



To be a world-class business generating long-term value by creating successful, sustainable places where people aspire to live

# CUSTOMERS

PROVIDE EXCEPTIONAL SERVICE TO ALL OF OUR CUSTOMERS AND PUT THEM AT THE HEART OF OUR DECISIONS



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Member of  
the Institute of  
Customer Service



homebuilder to achieve  
the Institute of Customer  
Service's Service Mark  
(St James)

105

accredited Institute of  
Customer Service  
training courses for staff

UK FIRST

signed the London  
Mayor's Concordat for  
UK sales

98%

customers that  
would recommend  
us to a friend

81%

customers satisfied or  
very satisfied

Sustainable  
living

new online tool  
for customers

Energy  
efficiency

the most important  
sustainability issue for  
customers

# CUSTOMERS

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## INTRODUCTION

This report sets out our approach in the business area of Customers. It provides performance information on the commitments that we had in place from 1 May 2012-30 April 2014 and outlines our goals for 2014-16.

## OUR APPROACH

Our customers are at the heart of all our decisions.

We aim to understand their needs and consistently meet or exceed their expectations. The service we provide is professional, efficient and helpful to make the home buying process as straightforward and enjoyable as possible. Our levels of customer service aim to be comparable to other top brands.

All our customers are provided with a commitment that when they buy a new home from Berkeley they can be safe in the knowledge that it is built to very high standards of design and quality, has low environmental impact and that they will enjoy an exceptional customer experience.

Each customer receives tailored information relating to their purchase and has a dedicated point of contact throughout the customer journey.

Exceptional  
Net Promoter Score Communication  
Professional Dedicated  
Satisfaction Efficient  
Helpful Recommendations  
**Customers**  
Sustainability Standards  
Trust Commitment  
Feedback Service  
Tailored

# CUSTOMERS



## WHAT WE'VE DONE: 2012-2014 PERFORMANCE AT A GLANCE

Provide every customer with a Berkeley Customer Satisfaction Commitment.



Provide a point of contact at every stage of the customer journey.



Trial user-friendly 'quick start' instructions and guides for running a home.



Assign the Main Board as customer champion.



Survey every customer to measure satisfaction and target that at least 95% of our customers would recommend us to a friend.



Develop and launch 'Pledge for a better tomorrow' - a partnership between Berkeley and our customers to encourage residents to live a more sustainable lifestyle.



Train sales staff in sustainability so that they are able to sell the benefits to customers.



Highlight the specific sustainability features of our homes and developments in our marketing material and/or sales and marketing suites.



Undertake market research on at least 25% of purchasers to understand how sustainability influences their home buying preferences.



On selected developments provide customers with a 'sustainability options' package which enables customers to purchase additional sustainability features for their homes.



Produce a Berkeley sustainable living guide in conjunction with non-governmental organisations for use in sales and marketing suites, at handover, as well as an interactive version of the guide for our website.



Run a programme of Vision2020 (now Our Vision) marketing communication to familiarise customers with the strategy and promote sustainable living.



Include guidance in all Home Manuals that enables occupants to understand and operate their home efficiently and make the best use of local facilities.



-  Fully achieved
-  Partially achieved
-  Not achieved

Key:  Fully achieved  Percentage achieved  Not achieved

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## WHAT'S NEXT? COMMITMENTS FOR 2014-2016

We have set three stretching commitments in the area of Customers to further improve our approach during 2014-2016. These are in addition to a number of business-as-usual actions, many of which are a continuation of or have evolved from the commitments we have had in place in previous years.

### DELIVER WORLD-CLASS CUSTOMER SERVICE MEASURED THROUGH THE NET PROMOTER SCORE



We ask all our customers “How likely are you to recommend us to a friend or colleague (out of 10)?” The score tells us if they are a detractor, passive or a promoter.

Our goal is to achieve a Net Promoter Score comparable to leading retail brands. To do this, we will be reviewing how we provide exceptional service to our customers and where improvements can be made.

### LAUNCH AN INTERACTIVE WAY OF COMMUNICATING WITH OUR CUSTOMERS, ‘MY HOME PLUS’



My Home Plus will be an interactive online system enabling customers to receive information and communicate with us throughout the purchasing process, and after completion.

Customers will be able to receive updates, such as photos of the construction process, make specification choices online and access documents and manuals relating to their home.

### MARKET ALL OUR DEVELOPMENTS IN THE UK FIRST



International investors play a vital role in London and reflect its status as a world-class city. However, we recognise that customers from the UK should be given priority.

We have a UK First Policy; all our developments are launched in the UK first, and every individual home is made available to customers in the UK either first or at the same time as launching overseas.

# CUSTOMERS



## OUR VISION: FOCUS ON CUSTOMERS

### Who are our customers?



We have a variety of customers, from individual private purchasers to investors, student accommodation and Extra Care providers to housing associations. Ensuring our customers are satisfied is fundamental to the ongoing success of the business and is a key priority.

### Our Vision: the plan for the business



Customers is one of the five focus areas within the Our Vision plan for the business, alongside Homes, Places, Operations and Our People. Customers is the first of the focus areas as they are at the heart of our business. Ultimately all the areas of our strategy are focused on the end customer and their satisfaction is critical to business performance.

Every two years we set new targets to improve our approach, whilst seeking continual improvement in our day-to-day contact with customers. Opportunities to improve our approach are identified through constant contact with customers and results from customer surveys which help us understand what is important to them. In April 2014 we also held a materiality session with industry professionals and members of our supply chain which highlighted other issues we should try to address, such as affordability and operating costs.

### Focusing on customers throughout the development process



Customer satisfaction is typically measured through a variety of key performance indicators once the purchase is complete, but we know that the most important thing is to put customers at the heart of our decisions from the outset.

Beginning with the selection of land we are thinking about locations in which people will enjoy living and have a good quality of life. During the design phase we focus not just on developing a high specification and good internal layout, but also on the external areas. It is often the spaces between the buildings which really contribute towards making a great place. Our construction teams build the homes and developments to a high standard, with an attention to detail which sets us apart. From the time when the customer first demonstrates an interest in a home we strive to provide exceptional service to ensure there is a smooth and efficient buying process and to assist where we can after completion.

# CUSTOMERS



## THE BERKELEY DIFFERENCE

We believe that the qualities that make Berkeley different mean that customers can choose a new home from us with complete confidence.



# CUSTOMERS



## A COMMITMENT TO OUR CUSTOMERS

Every customer is provided with a Customer Satisfaction Commitment:

*“When you buy a new home from Berkeley you can be safe in the knowledge that it has been built to very high standards of design and quality, has low environmental impact and that you will enjoy an exceptional customer experience”.*

The Main Board of the Berkeley Group takes responsibility for customer service and there is a customer service committee to share best practice between different areas of the business. There are dedicated sales, customer service and customer relations teams to assist the customer from initial enquiry through to reservation, sale and after they move in. We ensure at any stage of this process that the customer is given a dedicated point of contact for any queries.

**CONSUMER  
CODE FOR  
HOME BUILDERS**

We are compliant with the Consumer Code for Home Builders at every stage in the buying process which gives protection and rights to purchasers of new homes, ensuring that they are treated fairly and are fully informed about their purchase.

## CUSTOMER SERVICE



In 2013, we joined the Institute of Customer Service (ICS) with an aim to further improve our levels of customer service and to benchmark ourselves across different industries. ICS surveyed our staff and customers to identify current levels of customer service and we are pleased that we achieved in excess of the target set by ICS. ‘Friendliness of staff’ achieved the highest score, which is testament to our employees.



Since the initial survey, more than 100 accredited ICS courses have been delivered, covering more than 500 of our employees.

We are also proud that the St James division has become the first house-builder to achieve the ICS ServiceMark accreditation. The achievement of this national standard is recognition of the business’s commitment to, and achievement in, customer service.

# CUSTOMERS



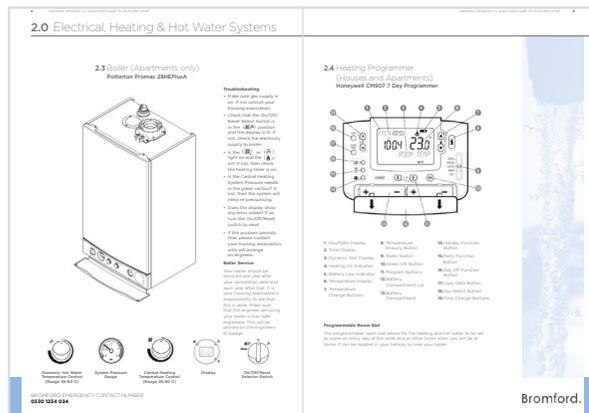
## PROVIDING INFORMATION



We realise that there is a lot of information to take in and choices to make when buying a home. Our role is to provide relevant information to customers in an easy-to-use format.

Our new commitment to introduce My Home Plus will help us to achieve this by providing an online system through which customers can access information and make specification choices.

All of our customers are provided with a 'Living Guide' when they move into their home, setting out information on local facilities and how to operate the home. In the last two years we have trialled several versions of 'Quick Start' guides for our customers. These aim to provide simple and targeted information that the customer may need to be able to operate their home from the first day, without the need to read longer instruction manuals.



## CASE STUDY

### INTRODUCING 'QUICK START' GUIDES FOR OUR HOMES

At Napier Square in Acton residents were given access to a link with recordings of the Customer Relations Manager demonstrating how to operate key aspects of the home, including the underfloor heating and the air handling unit.

At Ryewood in Sevenoaks a 'Your First Day' leaflet has been produced setting out the essential aspects residents will need to know on their first day of moving into their new home. It includes information on key features within the home, contact details and health and safety whilst living on the development.



# CUSTOMERS



## SEEKING FEEDBACK

We seek to engage with customers and understand their wishes throughout the whole purchasing process and after completion. The dedicated point of contact will talk to the customer at various stages and help to ensure the purchase goes as smoothly as possible.

After completion, each customer is given the opportunity to provide feedback via a short survey. We ask customers what went well and not so well in order to understand what was important to them. The findings are then passed to the project teams to further improve both the product and service in the future.

From 2015, we will begin to use the Net Promoter Score (NPS) as an indicator of customer satisfaction and will publish this in future years to benchmark ourselves out of sector against world-class companies.



# CUSTOMERS



## BUILDING HOMES FOR EVERYONE



BERKELEY HOMES SOLD  
FOR LESS THAN £250,000  
IN THE LAST 5 YEARS

We build homes for everyone, from families to investors to key workers. In the last five years, 10% of all new homes built across every tenure in London were built by us

Affordable homes are included in our developments, based on local planning policy. We work with housing associations to ensure these meet high standards of design and quality.

We also support government schemes which help people buy a home. This includes Help to Buy, a low deposit scheme, and NewBuy, a scheme which enables a 90-95% loan-to-value (LTV) mortgage. At Highwood in Horsham, Help to Buy is being utilised by several of our customers and the timings of the sales process is being planned to tie into mortgage offers.



## UK FIRST



ALL DEVELOPMENTS ARE  
LAUNCHED IN THE UK FIRST

EVERY HOME IS MADE  
AVAILABLE TO THE UK MARKET

In 2013/14 we opened new overseas sales offices in Beijing and Dubai. International purchasers make an important contribution to the UK; over the last 5 years £1.2billion of new capital has entered the UK through sales to international customers on Berkeley developments. This funding very often underpins the capital investment that we need to commit to a project early on. As a result, it directly supports the provision of on-site public amenities, affordable housing and generates significant revenue for local and national government.

However, whilst overseas customers are important to bring inward investment into the UK, we recognise that UK purchasers should have the opportunity to buy our homes. In August 2013, ahead of the Mayor of London's Concordat, we made a pledge to offer all developments in the UK before marketing overseas.

In 2014-2016 we have committed to further strengthening this commitment; every development will launch in the UK first and thereafter every new home will be made available to the UK market either before or at the same time as being marketed overseas.

# CUSTOMERS



## NEW PARTNERSHIPS



We have launched 'The Berkeley Club' as a partnership offering to customers with other high-end brands. Designed with our customers in mind, The Berkeley Club offers access to carefully selected luxury British brands, all sharing our commitment to design excellence and customer service.

Exclusive online articles showcase our most prestigious properties alongside the latest news and views from the very best in travel, design, interiors, fashion, jewellery, food and drink, arts and culture, yachting and automobiles to name but a few.

From Jaguar to LINLEY, from Anya Hindmarch to Linn, The Berkeley Club has been created to cater for a wide variety of fine interests and individual styles. Customers may also be invited to an exclusive event jointly hosted with a club partner, should we feel it will be of personal interest to them.

*"The Berkeley Club is a genuine innovation in the property sector but one that makes perfect sense. Prime residential property is the ultimate 'lifestyle' purchase, so it is a great idea to bring together a fabulous collection of great British brands."*

*James Ogilvy, OGILVY & Co*



ASTON MARTIN



ROYAL  
OPERA  
HOUSE



# CUSTOMERS



## SUSTAINABLE LIVING



CUSTOMERS INTERESTED IN PURCHASING  
ADDITIONAL SUSTAINABILITY FEATURES

We have a role to play in promoting sustainable lifestyles to residents and helping them to operate their home efficiently and make the best use of local facilities. We also believe that this is something our customers want; in our February 2014 Customer Sustainability Survey 81% of respondents said that they were concerned about protecting the environment.

Sales staff are trained in sustainability and relevant information is contained within marketing brochures.

All sales suites now have a 'Helping Create a Better Future: Our Guide to More Sustainable Living' brochure which includes an insert showing site-specific sustainability features. An interactive version of the brochure was launched on our website in April 2014 to show what we incorporate into our developments and suggest ways that customers can live more sustainably.





## CASE STUDY



### PROMOTING SUSTAINABLE LIVING

All our sales suites and the Living Guides provided on handover have information on sustainability. In 2012-2014 we also trialled some additional methods of promoting sustainable living:

#### SUSTAINABLE OPTIONS

An additional options package at Lime Grove Mews in Shepherd's Bush included A+++ rated appliances and water butts.

#### PROVIDING INFORMATION

At Queen Mary's Place in Roehampton, we supported the residents association by preparing a booklet with information about sustainability initiatives, such as 'Fruit City' where you map fruit trees in your local area and 'Earth Hour' where lights are turned off for an hour at the same time across the world.

#### SUSTAINABLE WELCOME GIFTS

At Highwood in Horsham, a welcome hamper is given containing a range of seasonal foods from an independent local outlet, packets of seeds, travel vouchers, reusable bags and vouchers for nearby facilities.

#### COMMUNITY EVENTS

At Ryewood in Sevenoaks, a community night was held which included a talk from the Kent Wildlife Trust who run the Sevenoaks Wildlife Reserve adjacent to the development. A canvas goodie bag was given out containing sustainable items such as shower timers.

