

HUMAN RESOURCES

The COVID-19 pandemic happened to be an intervention that compelled organisations across the globe to reassess ways of operating and engaging with their workforce internally. The Company, taking into account the lessons learnt and the transformed perspectives, continued implementing industry-leading HR initiatives and some of them are summarised below:

The Company developed a refreshed and realigned HR strategy. A Future-Ready HR Strategy Workshop was organised and key themes were identified, namely: Employee Experience, Agile Leadership, People Leadership at Core, Alternate Talent Model, and Diversity, Equity and Inclusion (DEI). With a view to providing strategic direction and guidance, the Lakshya 2026 Corporate HR Steering Committee was set up.

This year, the Company accelerated its efforts in the space of digitalisation. It began with the incorporation of an advanced ERP system in the form of SF Success Factors (Employee Central). Further enhancements were made by introducing robust Performance Management, Career Development and Succession Planning modules. Subsequently, 360-degree and 270-degree feedback modules were launched, which are extensively used by our different businesses. The Talent Acquisition process was also digitalised by launching 'People Strong'. Six Human Capital Dashboards were created in the Power BI which helped businesses in improved decision making and strategy formulation. The Company partnered with Pay Review in order to harmonise the entire Group's compensation structure. In order to gather employee feedback periodically, HEERA - an AI-enabled bot, was integrated with MS Teams, aiding in conducting quick engagement surveys.

With robust processes and digital systems in place, the Company strives to identify, develop and nurture high-potential talent for leadership positions. The Strategic Leadership Talent Acquisition function identifies, selects and onboards high-calibre external leadership talent as per the requirements of our existing as well as new-age business portfolios.

With a major emphasis on building a diverse workforce, the Company focused on campus branding which included initiatives like the 'L&T Campus Engage' programme that facilitates the connection with engineering and management students across various colleges by offering industrial visits, sponsoring fests, organising national events, tech talks, etc. GRACE (Get Ready for an Awesome Career in Engineering)

was launched as a pre-joining engagement initiative. 3,050 GETs (which is double the standard annual headcount) were inducted. This year, women hires constituted 30% of the total campus hires.

To encourage women to re-enter the workforce, L&T instituted a programme, 'Renew', in the year 2015. The application process of Renew is integrated with the online recruitment platform which helps in regular tracking and monitoring of the process. The programme is gaining traction over the years. FY 2022-23 Renew has been L&T's go-to programme for hiring talent across various roles.

A renewed thrust on employer branding was initiated through various initiatives on social media platforms. L&T has around 3.6 million followers on its LinkedIn page. This year, the Company focused on enhancing the employer brand, increasing brand awareness and engaging with employees through the Life Pages on the Company's LinkedIn page.

L&T's Performance Management System, aptly named FAIR (Framework for Linking Appraisals with Incentives and Rewards), ensures that top-class talent gets visibility, thereby furthering meritocracy. The Leadership Development Centres, pivotal to the Company's core philosophy of grooming internal talent, ensure that the right leadership talent is identified through an intense and objective selection process. Talent Assessment is successfully done through the Development Centres which encompass a 2-3 day structured process to identify the strengths and developmental needs of employees in terms of the required competencies.

A structured succession planning approach is undertaken to meet business objectives. An entire portfolio of critical roles is created by aligning the impact drivers, where succession matters the most.

The Company's signature Seven-Step Leadership Development Programme is an established best practice in talent development. This flagship programme provides employees with high-potential access to a curated learning experience delivered by reputed thought leaders from Indian and international business education institutes. The emerging leaders who move up the Seven-Step Leadership Programme

are mentored by L&T seniors, ensuring robustness in the continuity of the leadership process and value systems.

The organisation gives immense emphasis on learning and development. The Company runs as many as 18 dedicated training institutes / academies including Leadership Development Academy in Lonavala, IPM – Institute of Project Management (in Chennai and Vadodara), CTEA – Corporate Technology & Engineering Academy (in Mysuru and Madh), Safety Innovation School, Hazira in Surat and 8 Construction Skills Training Institutes (CSTIs) across the country.

The Company digitalised learning delivery and democratised learning by establishing a scalable and multi-faceted learning platform called ATLNext. It offers hundreds of relevant certification courses around the various competencies aligned with L&T's competency framework. In FY 2022-23, ATLNext recorded 3.36 lakh hours of learning, clocked by over 27,000 L&T employees through digital learning.

The Company has a Safety Education Programme that is designed to build and strengthen a culture of safety at the workplace. Ensuring safety for its employees and workmen, the Company has partnered with the National Examination Board in Occupational Safety & Health (NEBOSH) and The Institution of Occupational Safety & Health (IOSH) to develop internal training capabilities in HSE and is an accredited course provider for its employees on diverse aspects of industrial and project safety.

As an effort to promote instant recognition, an online rewards and recognition platform integrated with MS Teams was launched to promote a culture of appreciation and recognition of employees at the workplace. The Employee Experience Technology Platform creates engagement surveys to help the organisation gauge the employee pulse from time to time and take necessary actions.

L&T Radio was launched, in order to create high-impact employee communication and engagement through a series of podcasts covering leadership messages, employer branding, success stories, HR policies and more. Over 50 podcasts have been hosted this year. In addition, employee engagement initiatives namely L&T QuizWiz and Art Beats were organised.

The Annual HR Awards - AHA 2022 was successfully hosted on August 25, 2022, at LDA, Lonavala. The initiative received a record 80+ entries across businesses. With scrutinisation using the robust RADAR (Result, Approach, Deployment, Assessment and Refinement) model, 16 employees made it to the final round and presented their cases.

In FY 2022-23, HR Shared Services Centre (HR SSC) expanded its operations to cover end-to-end onboarding, talent acquisition, learning and development and compensation and benefits. Under the umbrella of HR SSC, the Company is set to improve HR process efficiency through standardisation, digitalisation and automation in the upcoming year.

The Company has an institutionalised mechanism for dealing with complaints of sexual harassment through a formal committee constituted in line with the Company's policy on 'The Protection of Women's Rights' at the workplace under relevant statutory guidelines. This policy has been widely disseminated across the Company and complaints, if any, are addressed in a time-bound manner.

L&T is an Equal Opportunity employer. Whether it is hiring or providing growth opportunities, a merit-based approach is followed. To level the playing field, there is a policy for Rating Protection of Women on Maternity Leave. This ensures they do not lose out on their growth and progression prospects due to their pregnancy.

With employees from 52 nationalities, 36 domiciles (across states and UTs) within India, who speak 80 unique languages, the Company actively promotes multiculturalism, being an integral part of the organisation's ethos.

This year, a strategic focus on DEI initiatives was initiated by the Lakshya 2026 Task Force consisting of leaders from across businesses. Wellness rooms were established in seven locations to support lactating mothers. Special ergonomic chairs were offered to expectant mothers. A few wellness facilities have been rolled out for female employees. On Women's Day - March 8, 2023, the Company organised a virtual DEI showcase where each business created virtual stalls, showcasing practices to improve gender diversity.

Several initiatives under the WINSPIRE umbrella - which focuses on engaging and developing women employees - were organised. Sensitisation workshops were conducted across the organisation to address unconscious bias. The organisation is proud to have achieved Gender Diversity, with the share of women employees standing at 7.1% of the total this year. This is the highest single-year increase in terms of numbers and percentage.

All the practices mentioned earlier have been recognised by prestigious national and international bodies. Some of the noteworthy awards won by L&T during FY 2022-23 are listed below:

- ▣ Great Place to Work certified for the FY 2023-24
- ▣ BML Munjal Award 2022 – Sustained Excellence Category presented by the Hon'ble Vice President of India
- ▣ Business World People – HR Excellence Summit & Awards 2022 in Talent Acquisition and HR technology

This year, L&T Group participated in the Great Place to Work (GPTW) survey and was certified as a Great Place to Work® in India by GPTW Institute. The study facilitated the Company to get employee feedback and in enhancing the employee experience. Detailed action planning will be carried out in the upcoming financial year.

For further details on L&T's Human Resources initiatives, refer to 'Human Capital' in the Integrated Report section.