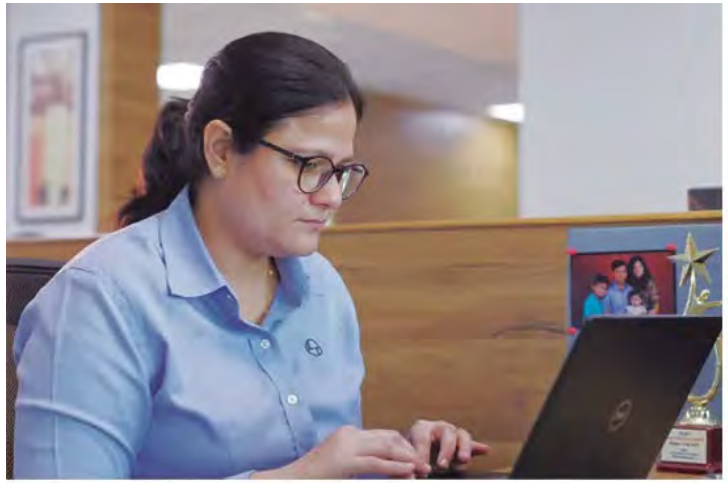
PROUD TO BE NATION BUILDERS









Great Place To Work. Certified FEB 2024-FEB 2025 INDIA ™

CII Women in STEM Awards 2025
Part II

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Focus Areas for DEI Implementation: Induct, Engage, Develop, Enable

Induct

Improving the input

How to Hire more Women, Attract young talent and encourage hiring of PWD

Engage

Stay, Say & Strive

Engage and Connect with the Women, PwD and Youth

Sensitise the workforce to create Inclusive and Respectful Workplace



Develop

Leadership Pipeline

Develop Women Leadership Pipeline thru training interventions

Enable

Supporting ecosystem

Creating an ecosystem of enabling policies and practices

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Enable

Supporting ecosystem

Creating an ecosystem of enabling policies and practices

- **Rating Protection of Women on Maternity Leave**

To level the playing field, there is a policy for ***Rating Protection of Women on Maternity Leave***. This ensures they don't lose out on their growth and progression due to their pregnancy.

- **Focusing on expecting mothers and new mothers (female employees & spouses of male employees).**

A letter from HR Head & a book 'What to expect when you are expecting' with details of all the enabling facilities. Expecting spouse of male employees.

- **Policies – POSH, Whistleblower**

Workplace policies related to POSH, establishment of ICC for each location, whistleblower policy and protection of wormen's rights at workplace are already in place.





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Lean In Circles – Employee Resource Groups

L&T recognizes the need for a safe space for real talk, inspiration, and support, irrespective of one's gender. A feeling of belongingness and community is seen necessary more than ever. One such example is 'Lean In' circles.

Women then take initiative and create their own LeanIn circles based on themes they consider necessary. Some of the themes that have emerged are Networking, Assertiveness, etc.

- **1500 women across locations have been covered through sessions**

- **30 support groups have been created.**



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Launching & enabling Women-led project (Women Project Manager, and women in Key positions) First Women-Led Project of B&F- TC-4, HQ Chennai

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Women Behind the Machines

■ Women's engagement in a big way at the Excon Show boosted the entire industry and reflected the changing trends in society



At Excon this year, the hydraulic excavators launched by Komatsu and L&T Construction & Mining Machinery (L&T CMB) raised their arms and showered flowers on dignitaries and customers. Behind the controls of these heavy machines were young women who showcased the entire range of construction and road-building equipment and their salient features to customers.

A new generation of expert personnel, Ms Nandana Prasad and Ms Anjali Malviya, demonstrated Komatsu's PC210-10M0 Hydraulic Excavator. The pavilion had women adept at assembling machines and bringing them to life, interacting with customers.

These are women actively outdoing men in their bastion. In fact, in recent times, many have led the path with a new sense of confidence and an exclusive identity they have carved for themselves.

One of the key themes at Excon 2021 was 'Women in Construction'. Participant companies highlighted areas where women have excelled in the construction industry and have grown to occupy larger responsibilities. Some critical areas are engineering as well as controlling heavy complex machinery that builds the nation. These machines, a few times heavier than a car, are multiple times difficult to control. Yet they manoeuvre them with little effort.

These women are now also experts in assembling and maintaining these huge complex equipment at customer sites and workshops. They are proficient with machines like Bull Dozers, Hydraulic Excavators, Dumpers, Motor Graders and Wheel Loaders.

L&T CMB has been one of the pioneers in offering a platform for women to break traditional barriers in the construction and mining sector. An all-women crew has been effortlessly maintaining mining dumpers at Tata Steel's Noamundi Mines in Jharkhand. Another group of women recruited from ITIs are now adept at repairing these complex machines at L&T's Durgapur Service Centre. No wonder this Service Centre, hitherto male-dominated, now reverberates with women's laughter.

Recognising this vital contribution towards encouraging and building women's capabilities in construction, the Confederation of Indian Industry presented L&T CMB with the "Women Building India–Special Initiative award". Mr K. A. Sravan Kumar, Head-Product Support and Mr S. Chattopadhyay, Head-Durgapur Service Centre, received the award on behalf of these courageous women from Mr Basavaraj Bommai, the Hon'ble Chief Minister of Karnataka and General VK Singh, Union Minister of State for Roads and Highways.

Coinciding with the Excon Show, CII organised a seminar on "Women in Construction – Challenges, Solutions and The Way Forward" on 20th May 2022. In his remarks, Mr Arvind K Garg, Sr VP and Head, L&T CMB, spoke of the importance of gender equality in workplaces and the collaborative approach employed by women in resolving issues and handling challenges. He said, "The time has come for women to break the glass ceiling and take their rightful place amongst their peers within the industry and make a big difference."

L&T CMB has been one of the pioneers in offering a platform for women to break traditional barriers in the construction and mining sector

"Breaking Barriers", a film on the role and responsibility of women at mining sites made by L&T CMB, was screened at the seminar and received huge applause.

Women's engagement in a big way at the Excon Show boosted the entire industry and reflected the changing trends in society. ■

Story of All Women Electrical Panel Shop Floor – LTRPM in Kancheepuram

L&T Rubber Processing Machinery (LTRPM), has set up an all-women electrical panel shop in Kanchipuram to build and assemble electrical control panels for its products. A group of 18 female employees have been trained and deployed to take up the entire responsibility of handling the panel shop. The story started in June 2019. A portion of the workshop earlier occupied for piping works was vacated. A team of eight women working on the shop floor were selected and trained on assembling electrical control panels.

In 2020-21, LTRPM recruited a team of women Government Apprentice Trainees and imparted training to them on preparing and making panels. They were trained to read the designs and were taught the art of professional wire bunching. The team of 18 girls from various backgrounds and locations quickly adapted to industrial performance. Since 2019 they have already made 525 panels. Currently, they assemble 10-12 panels a month.

LTRPM is now planning to increase the capacity of the electrical control panels assembly line to 15 panels a month and plans to recruit four IT Apprentice Women under the NETAP Scheme



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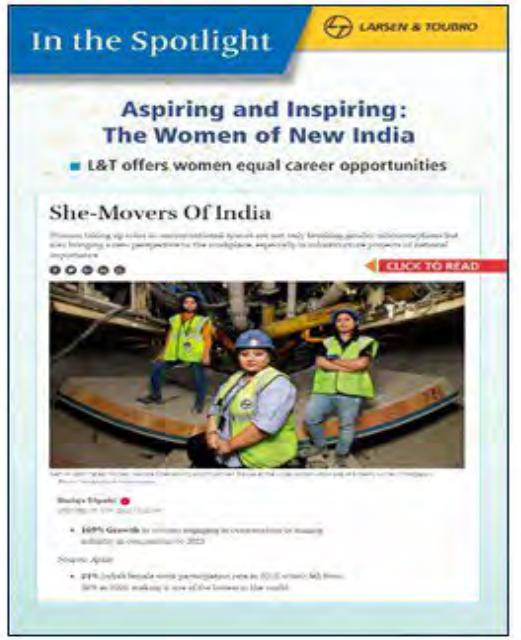
Event

Embracing Equity

International Women's Day celebrations bring more good news for L&T's women employees







L&T's Focus

AIKYAM



"There are now more and more women on the shop floor, project sites and offices.

L&T is at the forefront to create an enabling environment that offers women opportunities to try new things, to push boundaries, to seek new challenges to succeed and make their mark,"

S N Subrahmanyan, CEO& MD



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In the Spotlight

LARSEN & TOUBRO

Corporate Brand Management & Communications

August 21, 2023

Women break old ceilings in infrastructure

- L&T's K Bhavani features in this insightful story in *The Economic Times*

FEATHERS IN HER HARD HAT

Four determined and driven women are in leadership roles in the Mumbai Metro, IOC, L&T and ONGC, breaking new ground and old ceilings in core sectors like infra, construction and energy



Lijee Philip & Kalpana Pathak

Not all ceilings are made of glass. Some are made of iron and concrete. While women have been breaking into boardrooms and ruling erstwhile male bastions in Indian industries, female leaders have been rather rare in core sectors like infrastructure, construction and energy. Four gritty, determined, hard-hatted women are changing that in public and private sectors. Ashwini Bhide, MD of the Mumbai Metro Rail Corporation; Sujata Mistry, director - refineries of the Indian Oil Corporation (IOC); Koneru Bhavani, head - urban transit, strategic business group in L&T; and Sushma Rawat, director (exploration) of the Oil and Natural Gas Corporation (ONGC) are breaking new ground and old ceilings.

While infrastructure and construction are among the largest employers in the country, female participation is low. These sectors still do hard construction and remain men-centric spaces. It is even harder to see women go up the ladder to the very top. Bhavani, who has spent 30 years in L&T, says she faced both scepticism and curiosity when she stepped into what was another bastion of men. "But I was determined to prove that gender should never dictate competence," she says.

Mistry, who has been with IOC for 36 years and today manages 10 of its refineries, says impediments are manifold for women, especially when it comes to proving themselves. "Think what men can do, women can do even better. But women, I think, always need to go the extra mile to make their work visible," she says.

"The infrastructure sector is more demanding and requires employees to work in harsh conditions and be posted in harsh weather, often in remote areas. Meanwhile, manufacturing sites are usually near cities and have, therefore, historically seen more female participation," says SN Subrahmanyan, CEO & MD, L&T. This tech-led manufacturing giant hired a third of its 5,000 female graduate engineering trainees this year.

While many engineering companies are changing working hours, improving site conditions and introducing better training programmes to bring in more women, the talent ecosystem needs an overhaul. Experts say when more women occupy critical roles, they will demand systemic improvements that would throw open the gates and make these sectors gender-inclusive.

THE BULLET WOMAN

Koneru Bhavani, 52
Head-Urban Transit SBG, Heavy Civil Infra, L&T

Thirty years ago, when Koneru Bhavani joined Larsen & Toubro as a graduate engineer, the construction sector had few women and fewer opportunities. A young woman stepping into uncharted territory, she faced both scepticism and curiosity. "I was determined to prove that gender should never dictate competence," she says.

> "I was determined to prove that gender should never dictate competence"

Today, Bhavani leads the Mumbai-Ahmedabad bullet train project that was bagged by L&T. The company is constructing the high-speed rail corridor. "The implementation of this project has created an inflection point in the Indian construction industry and will redefine the way large-scale projects are executed," she says.

Bhavani was aware of the gender skew even in her civil engineering class at Nagarjuna University, Andhra Pradesh. "Even in college, we were just seven girls and all of them, except me, are now in the US, having married engineers," she says, pointing to some of the barriers as well as to different societal rules that prevent women from taking up construction as a profession.

Bhavani now manages business worth upwards of ₹10,000 crore in L&T. "My mandate is really challenging because L&T's association with the metro rail business began in the early 1980s with three packages of the Delhi Metro. Nowadays Indian city and there are high chances that L&T would either have completed or is presently executing a metro project there," she says. Bhavani led the Delhi Metro project, her first, in a JV with a German company. Now, with L&T's metro business spreading overseas, with projects in Mauritius, Saudi Arabia, Qatar and Bangladesh, Bhavani, L&T's most senior woman employee, has a lot to manage.

The Jammu-Udhampur rail link holds a special relevance for Bhavani. "We executed a bridge that was just 30km long but the kind of work we did was very challenging as the complexity of the construction project was up manifold. It's a steel bridge in which we used complex push launching technology. The challenges were further accentuated as the bridge was constructed in a deep valley with access only on one side."

She says the legendary engineer Sabiha Rao shaped her thinking on how to face challenges and her guiding principles of focus, empowerment and determination.

TO READ THE ENTIRE ARTICLE, CLICK HERE OR SEE ATTACHMENT





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Women Stories – Internal Magazines



LARSEN & TOUBRO

Dream Designer

Ira Ahuja, Buildings & Factories

Hailing from Yamunanagar in Haryana, Ms Ira Ahuja obtained a Bachelor of Architecture degree and joined L&T in 2011.

Currently posted at the prestigious Common Secretariat Building project in Delhi as Principal Architect, Ira handled mock-up building execution and furniture and accessories packages worth Rs 250 crore. Earlier, for the India International Convention & Expo Centre at Dwarka, she managed interior finishes packages worth Rs 250 crore.

Ira has demonstrated exceptional leadership skills by implementing high-quality finishing materials and techniques in mixed-use developments and public spaces, ensuring adherence to design specifications.

Streamlining the finishes installation process, she has improved efficiency and reduced project timelines, saving costs. Leveraging advanced digital tools and technologies and project management platforms, Ira has optimised coordination, communication and documentation processes across project teams and stakeholders.

She begins the creative process by curating mood boards which serve as visual narratives. Drawing inspiration from the site's context, client preferences and architectural vision, she selects images, samples and swatches that evoke the desired mood and ambience. Assembling these boards, she establishes a cohesive visual language that sees a project take shape.

Ira aspires to achieve excellence, build strong partnerships and advocate for social responsibility. Grateful for L&T's supportive work environment that values diversity and inclusion, Ira believes that L&T gives women the flexibility to explore diverse career paths across different business verticals, functions, and geographies.



Cover Story

Realty Rocker

Mitali Parte, L&T Realty

As a Customer Excellence & Digital Transformation Manager at L&T Realty (LTR), Ms Mitali Parte leads initiatives that optimise customer experiences through streamlined processes, omni channel communication and innovative digital solutions. She collaborates with cross-functional teams to implement customer-centric strategies, ensuring seamless customer interactions at every touchpoint.

Armed with a PG Diploma in Business Analytics (Finance), Mitali had joined LTR in 2015. Not very long after joining, she was given the responsibility to inspect the flats at the *Emerald Isle* residential project at Powai in Mumbai for smooth hand over to the customers. She accomplished the task swiftly, making the 300-odd customers happy.

Mitali has executed the RERA implementation for LTR's Mumbai Customer Relationship Management (CRM). She has led teams in several areas – including operations, customer escalations and digital transformation.

Her innovative achievements include Robotic Process Automation for the customer payments process, resulting in savings of about Rs 50 lakh, and developing a WhatsApp menu-based customer service mobile app which gives 24x7 assistance.

Mitali aspires to head the national CRM operations and be an industry leader and influencer in customer excellence, harmonising digital solutions with streamlined processes for maximum efficiency.

According to Mitali, the pursuit of excellence is independent of gender, driven solely by individual zeal and commitment. One must be a go-getter and problem-solver, build a robust cross-industry network and consistently upskill to stay ahead in the rapidly evolving digital era.

IT's TIME TO LEAD

IT AWARDS 2023

01 ST SEPTEMBER, 2023



LARSEN & TOUBRO

Defence Dynamo

Deepti Pillai
L&T Defence

Being assigned Project Manager of L&T's first export order on Naval Defence, affirms the all-round capabilities of Ms Deepti Pillai. She ensured timely delivery, meeting every quality parameter – and drawing deep customer appreciation. It was a breakthrough for L&T Defence, and set the benchmark for future export orders from that particular country.

Holding a BE (Electrical & Telecommunication) and a Post-Graduate Diploma in Business Management, Deepti joined L&T in 2009. She is responsible for projects in their entirety.

She has an interesting anecdote, highlighting how gender bias can change. At a customer meeting where she was the only woman in the room, all questions were addressed to her team members, although she was the one who answered most of them. During the break, a customer representative asked a member of Deepti's team about her team's hierarchy. Red-faced, they realised that Deepti was the senior most! The project was delivered on schedule, and the customer's opinion of Deepti as a professional was transformed.

Aspiring to inspire people around her rise beyond their self-set limits, Deepti aims to be a role model by passionately leading multiple projects and striking a work-life balance.

She says that at L&T, women have the advantage of being treated on par with men, being judged solely upon performance. L&T is making a consistent effort to rectify the skewed gender ratio in the workforce, which, Deepti says, is something to cheer about.

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DEI Showcase (Virtual)



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LARSEN & TOUBRO

DEI Showcase'23

WINSPIRE

The showcase ends, but not the impression it has left behind.Various ICs have contributed immensly to make it a grand success!

Thanking you all for your efforts into it.

B&F | Defence| Divisional Corporate | Green Energy | HCI | HE | HO | LTEH | Metro | MIP | MM | Power | PT&D | Realty | TI | WET





LARSEN & TOUBRO

DEI SHOWCASE'2023

Embracing Equity



Top 5 Stalls with maximum footfalls !!
(as on 17:00 hrs , 16.03.2023)

1	BUILDINGS & FACTORIES	111253
2	WATER & EFFLUENT TREATMENT IC	58769
3	L&T DEFENCE	53445
4	TRANSPORTATION INFRASTRUCTURE	27506
5	LTEH	26969





: Best DEI Stall :

Buildings & Factories



Top Rated Stalls

- PT&D
- Realty
- TI

The Crowd Pullers

- MIP
- WET
- HCI

Aced the Enthusiasm

- Defence
- HE
- LTEH





APRECIATED

: DEI Quiz :

WINNER

- 1st - Nidhi Mittal - Power
- 2nd - Srikant Bhunia - Nabha Power Ltd
- 3rd - Nikhulphul - HCI
- 3rd - Mohmed Malek - PT&D
- 3rd - Archi Jogi - HE
- 4th - Pbsteffi - B&F
- 4th - VKSK - TI
- 5th - Prakhar Srivastava - PT&D
- 5th - Dhanraj - B&F
- 5th - Ganesh KS - WET



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DEI Champions

- DEI champions across businesses meet on quarterly basis.
- The meet is facilitated by the DEI taskforce leaders.

Sent: Wednesday, September 6, 2023 6:11 PM
To: M V Narasinga Rao <MVNRAO@LARSENTOUBRO.COM>; Poonam Chandok <Poonam.Chandok@larsentoubro.com>; Avani Vansia <AVANI.VANSIA@larsentoubro.com>; Pratibha Jeyachandran <PRATIBHA.JEYACHANDRAN@larsentoubro.com>; Uma Anand <umaa@lntecc.com>; S Indumathi <indumathi.s1@lntecc.com>; JOHANNA DIVYA D <johanna.d@lntecc.com>; Ratna Mishra <ratna@lntecc.com>; M Yauwana <yauwana.m@lntecc.com>; Feni Champaneria <Feni.Champaneria@larsentoubro.com>; Pritam Chaudhari <Pritam.Chaudhari@larsentoubro.com>; Manimozhi IEL <pmm@lntiel.com>; Purvi Sharma <PURVI.SHARMA@larsentoubro.com>; Kiruthiga S <kiruthiga.s1@lntecc.com>; Afsha Dokadia <Afsha.Dokadia@larsentoubro.com>; Pranoti Kapadia <PRANOTI.KAPADIA@LARSENTOUBRO.COM>; Sipra Paul <sipra.paul@lntecc.com>; ANTARA ROY <antara@lntecc.com>; Bandana Khanna <bandana@lntecc.com>; JAYITA DAS <jayita.das@lntecc.com>; MUKUL KUMAR JHA <MUKULKUMAR.JHA@larsentoubro.com>; Daisy Mary M <DaisyMary.M@larsentoubro.com>; Sushmita Ghosh <Sushmita.Ghosh@Lntpower.com>; Sonica Muraleedharan <Sonica@lntecc.com>; Ashim Harsh <ASHIMHARSH@lntecc.com>; Muthamizh D <muthamizhd@lntecc.com>; Surabhi Unnikrishnan Nair <surabhinair@lntecc.com>; Kirthana R Nair <kirthananair@lntecc.com>; shilpika.das@ltmetro.com; Shradha Thacker <Shradha.Thacker@Lntpower.com>; Rashmi Surve <RASHMI.SURVE@LARSENTOUBRO.COM>; ANITHA JAYAPAL <anitha.jayapal@lntecc.com>; Bhawna Verma <bhawnav@lntecc.com>
Subject: Discussion Points / MOM - Virtual DEI Champions Meet

CAUTION: This is an external email. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear DEI Champions,

Many thanks for sparing time for the Virtual DEI Meeting. Please find below the discussion points from the meeting we had on 31st. Ideas can be picked and implemented at respective ICs.

Also, as requested in the meeting – please let us know what are the activities that you would like CHR to conduct centrally and activities that you would like to do at your respective ICs.

Sn	Discussion Point / Ideas	CHR/ Respective ICs
1	Sensitization program for senior leaders (Tier 3 and above)	We are doing this
2	Can compare no of sites with and without women (Healthy competition intra-sites / Inter-sites) and recognize	Any (IC or CHR)

MoMs of one such meeting of DEI champions

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Videos in Social Media

Videos and links to our social media stories on women in L&T-

CSTI - https://www.linkedin.com/posts/larsen-%26-toubro-limited_ek-kadam-khwabon-ki-ore-lt-construction-activity-7218893377604358145-cZc-?utm_source=share&utm_medium=member_desktop

Engineers Day for Women - https://www.linkedin.com/posts/larsen-%26-toubro-limited_weareInt-womeninengineering-activity-7210530121370263552-mKmm?utm_source=share&utm_medium=member_desktop

Movie Title	Link to the movie
End the Bias	Link to End The Bias
Women of Metal	Link to Women of Metal
Winspire	Link to Winspire
Women in Mining	Link to Women in Mining



- Tie-up with Association
- Identify the Roles suitable for PWD
- Places being audited for PWD friendliness ready
- Increase sensitivity to engage PWD in more and more roles

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Industry Recognitions – DEI







- Recognized as Top 100 Best Companies for Women in India by AVTAR & Seramount, 2024
- Recognized as runner-up in category of career development, skill development and mentorship by FICCI Women in the Workforce Summit & Awards 2024.
- Gold Award at SHRM HR Excellence Awards 2024 for ‘Excellence in Developing Emerging Leaders’.
- ET Future Skills recognition for D&I initiatives 2023
- Brandon Hall Award – Gold in Best Advance Leadership Development for Women, Bronze in Best Advance in Creating a Learning Strategy
- Stevie Award for Great Employers 2023 – Gold for Best Talent Management Strategy

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