TATA CAPITAL

IMPACT ASSESSMENT REPORT

PROASPIRE – BFSI SKILLING INITIATIVE

Implementing Partner:
Tata STRIVE &
TeamLease Education Foundation (TLEF)

CONTENTS

ABBREVIATIONS

BFSI	Banking, Financial Services, and Insurance
CSR	Corporate Social Responsibility
TLEF	TeamLease Education Foundation
LMS	Learning Management System
MIS	Management Information System
KII	Key Informant Interview
SDGs	Sustainable Development Goals
NSDC	National Skill Development Corporation
PLFS	Periodic Labour Force Survey
CTC	Cost to Company
BDE	Business Development Executive
OJT	On-the-Job Training
OECD-DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
FLFPR	Female Labour Force Participation Rate
NSQF	National Skills Qualification Framework
SSC	Sector Skill Council
PMKVY	Pradhan Mantri Kaushal Vikas Yojana
EWS	Economically Weaker Section

EXECUTIVE SUMMARY

PROJECT BACKGROUND

The ProAspire initiative, a CSR-led skilling programme by Tata Capital implemented through Tata STRIVE and TeamLease Education Foundation, targets employability in the BFSI sector among underserved youth.
In FY 2023–24, 2,600 candidates were mobilized, of whom 2,391 were trained and certified, exceeding targets. A total of 1,806 candidates secured placements, achieving a 75.5% placement rate with average annual earnings of ~₹1.30 lakh.
The programme ensured inclusive participation, though placement outcomes varied across regions. Overall, it effectively enabled employment access, with scope to strengthen placement linkages and retention.

Component	Overall	TeamLease	Tata STRIVE
Mobilised Candidates	2,600	1,287	1,313
Trained & Certified	2,391	1,264	1,127
Placement Achieved	1,806	986	820
Placement Rate	75.5%	78%	73%
Training Target Achievement	Exceeded	✓	✓
Avg. Annual Income	₹1.30 lakh	₹1.30 lakh*	₹1.30 lakh*

*at the time of placement

PROJECT ACTIVITIES

Stage	Description
Mobilization & Outreach	• Identification and counselling of candidates through community outreach • Awareness generation and enrolment of eligible youth
Screening & Enrolment	• Registration and eligibility verification • Selection and batch formation
Blended Training Delivery	• Delivery of training through a mix of classroom and virtual sessions (online–offline model) • Trainer-led instruction supported by digital learning tools • Coverage of BFSI domain skills, soft skills, and workplace readiness
Assessment & Certification	• Evaluation of candidates through assessments • Certification upon successful completion
Placement Facilitation	• Coordination with employers and job matching • Conduct of interviews and placement drives
Post-Placement Tracking	• Monitoring the employment status of placed candidates • Supporting initial job retention
Monitoring & Reporting	• Use of MIS for tracking attendance and progress • Periodic reporting and quality monitoring

PROJECT DETAILS

Project Overview

ProAspire – BFSI Skilling Initiative

Implementation Agency

- Tata STRIVE
- TeamLease Education Foundation

Duration & Coverage

FY 2023-24
Implemented across multiple states in India

Sector & Role

BFSI sector
Business Development Executive (BDE)

Target Group

Youth from underserved communities, including women and SC/ST candidates

Screening criteria

Age between 18 and 30 years
Minimum educational qualification of 12th pass, including graduates

Training Structure

~135–140 hours (~35 days); blended mode (classroom + virtual)

Programme Scale

- Mobilized 2,600 candidates (1,287 by TeamLease and 1,313 by Tata STRIVE)
- Certified 2,391 candidates (1,264 by TeamLease against the target of 1,255 and 1,127 by Tata STRIVE against the target of 1,114)

Placement Outcomes

1,806 candidates placed (986 under TeamLease and 820 under Tata STRIVE) with placement rate of 75.5% (78% through TeamLease and 73% through Tata STRIVE)

Inclusion Outcomes

- **TeamLease** – 732 women and 521 SC/ST candidates certified; 497 women and 352 SC/ST candidates placed
- **Tata STRIVE** - 719 women and 312 SC/ST candidates certified; 520 women and 217 SC/ST candidates placed

Post-Placement Support

Tracking of candidates up to 12 months

Alignment with SDGs

4 QUALITY EDUCATION · 8 DECENT WORK AND ECONOMIC GROWTH · 10 REDUCED INEQUALITIES

National Goals

Skill India Mission (Government of India)
Source: Ministry of Skill Development and Entrepreneurship; Project Proposal

KEY FINDINGS AND KEY IMPACT

Indicator	Pre-Intervention	Intervention	Post-Intervention (Impact)
Employability	• 84.0% respondents were unemployed • Limited exposure to formal employment opportunities.	• Structured training and strong placement facilitation • 83.7% participated in placement processes;	• 83.7% secured employment; majority entered formal entry-level roles • 77.1% placed within 1–3 months, indicating efficient transition to workforce.
Confidence & Job Readiness	• Limited job readiness and exposure to workplace skills • Moderate clarity on career pathways.	• Comprehensive training across BFSI, digital, and communication skills • 84.6% gained job-relevant skills • 95.7% found classroom training effective.	• Improved confidence (34.0%) and enhanced workplace readiness, including better communication, professional behaviour, and interview preparedness.
Salary / Income	• Majority had no income or earned below ₹10,000/month • Low earning capacity.	• Placement in structured BFSI roles with defined salary frameworks.	• 79.2% earning ₹10,000–15,000/month, reflecting transition from non-earning to stable income generation.
Financial Stability	• Low financial resilience and limited contribution to household income.	• Integration of financial literacy and digital skills (budgeting, salary understanding, banking).	• 84.6% earning regularly and contributing to household income • Improved financial independence and ability to manage expenses.

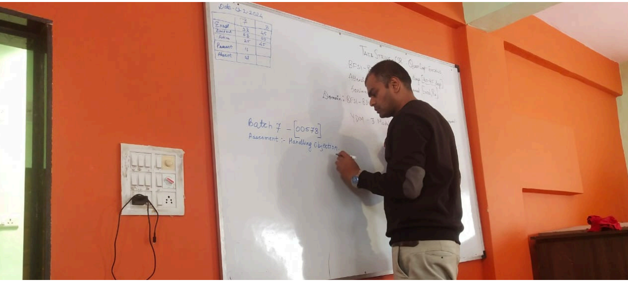
OVERALL IMPACT SUMMARY

The programme has enabled a strong transition of beneficiaries into the **workforce**, with many moving into **formal, entry-level roles** and demonstrating increased participation in **formal employment pathways**. The shift from **non-earning to income-generating status** reflects meaningful **livelihood creation** and improved **economic engagement**.

The intervention highlights strong **programme delivery efficiency**, supported by effective **training design** and **placement mechanisms**. Classroom-led training has played a critical role in building foundational skills and enhancing **job readiness**, while placement linkages have ensured a timely transition into employment. Early-stage post-placement support has further facilitated smoother workplace adaptation.

Beyond economic outcomes, the programme has contributed to positive **behavioural** and **social changes**, including improvements in **confidence and family status**, indicating early signs of **empowerment** and **social mobility** among beneficiaries.

CHAPTER 1
INTRODUCTION



Session in progress

NEED FOR THE PROGRAM

Despite improvements in educational attainment, employability among youth in India remains a concern, with only around 45–50% of graduates considered job-ready (India Skills Report, 2023). As per PLFS 2022–23, youth unemployment (15–29 years) remains high, while female labour force participation is about 27%, indicating persistent gender disparities. Concurrently, the BFSI sector continues to generate demand for entry-level roles that require both technical and soft skills (NASSCOM), highlighting a gap between industry requirements and available talent. Marginalised groups, including SC/ST communities, also remain underrepresented in formal employment (NITI Aayog). Addressing these challenges necessitates structured skilling interventions that enhance job readiness and inclusion, as reflected in the ProAspire initiative, which integrates industry-aligned training with placement support to improve access to sustainable employment.

OBJECTIVES OF THE PROGRAM

- To enhance the employability of youth from underserved communities through industry-aligned training in the BFSI sector.
- To bridge the gap between education and employment by developing domain knowledge, soft skills, and workplace readiness.
- To facilitate sustainable employment opportunities through structured placement support and industry linkages.

To promote inclusive participation by increasing access for women and candidates from SC/ST and other marginalised groups.

To improve income potential and enable long-term livelihood opportunities for beneficiaries.

ABOUT TATA CAPITAL LIMITED

Tata Capital Limited draws its Corporate Social Responsibility (CSR) approach from the Tata Group's commitment to responsible and inclusive growth, integrating social impact into its vision of sustainable development. Its initiatives focus on key areas such as education, employability, healthcare, and livelihood enhancement, aiming to create opportunities for underserved communities.

Through programmes like ProAspire, Tata Capital enables access to skills, employment, and improved quality of life, supporting long-term economic independence and community resilience.

The programme is implemented through Tata STRIVE and TeamLease Education Foundation.

ABOUT TATA STRIVE

Tata STRIVE is the skill development initiative of the Tata Group, established to address the gap between education and employability among youth in India. It focuses on delivering industry-aligned training programmes that equip candidates with both domain-specific knowledge and essential workplace skills, enabling their transition into formal employment.

Under the ProAspire – BFSI Skilling Programme, Tata STRIVE serves as the implementing partner responsible for on-the-ground programme delivery. Its role includes mobilization of candidates, conducting screening and counselling, delivering structured classroom-based training, and facilitating assessments and certification. The training approach emphasizes communication skills, workplace readiness, and foundational BFSI knowledge, aligned with entry-level job requirements.

Tata STRIVE's implementation model is supported by a standardised curriculum, trained facilitators, and monitoring mechanisms to ensure consistent training delivery. In addition to training, it also supports placement facilitation and undertakes post-placement tracking to monitor employment outcomes and candidate retention.

ABOUT TEAMLEASE

TeamLease Education Foundation (TLEF) is a not-for-profit organization established under TeamLease Services Limited, with a focus on enhancing employability and bridging the gap between education and employment. It works to equip youth with industry-relevant skills through structured training and strong employer linkages, enabling access to formal-sector opportunities.

Under the ProAspire – BFSI Skilling Programme, TLEF functions as the implementing partner responsible for on-the-ground programme execution. Its role includes mobilization of candidates, conducting screening and counselling, delivering training aligned with BFSI sector requirements, and facilitating placements through its employer network. The approach emphasizes practical exposure, job readiness, and alignment with market demand.

TLEF's implementation is supported by industry partnerships, placement-driven training delivery, and continuous engagement with employers to enhance employment outcomes. In addition, it undertakes post-placement follow-up to track job continuity and support candidates during their transition into the workforce.

CHAPTER 2
RESEARCH METHODOLOGY

Tata Capital Limited commissioned this impact assessment to evaluate its CSR initiative, ProAspire – BFSI Skilling Programme, implemented through Tata STRIVE and TeamLease Education Foundation across multiple states in India during FY 2023–24.

RESEARCH DESIGN

The evaluation adopted a mixed-methods approach, integrating both qualitative and quantitative research methodologies to assess the implementation and outcomes of the ProAspire – BFSI Skilling Programme implemented by Tata STRIVE and TeamLease Education Foundation. Quantitative data were collected through structured surveys with beneficiaries, yielding insights into training completion, placement outcomes, and demographic trends. At the same time, qualitative methods captured in-depth perspectives through stakeholder interactions, Key Informant Interviews (KIIs) with employers and programme teams, and beneficiary testimonials. The programme was further assessed using the OECD-DAC evaluation framework, covering relevance, coherence, effectiveness, efficiency, impact, and sustainability.

SAMPLING FRAMEWORK

A stratified sampling approach was adopted to ensure representation across different implementation models and geographies. The study covered a total sample of 350 beneficiaries across states, including Uttar Pradesh, Andhra Pradesh, Tamil Nadu, West Bengal, Bihar, Jharkhand, Maharashtra, Delhi, and Haryana, with 175 beneficiaries from TeamLease-implemented centres and 175 from Tata STRIVE centres.

Additionally, qualitative interactions followed a purposive approach, engaging key stakeholders, including employers, programme staff, and representatives of the implementing agency, to gather detailed insights into programme implementation and outcomes.

ENSURING TRIANGULATION

To enhance the reliability and validity of findings, the study adopted data and methodological triangulation. Data triangulation involved collecting information from multiple sources, including beneficiary surveys, stakeholder interactions, employer feedback, programme MIS, and SROI-based inputs. Methodological triangulation was achieved by combining quantitative surveys with qualitative methods such as Key Informant Interviews (KIIs), in-depth interactions, and beneficiary testimonials, enabling cross-verification of findings and reducing potential bias.

STUDY OBJECTIVE

To assess the overall effectiveness of the ProAspire – BFSI Skilling Programme in enhancing employability outcomes among beneficiaries.

To evaluate training delivery, retention, and completion levels across implementation models.

To analyse placement outcomes, including employment status, salary levels, and regional variations.

To assess the programme's reach and inclusion of women and candidates from SC/ST communities.

To understand beneficiary experiences, skill enhancement, and perceived impact on livelihood and quality of life.

To identify key challenges, gaps, and areas for improvement in programme implementation and sustainability.

DATA SOURCES

Primary Data
Beneficiary surveys, stakeholder interviews, employer interactions, and testimonials

Secondary Data
Programme MIS, project documents, SROI inputs provided by the Implementing Agency and implementation reports

KEY STAKEHOLDERS

- Youth enrolled in the programme
- Employers providing placement opportunities
- Programme implementation team (training and placement staff)
- Implementing agency representatives

STUDY TOOLS

- Structured questionnaires for beneficiary surveys
- Semi-structured interview guides for stakeholder interactions
- Testimonial documentation to capture beneficiary experiences

ETHICAL CONSIDERATIONS

The study was conducted in accordance with established ethical standards, ensuring respect for the rights and well-being of programme beneficiaries (enrolled youth participants). Informed consent was obtained by clearly communicating the purpose, procedures, and voluntary nature of participation. Confidentiality and privacy were maintained through anonymization of responses and secure handling of data, with access restricted to authorized personnel.

STUDENTS - TEACHER INTERACTION IN MAHARASHTRA

IMPACT ASSESSMENT SNAPSHOT

Particulars	Details
Programme	ProAspire – BFSI Skilling Programme
Duration	FY 2023-24
Geography	Uttar Pradesh, Andhra Pradesh, Tamil Nadu, West Bengal, Bihar, Jharkhand, Maharashtra, Delhi, Haryana
Sample Size	350 beneficiaries
Implementation Partners	Tata STRIVE and TeamLease Education Foundation

TEACHER–STUDENT INTERACTION IN AURANGABAD.

CHAPTER 3
KEY FINDINGS AND IMPACT

This chapter presents the detailed findings and impact of the ProAspire – BFSI Skilling Programme based on primary data collected from 350 programme beneficiaries across selected locations, including 175 beneficiaries from TeamLease-implemented centres and 175 from Tata STRIVE centres. The triangulation of quantitative and qualitative data strengthens the interpretation of findings. It provides a comprehensive understanding of programme outcomes, particularly in terms of training effectiveness, retention, placement, and overall impact.

Demographic Profile (n=350)

Age Distribution
- 20–25 years: 72.0%
- 26–30 years: 22.3%
- 31–35 years: 5.1%
- Above 35 years: 0.6%

Marital Status
- Single: 54.0%
- Married: 46.0%

Gender
- Female: 64.3%
- Male: 35.7%

Location Type
- Tier-2: 51.1%
- Metro: 31.7%
- Tier-3: 13.4%
- Rural: 3.8%

Education Level
- 12th pass: 51.4%
- Graduate: 46.9%
- 10th pass: 0.9%
- Diploma: 0.3%
- Postgraduate: 0.5%

Household Size
- 3–4 members: 14.3%
- 5–6 members: 24.0%
- 7–8 members: 32.6%
- 9–10 members: 29.1%

The programme primarily engages young beneficiaries, with over 94% aged below 30 years, indicating strong focus on early workforce entrants. There is a higher representation of females (64.3%), suggesting good outreach among women. Participants are largely from Tier-2 and metro areas (over 80%), with limited rural representation.

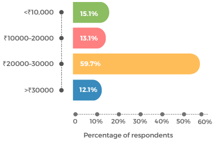
In terms of education, most are 12th pass or graduates (98%+), reflecting a moderately educated cohort suited for entry-level roles. Additionally, a significant proportion belongs to larger households (7+ members), indicating higher economic responsibility and the importance of income support.

Key Finding

The key findings from the beneficiary survey are presented below, structured across the following thematic domains: demographic profile, training participation and retention, placement outcomes, income levels, and beneficiary perceptions of skill enhancement and employability under the ProAspire – BFSI Skilling Programme.

Pre-Intervention Scenario

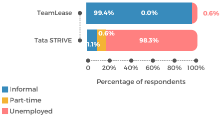
CHART 1: MONTHLY HOUSEHOLD INCOME BEFORE PROASPIRE (N=350)



A majority of respondents (59.7%) reported a monthly household income in the range of ₹20,000–30,000. This was followed by 15.1% earning below ₹10,000 and 13.1% earning between ₹10,000 and ₹ 20,000. A smaller proportion (12.1%) reported household incomes above ₹30,000.

This suggests that most beneficiaries come from lower-middle-income households and have limited financial resilience. The concentration in lower-income brackets highlights the need for interventions to improve income stability and upward mobility. This highlights the programme's relevance in targeting economically vulnerable youth and its potential to enable upward income mobility.

CHART 2: DISTRIBUTION OF RESPONDENTS' EMPLOYMENT STATUS BEFORE PROASPIRE FOR TEAMLEASE AND TATA STRIVE (TEAMLEASE = 175; TATA STRIVE = 175; N = 350)



The distribution of respondents indicates that a majority were unemployed prior to the programme, with 82.3% among TeamLease and 85.7% among Tata STRIVE.

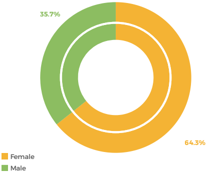
A smaller proportion were engaged in part-time work (12.6% in TeamLease and 13.7% in Tata STRIVE), while only a very small share were involved in informal employment (5.1% in TeamLease and 0.6% in Tata STRIVE). This pattern suggests that respondents across both implementing partners were largely not engaged in regular employment before joining the programme, with limited participation in part-time or informal work.

This indicates a strong baseline need for structured skilling and employment-linkage interventions.

Intervention

Enrollment and Delivery

CHART 3: GENDER-WISE DISTRIBUTION OF PARTICIPANTS (N=350)



The programme demonstrates strong progress in advancing gender inclusion, with women constituting 64.3% of assessed candidates, indicating effective outreach and engagement with female beneficiaries.

This underscores the programme's role in expanding women's access to formal employment opportunities in traditionally underrepresented segments.

Gender and Inclusion Outcomes

Key observations include:

- High participation of women across training and placement stages, reflecting strong programme accessibility
- Increased entry of women into the formal workforce, particularly in entry-level BFSI roles
- Contextual challenges related to mobility, safety, and family expectations, especially in rural and semi-urban areas

While certain structural constraints persist—such as limitations on relocation, work hours, and safety concerns—these reflect broader socio-economic conditions rather than programme design limitations. Despite these challenges, the programme has enabled:

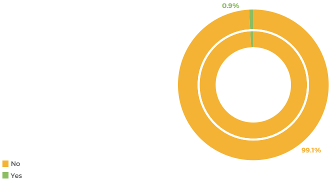
Enhanced **confidence, agency, and decision-making ability among women**

Increased **financial contribution to household income, supporting economic empowerment**

Greater **acceptance of women's participation in formal employment within families and communities**

Overall, the programme makes a strong contribution towards advancing inclusive and equitable livelihood opportunities, particularly by enabling women to participate meaningfully in the formal economy.

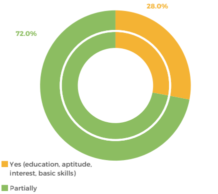
CHART 4: BARRIERS FACED IN PARTICIPATING IN THE PROGRAMME (N=350)



The enrolment process was largely smooth, with 99.1% (n=347) of respondents reporting no difficulties, while 0.9% (n=3) reported challenges.

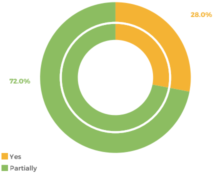
Among this proportion (n=3), financial constraints emerged as the primary challenge, including difficulties managing costs for travel, food, and accommodation during the training period. Additionally, 66.7% (n=2) reported a lack of family support as a barrier to participation. These responses reflect personal and contextual barriers rather than issues in the enrolment process. **(Primary Data)**

CHART 5: ELIGIBILITY/READINESS ASSESSMENT BY IMPLEMENTATION PARTNER (N=350)



A majority of respondents (72.0%) reported that the eligibility or readiness assessment was only partially conducted, while 28.0% confirmed that a comprehensive assessment covering education, aptitude, interests, and basic skills was conducted.

CHART 6: CLARITY OF ROLES AND RESPONSIBILITIES BEFORE ENROLMENT (N=350)



In terms of satisfaction with the pre-enrolment process, most respondents reported moderate satisfaction (61.1%), followed by 22.3% indicating high satisfaction and 16.6% reporting low satisfaction.

This indicates an opportunity to strengthen pre-enrolment screening to improve candidate-role alignment and downstream outcomes such as retention and satisfaction.

Understanding Variation Across Implementation Models

Variations observed across implementation partners should be interpreted in the context of differing geographies, beneficiary profiles, employer networks, and delivery approaches. These differences reflect **context-specific implementation conditions** rather than differences in programme effectiveness. Both Tata STRIVE and TeamLease contribute through **complementary strengths**, highlighting opportunities for cross-learning and standardisation of best practices.

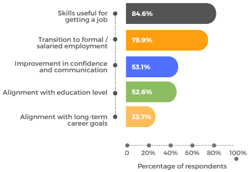
Testimonial 3: Shreya Kumari

I am Shreya Kumari from Ranchi, Jharkhand. Coming from a financially constrained background, I always felt a strong urge to support my family. However, the lack of skills and opportunities made it difficult for me to take the first step toward employment.

My journey began when I learned about the Tata Capital BDE training program. With hope and determination, I enrolled in the 145-hour course. The training not only equipped me with essential skills but also provided a nurturing and encouraging environment that boosted my confidence.

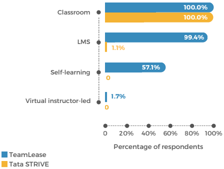
Upon completing the program, I was given the opportunity to attend interviews facilitated by TeamLease. With the knowledge and confidence, I had gained, I was able to secure a position as a Sales Associate at Zet, with an annual CTC of ₹1,08,000.

CHART 7: RELEVANCE OF PROASPIRE PROGRAM TO PARTICIPANT NEEDS (MULTIPLE RESPONSES)



A substantial majority (84.6%) reported that the skills acquired were directly useful for securing a job, while 78.9% indicated that the programme supported their transition into formal or salaried employment.
In addition to employment outcomes, over half of the respondents reported improvements in confidence and communication (53.1%) and alignment with their educational background (52.6%), suggesting gains in both technical and soft skills.
However, 33.7% of candidates reported alignment with their long-term career goals, indicating that the programme is beginning to support not just workforce entry but also pathways toward sustained career progression.
In terms of overall relevance, 67.4% of respondents rated the programme as moderately relevant to their life situation, with 19.4% reporting high relevance. This suggests that the programme meets immediate needs effectively, though there remains scope to strengthen its alignment with participants' longer-term aspirations and expectations.

CHART 8: MODES OF TRAINING ATTENDED-TEAMLEASE AND TATA STRIVE



Variation is observed in the adoption of digital learning modes across implementation partners, as indicated by responses from participating beneficiaries.

These differences may reflect variations in **infrastructure readiness, digital familiarity among respondents, and delivery approaches across centres.** While a segment of respondents reported higher engagement with LMS and self-learning modules, others indicated greater reliance on classroom-based delivery, which was widely perceived as effective. These findings highlight the need for **context-sensitive integration of blended learning approaches,** tailored to beneficiary readiness and local conditions.

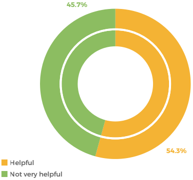
Helpfulness of Classroom Learning (multiple responses)

The responses indicate that classroom learning was perceived as helpful across multiple dimensions. A majority of respondents reported that it allowed them to ask questions and clear doubts immediately (85.1%), while 70.9% indicated that it helped them understand course concepts clearly.

In addition, 58.6% of respondents reported improvements in communication and confidence, and 41.4% stated that classroom learning helped them maintain regularity and discipline in learning. Further, 36.6% highlighted the usefulness of practical examples and real-life explanations in enhancing their understanding.

These findings reflect the perceived effectiveness of classroom-based training in supporting conceptual understanding, engagement, and skill development. (primary data)

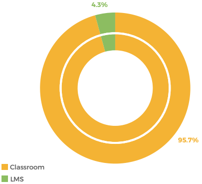
CHART 9: PEER LEARNING AND INTERACTION BENEFITS



A majority of respondents (54.3%) reported that peer learning and interaction during the programme were helpful, highlighting its role in supporting collaborative learning and shared understanding among participants.

While experiences varied across the cohort, the findings indicate potential to further strengthen peer-based engagement through more structured and facilitated interactions, thereby enhancing the overall effectiveness of collaborative learning outcomes.

CHART 10: MOST EFFECTIVE TRAINING MODE (N=350)



The responses indicate that classroom-based training was identified as the most effective mode by a majority of respondents (95.7%), while a smaller proportion (4.3%) reported LMS-based learning as the most effective mode.

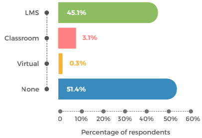
This suggests that Classroom training was reported as the most effective mode of learning among respondents.

Effectiveness and Perceived Value of Digital Learning Modes

- **Flexible and self-paced learning emerged as a key benefit across digital modes**, with 63.6% (LMS) and 100% (self-learning) reporting the ability to learn at their own pace and revisit content anytime.
- **LMS supported continuous learning and revision**, with ~60% highlighting ease of understanding materials and the ability to revisit topics, though 35.8% found it less helpful, indicating mixed effectiveness.
- **Self-learning modules showed the highest perceived effectiveness** (100%) for flexibility, repeat learning, and convenience, but were accessed by a smaller group.
-
- **Interactive and applied features (quizzes, digital tracking, skill-building)** were reported by only a very small proportion in LMS/virtual modes, suggesting limited depth of engagement.

Overall, digital learning modes complement classroom training but show variability in effectiveness, with strong value in flexibility but gaps in engagement and perceived usefulness

CHART 11: MOST CHALLENGING TRAINING MODE (N=350)



The responses indicate that 51.4% of respondents reported no training mode as challenging. Among those who faced challenges, LMS-based learning was reported as the most challenging by 45.1% of respondents, followed by classroom training (3.1%) and virtual instructor-led training (0.3%).

This suggests that while over half of the respondents did not face challenges, LMS-based learning accounts for the majority of reported difficulties.

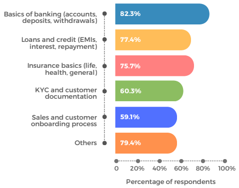
"While the programme follows a structured implementation process, its effectiveness depends on how well candidates are supported through the transition from training to employment. From our experience, continuous counselling and expectation alignment are critical in ensuring that candidates are able to sustain through different stages of the programme."

(Program Team, Tata STRIVE)

Post-Intervention

Skills, Literacy and Job Readiness

CHART 12: BFSI AND WORK-RELATED SKILLS GAINED (MULTIPLE RESPONSES) (N=350)



The beneficiaries reported that the training significantly strengthened their understanding of core banking concepts (82.3%), which they had previously found complex and inaccessible. Many expressed that they can now clearly differentiate between savings accounts, deposits, and other basic financial services, and are even able to guide family members in making simple banking decisions. A similarly strong outcome was observed in their understanding of loans and credit systems (77.4%), with beneficiaries noting that concepts such as EMIs, interest rates, and repayment schedules are no longer confusing. Some shared that they now feel confident discussing loan options with peers or assisting customers in entry-level roles.

Awareness of insurance products (75.7%) also improved considerably, with beneficiaries reporting little to no prior understanding of life and health insurance. Post-training, they not only recognise its importance but also have initiated conversations within their households about financial protection. Beyond technical knowledge, a large proportion of beneficiaries (79.4%) reported gains in broader workplace readiness, including improved confidence, communication skills, and familiarity with digital tools—factors that helped them feel more prepared for interviews and professional environments.

However, relatively fewer beneficiaries reported strong confidence in customer-facing and process-oriented areas such as KYC and documentation (60.3%) and sales and customer onboarding (59.1%). While they acknowledged learning about the required documents and verification processes, some felt they needed more hands-on practice to complete these tasks independently. Similarly, although many stated that their communication skills had improved and they felt more comfortable interacting with customers, a few admitted to still feeling hesitant in real-life situations. Overall, beneficiaries perceived the training as highly valuable for building technical knowledge and confidence, and suggested that increased practical exposure—particularly in customer interactions and documentation processes—would further enhance their job readiness.

BFSI Skills Gained

Variation is observed in reported skill acquisition across implementation partners. While certain centres demonstrate stronger outcomes in **core BFSI and digital task-based skills,** others show relatively higher outcomes in areas such as **compliance awareness, digital engagement, and workplace adaptability.** This reflects differences in **training emphasis and delivery context,** indicating complementary strengths across models.

Linkage Between Skill Acquisition and Employment Outcomes

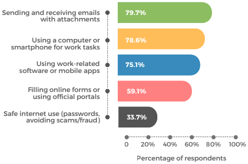
The programme has led to significant improvements in BFSI, digital, and communication skills among beneficiaries. However, the translation of these skills into sustained employment varies across domains. Findings indicate that:

- Communication and confidence play a critical role in securing initial employment
- Digital skills support workplace adaptability and productivity
- BFSI domain knowledge enhances understanding but requires practical application

Skill gaps impacting performance and retention include:

This suggests that while foundational skills are effectively delivered, **greater emphasis on applied learning and role-specific simulations** can further strengthen job readiness and retention.

CHART 13: DIGITAL SKILLS ACQUIRED THROUGH TRAINING (MULTIPLE RESPONSES) (N=350)



A majority of respondents reported acquiring core digital skills, with 79.7% indicating the ability to send and receive emails with attachments, 78.6% reporting using computers or smartphones for work tasks, and 75.1% reporting using work-related software or mobile applications. Additionally, 59.1% reported being able to complete online forms or use official portals, while 33.7% reported learning safe internet practices, such as password management and fraud avoidance.

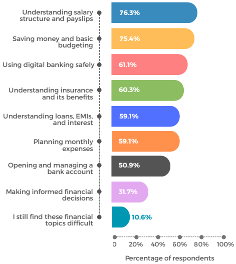
The findings indicate that respondents reported acquisition of digital skills across commonly used workplace functions.

Digital Skills Acquired Through Training – TeamLease vs Tata STRIVE (multiple responses)

A higher proportion of TeamLease respondents reported the ability to **send and receive emails (94.3%)**, use **computers or smartphones for work tasks (91.4%)**, and use **work-related software or applications (87.4%)**.
In contrast, Tata STRIVE respondents reported **higher proportions in safe internet use (66.9%)**, **searching information online for work purposes (60.0%)**, and attending **online meetings or virtual training sessions (57.1%)**. Additionally, a higher proportion of Tata STRIVE respondents reported that they are still not confident using digital tools (26.3%), compared to 2.9% among TeamLease respondents.

The findings indicate variation in both digital skill acquisition and confidence levels across implementing partners. (Primary Data)

CHART 14: FINANCIAL LITERACY SKILLS APPLIED AFTER TRAINING (MULTIPLE RESPONSES) (N=350)



A majority of respondents reported applying financial literacy skills after the training, with 76.3% indicating understanding of salary structure and pay slips and 75.4% reporting saving money and basic budgeting.

Additionally, 61.1% reported using digital banking safely, 60.3% reported understanding insurance and its benefits, and 59.1% reported understanding loans, EMIs, and interest, as well as planning monthly expenses. About 50.9% reported opening and managing a bank account, while 31.7% reported making informed financial decisions. A smaller proportion (10.6%) indicated that they still find financial topics difficult.

The findings indicate that respondents reported application of financial literacy skills across multiple areas, particularly in budgeting and understanding income-related components.

Financial Literacy Skills Applied After Training – TeamLease vs Tata STRIVE

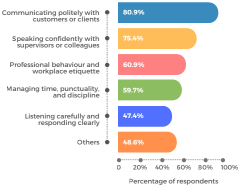
Variation is observed across implementing partners in the application of financial literacy skills. A higher proportion of TeamLease respondents reported **saving money and basic budgeting (90.3%)** and **understanding salary structure and pay slips (90.9%)**.
In contrast, Tata STRIVE respondents reported higher proportions in making **informed financial decisions (62.3%)**, **understanding insurance (64.6%)**, and **using digital banking safely (64.6%)**. Additionally, a higher proportion of Tata STRIVE respondents reported that they still find financial topics difficult (19.4%), compared to 1.7% among TeamLease respondents.

The findings indicate variation in the application of financial literacy and confidence levels across implementing partners. (Primary Data)

"After completing the training, I received continuous support in attending interviews and understanding job expectations, which helped me stay confident during the placement process. Even after multiple attempts, the guidance from the team encouraged me to keep trying until I secured a job. This support played an important role in helping me transition into employment."

(Anshika Singh Chandel, Trainee – Business Development Executive, Kanpur)

CHART 15: COMMUNICATION AND WORKPLACE BEHAVIOUR SKILLS PRACTICED (MULTIPLE RESPONSES) (N=350)



A majority of respondents reported practising key communication and workplace behaviour skills, with 80.9% indicating they communicated politely with customers or clients and 75.4% reporting speaking confidently with supervisors or colleagues. Additionally, 60.9% reported practicing professional behaviour and workplace etiquette, while 59.7% indicated managing time, punctuality, and discipline. A comparatively lower proportion (47.4%) reported listening carefully and responding clearly.

A substantial proportion (48.6%) also reported practicing other related skills, including handling workplace pressure, presenting themselves professionally in interviews, and working effectively in teams. The findings indicate that respondents reported practicing communication and workplace behaviour skills across multiple aspects of professional interaction.

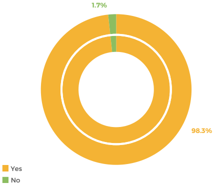
This highlights the programme's contribution to improving workplace readiness and interpersonal effectiveness.

Communication and Workplace Behaviour Skills – TeamLease vs Tata STRIVE

Variation is observed across implementing partners in reported communication and workplace behaviour skills. A higher proportion of TeamLease respondents reported **communicating politely with customers (94.9%)** and **speaking confidently with supervisors or colleagues (92.6%)**.
In contrast, Tata STRIVE respondents reported higher proportions in **handling workplace pressure (67.4%)**, **presenting themselves professionally in interviews (66.3%)**, and demonstrating **professional behaviour and workplace etiquette (66.3%).** Additionally, a higher proportion of Tata STRIVE respondents reported that they still find workplace communication challenging (18.9%), compared to 0.6% among TeamLease respondents.

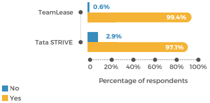
(Primary Data)

CHART 16: RECEIPT OF CERTIFICATION AFTER TRAINING (N=350)



The distribution of respondents shows that 98.3% (n=344) reported receiving certification after training, while 1.7% (n=6) reported not receiving certification.

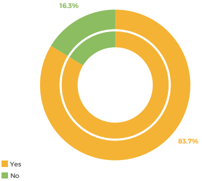
CHART 17: RECEIPT OF CERTIFICATION AFTER TRAINING- TEAMLEASE AND TATA STRIVE (TEAMLEASE = 175; TATA STRIVE = 175; N = 350)



The distribution of respondents shows that 98.3% (n=344) reported receiving certification after training, while 1.7% (n=6) reported not receiving certification. Across implementing partners, certification receipt was high, with 99.4% among TeamLease and 97.1% among Tata STRIVE, indicating consistently high certification coverage across both

Placement and Employement Status

CHART 18: PLACEMENT STATUS AFTER COMPLETION OF TRAINING (N=350)



A total of 83.7% of respondents reported being placed after completion of the training, while 16.3% reported not being placed. Placement outcomes reflect that a substantial proportion of respondents secured employment following the training.

Placement outcomes vary across implementation partners, reflecting differences in local employer linkages, candidate mobility, and job role availability. While some centres demonstrate higher placement conversion, others show stronger performance in training delivery and candidate preparedness. This indicates context-driven variation rather than differences in programme effectiveness.

"After completing the training, I was provided with multiple interview opportunities, which helped me understand employer expectations and improve with each attempt. With continued support from the placement team, I was eventually able to secure a job aligned with my training. This process helped me gain confidence and successfully enter the workforce."

(Shreya Kumari, Trainee – Business Development Executive, Ranchi)

Post-Placement Support and Follow-up Mechanisms

The programme incorporates structured post-placement support to facilitate a smoother transition of candidates into the workplace and strengthen early-stage retention.
Findings indicate that a majority of placed candidates reported receiving follow-up support, particularly during the initial months after placement. Quantitative responses suggest that support was commonly provided for 1–3 months, reflecting a focus on the critical transition phase.
As per programme team insights, post-placement engagement typically extends up to 9 months, with periodic follow-ups designed to track candidate progress, address workplace challenges, and support continued employment.

This support includes:

- **Regular check-ins** with candidates to monitor job continuity
- **Guidance** on adapting to workplace expectations and performance demands
- **Counselling support** to address personal, professional, or relocation-related challenges

Respondents highlighted that post-placement support contributed to:

Improved confidence in managing workplace responsibilities

Increased motivation to sustain in employment, especially in target-driven roles

Better alignment with employer expectations

However, variations were observed in the duration and intensity of support experienced by beneficiaries, indicating differences in implementation across locations or partners.

Overall, the findings underscore that post-placement support is a critical enabler of:

- Employment **continuity and retention**
- **Smoother transition** from training to workforce
- **Reduced** early-stage **attrition**

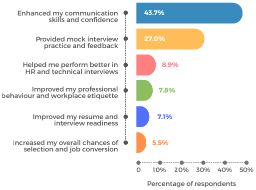
There is an opportunity to further strengthen this component by:

Ensuring consistent delivery of support across centres

Enhancing visibility of extended support (beyond initial months) to beneficiaries

Introducing more structured and need-based follow-up mechanisms, particularly for candidates in high-pressure roles

CHART 19: ROLE OF PLACEMENT TRAINING IN SECURING EMPLOYMENT (MULTIPLE RESPONSES) (N=293)



EFFECTIVENESS OF PLACEMENT TRAINING

STRENGTHENING COMMUNICATION SKILLS

43.7%

A significant proportion of respondents shared that the training greatly improved their communication abilities, which they perceived as the most impactful outcome. Many noted that they are now able to speak more confidently in interviews and professional interactions, with reduced hesitation and greater clarity when expressing their thoughts. This enhancement in communication was seen as a key factor in improving their overall confidence.

VALUE OF MOCK INTERVIEWS AND FEEDBACK

27.0%

Over one-fourth of respondents highlighted that mock interview sessions and the feedback provided were highly beneficial. They described these sessions as closely resembling real interview situations, which helped them practice effectively, identify their mistakes, and improve their responses. This exposure also helped reduce nervousness and build familiarity with interview settings.

IMPROVED PERFORMANCE IN INTERVIEWS

8.9%

Some respondents reported that the training enabled them to perform better in both HR and technical interview rounds. They shared that they were able to answer questions more confidently and handle a wider range of interview questions more easily than before the training.

POSITIVE CHANGES IN PROFESSIONAL BEHAVIOUR

7.8%

A section of respondents noted improvements in their professional behaviour, including better body language, attitude, and overall presentation. They expressed that the training helped them understand how to conduct themselves appropriately in formal settings, contributing to a more polished and professional image during interviews.

ENHANCED RESUME PREPARATION AND INTERVIEW READINESS

7.1%

Some respondents mentioned that the training helped them prepare structured resumes and understand what employers expect in interviews. They reported feeling more prepared and aware of the key elements required to present themselves effectively to potential employers.

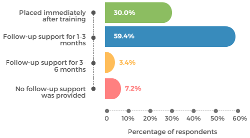
PERCEIVED INCREASE IN SELECTION CHANCES

5.5%

A smaller proportion of respondents directly associated the training with increased chances of selection. They expressed that the skills and exposure gained through the training made them feel more prepared and confident than in their earlier situation, even if not all of it was explicitly linked to immediate job outcomes.

Overall, respondents perceived the placement training as most effective in **enhancing communication skills** and **providing practical exposure** through mock interviews and feedback. While **improvements in interview performance, professional behaviour**, and **resume readiness** were also experienced, these were reported by relatively fewer respondents. Collectively, the training increased respondents' confidence and preparedness, even though only a small proportion explicitly attributed it to improved chances of securing employment.

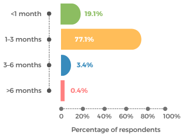
CHART 20: DURATION OF POST-TRAINING FOLLOW-UP SUPPORT



Among respondents who were placed (n=293), 59.4% reported receiving follow-up support for 1–3 months after placement, while 30.0% were placed immediately after training. A smaller proportion (7.2%) reported that no follow-up support was provided, and 3.4% reported receiving support for 3–6 months. This suggests that follow-up support was largely concentrated in the initial months after placement, with limited provision of longer-term support.

CERTIFICATE DISTRIBUTION

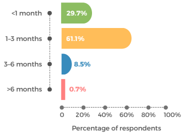
CHART 21: TIME TAKEN TO SECURE FIRST JOB AFTER TRAINING (N=293)



Among respondents who were placed (n=293), 77.1% reported securing a job within one to three months of completing the training, including 19.1% who secured employment within one month and 3.4% within three to six months. A smaller proportion (0.4%) reported taking more than six months to secure a job. This indicates that a majority of respondents transitioned into employment within a relatively short period after training.

> From our experience, candidates are able to secure entry-level roles and meet basic job requirements at the time of placement. However, their performance and stability in these roles depend on how quickly they adapt to target-driven environments and workplace expectations. Continuous support during the initial phase plays an important role in strengthening placement outcomes
>
> **(Ms. Pooja Bhandari, Recruitment Lead, Nivesh Financial Services)+**

CHART 22: TIME TAKEN TO RECEIVE THE OFFER LETTER AFTER PLACEMENT



Among respondents who were placed (n=293), 61.1% reported receiving an offer letter within 1–3 months, while 29.7% received it within less than one month. A smaller proportion (8.5%) reported receiving the offer letter within 3–6 months, and only 0.7% reported a duration of more than six months. This indicates that most respondents received offer letters within a relatively short time frame following placement, reflecting a timely transition into formal employment processes.

KOLKATA CLASSROOM

Income Enhancement and Economic Mobility

A. INCOME IMPACT

Baseline Income Status

At the start of the programme, participants exhibited high income vulnerability. Around **84%** had **no personal income** or were **earning below ₹10,000/month**, reflecting economic dependence and limited access to formal employment. Even among those earning, income was largely informal and irregular, indicating underemployment rather than stable livelihoods.

Income at Placement (During Intervention)

Following the training, participants began accessing income opportunities, with most earning in the **₹5,000–₹10,000** range at the initial stage of placement. This represents an important **transition from no or irregular income** to **structured earning opportunities**, marking early entry into the workforce.

These initial income levels reflect **first-time job access and early career progression**, providing a foundation for subsequent income growth and stability.

Post-Intervention Income Outcomes

Post training, a clear shift in income levels is observed:

- **79.2%** now earn **₹10,001–15,000/month**, indicating transition into a stable earning bracket
- **58.7%** reported an **increase in income**, demonstrating upward mobility

This reflects a transition from **non-earning or irregular income to consistent monthly salaries**, marking entry into the formal/semi-formal workforce.

B. PARTNER-WISE INCOME PATTERN

Income outcomes vary across implementation partners:

- TeamLease: Majority clustered at **₹12,000/month**, indicating **high standardization and consistent placement outcomes**
- Tata Strive: Wider income distribution **(₹8,000–₹15,000**, with some reaching **₹20,000+**), but with **greater variability.**

This reflects a trade-off between consistency (TeamLease) and higher earning potential (Tata Strive).

The intervention has been effective in enabling first-time income generation and stabilizing earnings, with most participants moving into the ₹10,000–₹15,000 bracket. Strengthening salary growth pathways and long-term earning potential will be key to deepening impact.

CHART 23: PLACEMENT STATUS AFTER COMPLETION OF TRAINING (N=293)

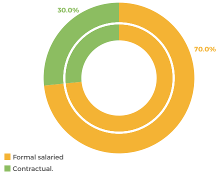
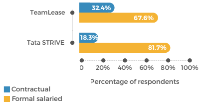


CHART 24: NATURE OF EMPLOYMENT-TEAMLEASE AND TATA STRIVE



A majority of respondents were engaged in formal salaried employment (70.0%), while 30.0% were in contractual roles.

A majority of respondents across both implementation partners were engaged in formal salaried employment, with some variation in the proportion of contractual roles. These differences are likely influenced by local job availability, employer types, and role structures, rather than programme design.

CHART 25: MONTHLY INCOME OF RESPONDENTS BEFORE THE INTERVENTION

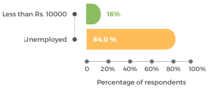


CHART 26: STARTING SALARY IN FIRST JOB AFTER PROGRAM

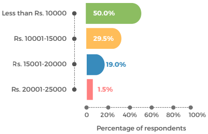
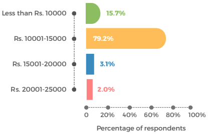


CHART 27: CURRENT SALARY



At the time of joining (post-training placement), a majority (50.0%) of participants were earning below ₹10,000, with 29.5% in the ₹10,001–15,000 range.

Over time, there is a clear upward shift in income, with 79.2% now earning ₹10,001–15,000, and 20.5% moving into higher salary brackets above ₹15,000.

> After completing the training, I secured a job as a Sales Executive with an annual CTC of ₹1,24,000. This was my first source of regular income and gave me an opportunity to start working in the BFSI sector. The placement helped me begin my career and support my family.
>
> **(Shruti Seth, Trainee – Business Development Executive, Varanasi)**

CLASSROOM - VARANASI BATCH - 2

Employment Retention and Sustainability

While placement outcomes are strong, the sustainability of employment remains a critical dimension of programme impact.

At the time of assessment, approximately **58% of placed candidates** were still employed in the same job, indicating considerable early-stage retention. Although employer interactions suggest that retention in BFSI entry-level roles—particularly in sales and tele-calling—varies significantly, with reported retention rates ranging between ~50% over 6–12 months, reflecting early attrition trends.

Retention is influenced by the nature of these roles, which are characterized by:

- Target-driven work environments
- Incentive-linked earning structures
- High-pressure performance expectations

Key factors affecting retention include:

- Availability of alternative opportunities after initial work experience
- Realisation of performance-linked incentives
- Availability of alternative opportunities after initial work experience
- Work pressure and burnout associated with frontline roles

Notably, candidates who sustain beyond the initial 6–12 months demonstrate:

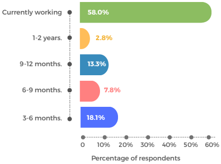
Improved confidence and workplace adaptability

Increased stability within the BFSI sector

Greater likelihood of role progression (e.g., Team Leader, Relationship Manager)

These findings indicate that while the programme is effective in facilitating entry into employment, strengthening post-placement support, aligning expectations, and providing structured career pathways is essential to improve long-term employment sustainability.

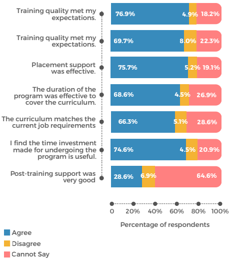
CHART 28: DURATION IN FIRST JOB AFTER PROASPIRE (N=293)



Among respondents who were placed (n=293), 58.0% reported that they are currently working in their first job, while 18.1% remained in their role for 3–6 months and 13.3% for 9–12 months. Smaller proportions reported job durations of 6–9 months (7.8%) and 1–2 years (2.8%). Out of the candidates who transitioned from their first job, a strong majority (78 out of 123, ~63%) are currently employed, indicating sustained engagement in the workforce beyond initial placement.

This reflects the programme's role not only in facilitating first-time employment but also in enabling continued participation in the job market, with candidates demonstrating adaptability and progression through job transitions.

CHART 29: PROGRAM EFFECTIVENESS (N=350)



The responses indicate that 76.9% of respondents reported that the training quality met their expectations, while 69.7% reported that the curriculum aligned with current job requirements. Similarly, 75.7% reported that the program duration was effective, and 68.6% reported that certification supported access to job opportunities. In addition, 66.3% reported that placement support was effective, and 74.6% reported that the time invested in the program was useful.

In contrast, perceptions of post-training support were less definitive: 64.6% reported they were unable to assess its quality, 28.6% reported it was effective, and 6.9% reported it was ineffective. This suggests that, while respondents generally reported positive perceptions of key program components, post-training support is less clearly perceived.

> From our experience, the programme is effective in preparing candidates with basic communication skills, workplace discipline, and familiarity with BFSI concepts, which supports their entry into the workforce. However, a proportion of candidates require additional on-the-job exposure to fully meet role-specific requirements. This indicates that the programme is effective at the foundational level, with further strengthening occurring through workplace experience

(Ms. Neha Singh, HR Representative, Aroma Insurance)

SESSION IN PROGRESS, LUCKNOW

Employer Value Proposition and Efficiency Gains

From an employer perspective, the ProAspire programme serves as a reliable pipeline of pre-trained, entry-level candidates aligned with industry requirements.

Employers highlighted the following key benefits:

- Access to a **pre-screened talent pool, reducing sourcing and recruitment effort**
- Availability of candidates with **foundational BFSI knowledge and communication skills**
- **Faster onboarding** compared to untrained freshers
- **Reduced need** for initial soft-skills and behavioural training

Employers further noted that candidates:

- **Adapt more quickly** to job roles and workplace expectations
- **Require training** primarily on **product-specific knowledge** and internal systems, rather than foundational competencies

These factors contribute to:

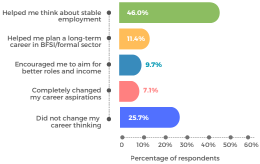
Enhanced hiring efficiency

Faster deployment into productive roles

Reduced training time and associated costs (qualitative)

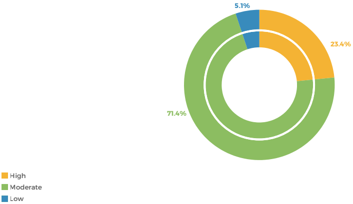
Overall, the programme strengthens alignment between skilling outcomes and industry demand, improving the efficiency of entry-level talent acquisition for employers.

CHART 30: INFLUENCE OF PROASPIRE ON CAREER GOALS (N=350)



The responses indicate that 46.0% of respondents reported that the programme helped them think about stable employment, reflecting its role in influencing career perspectives, while 25.7% reported no change. Smaller proportions reported that the programme helped them plan a long-term career in the BFSI or formal sector (11.4%), encouraged them to aim for better roles and income (9.7%), and completely changed their career aspirations (7.1%). The findings indicate that the programme contributed to shaping respondents' career thinking, particularly towards stable employment.

CHART 31: OVERALL SATISFACTION WITH PROASPIRE (N=350)



The responses indicate that 71.4% of respondents reported moderate satisfaction with the programme, while 23.4% reported high satisfaction and 5.1% reported low satisfaction. This indicates that most respondents expressed moderate satisfaction, with a smaller proportion indicating higher levels.

CLASSROOM - VARANASI

IMPACT

INCOME & HOUSEHOLD ECONOMIC OUTCOMES

Financial Contribution and Independence

Baseline Financial Status
At baseline, participants demonstrated **high financial dependence**, with limited or no personal income and minimal contribution to household expenses. Financial decision-making and planning were also constrained, with low awareness of savings, budgeting, and formal financial systems.

Financial Capability During Programme
The programme integrated elements of **financial literacy and income management**, enabling participants to better understand salary structures, banking systems, and basic financial planning. A majority reported improved awareness of **managing income, expenses, and financial responsibilities**.

Post-Intervention Financial Outcomes
Post-intervention, a clear improvement in financial participation and stability is observed:

- **94.3%** now **contribute to household income**, indicating increased economic participation
- **84.6%** reported **earning regularly**, reflecting **improved income consistency**
- Income is primarily utilized for:
  - **Daily household expenses (87.4%)**
  - **Supporting education of family members (43.3%)**

This reflects a shift from financial dependence to active contribution, strengthening participants' role within the household economy.

CHART 32: DISTRIBUTION OF RESPONDENTS BY PERSONAL MONTHLY INCOME BEFORE PROASPIRE

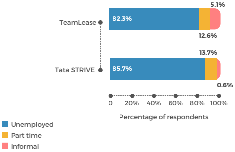
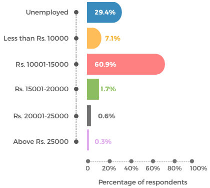


CHART 33: CURRENT MONTHLY INCOME (N=350)



The pre-program income distribution indicates that a majority of respondents (84.0%) were not earning prior to the programme, while 16.0% were earning below ₹10,000. Post-programme, 61.1% of respondents reported earning between ₹10,001–15,000, with additional respondents earning above ₹15,000 (2.6%) and 6.9% earning below ₹10,000, while 29.4% are currently not engaged in employment.
This indicates a shift from a largely non-earning status to income-earning categories, with a concentration in the ₹10,001–15,000 range.

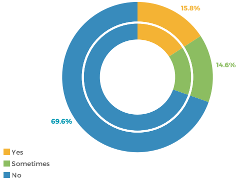
After completing the training, I noticed a clear improvement in my communication skills and confidence, especially during interviews and workplace interactions. The training helped me become more comfortable in professional environments and better prepared to handle job responsibilities.

(Shreya Kumari, Trainee – Business Development Executive, Ranchi)

Testimonial 2: Rupali Prajapati

I am Rupali Prajapati from Lucknow, Uttar Pradesh. My family faced financial challenges, and I wanted to secure a job to support them.
Through a friend, I came to know about the Tata Capital BDE training program, which was free of cost. I enrolled in the program and received training in the BFSI sector, which helped me build relevant skills and knowledge.
After completing the training, I was placed as a Sales Manager in a finance company with an annual salary of ₹96,000.
The training and placement support helped me start earning and contribute to my family. I am thankful to Tata Capital and TeamLease for providing this opportunity."

CHART 34: ABILITY TO SAVE MONEY REGULARLY (N=247)



Among currently employed respondents (n=247), 69.6% reported that they are not able to save money regularly, while 15.8% reported being able to save, and 14.6% reported saving occasionally. This reflects that although a proportion of respondents have transitioned into employment, regular savings remain limited. It also indicates that income gains may not be sufficient to support consistent savings for the majority.

CLASSROOM - BANGALORE

SOCIAL, PSYCHOLOGICAL & EMPOWERMENT OUTCOMES

Confidence, Behavioural & Social Outcomes

Baseline Behavioural Status

At the outset, participants exhibited **low confidence levels**, **limited communication skills**, and **minimal exposure to professional environments**. Many lacked confidence in interviews and had restricted participation in household decision-making.

Behavioural Development During Programme

The programme focused on **communication, soft skills,** and **workplace readiness**, supported by classroom training and practical experience. Participants engaged in **mock interviews, peer learning, and professional interactions**, contributing to behavioural development.

Post-Intervention Outcomes

Participants reported early but meaningful improvements in behavioural and social dimensions:

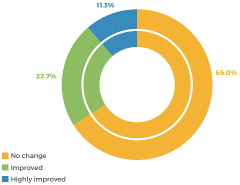
- **34.0%** reported **improved confidence**
- **33.6%** reported **improved family status and recognition**

In addition, qualitative shifts were observed in:

- Communication and workplace interaction skills
- Confidence in navigating professional environments
- Increased participation in household decision-making

The improvements indicate **early-stage behavioural transformation**, particularly in confidence and social positioning. However, the magnitude of change suggests that **continued reinforcement and longer exposure** may be required for deeper, sustained behavioural shifts.

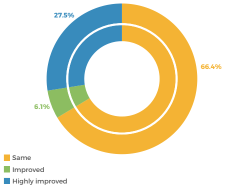
CHART 35: CHANGE IN SELF-CONFIDENCE AFTER PROGRAM (N=247)



Among currently employed respondents (n=247), 34.0% reported an improvement in self-confidence after the programme, including 11.3% who reported high improvement and 22.7% who reported some improvement. The remaining respondents reported no change, indicating that improvements in self-confidence were observed among some participants.

Early-stage improvements in confidence were observed, indicating initial behavioural shifts, with potential for further strengthening through continued workplace exposure.

CHART 36: CHANGE IN RESPECT/STATUS WITHIN FAMILY (N=247)



Among currently employed respondents (n=247), 27.5% reported a great improvement and 6.1% reported some improvement while 66.4% reported no change in their respect or status within the family, . Overall, 33.6% of respondents reported a positive change in their family status after the programme

Utilization of Income for Household Support

A significant majority (**87.4%**) reported that their income contributes to **daily household expenses**, while **43.3% support the education** of children or siblings. Around **21.9%** indicated that their **earnings help in reducing debts**, and **21.5%** reported an **ability to save**.

Additionally, between **18–21%** of respondents **highlighted contributions towards medical expenses, managing emergencies, improving living conditions**, and **reducing financial stress**. Only 0.8% reported that their contribution does not make a significant difference.

“

I am Anshika Singh Chandel from Kanpur, Uttar Pradesh. I was concerned about my career and future, especially regarding supporting my parents, and I felt unsure about what to do after completing my schooling.

During a conversation with my uncle, I came to know about the Tata Capital BDE training program, which was free of cost. I enrolled in the 145-hour training program, which provided me with a comprehensive understanding of the BFSI sector.

After completing the training, TeamLease supported me by providing multiple job opportunities. After attending several interviews, I was selected as a Back Office Executive at Fusion Microfinance with an annual salary of ₹95,000.

I am grateful to Tata Capital and TeamLease for their continuous support and guidance, which helped me secure this opportunity.”

Anshika Singh Chandel

”

CAREER PROGRESSION & ASPIRATIONS

Career Progression & Aspirations

Baseline Aspirations & Career Awareness

At baseline, participants had **limited clarity on career pathways and growth opportunities**, with aspirations largely restricted by lack of exposure, guidance, and access to formal employment. Career planning was minimal, and most participants did not have a defined trajectory beyond securing a basic job.

Career Orientation During Programme

The programme introduced participants to **structured career pathways within the BFSI sector**, along with exposure to role progression, workplace expectations, and professional growth opportunities. Components such as **career counselling, goal-setting, and workplace readiness** training supported participants in developing clearer career direction.

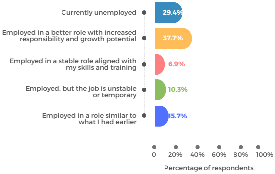
Post-Intervention Outcomes

Post intervention, participants demonstrated early signs of **career orientation and upward aspiration**:

- Increased willingness to **continue in the workforce and build work experience**
- Improved understanding of **career progression opportunities (e.g., movement to senior roles, team leadership positions)**
- Growing interest in **skill enhancement and future income growth**

Participants also showed intent to **remain employed and progress within their roles**, indicating a shift from short-term job seeking to longer-term career thinking.

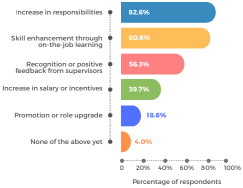
CHART 37: CURRENT CAREER SITUATION COMPARED TO PRE-PROASPIRE (CAREER SUSTAINABILITY & UPWARD MOBILITY) (N=350)



A notable share of candidates (37.7%) have progressed into better roles with higher responsibility and growth potential, indicating strong early signs of upward mobility. Additionally, 6.9% are in stable roles aligned with their skills, while 15.7% continue in roles similar to their pre-programme situation.

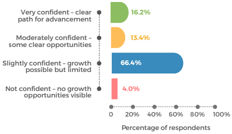
At the same time, 10.3% are in temporary or unstable employment, and 29.4% are currently unemployed, highlighting opportunities to further strengthen job stability and sustained employment outcomes.

CHART 38: UPWARD MOBILITY EXPERIENCES SINCE JOINING CURRENT JOB (MULTIPLE RESPONSES) (N=247)



Among currently employed respondents (n=247), 82.6% reported an increase in responsibilities and 80.6% reported skill enhancement through on-the-job learning. Additionally, 56.3% reported receiving recognition or positive feedback from supervisors, while 39.7% reported an increase in salary or incentives. A smaller proportion reported promotion or a role upgrade (18.6%), and 4.0% reported no upward mobility. This suggests that respondents experienced growth primarily in responsibilities and skill development, with relatively few reporting formal career progression, such as promotions.

CHART 39: CONFIDENCE IN CAREER GROWTH WITHIN CURRENT ORGANIZATION/SECTOR (N=247)



Among currently employed respondents (n=247), 66.4% reported being slightly confident about career growth, indicating that opportunities exist but are perceived as limited. Smaller proportions reported being very confident (16.2%) or moderately confident (13.4%), while 4.0% reported not being confident about growth opportunities. This reflects that while respondents perceive some scope for career progression, confidence levels remain moderate, with limited strong confidence in clear advancement pathways.

Overall, the observed variations across implementation partners highlight the programme's adaptability across diverse contexts. The findings suggest that both models contribute to outcomes through complementary strengths, with opportunities to enhance impact through cross-learning, standardisation, and strengthening of consistent delivery practices.

I am Shruti Seth from Varanasi, Uttar Pradesh. I wanted to build a career in the BFSI sector and was looking for the right opportunity.
Through my cousin, I came to know about the Tata Capital BDE training program under TeamLease Foundation. I enrolled in the training and found the sessions useful and relevant.
After completing the training, I was placed as a Sales Executive at Gromo in Varanasi with an annual CTC of ₹1,24,000.
I would like to thank Tata Capital and TeamLease for providing me with this opportunity and helping me start my career.

Shruti Seth

IMPACT
ACROSS MULTIPLE LEVELS

INDIVIDUAL LEVEL

- Improved communication, technical, and workplace skills
- Increased confidence and overall job readiness
- Enhanced career awareness and preparedness for employment
- Achievement of financial independence and improved self-esteem

FAMILY LEVEL

- Reduced financial burden on households
- Increased contribution to household income
- Greater recognition and acceptance of beneficiaries' capabilities
- Increased family support for continued skilling and employment

COMMUNITY LEVEL

- Increased awareness and reduced stigma around employability and inclusion
- Encouraged participation of other youth in skilling programmes
- Promoted a culture of aspiration, inclusion, and workforce participation

SECTOR LEVEL

- Strengthened local employment and skilling linkages
- Encouraged employers to adopt inclusive hiring practices
- Created replicable models for district-level implementation

NATIONAL LEVEL

- Contributed to national missions such as Skill India
- Demonstrated scalable and inclusive skilling models
- Supported broader goals of employment generation and economic inclusion
- Provided insights for policy-level strengthening of skilling initiatives

CHAPTER 4
BENCHMARKING

EXTERNAL BENCHMARKING - National & Industry Standards

Indicator	Industry Benchmark	ProAspire Performance	Interpretation	Source(s)
Placement Rate	• **43%** (PMKVY avg.) • **70–85%** (top-performing NSDC/private models)	83.7% placement	At par with top-tier skilling programmes; significantly above national average	1. *pib.gov.in/PressReleasePage.aspx?PRID=2147365 | MSDE Rajya Sabha reply Jul 2025: 43% STT placement rate* 2. *undp.org/policy-centre/istanbul/publications/how-private-sector-develops-skills-lessons-india | UNDP IICPSD: CWSI >70%; IL&FS 85%*
Entry-Level Salary (BFSI)	₹12,000–20,000/month (₹2.5–3.5 LPA typical)	₹8,000–28,000/month (₹1.2–3.3 LPA)	Wider salary spread, but largely skewed toward the lower end with few in higher brackets.	1. *pwskills.com/blog/private-bank-salaries-bfsi | PW Skills: Entry Level BFSI Salaries (2025)* 2. *srmsb.com/blog/bfsi-sector-salary-in-india-freshers-to-managers | SRM School of Banking Salary Guide (2025)* 3. *theprint.in/economy/high-staff-churn-in-indias-financial-sector | Reuters/The Print: TeamLease CEO, Reuters India Forum Nov 2023*
Women's Inclusion	Overall female LFPR (15+ yrs, all-India): 37.0% (2022-23) [Rural: ~41.5%; Urban: ~25.4%]	82.7% women placed	Significantly higher inclusion; strong gender impact	1. *labour.gov.in/sites/default/files/pib2036936.pdf | Ministry of Labour: Women LFPR 2022-23 = 37.0%; Youth UR = 10.0%*
Retention (6–12 months)	30–40% (BFSI frontline avg.)	58% retained in same job	Better than sector norms	1. *rbi.org.in/Scripts/BS_PressReleaseDisplay.aspx?prid=59379 | RBI: Trend & Progress of Banking 2023-24 (Dec 2024): ~25% attrition* 2. *theprint.in/economy/high-staff-churn-in-indias-financial-sector | Reuters/The Print: TeamLease CEO Nov 2023: 30–40% frontline attrition*

05. SWOT ANALYSIS

S
Strengths

- Structured BFSI-focused training aligned with entry-level job requirements
- High placement rate (83.7%) supported by certification (91.4%)
- Strong skill development across BFSI, digital, and communication domains
- Effective placement linkage enabling transition into formal employment
- Positive changes in confidence (34.0%) and household contribution (94.3% post-programme)

W
Weakness

- Variation in placement outcomes across implementing partners
- Moderate retention and limited support for job transitions
- Limited duration and depth of post-placement follow-up support

O
Opportunities

- Strengthening employer partnerships for improved placement quality and career progression
- Expansion into advanced BFSI roles and digital financial services
- Enhancing follow-up and alumni engagement for retention and re-placement
- Integrating advanced skill modules and career progression pathways
- Leveraging growing demand in BFSI and allied service sectors

T

Threats

- Risk of job discontinuity due to limited growth pathways
- Economic fluctuations affecting entry-level BFSI and service sector jobs
- Dependence on short-term placements without long-term career progression

06. EVALUATION BASED ON OECD FRAMEWORK

EVALUATION CRITERIA

Relevance Coherence Effectiveness Efficiency Impact Sustainability

RELEVANCE

The programme addresses the need for employability among youth with limited access to formal-sector opportunities, particularly those engaged in informal employment or who were unemployed prior to the programme. By focusing on BFSI domain skills, along with digital, financial, and communication competencies, the programme meets entry-level job requirements in the service sector. The training and placement linkage aligns with beneficiary aspirations for stable employment and income generation.

COHERENCE

Alignment with SDG 4, SDG 8, SDG 10

4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES

- Alignment with Skill India Mission, PMKVY, National Policy for Skill Development
- Supports workforce readiness in BFSI and allied services
- Complements national employability initiatives

EFFECTIVENESS

The programme has met its core objectives related to skill development and placement. A total of 83.7% of respondents reported being placed after training, and 91.4% received certification. Skill acquisition is reflected across BFSI, digital, and communication domains, with over 75% reporting gains in key functional and behavioural skills.

EFFICIENCY

The programme achieved results within a relatively short training and placement cycle, supported by structured training delivery and placement processes. A majority of respondents secured employment within six months of training completion, with a large proportion receiving offer letters within 1-3 months. The programme leveraged existing training infrastructure and blended learning approaches, enabling timely implementation and efficient resource utilization.

Index :5 Points - Very High; 4 Points - High;3 Points - Moderate;2 Points - Low;1 Point - Very Low

IMPACT

- 58.7% reported an increase in income
- Household contribution increased (91.0% → 94.3%)
- 34.0% reported improvement in confidence
- 33.6% reported improvement in family status
- 69.6% reported inability to save regularly

SUSTAINABILITY

- • Considerable retention and continued employment observed
- • Behavioural changes: confidence and financial awareness present
- • Moderate career confidence and progression pathways
- • Need for strengthened follow-up and alumni engagement
- • Strengthening employer linkages for long-term career growth

EVALUATION CRITERIA

Relevance Coherence Effectiveness Efficiency Impact Sustainability

Index : 5 Points - Very High; 4 Points - High;3 Points - Moderate;2 Points - Low;1 Point - Very Low

07. RECOMMENDATIONS

Skill Development & Training

- Opportunities exist to further strengthen programme effectiveness by deepening soft skills for high-pressure sales environments, introducing structured paid on-the-job training (OJT) components, and enhancing curriculum alignment with real-world sales targets alongside advanced BFSI product knowledge.

- Placement preparation can be further strengthened by enhancing candidates' performance in HR and technical interviews, along with building core employability skills such as resume development, interview readiness, communication, and professional workplace behaviour and etiquette.

Placement & Retention

- Can further strengthen post-placement support through consistent follow-up over a prolonged period at a uniform frequency, while supporting candidates through job transitions and addressing workplace challenges to improve retention.

Career Support & Progression

- Can strengthen career counselling to enable trainees to set realistic expectations and make informed career decisions.

- Can explore establishing an alumni network to facilitate mentorship, peer learning, and job referrals, supporting long-term career progression.

CHAPTER 8
CONCLUSION

Tata STRIVE and TeamLease Education Foundation have implemented the ProAspire – BFSI Skilling Programme, enabling underserved youth to gain industry-relevant skills and access entry-level employment opportunities. The programme demonstrates strong training outcomes and a timely transition into jobs, with notable participation from women and marginalised groups.

Variations in placement outcomes across partners, high salary expectations, and the need for prolonged post-placement support indicate areas for strengthening employment sustainability. With improved employer alignment and stronger follow-up mechanisms, the programme has the potential to enhance long-term career progression and deepen its impact across locations.

SOCIAL RETURN ON INVESTMENT (SROI) REPORT
PROASPIRE – BFSI SKILLING INITIATIVE

Project
ProAspire – BFSI Skilling Initiative

Reporting Period
FY 2023–24

Commissioned by
Tata Capital Limited (TCL)

Implemented through
Tata STRIVE and TeamLease Education Foundation (TLEF)

Evaluation Conducted
2025–26

TEACHER–STUDENT INTERACTION IN GUJARAT

INTRODUCTION

BACKGROUND

The ProAspire – BFSI Skilling Initiative is part of Tata Capital Limited's (TCL) CSR strategy, implemented through Tata STRIVE and TeamLease Education Foundation (TLEF). The programme addresses low employability among underserved youth by providing training in the Banking, Financial Services and Insurance (BFSI) sector.

During FY 2023–24, the initiative was conducted across multiple Indian states, mobilising 1,287 youth, of whom 1,264 were certified and 968 placed in employment (78% placement rate) through TeamLease, and 1,313 mobilised, 1,127 certified, and 820 placed in employment (73% placement rate) by Tata STRIVE. The initiative has particularly benefited women and SC/ST candidates, contributing to inclusion and financial empowerment.

OBJECTIVES OF THE PROGRAM

To enhance the employability of youth from underserved communities through industry-aligned training in the BFSI sector.

To bridge the gap between education and employment by developing domain knowledge, soft skills, and workplace readiness.

To facilitate sustainable employment opportunities through structured placement support and industry linkages.

SCOPE AND STAKEHOLDER IDENTIFICATION (PHASE 1)

SCOPE AND PURPOSE OF SROI

The SROI analysis aims to measure and monetize the social, economic, and human capital value generated through the ProAspire programme relative to the investment made by Tata Capital Limited. It adopts the Social Value UK framework to ensure rigour, transparency, and comparability.

OBJECTIVE

To assess how the ProAspire skilling intervention has translated CSR investment into measurable social value by improving employability, income generation, skill enhancement, and empowerment among youth beneficiaries.

STAKEHOLDER IDENTIFICATION

The analysis considers direct and indirect stakeholders affected by the programme

Stakeholder Group	Stake in the Programme
Beneficiary youth (TeamLease & Tata STRIVE centres)	Acquired BFSI skills, gained jobs, and improved income and self-confidence
Families of beneficiaries	Experienced improved financial conditions and reduced dependency
Employers	Benefited from trained candidates suited for BFSI roles
Implementing partners	Enhanced delivery models and credibility
Community	Improved awareness and inclusion in formal employment

OUTCOME MAPPING AND THEORY OF CHANGE (PHASE 2)

THEORY OF CHANGE

The programme's Theory of Change (ToC) outlines how inputs and activities lead to short-, medium-, and long-term outcomes

Inputs	Activities	Outputs	Outcomes	Impact
CSR funding by Tata Capital	Mobilization, counselling, blended training, certification, placement support	1,264 certified and 968 placed through TeamLease, and 1,127 certified and 820 placed by Tata STRIVE	Improved employability, income, and confidence	Sustained financial stability, formal employment, and inclusion in the workforce

EVIDENCING AND VALUING OUTCOMES (PHASE 3)

EVIDENCE BASE

The valuation of outcomes is based on

- Qualitative interviews
- Quantitative survey
- Financial proxies and assumptions gathered from the field survey
- Programme monitoring data (project documents)

OUTPUTS

Parameter	Result	
	TeamLease	TeamLease
Total candidates mobilised	1,287	1313
Trained and certified	1,264	1127
Placed in BFSI jobs	986	820
Average monthly income (placed candidates) considered	₹1.44 lakh	₹1.44 lakh
Value of training considered for trainees	FGD and survey data at Tata STRIVE and TeamLease locations revealed that the cost of similar courses in the market is between ₹15,000 - ₹ 25,000 and ₹20,644, respectively. However, from the parents of trainees' perspective, a moderate cost of ₹7,500 is considered a proxy.	

ESTABLISHING IMPACT (PHASE 4)

ESTABLISHING IMPACT ADJUSTMENTS

To prevent over-claiming and ensure attributional accuracy, adjustments were applied

Deadweight
20% to 50% (probability outcomes could occur anyway)

Attribution
20% (contributions of other actors and beneficiaries' own efforts)

Displacement
20% (when opportunities substitute for others)

Drop-off
10% (decline in outcome value over time)

DELHI -NCR CLASSROOM

BASED ON THE FOCUS GROUP DISCUSSIONS AND SURVEY FINDINGS, THE FOLLOWING VALUES ARE CONSIDERED FOR ADJUSTMENTS

<table>
<tr><th>Outcome Category</th><th>Outcome Category</th><th>Attribution</th><th>Displace ment</th><th>Drop- off</th></tr>
<tr><td>TeamLease – Trained youth certified</td><td>20% dead weight is considered as the weight they could have attended some course</td><td rowspan="4">20% attribution - considered as there is self-motivation, learning, as well as peer learning, which contributed to the improved learning level</td><td>20% displacement, as there is an opportunity lost for other training agencies</td><td rowspan="4">10% dropoff is considered across the benefits, as the learning at work will contribute to the overall impact</td></tr>
<tr><td>TeamLease – Youth gaining jobs</td><td>TeamLease Trainees during the survey revealed that they were in informal employment prior to the training; hence, dead weight is considered to be 50%.</td><td>20% displacement, as there is an opportunity lost for other candidates to get the job</td></tr>
<tr><td>Tata STRIVE – Trained youth certified</td><td>20% dead weight is considered as the weight they could have attended some course</td><td>20% displacement, there is an opportunity lost for other training agencies</td></tr>
<tr><td>Tata STRIVE – Youth gaining jobs</td><td>Tata STRIVE Trainees were not in any employment prior to the training, but many would have gained employment sooner or later; hence, dead weight is considered to be 30%.</td><td>20% displacement, as there is an opportunity lost for other candidates to get the job</td></tr>
</table>

CHANDIGARH & TRI-CITY CLASSROOM

ESTABLISHING OUTCOMES
QUANTIFIED MICRO-OUTCOMES AND MONETISED VALUE

Outcome Category	No. of Beneficiaries	Financial Proxy (₹/ Beneficiary)	Dead weight	Attribution	Displace ment	Drop-off	Total Impact Value (₹)
TeamLease – Trained youth certified	1,264	7,500	20%	20%	20%	10%	4,368,384
TeamLease – Youth gaining jobs	986	1,44,000	50%	20%	20%	10%	40,891,392
Tata STRIVE – Trained youth certified	1,127	7,500	20%	20%	20%	10%	3,894,912
Tata STRIVE – Youth gaining jobs	1,105	1,44,000	30%	20%	20%	10%	47,609,856
Total Net Social Value (Current Year)							**₹96,764,544**

DURATION AND DISCOUNTING

The outcomes are estimated to continue for five years, with an annual drop-off considered at 10%. The total Present Value (PV) of benefits is calculated using discounted future values.

Year	Present Value (₹)
Current Year	96,764,544
Year 1	93,492,313
Year 2	81,297,664
Year 3	70,693,620
Year 4	61,472,713
Year 5	53,454,533
Total PV (5 Years)	**₹457,175,388**

SROI CALCULATION AND VALUE MAP SUMMARY (PHASE 5)

INPUTS: INVESTMENT AND RESOURCES

Source	Amount (₹)
TCL Contribution – TeamLease	15,546,440
TCL Contribution – Tata STRIVE	18,503,650
Total Investment	**34,050,090**

TOTAL PRESENT VALUE OF BENEFITS

Aggregate monetised social value (PV): As evidenced by findings collated from data derived from multiple tools and sources, such as structured and semistructured Interviews, Stakeholder discussions, observations, and secondary research, the monetary value of the tangible benefits stands at ₹ 457,175,388.

Calculation of the SROI Ratio

SROI = Total Present Value of Benefits / Total Investment

Using the verified benefit value:

SROI = 457,175,388/ 34,050,090= 13.43

Result:
The analysis demonstrates that for every ₹1 invested, 13.43 rupees of social value were generated, indicating strong value for money and effective utilisation of CSR resources.

QUALITATIVE AND NON-MONETISED OUTCOMES

- Addresses critical employability gap for underserved youth and aligns with SDGs 4, 8, and 10.
- Complements Skill India Mission and national workforce development priorities
- Achieved high placement and strong certification
- Multi-state roll-out with low per-capita cost and timely placement outcomes
- Generated income improvements, boosted household contribution, and built confidence
- increased confidence and aspirations among youth
- Women's empowerment
- Household income contribution

- Better respect within families
- Enhanced inclusion in the formal BFSI workforce

LIMITATIONS OF THE SROI STUDY

- Difficulty in capturing long-term and intergenerational impacts
- Reliance on self-reported income data
- Conservative financial proxies may underestimate true value

CONCLUSION

The SROI analysis of Tata Capital's ProAspire – BFSI Skilling Initiative demonstrates significant social and economic value creation, with an SROI ratio of **13.43:1.**

This means every rupee invested by Tata Capital generated ₹13.43 in measurable social impact, primarily through enhanced livelihoods, employability, and inclusion among youth from underserved communities.
Beyond quantitative returns, the programme contributed to increased confidence, gender inclusion, and formal workforce participation, aligning strongly with national goals, including Skill India, SDG 8 (Decent Work and Economic Growth), and SDG 10 (Reduced Inequalities).