



legrand®

2025

IMPACT ASSESSMENT REPORT
Apprenticeship program

PREPARED BY

SGS

TABLE OF CONTENTS

- 1 EXECUTIVE SUMMARY**
- 2 IMPACT AT A GLANCE**
- 3 SETTING THE CONETXT**
- 4 INRODUCTION**
- 5 METHODOLOGY**
- 6 FINDINGS AND ANALYSIS**
- 7 CONCLUSION AND RECOMMENDATION**

LIST OF FIGURES

- Fig. 1 Project Locations
- Fig. 2 Program relevance
- Fig. 3 Content Alignment
- Fig. 4 Rating on Participants expectations
- Fig. 5 Training experience before enrolling
- Fig. 6 Understanding of on- job situations
- Fig. 7 Rating of on job confidence
- Fig. 8 Tools Accessibility during Training
- Fig 9 Program's Impact on career
- Fig 10 Increase in job opportunities
- Fig 11 Recommending program to peers
- Fig 12 Growth opportunities through program

ABBREVIATION

- CSR- Corporate Social Responsibility
- SDG- Social Developmental Goals
- HR- Human Resources
- NAPS- National Apprenticeship Promotion Scheme
- NATS-National Apprenticeship Training Scheme
- NEP- National Education Policy

EXECUTIVE SUMMARY

The Legrand Apprenticeship Program is a structured initiative designed to equip young professionals with industry-relevant skills through hands-on training and mentorship. With 450 apprentices across multiple factory locations, the program aligns with government-led skill development initiatives (NAPS & NATS) to strengthen India's industrial workforce. This impact assessment evaluates the program's effectiveness, reach, and long-term sustainability based on 169 participant interviews.

A mixed-methods approach was employed for this assessment, integrating quantitative and qualitative research techniques. Data was collected from primary sources (interviews with apprentices, trainers, and HR personnel) and secondary sources (program records and government skill development reports). Random stratified sampling method was used to select participants across multiple locations, ensuring a comprehensive evaluation of program impact. Key areas assessed include training relevance, job market integration and program sustainability.

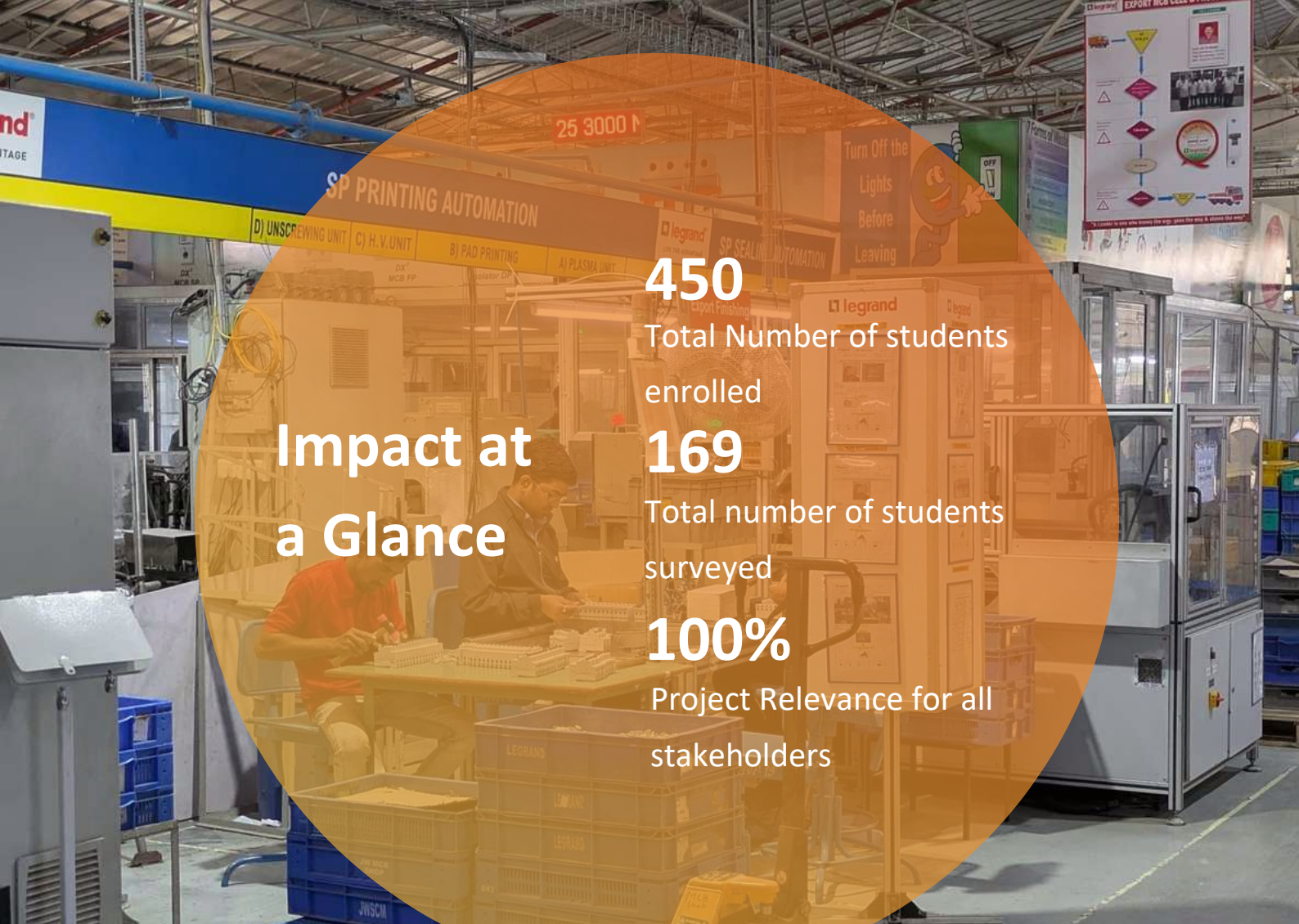
The training content received a 100% relevance rating, confirming strong alignment with career aspirations and industry demands. 90% of apprentices reported confidence in applying learned skills, reflecting the program's practical impact on job readiness. 95% of participants rated their trainers and mentors highly, indicating strong guidance and instructional quality.

The program's gender representation is currently 85% male and 15% female, consistent with workforce trends in the manufacturing and operations sectors.

The program has had a positive impact on employment opportunities, with 99.21% of apprentices observing increased job prospects after completion. Additionally, 98.41% of participants would recommend the program, underscoring its high satisfaction rate. Moreover, 100% believe the program supports long-term career growth, reinforcing its sustainability and contribution to workforce development.

The Legrand Apprenticeship Program has demonstrated strong effectiveness in bridging the gap between education and industry, equipping apprentices with market-relevant skills, and enhancing their job prospects. By maintaining its focus on skill development, career advancement Legrand continues to shape the future of industrial talent in India, strengthening the nation's economic and workforce growth.





Impact at a Glance

450

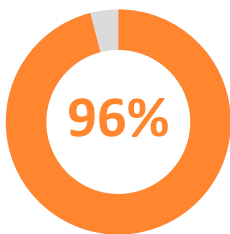
Total Number of students enrolled

169

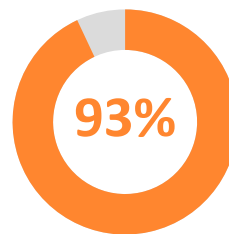
Total number of students surveyed

100%

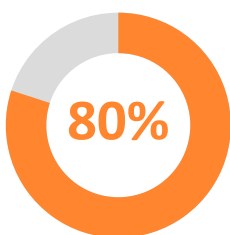
Project Relevance for all stakeholders



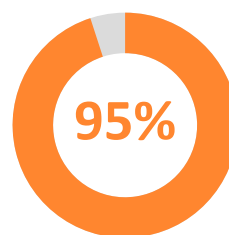
Respondents feel that the training content aligned with their job roles.



Respondents gained confidence through the training



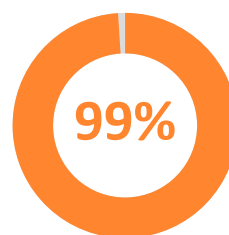
Respondents are highly satisfied with the program



Respondents said that the trainers are highly efficient.



Respondents feel that the program is highly effective



Respondents feel that the program has a positive impact on their career.

SETTING THE CONTEXT

In India's rapidly evolving economy, skill development has emerged as a pivotal factor in enhancing employability and driving industrial growth. Recognizing this, the Government of India launched the National Apprenticeship Promotion Scheme (NAPS) in August 2016, aiming to promote apprenticeship training by providing financial incentives to establishments and supporting capacity building within the apprenticeship ecosystem.

Since its inception, NAPS has made significant strides. As of March 2024, a total of 32.38 lakh apprentices have been engaged across various sectors. The number of registered establishments participating in the scheme has seen a substantial increase, growing from 17,608 in March 2017 to 2.21 lakh by March 2024, indicating widespread industry support and participation.

Aligning with these national objectives, Legrand India, a global specialist in electrical and digital building infrastructure, has been proactive in its commitment to skill development. In 2021, Legrand India launched the Legrand Apprenticeship Program, focusing on providing structured, on-the-job training to young professionals in the manufacturing and in electrical industry. This initiative is part of Legrand's broader strategy to empower communities through training and development, thereby enhancing employability and contributing to workforce development.

By offering apprenticeships across multiple factory locations and providing direct mentorship from experienced professionals, Legrand India not only enhances the employability of fresh talent but also strengthens its workforce with trained and competent individuals. This approach aligns seamlessly with the broader objectives of NAPS to develop a skilled workforce through experiential training.

Furthermore, the program aligns with key United Nations Sustainable Development Goals (SDGs):

- SDG 4: Quality Education – By providing structured skill development opportunities to freshers and young professionals.
- SDG 8: Decent Work and Economic Growth – By reducing youth unemployment and ensuring access to practical training.
- SDG 9: Industry, Innovation, and Infrastructure – By enhancing workforce capabilities and promoting sustainable industrial growth.
- SDG 10: Reduced Inequalities – By offering equal training opportunities to candidates regardless of their background.

Through direct mentorship, skill enhancement, and industry-relevant exposure, the Legrand Apprenticeship Program plays a crucial role in developing a sustainable talent pipeline. This report outlines the structure, benefits, and long-term impact of the program, demonstrating its contribution to India's workforce development and economic progress.



INTRODUCTION

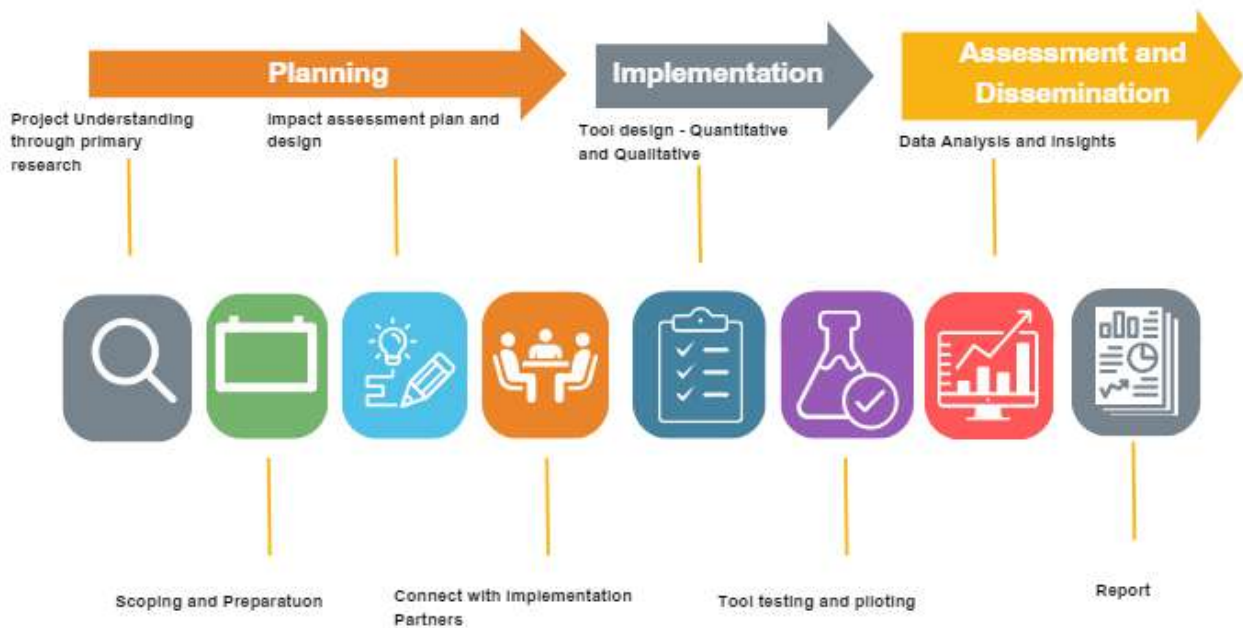
The Legrand Apprenticeship Program is a structured initiative aimed at equipping young professionals and recent graduates with practical training and industry-relevant experience in the manufacturing and operations sectors. Established in 2021, the program currently engages approximately 450 apprentices across multiple factory locations, including Sinnar, Ambad, Jalgaon, Taloja, Haridwar, Rohad, and Semmencherry.

This initiative is aligned with government-mandated apprenticeship policies under the National Apprenticeship Promotion Scheme (NAPS) and the National Apprenticeship Training Scheme (NATS). By adhering to these frameworks, the program ensures compliance with regulatory requirements while enhancing workforce employability. Through a structured curriculum, industry mentorship, and skill enhancement initiatives, apprentices gain valuable hands-on experience, thereby strengthening their career prospects and contributing to the organization's talent pipeline.

Beyond skill development, the program plays a crucial role in bridging the gap between academia and industry by providing real-world exposure to modern manufacturing practices, operational efficiencies, and workplace dynamics. The initiative also supports sustainable workforce planning by nurturing a pool of trained professionals who can transition seamlessly into full-time roles within the organization. By investing in apprenticeship programs, Legrand India reinforces its commitment to building a skilled, future-ready workforce, in alignment with national and global employment trends.

APPROACH AND METHODOLOGY

A mixed-methods approach was employed to conduct the assessment of the Legrand Apprenticeship Program, integrating both quantitative and qualitative research techniques for data collection from primary and secondary sources. The primary objective of this data collection was to evaluate the effectiveness, reach, and impact of the program on apprentices and the organization. The survey engaged a diverse range of stakeholders, including apprentices, training supervisors, factory managers, and HR personnel across multiple factory locations. The methodology followed a structured process, as outlined below.



Sample Selection:

A random stratified sampling method was adopted to select respondents for the assessment. This approach ensured that data was collected from locations representing a diverse range of operational environments and program implementations.

By incorporating both qualitative insights and quantitative metrics, the survey provided a comprehensive evaluation of the program's impact on skill development, employability, and workforce readiness. The findings of this study will contribute to further optimizing the program structure and identifying areas for enhancement, reinforcing Legrand India's commitment to workforce development and sustainable skill-building initiatives.

Location	Beneficiares approached	Other stakeholders (HR, director, trainers)
Ambad	31	1
Haridwar	31	1
Jalgaon	30	3
Rohad	32	1
Sinnar	30	1
Semmenchery	15	1
Total	169	8

FINDINGS AND ANALYSIS

DEMOGRAPHIC DETAILS:

The Legrand Apprenticeship Program has played a crucial role in workforce development, providing structured training and industry exposure to apprentices across multiple locations. As part of the impact assessment, 169 participants were interviewed to evaluate the program's effectiveness in skill-building, industry alignment, and inclusivity.

Gender Representation:

The findings indicate that 85% of the apprentices are male and 15% are female, reflecting broader workforce trends in the manufacturing and operations sectors, where male participation has traditionally been higher.

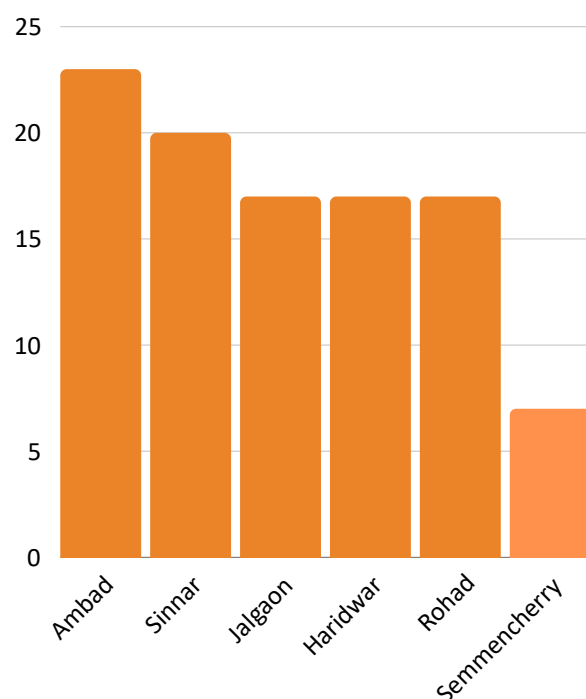
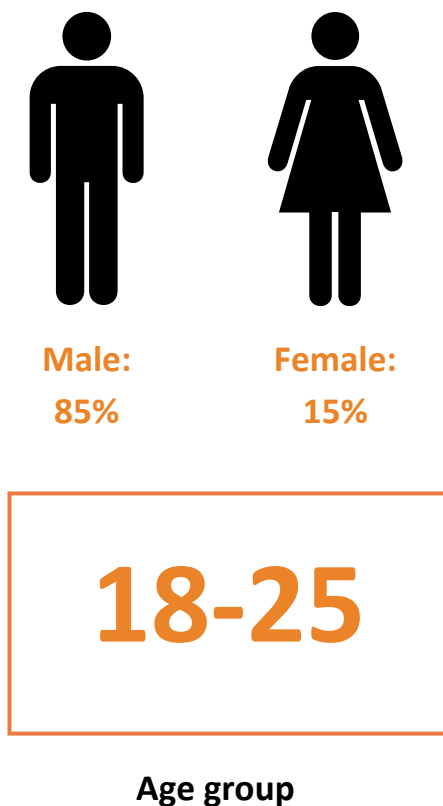


Fig. 1 Project Locations

To address this gender gap, Legrand has introduced targeted outreach programs, mentorship initiatives encourage more women to enroll. These initiatives aim to foster a diverse workforce and provide equal career opportunities for all apprentices.

Geographic Reach:

As part of the impact assessment, we interacted with apprentices across multiple locations to evaluate the program's reach and accessibility. The highest participation was observed in Ambad (22.54%) and Sinnar (19.72%), followed by Jalgaon, Haridwar, and Rohad (16.90% each). Semmenchery had the lowest representation (7.04%), indicating an opportunity for expanded outreach and engagement. These interactions provided valuable insights into the regional distribution of apprentices, confirming that the program is well-spread across key industrial locations, ensuring broad access to skill-building opportunities while also highlighting areas for further expansion to strengthen program reach and impact.

Workforce Development

The program's structured training, hands-on experience, and industry-aligned mentorship have been instrumental in equipping apprentices with job-ready skills.

By ensuring balanced regional distribution, the program enhances access to skill-building opportunities across multiple locations.

Program Relevance:

The Legrand Apprenticeship Program has achieved 100% relevance among participants, demonstrating its strong alignment with industry needs and career aspirations. The program's structured on-the-job training ensures that apprentices gain practical, job-ready skills tailored to the manufacturing and operations sectors. Participants reported that the training content closely matches their job roles, allowing them to apply learned skills effectively in a real-world setting.



Fig. 2 Program relevance

Training Content Alignment:

The program has demonstrated a high level of alignment between its training content and participants' job roles. Among the respondents, 96.43% confirmed that the training content was relevant to their job responsibilities, while only 3.57% indicated otherwise. This strong alignment suggests that the program effectively equips apprentices with industry-specific skills, ensuring a seamless transition from training to real-world job functions. The minimal percentage of dissatisfaction highlights the program's success in delivering targeted, role-specific training, reinforcing its value as a structured skill development initiative. Moving forward, continuous feedback mechanisms can further enhance the learning experience and adaptability of the training content to evolving industry demands.

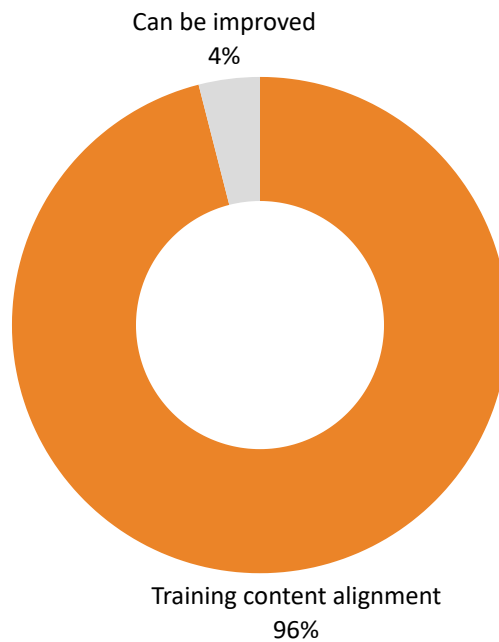


Fig. 3 Content Alignment

Program Meeting Expectations:

The Legrand Apprenticeship Program received overwhelmingly positive feedback, with 79.71% of participants rating it as excellent (5), and 14.49% as very good (4), indicating high satisfaction. A small 5.80% rated it as satisfactory (3), suggesting minor areas for improvement. These results highlight the program's strong effectiveness in delivering relevant skills and industry-ready training, with opportunities for continuous enhancement based on participant feedback.

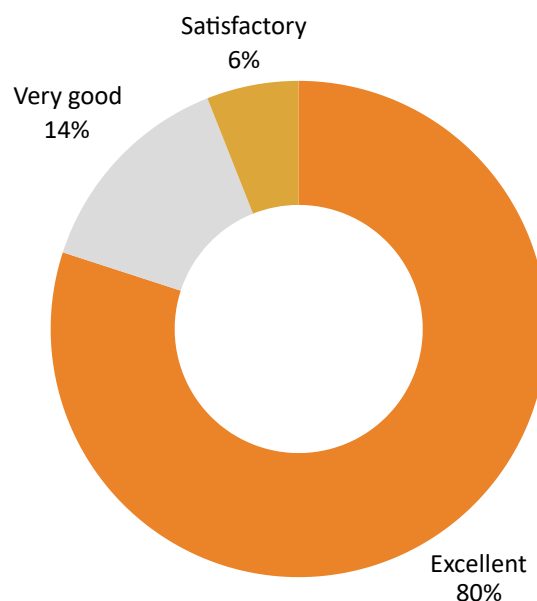


Fig. 4 Rating on Participants expectations

Prior Training Experience:

The Legrand Apprenticeship Program serves as the first structured training experience for most participants, with 94.17% indicating they had not participated in any similar programs before. Only 5.83% had prior training experience, highlighting the program's unique role in providing foundational industry exposure. This underscores its significance in skill development, particularly for freshers, reinforcing its impact on career readiness and workforce preparedness.

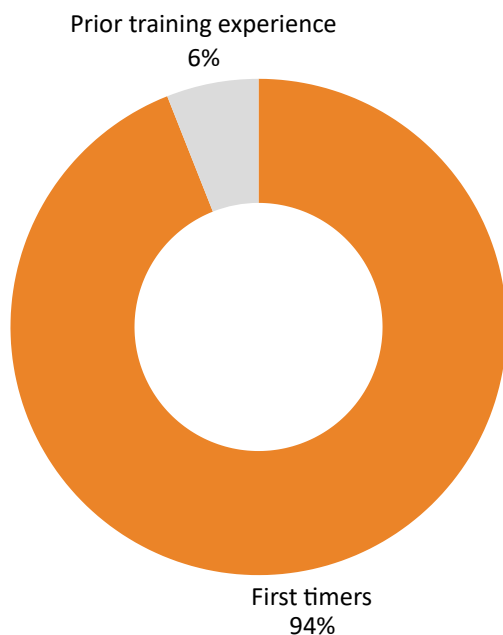


Fig. 5 Training experience before enrolling



Fig. 6 Understanding of on- job situations

Real-World Manufacturing and Operations Understanding:

The Legrand Apprenticeship Program has been highly effective in providing practical industry exposure, with 100% of participants confirming that it helped them understand real-world manufacturing and operations. This strong outcome highlights the program's hands-on learning approach, ensuring apprentices gain direct experience with industry processes, tools, and best practices. The result reinforces the program's success in bridging the gap between theoretical learning and workplace application, equipping participants with job-ready skills essential for career advancement.

Confidence in Applying Learned Skills

The majority of participants (approximately 90%) rated their confidence in applying learned skills at 4 or above, with a significant portion giving a perfect score of 5. This indicates that the training program effectively equipped candidates with practical, job-relevant skills, reinforcing their ability to perform tasks with confidence. However, a small percentage (around 10%) rated their confidence at 3 or below

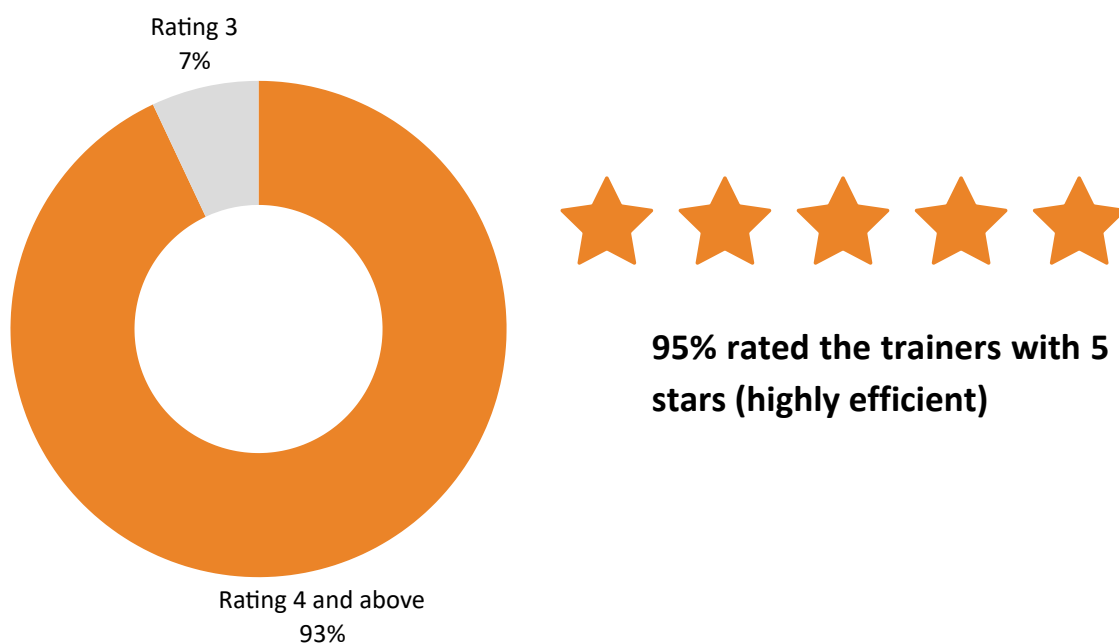


Fig. 7 Rating of on job confidence

Trainer and Mentor Quality:

The overwhelmingly positive ratings highlight the exceptional quality of trainers and mentors in the program. With 95% of participants rating them 4 or higher, it is evident that their expertise, guidance, and engagement significantly contributed to the learning experience. This strong endorsement suggests that trainers effectively delivered content, provided valuable mentorship, and fostered an environment conducive to skill development. The minimal lower ratings (only 5%) indicate room for minor improvements, possibly in personalization or additional support for certain participants. Overall, the high ratings reinforce the program's strength in mentorship and knowledge transfer, directly impacting participants' confidence and skill application in their roles.

Access to Tools, Equipment, and Learning Materials:

The data shows a 100% positive response rate, with all participants indicating that they had sufficient access to tools, equipment, and learning materials. This suggests that the program was well-equipped and effectively provided the necessary resources for learning.

Key Insights:

1. **Strong Resource Availability:** The unanimous "Yes" responses indicate that the program successfully ensured access to essential learning materials, minimizing barriers to hands-on learning.
2. **Consistency Across Participants:** Since no negative responses were recorded, it implies a uniform experience, meaning all trainees had equal opportunities to use the provided resources.
3. **High Satisfaction with Learning Infrastructure:** Access to tools and materials is a critical factor in skill-based training, and the results suggest that this aspect of the program met or exceeded expectations.

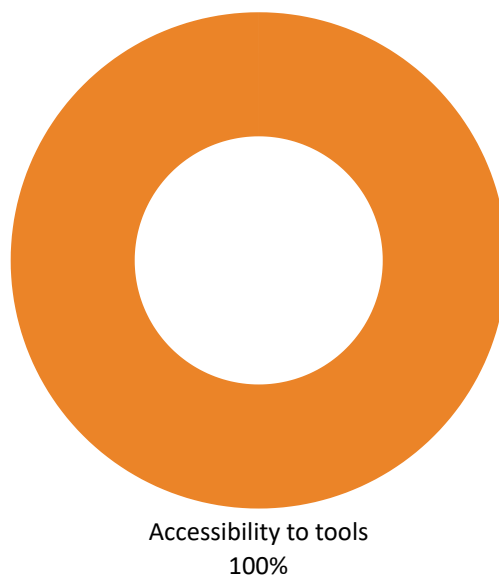


Fig. 8 Tools Accessibility during Training

Practical Sessions & Training Duration:

Frequency of Hands-on Practical Sessions-

The data reveals that practical sessions were consistently conducted twice during the training program. While this provided some hands-on exposure, the frequency might have been insufficient for participants who require more practical engagement to solidify their learning. Given the technical nature of many skills, increasing the number of practical sessions could enhance knowledge retention and application.

Adequacy of Training Duration-

Participants consistently noted that the induction training lasted three days, indicating a structured and standardized approach to onboarding. The program covered key concepts and organizational practices within this timeframe, combining theoretical sessions with initial exposure to practical aspects relevant to their roles.

Key Takeaways & Recommendations-

- **Practical Engagement:** The induction training included practical sessions alongside theoretical components, offering participants initial hands-on exposure to their roles. These sessions contributed to experiential learning within the structured format.
- **Optimized Duration:** The practical sessions focused on foundational learning, combining theoretical instruction with practical exposure.
- **Participant-Centered Approach:** Future programs could explore a flexible model, where participants needing more practice have the option to engage in additional sessions.

Overall, while the training provided structured learning within a short timeframe, minor adjustments in session frequency and duration could enhance its effectiveness.

Impact of the Program on Career Prospects:

A total of 99.31% of participants rated the program 4 or higher, indicating a strong positive impact on their career prospects. This overwhelmingly high rating reflects the effectiveness of the program in skill development and job readiness, with only a minimal percentage rating it lower.

Increase in Job Opportunities:

An overwhelming 99.21% of participants observed an increase in job opportunities after completing the program, highlighting its effectiveness in enhancing employability. The structured training, hands-on experience, and industry alignment have directly contributed to making participants more competitive in the job market. Only 0.79% did not see a change, suggesting that while the program is highly impactful, further career support initiatives like job placement assistance could maximize its benefits.

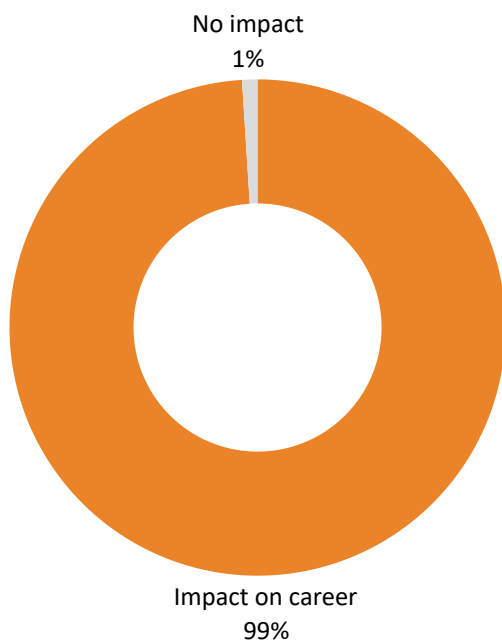


Fig 9 Program's Impact on career

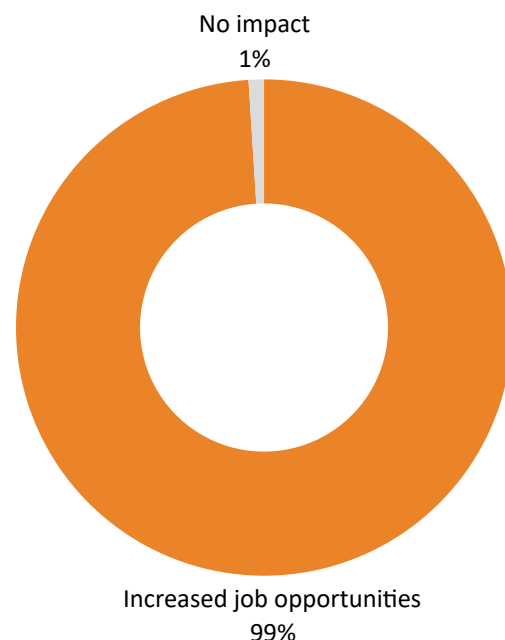


Fig 10 Increase in job opportunities

Likelihood to Recommend the Program

A significant 98.41% of participants stated they would recommend the program to others, indicating a high level of satisfaction. The program's practical approach, mentorship, and industry relevance make it a valuable experience for aspiring professionals. A very small 1.59% did not express willingness to recommend it, suggesting room for minor refinements, possibly in customizing the training to meet diverse career expectations.

Long-Term Career Growth Opportunities

All participants (100%) believe the program provides long-term career growth opportunities, reinforcing its role in skill development and professional advancement. This unanimous agreement underscores the program's success in equipping participants with sustainable career skills that extend beyond immediate job placements.

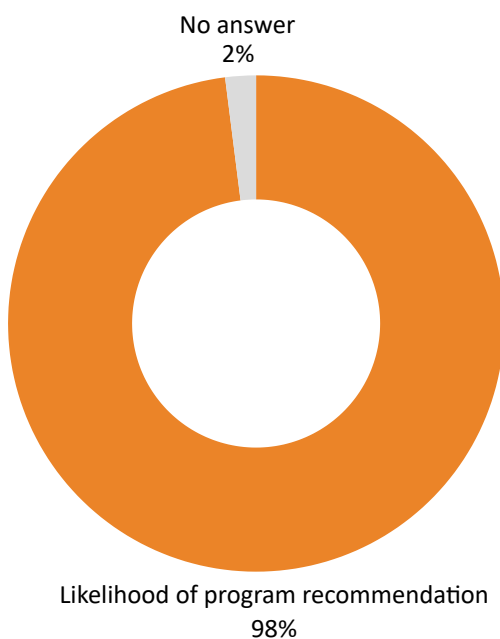


Fig 11 Recommending program to peers

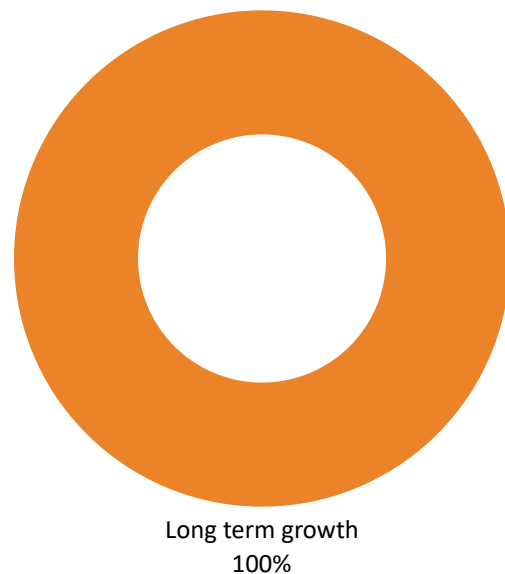


Fig 12 Growth opportunities through program

QUALITATIVE ANALYSIS

HR Head's Perspective on the Program (Jalgaon)

The Legrand Apprenticeship Program is structured to build student confidence, provide hands-on industry experience, and promote self-reliance. Beyond technical training, the program ensures a supportive and structured environment by offering three daily meals and maintaining strict shift schedules. The job operates in three shifts—morning, evening, and night, ensuring comprehensive exposure to real-world manufacturing operations. This holistic approach fosters both professional growth and personal well-being, helping apprentice's transition smoothly into the industry.

Plant Head's Perspective on the Program (Jalgaon)

The program is designed not only to shape the future of apprentices but also to equip them with industry-relevant skills that empower them to succeed in the job market. It fosters a safe and supportive environment, ensuring that participants feel comfortable and motivated to learn. Safety remains a top priority, with comprehensive training provided on the very first day. Regular monitoring and feedback mechanisms are in place to support continuous improvement, and outstanding performers are offered job opportunities, reinforcing the program's commitment to long-term career development.

Apprentice's perspective:

The program has provided us with a supportive and welcoming environment, making it an enjoyable place to learn and work. The structured approach, teamwork, and positive culture have helped us feel valued and comfortable. As we grow through this experience, we genuinely hope to continue working here even after completing the program. This place has truly become a second home to us.

Parents's perspective:

As parents, we feel immense joy seeing our children step out to learn valuable skills that will secure stable jobs for their future. Unlike us, who have struggled to find seasonal work, they now have the opportunity for steady employment, bringing financial security to our families. It gives us great pride to see them not only growing professionally but also contributing to household expenses, making a real difference in our lives.



TESTIMONIALS

"Students who join the program become deeply attached to the supportive and nurturing environment, making it hard for them to leave. They feel valued and are always eager to seize new opportunities that come their way."

-HR (Jalgaon)

"My worries have lessened ever since she joined the program. She comes home on time, her meals are taken care of, and as a mother, there is no greater joy than seeing your child succeed."

-Mother (Pooja Tayde)

"It truly feels like home! The care and support I have received here have been incredible, and the full-time opportunity is a blessing. My disability has turned into a strength, allowing me to contribute to my family and build a secure future."

-Bharat Sapke

"I come from a middle-class family, raised by a resilient single mother who supported my two sisters and me through numerous challenges. Today, I am proud to support her, allowing her to enjoy the life she once missed. Embracing my true self, I came out as non-binary and have been living openly and proudly ever since, thanks to the supportive environment here."

-Mokshavathi A

TURNING CHALLENGES INTO OPPORTUNITIES



Bharat Sapke, a 22-year-old with a hearing impairment, joined the Legrand Apprenticeship Program with the hope of shaping his future. From the very beginning, he was delighted to see that the program provided equal opportunities for people with disabilities, making him feel welcomed and valued.

Right from Day 1, Bharat felt at home, and his training experience was smooth and encouraging. After undergoing three days of rigorous training, he transitioned into his on-the-job role, where he dedicated one full year to learning and excelling in his work. His hard work, skills, and perseverance led to his successful conversion into a full-time employee at Legrand.

Today, Bharat is financially supporting his family and is proud of his journey. What he once feared might be a limitation has instead become his biggest strength, proving that with the right opportunities and determination, success knows no boundaries. He remains grateful to Legrand for recognizing his potential and providing him with a platform to grow and thrive.

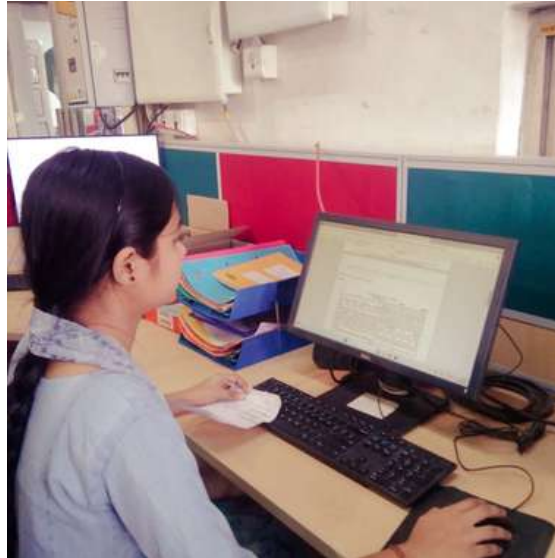
EMPOWERING POTENTIAL



Keshini, a 25-year-old from Chennai and a master's graduate in Human Resource Management, joined Legrand as an HR apprentice under the National Apprenticeship Promotion Scheme (NAPS) from March to December 2022.

Transitioning into the corporate environment posed initial challenges, but her resilience and eagerness to learn helped her adapt quickly. Following a 3–5-day structured induction, she actively contributed to three key HR projects—typically handled by full-time employees—gaining hands-on experience in core HR functions. Supported by three mentors and guided by continuous feedback, she developed a strong understanding of project goals and delivered impactful outcomes. By the end of the program, Keshini had significantly grown in confidence and competence, emerging as a capable HR professional aligned with Legrand's values and work culture.

A JOURNEY OF GROWTH AND BELONGING



Rupali Khond, a 22-year-old engineering graduate from rural Jalgaon, joined the Legrand Apprenticeship Program with the hope of building a better future for her family. Like many young women from rural backgrounds, Rupali faced more questions than answers—limited exposure, fewer opportunities, and the uncertainty of where her path might lead. Despite limited exposure and resources, her determination never wavered.

That changed when she was selected for the Legrand Apprenticeship Program.

Now thriving in her on-the-job training, Rupali is determined to grow within the organization. As she shares, *“Legrand gave me my first opportunity, and I want to grow here, give back, and make my family proud.”*

Her journey is just beginning—but already a testament to resilience, opportunity, and purpose.

A JOURNEY OF GROWTH AND BELONGING



Mokshavathi, a 24-year-old from Andhra Pradesh raised in Chennai, joined a CSR team as an apprentice through the National Apprenticeship Promotion Scheme (NAPS) after completing master's in social work. Initially preparing for government exams, they soon discovered the purpose-driven potential of the development sector.

Starting with one project during a 9-month contract, Mokshavathi quickly showed initiative and adaptability, leading to a full-time role. They gained hands-on experience managing logistics for key programs like Student Connect and coordinating large-scale events. Their willingness to take on responsibility, handle real-time challenges, and embrace fieldwork helped them grow into a confident professional.

Coming from a middle-class background and raised by a resilient single mother alongside two sisters, Moksha now proudly supports their family. Embracing her identity as non-binary, she has found a supportive environment that values authenticity and inclusion. From never having flown before to traveling for work, Mokshavathi has embraced each new experience with purpose and pride.

CONCLUSION AND RECOMMENDATION

The impact assessment of the Legrand Apprenticeship Program highlights its strong effectiveness in workforce development, skill enhancement, and job market integration. The program has successfully equipped apprentices with industry-relevant skills, with 100% confirming its relevance and 90% expressing confidence in applying their learning in real-world job roles. These results underscore the program's ability to bridge the gap between education and employment, ensuring apprentices are well-prepared for industry demands.

The program's job market impact is evident, with 99.21% of apprentices reporting an increase in employment opportunities, reinforcing its role as a key driver of employability. Additionally, 98.41% of participants would recommend the program, highlighting high satisfaction levels and the value it brings to apprentices' careers. The quality of mentorship (95% satisfaction) has further strengthened the effectiveness of skill transfer, enabling apprentices to develop both technical and professional competencies.

Beyond individual career growth, the program's impact extends to families and communities, as many apprentices have started contributing to household expenses, improving their overall financial stability. Parents have expressed confidence that their children will achieve economic independence, unlike previous generations that struggled with seasonal employment. This shift highlights the program's long-term socio-economic impact, fostering sustainable career pathways and breaking cycles of employment uncertainty.

However, geographic and gender representation disparities indicate areas for further development.

The lower participation in Semmenchery (7.04%) suggests the need for expanded outreach efforts to ensure equal access to training opportunities. Additionally, while the gender ratio (85% male, 15% female) aligns with broader industry trends, it presents an opportunity for targeted diversity initiatives to encourage more women to participate.

Recommendations

1. Expand Outreach in Underrepresented Locations

- Increase engagement efforts in areas like Semmenchery to ensure broader participation.
- Conduct awareness campaigns in rural and semi-urban areas to attract more applicants.

2. Enhance Practical Training & Skill Application

- Increase the frequency of hands-on practical sessions to strengthen real-world industry exposure.

3. Improve Gender Diversity & Inclusion

- Implement targeted outreach programs for female apprentices to encourage more participation.
- Provide mentorship and support networks to create an inclusive learning environment.

4. Strengthen Post-Training Support

- Establish an alumni network and career guidance sessions for continued professional growth.
- Partner with industries for direct placements, ensuring smooth job transitions for apprentices.

Despite these areas for improvement, the Legrand Apprenticeship Program has established itself as a crucial enabler of career growth, economic stability, and social mobility. By continuously refining its approach and expanding its reach, the program has the potential to further transform lives, strengthen workforce readiness, and support India's growing industrial economy.



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2025

IMPACT ASSESSMENT REPORT
Apprenticeship program

PREPARED BY

SGS