

Human Resources

L&T's human capital strategy is closely integrated with its transformation agenda, with a strong emphasis on digital capability, engineering excellence and ESG leadership. The Company is committed to building a safe, inclusive and high-performance work environment that empowers talent, prioritises well-being and fosters continuous learning in alignment with evolving business needs.

The Human Capital framework is anchored in five strategic pillars:

- Performance-driven growth with purpose and accountability
- Future-focused learning and digital capability building
- Scalable talent development for emerging business opportunities
- Diversity, equity and an inclusive culture
- Holistic well-being and workforce resilience

These pillars are aligned with L&T's long-term strategic roadmap, reinforcing the Company's ambition to be a technology-led, globally competitive organisation. By investing in people, strengthening leadership pipelines and nurturing critical skills, human capital development remains central to sustained business success and stakeholder value creation.

Campus Hiring and Student Engagement

During FY 2025-26, L&T's Young Professional Talent Acquisition team continued to strengthen the Group's talent pipeline by recruiting and onboarding over 2,200 Graduate Engineering Trainees (GETs) and Postgraduate Engineering Trainees (PGETs) across businesses within the L&T Group from premier institutes such as IITs, NITs and other reputed government colleges.

The Company also onboarded over 1,100 young professionals comprising MBA graduates, Chartered Accountants, Cost Accountants, Diploma Engineers and other trainee cadres. This diverse intake further reinforces the Company's position as a preferred employer for emerging professional talent within India's engineering, technology and infrastructure sectors.

Following their onboarding, young professionals progress into Navis - a structured capability development programme for GETs, PGETs and lateral hires. The programme is

designed to enhance role readiness while strengthening the retention of high-potential talent. The programme offers a 90-day to 1-year learning journey combining hands-on functional training, self-paced modules and periodic assessments.

Campus Engagement

L&T's campus outreach extended to over 260 institutions nationwide, reflecting the Company's sustained engagement with premier engineering and management institutes across the country.

CreaTech, the Company's technology case competition for engineering students, attracted over 14,500 participants from more than 220 engineering institutions. The competition provided students with exposure to real-world engineering problems while enabling L&T to identify high-potential talent and gather innovative ideas relevant to its project ecosystem.

Similarly, OutThink, L&T's national business case competition for premier management institutes, engaged over 6,700 students forming more than 2,200 teams from 34 leading B-schools. Together, CreaTech and OutThink expanded L&T's campus engagement across more than 260 institutions, generating 1 crore+ digital impressions and creating a strong platform for industry-academia collaboration while strengthening L&T's reputation as an employer of choice among India's emerging engineering and management talent.

Talent Management

• Talent Identification

L&T's performance management system differentiates, recognises and rewards talent, while its integration with career development and succession planning ensures seamless leadership transitions. High-potential employees are identified and nurtured through Development Centres (DC) and the Technology Leadership Programme (TLP), which provide participants with clear insights into their strengths and development areas.

In FY 2025-26, over 2,000 employees were assessed through DCs, following which Individual Development Plans (IDPs) were prepared to support their personalised growth journeys.

• **Talent Review**

The Talent Council, comprising business heads, HR and senior executives, plays a key role in identifying and developing future leaders. Through in-depth reviews, the Council designs a personalised development plan based on each candidate's strengths and growth areas. Interventions include cross-functional projects, training, leadership shadowing and coaching. A dedicated digital tool supports this process by tracking progress. This structured approach strengthens leadership capabilities and ensures business continuity.

Performance Management System (FAIR Process - Framework for linking Appraisals with Incentives and Rewards)

L&T's continued success rests on the foundation of a high-performance culture. The performance management philosophy is based on the principles of meritocracy, entrepreneurship, teamwork and continuous learning and development. Performance Management System rewards excellence in performance through –

- Performance planning
- SMART goal setting
- Cascading of goals
- Continuous review, monitoring, feedback and coaching
- Focusing on learning, development and growth
- Fair and objective assessment of performance

ESG Linkage to Performance and KPIs

The Company recognises that long-term value creation is closely tied to its ESG performance, and therefore KRAs and KPIs linked to ESG are embedded into performance management systems. Key ESG metrics are integrated into business/project-level performance indicators and individual KRAs. The performance on these KRAs is linked to annual performance appraisals, thus reinforcing a culture of ownership and impact.

Learning & Development

Learning & Development (L&D) has emerged as a strategic growth enabler — strengthening leadership depth, improving execution predictability and accelerating enterprise-wide capability transformation. The L&D agenda is designed to help leaders and teams make decisions more effectively and efficiently, execute with discipline across risk and interfaces, and adopt digital and AI capabilities to enhance productivity, quality and long-term value creation.

Through this integrated and forward-looking approach, L&T continues to translate its legacy of learning into sustained organisational performance.

At the heart of the leadership pipeline systems will be the LEAP programmes. They represent a deliberate reimagining of leadership development at L&T, integrating best-in-class global learning experiences with a structured, enterprise-wide approach to building leadership capability at scale. The focus is not just on developing individual leaders, but on shaping an ecosystem of leadership that is agile, enterprise-minded and equipped to navigate complexity, drive transformation and sustain long-term value creation.

L&T's L&D architecture: three leadership archetypes

To provide a consistent and scalable approach across businesses, L&T's capability system is structured around three enterprise archetypes — Business Leadership, Project Leadership and Technical Leadership.

• **Business Leadership**

Our flagship programme of Seven Steps Leadership Development and Ascent adopts an integrated approach towards development of leadership competency, and this continues to strengthen the talent bench thus ensuring a seamless transition into future leadership roles.

L&T's Management Development Programmes (MDPs) build functional management capability through structured learning delivered with premier B-schools. Executive and Supervisory Development Programmes (EDPs and SDPs) further support leadership development in collaboration with SIBM and NMIMS.

WINSPIRE is L&T's targeted leadership development initiative for women, designed to address distinct career inflection points through cohort-based, customised journeys for early- and mid-career professionals. The structured programme builds capability, confidence and leadership readiness, strengthening L&T's women leadership pipeline, with over 900 women leaders developed since its launch.

• **Project Leadership**

Project leadership is central to L&T's EPC and infrastructure businesses, where success depends on rigorous planning, risk management, stakeholder alignment and disciplined execution. The L&T Institute of Project Management (IPM) anchors leadership development through structured programmes, knowledge sharing and institutional partnerships.

As project size and complexity increase, L&T has institutionalised the Project Director Academy (PDA) within IPM to build a strong and sustainable pipeline of project directors.

• **Technical Leadership**

Technical Leadership builds the specialist depth and site-ready capabilities critical for execution excellence. The Corporate Technology & Engineering Academy (CTEA) serves as L&T's technical capability engine, delivering hands-on, role-based learning through advanced labs and applied environments.

The Precast Technology Lab offers immersive end-to-end exposure to precast systems, simulating real-world execution conditions. CTEA also strengthens job readiness among early-career engineers through structured programmes for PGETs, GETs and DETs, and anchors the Front-Line Supervisor (FLS) development agenda by transforming skilled workforce personnel into effective site supervisors.

In addition, L&T supports higher education through initiatives such as the Build India Scholarship, enabling engineers to pursue M.Tech. programmes in Construction Technology & Management in partnership with premier institutions.

AI-enabled workforce transformation: building enterprise AI readiness

To build enterprise-wide awareness and responsible adoption of emerging technologies, the ATLVarsity launched focussed programme, 'Demystifying AI & GenAI' to strengthen foundational AI literacy across roles. Over 32,000+ employees have engaged in the programme, reinforcing L&T's commitment to AI readiness at scale.

Key areas where AI / GenAI tools are used to improve L&D team productivity and providing a personalised user experience are:

- Accelerated Content Development
- Hyper-personalisation at Scale
- AI-enabled Coaching & Skill Development

HR Digitalisation Initiatives

L&T undertook a comprehensive role-based organisation structuring and digital system enablement exercise to strengthen governance, organisational clarity and enterprise-wide process integration. The initiative has significantly improved operational efficiency, governance and workforce visibility across businesses.

L&T introduced HEERA Plus, a next-generation Generative AI-powered HR platform that enhances employee experience through real-time HR support using enterprise-wide knowledge and data. Complementing this, the AI-enabled Leadership Assistant empowers HR professionals and business leaders with insights on policies, workforce analytics, talent management and people decision-making, marking a significant step in L&T's AI-led HR transformation journey.

To improve alignment between organisational priorities and individual performance outcomes, L&T introduced MyGoal, an AI-supported goal-setting framework that assists managers and employees in quickly defining sharper, measurable and role-aligned goals.

The Company continued to modernise its talent acquisition ecosystem through the introduction of AI-driven recruitment solutions. The organisation implemented a structured multi-stage digital selection framework comprising AI-based resume screening, intelligent candidate matching, AI-enabled assessments and AI-supported interview mechanisms to improve objectivity and role fitment.

Diversity, Equity and Inclusion

The organisation has taken significant steps to strengthen diversity, equity and inclusion through structured policies, leadership development initiatives and enabling workplace practices.

The continued emphasis on a safe workplace, with zero-tolerance approach to sexual harassment, has been reinforced through the implementation of a gender-neutral POSH policy, supported by a newly introduced Case Management System Portal that enables transparent reporting, monitoring and investigation of cases.

Sustained efforts over the years have contributed to a steady improvement in gender diversity at L&T, representing approximately 5,300 women employees across the organisation.

Employee Experience and Engagement Initiatives

L&T Ignite, a first-of-its-kind, company-wide talent platform launched this year, provided employees with a vibrant stage to showcase their diverse talents beyond the workplace. Bringing together over 1,500 participants across categories such as music, dance, art and creative expression, the initiative celebrated the multifaceted spirit of L&T-ites.

L&T Radio is a unique, in-house digital storytelling and engagement platform that brings the voice of L&T employees to life through curated podcasts and thematic series. With 170+ episodes spanning leadership journeys, business insights, wellness and employee experiences, it has evolved into a powerful medium for knowledge sharing and cultural connect across the organisation.

L&T QuizWiz is a flagship knowledge and engagement initiative that brings together employees across businesses through the spirit of healthy competition and continuous learning. From the participation of 1,500 employees in its inaugural season to over 3,600 in its fifth edition in FY 2025-26, QuizWiz has emerged as one of the most cerebral and anticipated fixtures in the Company's events calendar.

Hi5 Plus, L&T's integrated gamified platform for Appreciation & Recognition and Health & Wellness, engages 30,000+ active users and has powered over 200 Stepathon, Walkathon and corporate challenges across the organisation.

As part of ensuring an enhanced onboarding experience, Pulse Engage surveys are conducted through the HEERA chatbot at critical milestones (7 days, 30 days, 60 days and 180 days) for new joiners. This year, over 8,000 lateral new hires and 2,800 campus hires responded to these surveys.

Employee Wellness: Enabling Sustainable Performance and Resilience

Over time, L&T's wellness initiatives have evolved into an integrated, enterprise-wide ecosystem, centrally stewarded and delivered through reputed external partners. Programmes such as Mindfulness and Art of Living have been institutionalised across the organisation, complemented by Panchakosha Wellness Workshops conducted with IIT Bombay faculty, offering a holistic approach to well-being rooted in ancient Indian wisdom and modern science.

Regular workshops and training on mental health awareness, stress management and self-care techniques are conducted to help employees maintain their mental well-being.

During the year, the Company facilitated mental health counselling services both internally and through external providers. These services ensure employees have confidential access to counselling, mental health resources and support for both personal and workplace challenges.

Mental Health First Aider Training was conducted for two batches of 50 employees each, equipping participants to identify mental health concerns, support individuals in need and guide them to professional help.

L&T HR Conclave 2026

HR Conclave served as a powerful platform to reimagine the future of human resources, bringing together senior leaders, industry experts and HR practitioners to deliberate on building a future-ready organisation. Centred around the theme of reinventing HR for the next decade, the conclave witnessed insightful discussions around themes like 'Building Leaders for a 10x World', 'AI Curiosity to AI Advantage' and 'Culture as a Performance Multiplier'. The event reinforced L&T's commitment to positioning HR as a strategic driver of business excellence, a tool for fostering innovation and agility, and a commitment towards people-centric approach to scale, speed and sustainable performance.

Future Forward – HR Strategy

The HR function will continue to serve as a strategic partner to business through a forward looking approach. This will involve HR playing the role of a key enabler towards achieving the Lakshya objectives, with emphasis on strengthening leadership capacity through selective critical talent induction and grooming in-house talent to take on greater responsibilities.