



# LESSONS FROM ACCELERATING INNOVATION



# Global trends are impacting our customers and creating new opportunities and challenges:



## URBANISATION

Urbanisation and population growth are creating a strong demand for infrastructure and productivity improvement.



## SUSTAINABILITY

The built environment faces increasing challenges including climate change and social pressures such as population growth, cross border movements and housing affordability.



## AGEING POPULATION

The ageing population requires different housing solutions and greater healthcare support.



## TECHNOLOGY

Technology is disrupting business in all industries globally and changing the way that people work.

Innovation is a  
Strategic Priority  
for Lendlease

To find the best solutions to these opportunities and challenges, we're putting more focus on innovation than ever.



Innovation is  
how we work

# Innovation culture

The Living Lab at Yarrabilba, is testing 16 different technologies:

- Increase in customer interactions
- Experimentation emerging as a new capability
- New types of partnerships



Electric Vehicle (EV) Charger



# Innovation culture

## CREATE WITH PURPOSE:

We create the best places that inspire and enrich the lives of people who live, work and play there. We create with purpose and do what matters.

## OBSESS OVER CUSTOMER:

We strive to find the best solutions for our customer. We understand that our success is inherently linked to our customer's success.

## PARTNER:

We draw on the combined knowledge of our internal and external partners.

## DIVERSITY IS OUR EDGE:

Different perspectives and capabilities can unlock an idea we've never thought of, or solve that elusive challenge.

## CHALLENGING IN OUR APPROACH:

We believe that we can always find better ways of doing things. And we dare to do things differently.

**COMFORTABLE WITH AMBIGUITY:** We excel at navigating complexity and change, using exploration and experimentation to guide us through uncertainty with confidence.

## LEARN AND ADAPT QUICKLY:

We routinely test to learn quickly. We can reorganise ourselves in support of new products and services that meet our customers' evolving needs.

**INNOVATION  
AT LENDLEASE.**  
It's how we work.





# Innovation framework



## ACTIVE, VISIBLE LEADERSHIP

- Explaining the why
- Showcasing wins and how they help customers and Lendlease
- Reward and recognition



## INVEST IN EXPERTISE

- Innovation training for all
- Innovation leadership
- Innovation discipline



## INNOVATION LABS

- Symbols for thinking differently
- Support with expertise
- In offices and on sites



## RESOURCES

- Sponsors
- Advisory forums
- Innovation guides



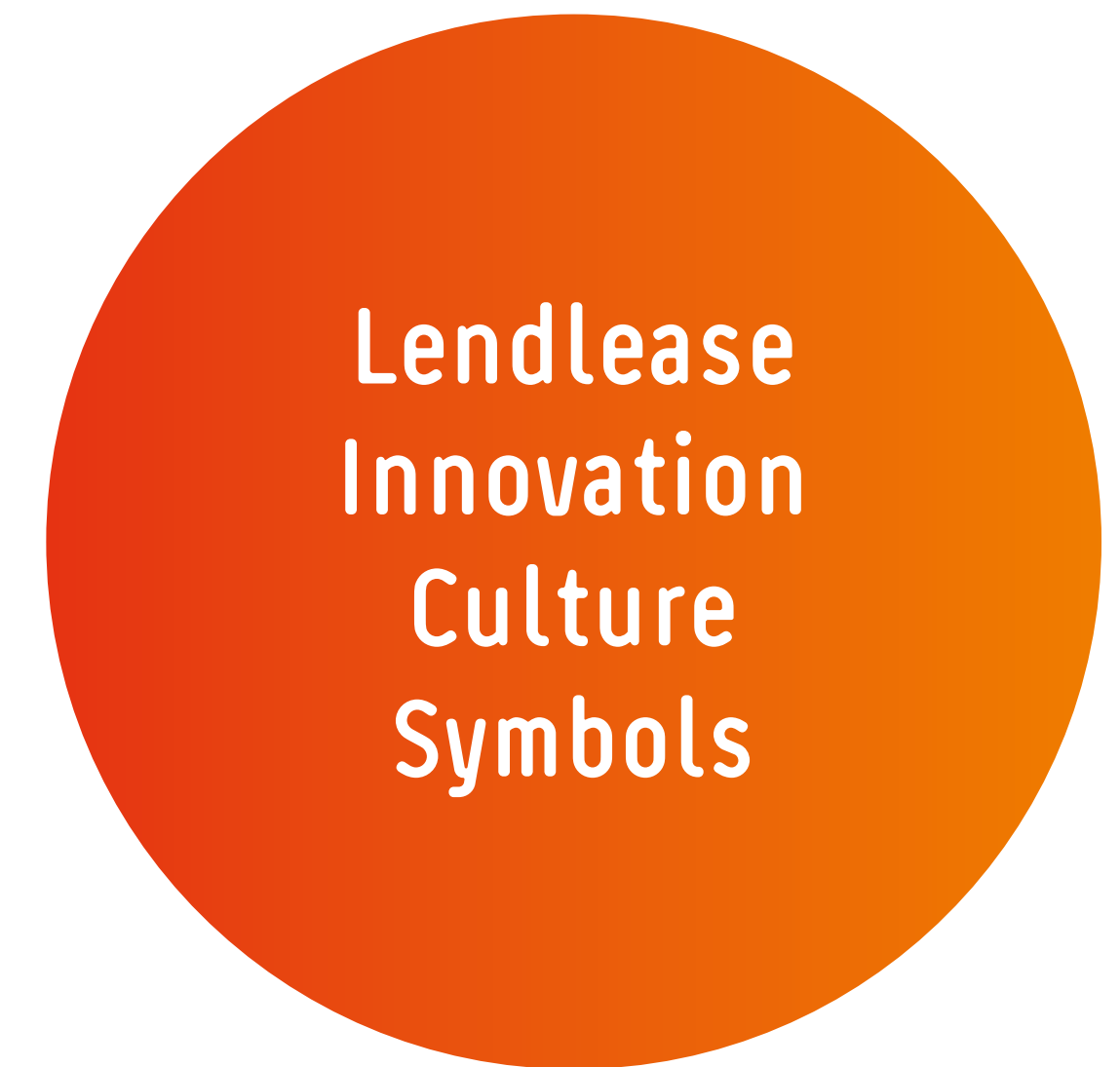
## SEED FUNDING

- Symbol of commitment
- Support experiments



## EVENTS

- Regular, visible, fun events such as IdeaHacks and accelerators regularly engage our people



# Increase in innovative outcomes

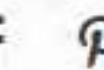
- Retirement Living Alternate Contracts launched in Australia; alternate contracts now represent a significant portion of contract sales
- Lendlease First Place, first home buyers scheme launched in Victoria, aligned to Housing Affordability Mission
- Online Sales platform supports Lendlease First Place first home buyers scheme and land lot sales at Atherstone community in Victoria
- Window Falls Prevention in America's which wins the Global Employee Excellence Awards innovation in safety category
- Implementation of 5 in 7 work week scheme in Australia Building

## Choose Your Way To Retire



There's excitement in the air at Lendlease villages across Australia with brand new contract options focused on giving retirees more choice and freedom.

Share







# We've learned a lot

- Explain the WHY
- Make it fun
- Learn by doing
- It enables our strategy
- It's HOW we work



# Explain the WHY

## Purpose

Innovation is "Change that Adds Value"

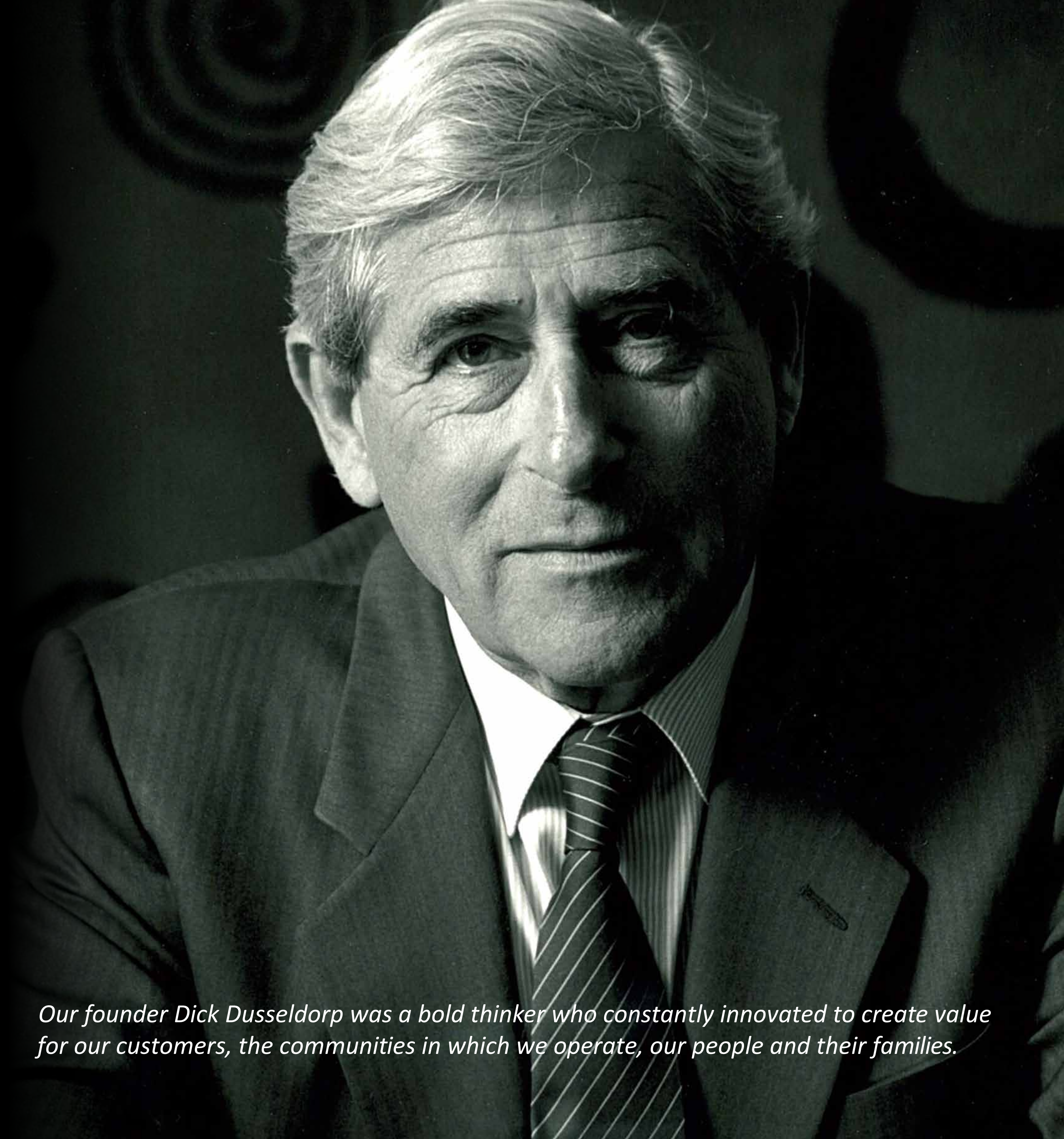
We are here to create the best places and make a positive impact to the lives of people around the world who live, work, shop, play and travel via an asset created by Lendlease, every day.

We will achieve our vision, when we obsess over customer, work together, think differently and innovate.

## Future proof your career

Design thinking and innovation methodology is taught in the best universities around the world because the skills are increasingly relevant in an increasingly more complex, ambiguous and high paced world

*Our founder Dick Dusseldorp was a bold thinker who constantly innovated to create value for our customers, the communities in which we operate, our people and their families.*





# MAKE IT FUN

3,000+

People participate in hackathons, accelerators, festivals and other innovation events

190

Entries into the Innovation Film Festival ~3,200 likes : 860 comments  
~7,000 people read newsletters

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Innovation entries into the Global Employee Excellence Awards. Winners flown to Australia for awards ceremony with Lendlease leadership team and Board of Directors





# Learn and transform by doing

Dozens of innovations | 10 weeks | 100's of experiments | \$10's millions of pre-sold product







# It enables our strategy

- Supports our customers and our business growth
- It's how we work
- It's in the KPI's for our leaders



# It's HOW we work

