



CUSTOMERS

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



CUSTOMERS

HIGHLIGHTS, AWARDS AND ACCOLADES 2014-2016



Institute of Customer Service's UK Customer Satisfaction Awards 2016: Customer Focus Award (Large Enterprise)

98%

of customers would recommend us to a friend (2016 results)

UK First Policy

Our Policy was implemented on all developments launched during the 2014-2016 commitment period

myHome PLUS

MyHome Plus developed and now available for use across all new developments

1st

Customer Service Academy held in 2015, bringing talented individuals from other industries into the business

ServiceMark

Accredited from April '15 - April '18



Institute of Customer Service ServiceMark achieved across all businesses

68.5

Net Promoter Score (based on a six-month rolling average at April 2016)



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WHY FOCUS ON CUSTOMERS?

Ensuring our customers are satisfied is crucial to the ongoing success of the business; ultimately all areas of our strategy are focused on the end customer. This extends beyond customer-facing activities, from the initial purchase of the land through to the design of each home and the wider development.

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 performing companies.

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, has a dedicated point of contact throughout the customer journey and are regularly informed and updated through the development process.

This report details our achievements over the past two years in our Customers' focus area and sets out our commitments for the two years ahead.

2014-2016 PERFORMANCE

Deliver world-class customer service measured through the Net Promoter Score	✓
Launch an interactive way of communicating with our customers, 'MyHome Plus'	✓
Market all our developments in the UK first	✓
Provide a point of contact at every stage of the customer journey	99%
Provide every customer with a Berkeley Customer Satisfaction Commitment	97%
Survey every customer to measure satisfaction and target that at least 95% of our customers would recommend us to a friend	✓
Include information on Our Vision in marketing material	99%
Include information on specific sustainability features of our homes and developments in marketing material	95%
Include guidance in all home manuals that enables occupants to understand and operate their home efficiently and make the best use of local facilities	✓



All areas of our strategy are focused on the end customer



Woodberry Down
Finsbury Park

WHAT'S NEXT? COMMITMENTS FOR 2016-2018

We have set two new ambitious commitments for 2016-2018 to improve and develop our approach to our Customers.



DELIVER WORLD-CLASS CUSTOMER SERVICE AS EVIDENCED BY A TOP QUARTILE NET PROMOTER SCORE COMPARED TO UK CUSTOMER SATISFACTION INDEX RESULTS

Berkeley's customers expect a professional, quality and efficient service when purchasing a property. We aim to meet and exceed these expectations throughout the customer journey, starting from the moment a customer enquires about a property, through the sales process, at the point of handover and during occupation.

A company's Net Promoter Score (NPS) is an indicator of the success of the customer journey. By committing to maintaining a consistently high NPS which ranks Berkeley amongst top performing companies, we are ensuring that the customer experience remains a key focus across the business, that we continue to outperform our competitors and that we build on our high levels of customer service to consistently deliver at a world-class standard.

Key to meeting these aims will be the continued development and support of our people to further embed a 'customer first' mind-set.



RUN A PROGRAMME OF ENGAGEMENT AND RESEARCH TO FURTHER ENHANCE OUR PRODUCT AND PROCESSES BASED ON THE NEEDS OF OUR CUSTOMERS

Berkeley operates in a highly competitive market. Key to the ongoing success of the business is that we listen to, understand and respond to the views, needs, motivations and aspirations of our customers.

Regular and improved feedback and input from our customers is expected to allow the business to keep up to date with the latest customer behaviours so that we can react to these as necessary. It will also aid Berkeley in identifying areas requiring innovation, including the way we think about design, and market our homes and developments.

A key aim of our 2016-2018 commitment is therefore to broaden the mechanisms through which feedback is sought to enhance customer engagement and insight.

OUR APPROACH TO CUSTOMERS

Berkeley is committed to providing its customers with high quality homes in the most desirable and accessible locations. The illustration below highlights our approach to our Customers. Each aspect is discussed in more detail on the following pages of this report.



OUR AIM IS TO MAKE THE HOME-BUYING PROCESS AS STRAIGHTFORWARD AND ENJOYABLE AS POSSIBLE FOR ALL OUR CUSTOMERS, AND TO PROVIDE A QUALITY, PROFESSIONAL, EFFICIENT AND HELPFUL SERVICE AT ALL TIMES.



Battersea Reach
Wandsworth

OUR COMMITMENT TO OUR CUSTOMERS



At Berkeley, we create homes not houses and therefore put the customer at the heart of every decision throughout the development process. This starts from the purchase of land where customers would aspire to live and the design of bespoke developments. We then build to exceptionally high quality standards, from the materials and products that we specify for use, to the workmanship and finishes delivered through construction. Our aim is to make the home-buying process as straightforward and enjoyable as possible for all our customers, and to provide a quality, professional, efficient and helpful service at all times.

Our Customer Satisfaction Commitment is featured within our marketing materials and on our website to demonstrate our commitment openly and transparently. It outlines what customers can expect when purchasing a new home from us. Our Customer Satisfaction Commitment is as follows:

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

CONSUMER CODE FOR HOME BUILDERS

Berkeley additionally complies with the Consumer Code for Home Builders at every stage in the buying process which gives protection and rights to purchasers of new homes. The purpose of the Code is to ensure that home buyers are treated fairly, know what service levels to expect and are fully informed about their purchase.

UK FIRST

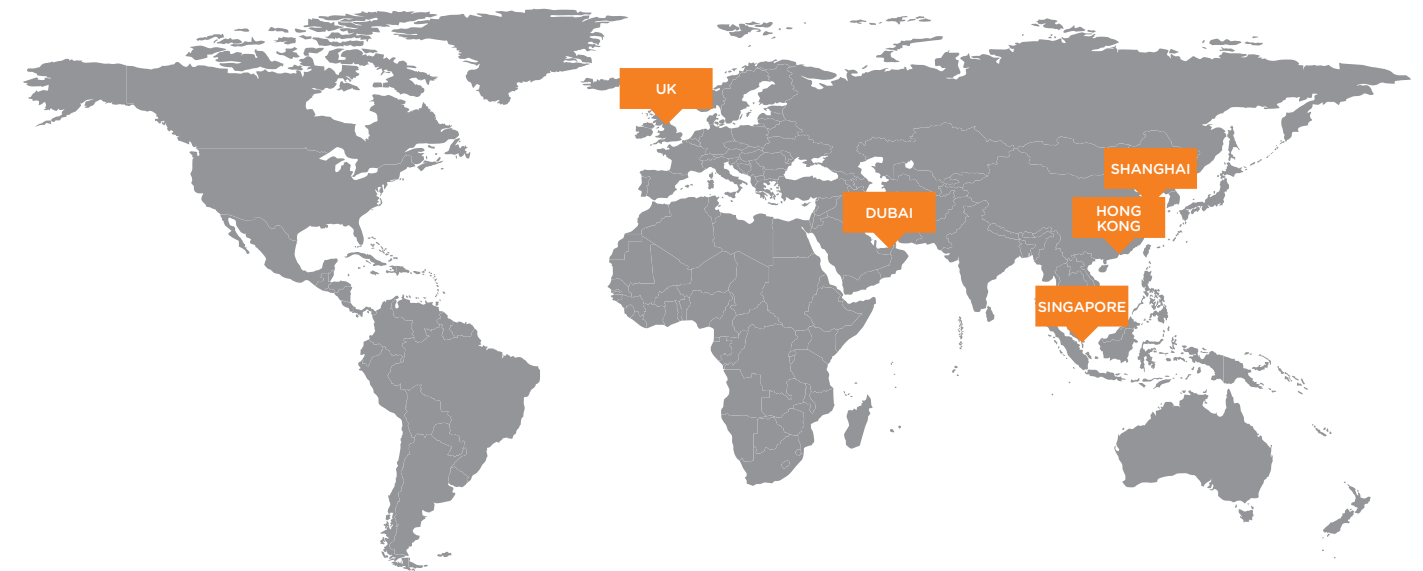
We recognise the importance of giving UK customers a level playing field and every chance to compete in the new build market. We therefore introduced our 'UK First Policy' in 2014, requiring the initial sales launch of each development to be in the UK, with each individual home made available to purchasers in the UK either first or simultaneously to the international market. Our policy is in line with the Mayoral Concordat which invites London developers to sell to the UK and international markets concurrently.

In 2014-2016, all our developments were launched in the UK first, meaning every new home was made available to the UK market either before or at the same time as being marketed overseas.

Our UK First Policy will continue to be implemented on all our schemes. At the same time, we acknowledge that international investors play a vital role in generating the cash flow and confidence to begin construction. In light of this and to enable improved service to our overseas customers through face-to-face contact, we have international offices in Dubai, Hong Kong and Singapore, with a new office having opened in Shanghai in 2016.



Sales suite, Wimbledon Hill Park



IN 2014-2016, ALL OUR DEVELOPMENTS WERE LAUNCHED IN THE UK FIRST, MEANING EVERY NEW HOME WAS MADE AVAILABLE TO THE UK MARKET EITHER BEFORE OR AT THE SAME TIME AS BEING MARKETING OVERSEAS.



THE CUSTOMER EXPERIENCE



Each customer is provided with a dedicated point of contact

Our relationships with our customers can last for many years, from the initial pre-purchase contact through to the customer living in the home for an extended period of time. Communicating with our customers regularly, appropriately and genuinely to keep them informed throughout the customer journey and build programme is therefore essential.

There is however no single prescriptive world-class customer service programme as each of our customers is unique with varying needs. As a result, each customer is provided with a dedicated point of contact throughout the customer journey to ensure we can respond to the individual needs of our customers and the information received by each customer is tailored to their purchase.

We have a company-wide culture of excellence in all that we deliver, including customer service. Our Sales and Customer Service Academies provide an extensive mix of theory-based training and on-site practical learning to ensure new employees in these fields have the appropriate skills and knowledge to deliver service to a world-class standard.

In addition to our Sales, Customer Relations and Customer Services teams who have day-to-day interaction with our customers, all Berkeley employees are given responsibility in the area of customer service. By doing this and by providing employees across departments with customer-focused training, Berkeley has embedded a 'customer first' mind-set within the business, empowering teams to think and act differently. There is also a Sales Committee and a Customer Service Committee to share best practice between different areas of the business, whilst the Berkeley Group's Main Board reviews customer service at each meeting.

BB
BERKELEY HAS EMBEDDED A
'CUSTOMER FIRST' MIND-SET WITHIN
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DD

CASE STUDY

MAKING CUSTOMERS FEEL SPECIAL AND VALUED AT ONE TOWER BRIDGE

To go the extra mile and help customers feel special and valued, the Customer Service team at One Tower Bridge arranged meetings with high-end goods suppliers such as Harrods, Fortnum & Mason and Flint & Flame to select a range of gifts to be dressed in the apartments in preparation for customers moving in.



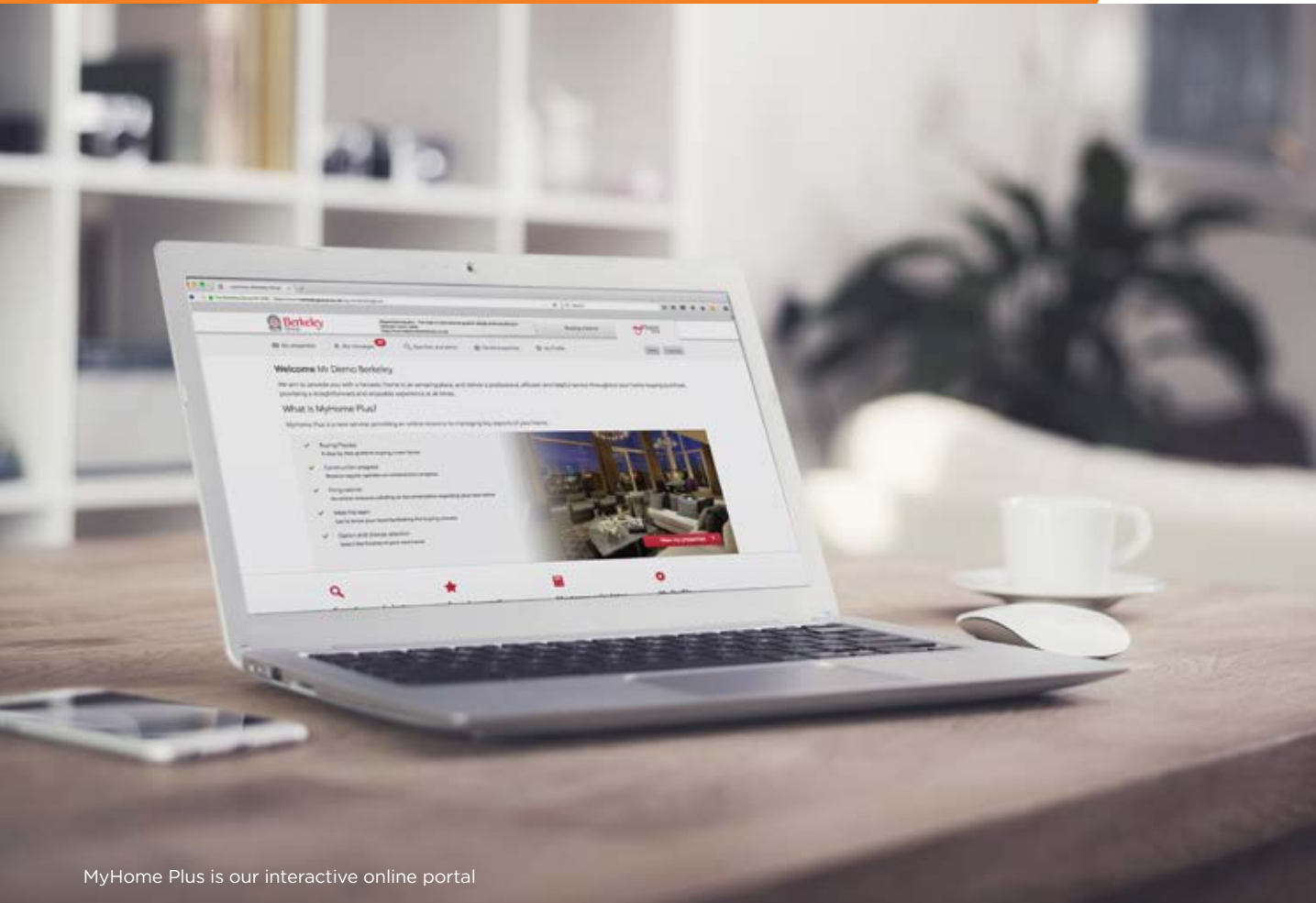
CASE STUDY

EARLY EMPLOYMENT OF THE CONCIERGE TEAM

At St Joseph's Gate in Mill Hill, the concierge team were employed early in the development process, rather than before the first occupancy as is usually the case. This enabled the estate management team to have an on-site presence from an early stage, developing in-depth knowledge of how the building evolved through the construction process and of the mechanical and engineering systems in place. Early employment has meant that, from the point of reservation, customers have had contact with the individuals who will be looking after the development once they have completed their purchase and occupied their homes.



MYHOME PLUS



MyHome Plus is our interactive online portal



We continually consider how we can enhance our customers' experience throughout the purchasing process. Communication is a paramount area to target, as keeping our customers informed is key to keeping them satisfied. In 2014, we committed to develop and launch an online platform to improve customer engagement and allow customers to interact with us when it best suits them.

MyHome Plus is the resulting interactive online system. It enables a seamless communication journey throughout the pre- and post-purchase process, making customers feel valued and informed at all stages. The portal contains all of the information relevant to buying, moving into, and living in a new Berkeley home, in one easy-to-navigate place. This includes updates on construction progress, along with key information such as specification choices and manuals relating to the features of the home.



MyHome Plus makes it easier for customers to interact with us, as they can access their information anywhere and at any time. However, MyHome Plus is a complement to our help desk communications, not a replacement for them, so customers receive the best possible service.

Following initial trials of MyHome Plus in 2015, the portal is now being introduced across our new developments.

BENCHMARKING PERFORMANCE



Goodman's Fields, Aldgate

At Berkeley we recognise the benefits of benchmarking our performance against other leading customer service providers, particularly those outside of the industry in which we operate.

In 2013, we joined the Institute of Customer Service (ICS) to further improve our levels of customer service and to benchmark ourselves across different sectors. We are delighted that each of our operating companies subsequently achieved the ServiceMark accreditation in April 2015. This is a national standard based on customer feedback and engagement of employees, recognising our commitment to, and achievements in, customer service.

Our efforts in customer service were also acknowledged in March 2016, when we won the Best Customer Focus (Large Enterprise) category at the Institute of Customer Service's UK Customer Satisfaction Awards. Through this award, Berkeley was commended for its comprehensive commitment to customer service, the level of employee

engagement and a well-communicated strategy. This is a great achievement for Berkeley, particularly as the awards assess companies across all sectors, not solely in property or housing.

In addition to the achievement of accolades, we benchmark our performance against other world-class companies through the monitoring of our Net Promoter Score (NPS). The NPS is an indicator of customer satisfaction, taking the percentage of customers who are promoters of the company and subtracting the percentage who are detractors, leaving a score in a possible range of -100 to +100. Through our commitment to measure and publish Berkeley's NPS during the 2014-2016 Our Vision period, we have seen our six-month rolling average NPS increase from 64.5 (April 2014) to 68.5 (April 2016). This indicates that our customers are now more likely to recommend Berkeley to a friend and is testament to the actions being undertaken across the business to ensure high levels of customer service and satisfaction.

68.5

NET PROMOTER SCORE (BASED ON A SIX-MONTH ROLLING AVERAGE AT APRIL 2016)

CUSTOMER INSIGHT



Edenbrook, Fleet

We operate in a highly competitive market. Key to the ongoing success of our business is that we listen to, understand and respond to the needs of our customers. As each of our developments is bespoke, we value customer feedback to understand the functionality of the design and are always looking to improve our product.

We seek to engage with customers and understand their needs throughout the purchasing process and after completion. Customers are given the opportunity to provide feedback at every stage of the customer journey and via a short survey post-completion. We ask customers what went well and not so well in order to understand areas for improvement. High-level findings are discussed by the Customer Service Committee and shared with project teams to further develop both our product and service moving forward.

To date we have primarily sought feedback from our customers using surveys, and this has helped form our approach.

Our current feedback mechanisms do however have limitations. Although surveys are fundamental in providing an indication of our customer service levels through key performance indicators, such as the Net Promoter Score (NPS), there is often limited commentary or detail around the actions that could have been taken by Berkeley to better meet the needs of our customers both in terms of our processes and our product. We therefore aim to run a programme of enhanced customer engagement over the next two years to achieve greater customer insight. This will allow us to evolve our customer service and design processes to keep up to date with latest customer behaviours.

KEY TO THE ONGOING SUCCESS OF OUR BUSINESS IS THAT WE LISTEN TO, UNDERSTAND AND RESPOND TO THE NEEDS OF OUR CUSTOMERS.



Woodberry Park
Finsbury Park



One Tower Bridge
London

SUSTAINABLE LIVING

💡💡
WE HAVE A ROLE IN PROMOTING A
SUSTAINABLE LIFESTYLE TO RESIDENTS.
💡💡

We continue to promote sustainable living, both through the design of the homes and places we create, and through the inclusion of information on sustainability features within marketing and handover materials provided to our customers.

Sales staff receive sustainability training and relevant information is contained within marketing brochures. During 2014-2016, information on Our Vision was included in 99% of our developments' marketing material, with specific sustainability features highlighted in 95%. Please see the Homes' report for further information on the sustainable features of our homes.

We recognise that it's not just about building homes that are sustainable, we also have a role to play in promoting a sustainable lifestyle to residents. All home manuals produced during 2014-2016 therefore included guidance to enable occupants to understand and operate their homes efficiently and to make the best use of local facilities.

CASE STUDY

DIGITAL HOME MANUALS

In order to improve the quality of information provided to customers on move-in day, the team at One Tower Bridge decided to present home manuals digitally on a tablet, which also doubled up as an additional gift for customers.

The use of tablets was introduced in October 2015 for Block 4 of the One Tower Bridge development. As a result, there has been a reported increase in the number of customers feeling special and valued. There has also been a noticeable decrease in the reporting of defects linked to the home automation system; and the saving of an estimated 50,000 sheets of A4 paper for one block of homes alone. Over 150,000 sheets of A4 paper are expected to be saved for the remaining homes left to complete.



95%
OF DEVELOPMENTS' MARKETING
MATERIAL INCLUDED INFORMATION
ON SPECIFIC SUSTAINABILITY FEATURES