

CUSTOMERS

Providing exceptional service to our customers throughout the purchasing process and after completion

This summary report covers the period 1 May 2012 to 30 April 2013 (“2013”)



FIRST

House builder to join the
Institute of Customer Service



98%

Customers that would
recommend us to a friend



81%

Customers concerned about
protecting the environment

The Customer Experience

Providing customers with a Berkeley commitment and a seamless purchasing experience

Customer Satisfaction

Ensuring customers are satisfied with the service they have received and would recommend us to a friend

Sustainable Living

Promoting sustainable living to customers and providing relevant information for them

CUSTOMERS

Our Vision for 2020

We will consistently meet or exceed our customers' expectations by delivering well-designed, beautiful homes and communities where they can live happy, healthy and environmentally-efficient lifestyles. The service that we provide to our customers throughout the purchasing process and after completion will be exceptional. Customers will be positioned at the heart of our business and will be central to the decisions that we make.

Developing our Approach

The customer is at the heart of every decision that we make, from the land that we buy, through development planning, to the detailed design, specification and construction of our housing and commercial space. Our customers range from private purchasers to housing associations, universities, student and Extra Care accommodation providers, commercial occupiers, hotel operators and investors. Each customer will have different needs and expectations which we strive to meet or exceed.

Our strategy is based on ensuring customers remain as a central focus of management at all levels and continuing to strive for exceptional performance.

Risks and Opportunities

Key Risk

Failure to meet expectations

Financial Impacts

Fewer customer recommendations and sales as a result of damage to corporate reputation from poor service.

Lower market value of homes due to lack of customer appeal.

Management through Vision2020

Commitment that over 95% of customers would recommend us to a friend.

Key Opportunity

Engaging with customers to inform better design

Financial Impacts

Higher sales due to highly desirable and comfortable home design.

Increased market value of homes due to their customer appeal.

Management through Vision2020

Feedback sought from all customers via a survey undertaken by an independent company.

Commitment to survey 25% of customers on how sustainability influenced their home purchase decisions.

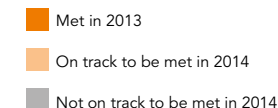
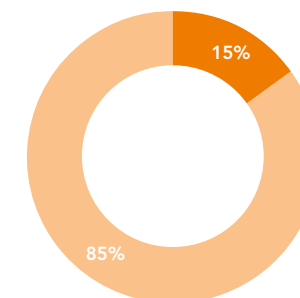


Our vision
for the future

CUSTOMERS

Progress at a Glance: mid-term review against two year commitments 2012-2014

The Customer Experience	Provide every customer with a Berkeley Customer Satisfaction Commitment.	→	The Berkeley Customer Satisfaction Commitment has been launched. It is now displayed in the majority of marketing suites and online, and will be rolled out further in 2014.
	Provide a point of contact at every stage of the customer journey.	→	The process for providing a point of contact at each stage of the customer journey has been formalised. The vast majority of customers are provided with a named contact at all stages of the purchase process.
	Provide user-friendly 'quick start' instructions and guides for running a home.	→	Our Group Customer Service and Technical Committees are in the process of compiling a format for 'quick start' guides to trial in 2014.
	Assign a Main Board Customer Champion.	✓	The Main Board has taken responsibility for championing customer care.
Customer Satisfaction	Survey every customer to measure satisfaction and target that at least 95% of our customers would recommend us to a friend.	✓	In-house Research survey results from all private customers are collated at Group level. 98% of our customers in 2013 would recommend us to a friend.
Sustainable Living	Develop and launch 'Pledge for a better tomorrow' – a partnership between Berkeley and our customers to encourage residents to live a more sustainable lifestyle.	→	Initial ideas for engagement have been discussed and these are due to be trialled on some sites during 2014.
	Train sales staff in sustainability so that they are able to sell the benefits to customers.	→	Training material has been produced and the first stage of training will be provided in summer 2013.
	Highlight the specific sustainability features of our homes and developments in our marketing material and/or sales and marketing suites.	→	The vast majority of developments include site-specific information on sustainability features within marketing material and sales suites.
	Undertake market research on at least 25% of purchasers to understand how sustainability influences their home-buying preferences.	→	A survey was completed in 2012 and the next survey is due to be completed in 2014.



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Progress at a Glance: mid-term review against two year commitments 2012-2014

Sustainable Living continued	On selected developments provide customers with a 'sustainability options' package which enables them to purchase additional sustainability features for their homes.	→	This has already been trialled on one site and is due to be implemented on additional sites in 2014.
	Produce a Berkeley sustainable living guide in conjunction with NGOs for use in sales and marketing suites, at handover, as well as an interactive version of the guide for our website.	→	'Helping Create a Better Future', in conjunction with Waterwise and the Energy Saving Trust, has been published for use in sales suites. An interactive web-based version will be produced in 2014.
	Run a programme of Vision2020 marketing communication to familiarise customers with the strategy and promote sustainable living.	→	Vision2020 is communicated in all sales and marketing suites. In 2013 the Vision2020 panels were updated to provide new information on the framework. Information contained within Living Guides (home manuals) has also been updated.
	Include guidance in all home manuals that enables occupants to understand and operate their home efficiently and make the best use of local facilities.	→	The vast majority of Living Guides provide information for occupants to help them operate their home efficiently and make the best use of local facilities.

CUSTOMERS

The Customer Experience

We are committed to:

- Providing every customer with a Berkeley Customer Satisfaction Commitment
- Providing a point of contact at every stage of the customer journey
- The Main Board continuing to champion customer service
- Providing user-friendly 'quick start' instructions and guides for running a home

We are committed to providing our customers with quality homes in the most desirable locations, but we believe there is a lot more to what we do than just building homes. We aim to make the home-buying process as straightforward and enjoyable as possible for all our customers, and to provide a professional, efficient and helpful service at all times.

Our dedicated Customer Managers are allocated for each part of the customer journey, so that the customer always has an expert to talk to. In addition to the 10-year warranty all new homes receive, Berkeley operates a two year policy with dedicated teams on hand 24 hours a day to deal with enquiries.

Parts of the business joined the Institute of Customer Service in 2013 and this will be extended to the whole Group in 2014 to enable us to continue to strengthen our approach to customer service. We are the first house builder to take this step.

First

House builder to join the
Institute of Customer Service

2 years

Duration of 24-hour support
for our customers



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The Customer Experience

From Vision to Reality: Our commitment to our customers

Our commitment to our customers is that:

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

The commitment makes it clear what customers can expect when purchasing a new home from us. We will display this in sales and marketing suites and in our marketing materials to demonstrate our commitment openly and transparently.



Chelsea Creek Sales and Marketing Suite

From Vision to Reality: The customer journey

Our dedicated Customer Managers are allocated for each part of the customer journey, so that the customer always has an expert to talk to. This level of care and service sets us apart from our competitors and ensures that the customer has peace of mind.

The process of moving into a Berkeley home should be smooth and trouble free and our customer care teams contact every customer shortly after they complete to ensure that everything in the new home is absolutely to their liking.

All new homes receive a 10-year warranty; at Berkeley we also provide an additional two year policy which gives additional peace of mind to our customers that we will be on hand 24 hours a day to deal with enquiries.



Customers in Chelsea Bridge Wharf Marketing Suite

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Customer Satisfaction

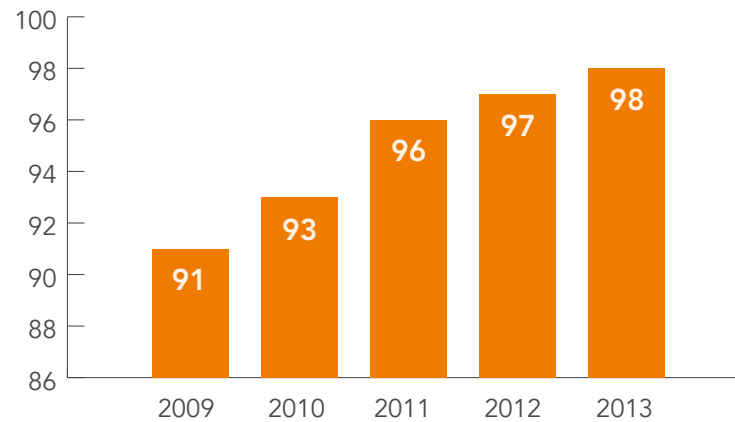
We are committed to surveying every customer to measure satisfaction and targeting that at least 95% would recommend us to a friend

We support the Consumer Code for Home Builders which applies to all our buyers. This ensures that home buyers are treated fairly, know what service levels to expect, are given reliable information upon which to make their decision and know how to access speedy, low-cost dispute-resolution arrangements if they are dissatisfied.

We use customer satisfaction surveys undertaken by an independent external agency to measure how well we are meeting our customers' expectations. All of our private purchasers are asked to complete a survey, and this year 98% of our customers reported that they would recommend Berkeley to a friend, compared to 97% in 2012. This is above our target of 95%, and provides us with further reassurance that, through Vision2020, we are succeeding in embedding the customer experience at the heart of our business.

We also see the opportunity presented by engaging with customers to inform better design. We invite feedback from all of our customers and use this to improve our homes. We hope that this will lead to higher sales due to desirable and comfortable home design, and increased market value of homes due to their customer appeal.

Customers who would recommend us to a friend (%)



98%

Customers who would recommend us to a friend

100%

Private customers whose views and feedback are sought post-completion

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Sustainable Living

We are committed to:

- Highlighting the specific sustainability features of our homes and developments in our marketing material and/or sales and marketing suites
- Training sales staff in sustainability so that they are able to sell the benefits to customers
- Undertaking market research on at least 25% of purchasers to understand how sustainability influences their home-buying preferences
- Producing a Berkeley Sustainable living guide in conjunction with NGOs for use in sales and marketing suites, at handover, as well as an interactive version of the guide for our website
- Including guidance in all 'Living Guides' that enables occupants to understand and operate their home efficiently and make the best use of local facilities
- Launching 'Pledge for a better tomorrow' – a partnership between Berkeley and our customers to encourage residents to live a more sustainable lifestyle
- Providing customers with a 'sustainable options' package on selected developments which enables customers to purchase additional sustainability features for their homes
- Running a programme of Vision2020 marketing communication to familiarise customers with the strategy and promote sustainable living

Design is only part of the picture; with the support of residents we can aspire to create truly sustainable places. We have a role to play in promoting sustainable living to residents, 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 2012 Customer Sustainability Survey, 81% of customers agreed or strongly agreed that they were concerned about protecting the environment.

Helping Create a Better Future: Our guide to more sustainable living was produced in 2013 to provide information to customers on sustainability issues and give ideas on how to adopt a more sustainable lifestyle. In 2014, this will be made available within all marketing suites and we will also be developing an interactive online version.

Our sales staff are key in communicating sustainability information throughout the home-buying process. A training schedule has been compiled, together with supporting guidance, and in 2014 this will be rolled out across the business to ensure we can effectively promote the benefits of sustainable homes and communities to our customers.

81%

Customers concerned about protecting the environment

25%

Purchasers to be surveyed on sustainability in 2014

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Sustainable Living

From Vision to Reality: Improving awareness on sustainability and understanding customer needs

We want to build desirable, functional and sustainable homes for our customers, but in order to do so we need to understand what sustainability features our customers like and what features work well. One way in which we gain this understanding is by conducting regular customer surveys on sustainability. The latest survey was undertaken in 2012 and the next is due to be undertaken in 2014.

The surveys focus on identifying the sustainability needs of our customers, measuring how well we meet their expectations, understanding the extent to which sustainability affects their purchasing decisions, and establishing whether there are particular sustainability features that customers find attractive. This information is used to inform the design of forthcoming schemes and helps us to carefully target our marketing activities. Further information on the results of the 2012 Customer Sustainability Survey can be found in our [Sustainability Report 2012](#).

It is our aim to provide customers with relevant information on the sustainability of the home and wider development during the sales process. This may include information on what energy technologies, such as solar panels, are incorporated into the home and what facilities there are on the wider development, such as nature parks or river trails.

From Vision to Reality: Promoting sustainable living

Building low carbon, sustainable homes reduces the environmental impact of a home over its lifetime. However, even the most sustainable home will not perform to its potential if the residents do not understand how to operate it efficiently. We therefore aim to engage with our customers at, and beyond, the point of purchase to help them live sustainably in their new homes.

We have published a brochure, 'Helping Create a Better Future' in conjunction with Waterwise and the Energy Saving Trust which will be rolled out across our sales suites in 2014. It covers not only the traditional elements of greener living such as energy and water saving measures, but also topics such as sustainable transport, local sourcing of produce and getting involved with the local community.

We are also updating the 'Green Living Tool' on our website which allows customers to navigate through a graphic of a typical home and understand what they can do to save energy and water and increase recycling. The 'Living Guide' we provide to customers when they move into their new home also explains how to operate the home efficiently and make the most of local facilities.

At Edenbrook Park we have developed a website designed to embed a legacy of sustainable living. The 'My Edenbrook' site aims to link the community together, continuously updating them on local facilities and community initiatives. The website will ultimately be handed over to a local community committee to ensure it will be available to future residents.



New customer brochure on sustainable living

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For notes on the 2009 - 2012 data presented here, please refer to our historical Sustainability Reports.

Data Appendix

Customer Satisfaction

	2009	2010	2011	2012	2013	Indicator	Further Information
Customer recommendations							
Percentage of customers who would recommend us to a friend	91%	93%	96%	97%	98%	GRI PR5 Vision2020	Data is collected using post-completion customer surveys, conducted by independent researchers. All private customers are given the opportunity to complete the telephone survey. In 2013 this covered 78% of all completed homes.