

Nomination: 6538

Larsen & Toubro Limited

Page: General Information

Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.

Name of Organization/Company

Larsen & Toubro Ltd

Additional Contacts

I do not wish to list additional contacts

Page: Entry Information

Entry Title

Larsen & Toubro Limited

Category

B01 - B59 Achievement > B42 - Best Talent Management Strategy

Achievement Submission Format

Written Answers

a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required

Founded in Mumbai in 1938 by two Danish engineers, Henning Holck-Larsen and Soren Kristian Toubro, L&T has evolved to become one of India's largest multinational conglomerates with an annual consolidated revenue of over ₹ 183,341 crores for the year ended March 31, 2023.

Ever since our 1999-2004 Strategy Plan, the key agenda was to create high potential employees, and fast track their journey- ensuring meritocracy wins in L&T. [REDACTED]

REDACTED FOR PUBLICATION

Through the early 2000's we created L&T's leadership model- Several leadership and mentoring programs were crafted then, which today have integrated and structured into the Seven Step Leadership Program.

L&T has always believed in empowering its talent with opportunities to contribute and drive powerful initiatives. As a part of our long-term perspective plan in 2018, 300 senior executives collectively discussed the business' way forward, while 100 young leaders were invited for a think tank session. Ideas then shared during both the meetings have collaboratively led to the birth of our new businesses such as SuFin, Edutech and Data Centre.

In this process, we thrive to prepare for a future ready organization.

b. Outline the team's or organization's achievements since the beginning of 2021 that you wish to bring to the judges' attention (up to 250 words). Required

The Talent Management team of L&T continues to add value within the organization, across stakeholders. Their efforts are directly aligned to our HR Strategy which trickles down from our Business Strategy plan-Lakshya2026, aiding our glorious business growth. Some of the noteworthy milestones in the space of Talent Management are as listed below:

• During FY 2021-22, we hired 3050 Graduate Engineering Trainees- double the standard annual headcount of 1400+. L&T thrives to improve gender ratio amidst our workforces. Year 2022, our women hire constituted 30% of the total campus hires.

• Since 2021, L&T's HR Digitalization efforts have been accelerated. Besides taking up an integrated solution for performance management and career development modules, we have developed human capability dashboards for live data which bring insights for decision making for the leaders.

• L&T advanced its digital learning delivery by establishing a scalable and multi-faceted learning platform, Any Time Learning (ATL) Next in the year 2021-22. [REDACTED]

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• Since 2021, in the space of Talent Identification and Succession Planning, the Company has conducted more than 1500+ talent assessments across tiers and digitalized the Individual Development Plan module.

• We designed two unique Leadership Development Intervention for Early and Mid-career women, namely Winspire Propel and Winspire Rise- launched in November 2021 and March 2022 respectively. [REDACTED]

c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the team's or organization's past performance (up to 250 words). Required

As an organization, we believe in setting new benchmarks for ourselves and breaking the previously held ones.

Recruiting 30% women at the GET level is an achievement-in comparison to our past record such as 24% in 2020-21 and a 21% in 2019-20. Being a Company that's into businesses like construction, infrastructure and manufacturing, with a 7% total women population- it is commendable to come up with specially designed leadership programs for women such as the WINSPIRE.

With robust processes and digital systems for Career Development and Succession Planning established in 2021-22, we identify and nurture high potential talent for leadership roles. Talent Assessment is seamlessly conducted through the Development Centres using a bouquet of tools through a structured 2-3 day process. As next step of focused action, employees are initiated on their Individual Development Plan.

The Company's signature Seven-Step Leadership Development Programs is an established best practice in talent development which serves to provide managerial inputs to high potential employees. REDACTED FOR PUBLICATION

Thus, enriching and developing our human capital has always been the forefront of our Talent Management strategy. We take pride in the fact that 80% of our leadership talent are home grown with a longevity of over three decades and are knowledgeable about executing large and complex projects- a symbol of our high retention rates across organization.

d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional

Optional (but highly recommended), add to your entry up to 10 webpage links and up to 10 document uploads to support your case to the judges. These might be press articles, press releases, videos, work samples, internal or external reviews, or employee feedback, for example.

REDACTED FOR PUBLICATION

Webpage Link

REDACTED FOR PUBLICATION

Web Page Link 4

REDACTED FOR PUBLICATION

Would you like to add an additional webpage link?

Yes

Web Page Link 7

[REDACTED]

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[REDACTED]

[REDACTED]

REDACTED FOR PUBLICATION

Would you like to add an additional supporting document?

Yes

Supporting Document 2

No File Uploaded

Would you like to add an additional supporting document?

Yes

Supporting Document 3

No File Uploaded

Would you like to add an additional supporting document?

Yes

Supporting Document 4

No File Uploaded

Would you like to add an additional supporting document?

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