

Our Management Approach to Customer Engagement and Experience

A. Purpose

This document sets out how we engage with our customers to understand their changing needs and enhance the customer experience. These insights are critical to the sustainability of our business and the ongoing relevance and reputation of our brand, products, and services.

This document should be read in conjunction with our Customer Engagement and Experience Deep Dive (available on our [website](#)), where we report on progress against customer engagement and experience priorities on an annual basis. Together, our management approach documents and deep dive reports comprise our sustainability reporting suite, which is prepared in accordance with the GRI Standards¹ and is third-party assured.

Our commitment to customer engagement is consistent across our diverse customer base, which includes:

- the people who live in our residential communities
- the people who live in our retirement living communities
- the people who may potentially live in our residential and retirement living communities
- shoppers and retailers in our retail town centres
- workplace and logistics tenants across our commercial assets.



B. Management approach

B.1 Management approach overview

Strong customer engagement is a priority for Stockland, and involves:

- understanding the various types and loyalties of customers
- developing attractive value propositions
- establishing high standards of customer service excellence
- committing to measurable investments that create both new customers and brand advocates who are happily willing to share their experience with friends and family.

Customer engagement methods and objectives vary across business units due to the different requirements of our diverse customer base. We focus on understanding both customer insights and customer experiences with the goal of improving the customer experience and advocacy:

- customer insights – researching the attitudes and behaviours of current and potential customers to inform strategic decisions regarding portfolio mix and the design, delivery and operation of new and existing projects and assets. This enables the development of products and services that respond to customer needs and in turn generate more sustainable returns for the business.
- customer experience – developing a strategy to drive customer experience and then measuring the experiences of our customers to evaluate areas for improvement in service delivery and in the design and operation of our assets. This includes annual surveys and regular ongoing engagement with our customers to provide quality service and prompt issues management.

¹ The GRI Standards are global standards for sustainability reporting published by the Global Reporting Initiative (<https://www.globalreporting.org/standards/>). The relevant standard for this management approach document is contained within [GRI 103: Management Approach](#).



We invest in customer insights to better understand who our customers are and how we can better meet and anticipate their needs. One simple initiative that demonstrates our commitment to improving the customer experience is a standard survey question asking customers if they have any additional feedback or suggestions for improvement. This enables continuous engagement with customers about what matters to them, and these insights are shared with relevant internal stakeholders to improve customer experience.

To understand and respond to our diverse customers' changing needs, it is critical that we maintain consistent systems and processes for engaging with customers across all our businesses. Customer relations management systems are in place across all our businesses to support regular, effective and responsive engagement with our customers.

Customer feedback for the Communities business is channelled through our National Contact Centre and Customer Relations teams. The information collated is reported to relevant groups (including senior leadership teams) monthly and offers insights into the volume and nature of customer concerns. Further, our Complaints Management Policy encourages customer feedback as a valuable way to identify opportunities to improve the quality of our products and services. We are proactively reviewing our complaints handling process to provide fair, consistent outcomes for our customers and more accurate and automated collection of this valuable feedback using Salesforce. This framework has been extended across Stockland and training to embed it across front-line staff is ongoing.

B.2 Management approach by business unit

Our key customer engagement mechanisms for each business unit and customer group are outlined in the table below.

Group

	HOW WE ENGAGE	WHY WE ENGAGE
All consumer groups	In 2014, we launched our own online research community, Stockland Exchange. This is a community of over 5,500 members who are customers of our shopping centres, residential and retirement villages.	The community is used to conduct research across our projects and assets. This enables us to better understand our customer needs, test ideas and provide a mechanism for customers to influence our decision making.
	In 2014, we implemented a Group-wide brand tracking program. The purpose of this research is to measure brand awareness, image and reputation compared to key competitors on an ongoing basis.	This program provides deeper insight into the drivers of our reputation and helps identify how we can improve our reputation and how we compare to our peers.

Commercial Property

	HOW WE ENGAGE	WHY WE ENGAGE
Retail Town Centre tenants	We conduct annual satisfaction tracking research among our retail tenants via two research studies: <ul style="list-style-type: none"> Stockland proprietary approach, a research study of centre tenants conducted on Stockland's behalf; and Monash University's TenSAT survey, an industry study of head office-based retailers run on behalf of several landlords. 	To better understand retailer satisfaction as well as the drivers for lease renewal so that we can respond to concerns that impact most heavily on retailer retention.
Shoppers	We conduct shopper satisfaction audits across retail centres as part of Monash University's ShopperSat research, which measures shopper experience across over 120 centres nationally.	To monitor satisfaction and perceptions of our shopping centres and identify opportunities to better meet customers' needs by offering the right retail mix and engaging shopping environments.
	We engage with shoppers through market research studies such as surveys, focus groups and discussion forums.	To better understand shoppers' views, perceptions and behaviour on specific issues, centre developments or programs.
	We use transactional data to analyse the spending habits of our shoppers and residents who live in our centres' trade areas through the use of anonymous and de-identified transactional data.	To inform our tenancy mix and retail development planning, as well as track our centre performance over time.
Workplace and Logistics tenants	We conduct annual surveys with tenants across our Workplace and Logistics portfolio.	To assess tenant satisfaction and help us build stronger customer relationships.



Communities

Residential

	HOW WE ENGAGE	WHY WE ENGAGE
Prospective residents	We conduct ongoing 'Voice of The Customer' research with prospective customers (leads) and when customers place a deposit with us.	To continually enhance the customer experience throughout the buying journey and ultimately increase sales conversion.
	We conduct surveys with customers at the point when they settle their contracts with us.	To continually monitor the customer experience between deposit and settlement and identify areas for improvements.
	Mystery Shopping research which audits the sales experience.	To provide consistency in the sales experience delivered at point of sale that ultimately leads to increased conversion and referral business.
Community residents	A key element of our residential customer engagement is our proprietary Liveability research, which identifies the specific elements that enhance customer satisfaction among our community residents.	To identify specific elements that most significantly enhance customer satisfaction. By focusing on development and community creation activities, we can increase satisfaction and drive greater referral rates.
	'Stockland Listens' connects residential customers and staff by bringing customers in to share their experiences, or listening to live calls in the Contact Centre.	To enable as close to 100 per cent of residential employees to regularly connect with customers and learn what is important to them. This is a trial that we plan to roll out to all business units.

Retirement Living

	HOW WE ENGAGE	WHY WE ENGAGE
Prospective residents	We conduct sales experience research with inquiring residents and those who have reserved a property.	To better understand the sales experience and prospective customers' needs to ultimately increase sales conversion.
Retirement living community residents	We conduct an annual satisfaction survey with residents called Residents Voice. This is equivalent to the Liveability Index research completed in our residential communities.	To monitor how our customers feel about life in their Stockland retirement living community. We can use this customer sentiment to inform areas of improvement and drive greater referral rates.
	We conduct a Welcome Home survey with residents when they move in, to better understand the overall move-in experience and hence identify improvement opportunities.	Residents who have high satisfaction levels will be inspired to share their experiences and this has a positive influence on prospective residents.
	Resident Feedback Program – each Welcome Pack provided when residents move in explains how they can provide feedback.	Opportunity for residents to provide us with feedback on village life at any time.

B.3 Active targets

We set annual targets to guide our customer engagement and experience initiatives. These targets, as well as other commitments and priorities, can be found in our [Customer Engagement and Experience Deep Dive](#). Our deep dive documents also provide information on our performance against these targets, which are centred on metrics such as retailer/tenant satisfaction, liveability, likelihood to recommend, and resident wellbeing.

C. Review and evaluation of the management approach

We review and evaluate our progress against our customer engagement commitments and targets in our annual [Customer Engagement and Experience Deep Dive](#). In this reporting, we include:

- a status update and description of progress against our targets
- an explanation of progress on priority actions that contribute to the achievement of key targets
- the identification of future priorities



- highlights of initiatives implemented over the reporting period
- case studies that explore key achievements, usually at particular locations.

Customer research is provided to the respective business units and projects. Customer insights are used across the business (such as development, sales, marketing) to inform strategy and decision-making, and help our assets meet the evolving needs of our customers and the community. Customer research is used and reviewed at Project Control Group meetings (monthly meeting to review progress of development projects), which review and respond to customer experience findings. In addition, key insights from customer and other research are incorporated into Investment Review Group papers and reviewed by the Research team to enable customer insights to be accurately reported and considered in investment decision-making.

The Customer Insights team works with the business units to set and review customer research related KPIs so that they are attainable and in line with customer expectations.

D. Responsibilities

Roles and responsibilities contributing to execution of our approach to customer engagement and experience are described in the table below.

ROLE	RESPONSIBILITIES
Group Executive – Strategy, Stakeholder Relations and Research	Responsibility for customer insights at a Group level
Chief Innovation, Marketing and Technology Officer	Responsibility for customer experience at a Group level.
Group Executive and CEO Commercial Property Group Executive and CEO Communities	Responsibility for customer experience in their business units. Each business unit has customer-focused key performance indicators designed to continually improve customer engagement
General Manager – Customer & Group Marketing	Responsible for driving customer centricity within Stockland as well as the implementation of Marketing using customer insights within each of the business units Reports directly to Chief Innovation, Marketing and Technology Officer
National Customer Experience Manager	Provide thought leadership and maintain an organisation-wide strategy to continually improve the differentiated Stockland customer experience Support the business units to implement their customer experience programs
Customer Insights team	Management of company-wide customer research and informing strategic recommendations
Marketing Analytics team	Analysis of customer insights from our customer relationship management system as well as providing marketing analytics to increase customer leads, conversion and retention
Market Insights team	Analysis of industry data and using to inform a product and pricing strategy
Customer-facing employees	Meet evaluation criteria for customer service

E. Version control

REVISION	PUBLISHED	OWNER	CHANGES
1	September 2018	National Manager Customer Insights National Manager Customer Experience	Update to include Stockland Listens as an ongoing program.