

# Innovation

## Purpose

This policy sets out our commitment, responsibility and approach to innovation management for the benefit of our clients, our partners and our employees.

## Commitment

We continue to be a global innovation leader by maintaining accreditation to the innovation management standards, strengthening our competencies through accessible learning and supporting our global innovation community, while protecting and realising value from our intellectual property.

## Responsibility

An executive board director is responsible for this policy and its effective implementation.

The head of innovation is responsible for owning and implementing the innovation strategy through our Excellence programme, with our global sector leaders setting the level of ambition.

Our regional general managers are responsible for the delivery of regional innovation plans, and our early career professionals (ECPs) provide the drive to progress the innovation initiatives.

## Approach

Our innovation strategy sets out our innovation framework based upon the requirements and principles of ISO 56002:2019 and is updated every three years.

Our thought leadership and sector strategies identify the future-focused challenges that need to be addressed.

We nurture a strong intrapreneurial team culture, with the capability and capacity to adopt new ways of working, along with resilience and adaptability to develop innovations.

We celebrate success through our annual Milne innovation awards and other local awards. We apply our learning to improve future innovations through our STEP Business Management System.

We measure the development of innovation initiatives, innovation portfolios and the innovation management system to demonstrate value. We continuously improve against our targets to deliver our innovation strategy.

A handwritten signature in black ink, appearing to read 'James Harris'.

**James Harris**  
Executive chair