Present Business Consultancy

HSBC - Business Banking:

- Built and scaled a UX Research function, embedding standards and best practices
- Led an IA overhaul for a core product used by 8.8M users
- Contributed to AI initiatives, driving AI adoption and improving quality and productivity
- Managed and mentored 3 UX Researchers while leading a wider UX Research community
- Delivered mixed-methods research to shape and influence product strategy and decisions
- Championed a user-first approach across products used by 2M+ companies, influencing processes and ways of working

■ Freelance UX Research & Design Consultant | Aug 2022 - Aug 2024

Worked as an independent UX consultant delivering end-to-end research and design across SaaS products, the Government and the charity sector.

Department of Business and Trade | Government | 2023 - 2024 | 17-mo. (contract, extended 3 times)

- Led User Research through Discovery and Alpha on a £1M+ GDS-compliant migration project
- Defined UX strategy and conducted mixed-methods research, delivering insights that directly influenced project direction and the product strategy
- Produced key research artefacts and presented findings to senior stakeholders
- Mentored and coached 2 Researchers

MS Society | Charity | 2022 | 3-mo.

- Led website optimisation through IA and taxonomy redesign, underpinned by UX research and stakeholder-ready insight delivery

■ Senior UX Designer | Lunio | May – Aug 2022 SaaS Product

- Defined and implemented UX strategy, facilitated sprint workshops and usability testing, gathered business requirements, and produced wireframes and prototypes. (Perm. early exit due to restructure)

■ Senior Service Designer | Unboxed | Aug 2020–May 2022 (Perm.) Tech Agency

Championed UX best practices, supported business development pitches, and contributed to shaping the internal UX community. Mentored 1 UX Designer and 1 UX Researcher.

Buckinghamshire Council

- Led a content migration project to build a new council website, defining UX strategy and leading quantitative and qualitative research activities in line with GDS standards.

Hackney Council

- Led UX strategy, business analysis, process optimisation and design for a service and payment management software as part of a wider business transformation initiative.

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Experience

- Public and Private sector ▪ GDS standards ▪ Agile methodology ▪ B2B and B2C ▪ Softwares (inc. SaaS products), mobile apps, websites ▪ Migration project ▪ Information Architecture projects ▪ Strategic project ▪ MVP ▪ Product enhancement ▪ Various industries

Tools

- ChatGPT ▪ Claude ▪ Monday ▪ Jira ▪ Confluence ▪ Figjam ▪ Miro ▪ Mural ▪ Google suite ▪ Figma ▪ Sketch ▪ Axure RP ▪ Qualtrics ▪ Userlytics ▪ Optimal Workshop ▪ Lookback ▪ Hotjar ▪ Usertesting

Education

- BSc Degree in International Trade (2005 - France)
- Baccalaureat in Literature. (2001 - France)

Languages

- English: Fluent
- French: Fluent
- Spanish: Fluent
- Portuguese: Intermediate

Career history

■ Freelance UX Research & Design Consultant | Sep 2017 - Aug 2020

Worked as an independent UX consultant delivering end-to-end research and design across public sector, SaaS, financial services, and insurance industries.

Thomsons Online Benefits | SaaS | 2019 | 7-mo.

- Facilitated sprint workshops and usability testing, mapped user flows, produced wireframes and prototypes, and mentored a Service Designer.

Conversocial | SaaS | 2019 | 5-mo.

- Led Discovery research through user interviews and contextual inquiries, synthesised insights into UX recommendations, and conducted an expert review of an AI bot builder. Mentored a junior UX Designer.

NHS | Public sector | 2019 | 1-mo.

- Supported Discovery phase by identifying user needs and pain points, defining the research plan, and leading research activities.

Aviva. | Insurance | 2018 -2019 | 3-mo.

- Designed a new online pension management journey for thousands of existing customers, mapping user flows and producing wireframes and prototypes.

EE / BT group | Telecom | 2018 | 6-mo.

- Conducted a heuristic evaluation of the existing website and optimised UX processes in collaboration with the marketing team, for a platform serving 20M+ mobile and broadband customers.

PokerStars. | Online Gaming | 2017 | 4-mo.

- Led sign-up and payment experience projects, producing wireframes and interactive prototypes to optimise the user journey for a platform serving 20M+ global users.

■ UX Consultant | Aiimi | Oct 2016 – Sep 2017 (Perm.)

Enterprise Information Management

Anglian Water:

- Led UX projects that supported the business transformation and the digitisation of internal tools, reducing human error and driving optimisation.

2014–2016 — UX completing foundational UX coursework and building early portfolio projects

■ Sales Director | Business Intelligence & Strategy | Jul 2008–May 2014 (Perm.)

Managed strategic accounts across CAC 40 companies including Airbus, Axa and Orange at Informa and CEB, partnering with C-level executives to deliver business intelligence and strategy solutions.