**SARIC Podcasts for Training and Networking Services**

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| Series 1 |  |
| Title | Gender and Social Inclusion Matters in Infrastructure  Series |
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| In attendance | Ruth Lancaster Equalis Melbourne  Anu Mundkur – Equalis Adelaide  Gunjan Gautam, Operations Officer, South Asia Energy Unit  Prof. Alison Page, Associate Dean, University of Technology Sydney  Aparna Vijaya Kumar, Program Manager, World Resources Institute (WRI India) |
| Podcast producer | Castaway Studios – Melbourne |

**Script for Podcast 3**

Ruth

Hi, and welcome to the Why Gender and Social Inclusion Matters in Infrastructure mini-podcast series.

My name is Ruth Lancaster, and joining me is my business partner and good friend, Dr Anu Mundkur. Anu and I are co-directors of a small business called Equalis, which is a gender equality, disability and social inclusion-focused consultancy. We're based here in Australia and concentrating on the regions of South Asia, the Pacific and Australia.

But just before we shift into this episode, I would like to acknowledge the traditional owners of the land that we are broadcasting from. I'm on beautiful Wurundjeri lands in Melbourne, Victoria, and Anu is on Kaurna land in Adelaide, South Australia. We would like to pay our respects to elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Anu

Hello and welcome everyone again to SARIC’s mini-podcast series Gender and Social Inclusion Matters in Infrastructure where we aim to spark conversations and inspire ideas on building infrastructure, transport and energy sectors that are more inclusive – in other words, how can we ensure that our infrastructure investments result in well-designed and managed projects that facilitate gender equality and social inclusion that benefit everyone. This podcast is commissioned under the South Asia Regional Infrastructure Connectivity Program, also known as SARIC supported by the Department of Foreign Affairs and Trade.

Ruth

Today's topic is focused on diversifying the infrastructure workforce. We will delve into the role of women in electric mobility, discuss the involvement of indigenous communities in design and hear about the World Bank's South Asia Gender and Energy Facility Assessment on the status of women in energy sector organisations and technical universities.

Anu, good morning. Who are we talking to today?

Anu

We have with us Gunjan Gautam. Gunjan is a senior energy specialist at the World Bank's South Asia Energy Unit. His work involves overseeing energy sector infrastructure projects in South Asia with a particular interest in hydropower projects. Additionally, Gautam plays a key role in co-leading the South Asia Gender and Energy Facility SAGE which serves as the interim secretariat for WePower.

We're also really excited to have Professor Alison Page with us. Alison is a Walbanga and Wadi Wadi woman from Tharawal and Yuin nations and is an award-winning Designer whose career since the late 90s has been connecting indigenous stories and traditional knowledges to contemporary design. She is the co-author of *Design: Building on Country*, written with Paul Memmott, which explores indigenous design, architecture and engineering principles..She is Associate Dean at the University of Technology’s Design Architecture and Building School and the founder of the National Aboriginal Design Agency.

And finally, we have Aparna Vijaykumar. Aparna is a Program Manager for Electric Mobility with the Sustainable Cities and Transport Team at World Resources Institute (WRI) India. She supports the work on electric buses, working with bus agencies to aid in their transition to clean technology. She works with stakeholders at the city, district and state levels to provide technical support, build capacity, shape policy and bring change on-ground.. Aparna is a Civil Engineer by graduation from NSS College of Engineering, Calicut University and holds a master’s in Urban Planning from the School of Planning and Architecture, New Delhi.

So a really great panel today Ruth.

**Ruth**

A very exciting panel. I'm looking forward to the discussion. Good morning Gunjan. Thank you for joining us. Gunjan can I start with you by asking what does the research say about women's participation in the energy sector workforce in South Asia and what are some of the barriers that women say they are facing?

Gunjan

We started thinking about this in 2018. We had a lot of anecdotal evidence. We didn't see a lot of women participating in our meeting with clients but we didn't really know what was going on. So, we did a baseline assessment and we looked at the workforce participation of women in South Asian energy utilities and companies and in universities with programs that can lead to energy careers.

What we found was very interesting and it's documented in World Bank report called Pathways to Power South Asia Region: Baseline Assessment for women engineers in the power sector.

We saw that not a lot of women were entering STEM (Science, Technology, Engineering and Math) education programs related to energy and then we saw those who graduated from these programs did not typically go to energy sector jobs.

Those who went to energy sector jobs did not opt for technical roles and most of the women were in middle or low-level administrative positions. In terms of percentages the female enrollment rate in South Asia in STEM education program is about 5 to 31 per cent. Female representation in utilities is about 3 to 25 per cent and women in technical roles tend to be about 1 to 21 per cent of the technical workforce.

We found that the barriers for women's labor force participation in energy jobs in South Asia were largely two types. One was the institutional barrier, the other one was the normative barrier. The institutional barriers were quite basic.

Women did not have access to facilities or a safe transportation and they did not get same access to training opportunities. Women also did not benefit from provisions like child care or flex time. The silver lining was utilities were quite open to making changes and men in the utility were quite open to having more women in the workforce.

The normative barriers for interesting and probably more challenging, there were different kinds of active and passive discrimination faced by women working in utilities and in universities. The overlapping experience between women from different sectors is startling. They kind of all go through the same normative barriers. The institutional culture and norms at schools and at organizations are very important. What we found was that the gender-neutral approach that is often mandated by national policies was not adequate. Lack of role model like Dr. Page discouraged women from seeing themselves in energy sector jobs and also it kind of stopped men from seeing women in technical roles. A few of the key enablers we found was early exposure to STEM education, exposure to role models and family support.

Ruth

Gunjan, you're involved with WePower. Can you tell us about the South Asia WePower network and can you tell us what are some key learnings from such initiatives that can support diversification of the infrastructure workforce looking in general and the energy sector in particular?

Gunjan

WePower is a network of partners. The partners are largely energy utilities who have recognized the need to attract and retain more women as South Asia transitions to green energy. Clearly with the investment that South Asia is going to make in green energy, smart grids, integrating ICG (Internal Combustion Generator) into energy, they will need a lot of people and the utilities recognize that they need to attract the top talented women engineers. Based on the findings of the baseline assessment, we proposed an engagement framework to South Asian energy sector organizations. WePower network has two objectives. The first objective is to support workforce participation of women. The second objective is to promote normative change regarding women in STEM education. It has five pillars, - STEM education, recruitment, retention, professional development and policy and institutional change. These two objectives and five pillars make what we call an engagement framework. We invite energy sector organizations to formulate and implement incremental activities, activities that they think are practical, they think are relevant and align them with the five pillars. Our partners formulate these activities. They tell us what they want to do every year, they do it, they tell us what they've been doing semi-annually, they share their achievements and they share their challenges. We see good healthy competition between utilities to do more of these incremental activities. It's very interesting the collective effort of our partners from 2019 to 2022 has resulted in implementation of about 2,700 activities benefiting over 68,000 women and girls. Thousands have been through trainings and workshops, thousands have benefited from STEM outreach, hundreds are benefited from internships and mentorship and the organizations are constantly updating their facility and adjusting their policies. Given that we are in our fourth, fifth year, we are seeing now common problems and common solutions that the partners are trying to implement. The utilities coming together in WePower are forming working groups to solve problems like university-to-job transition by creating an internship module, WePower internship module. They are creating technical training series for various stakeholders and they're thinking about how to get more women to return back to work after maternity.

Ruth

Thank you Gunjan, it is positive to see that WePower through the network of its partners addressing diversification of the infrastructure workforce by reviewing both institutional barriers and normative barriers such as culture and social norms. Anu, can I hand over to you?

**Anu**

Alison, before I ask you a question, I just thought I'd let our South Asia listeners know that when we talk about indigenous people or First Nations people in Australia we are referring to the Aboriginal and Torres Strait Islander people the oldest continuing living culture in the entire world. In India we call them Adivasi, in Bangladesh there are several groups who identify as indigenous for example the Chakma. In Nepal they are known as the Adivasi Janajati.

So given that background of indigenous people, their long connections with country and with the lands on which they live, Alison why is it important here in Australia and in South Asia for us to really seriously consider the inclusion of indigenous people when planning infrastructure projects?

Alison

Well I think you've really said it to be honest Anu, I mean you're talking about communities that have lived experience and a relationship with the land, the sea and the sky and it's many moods and changes over thousands of years and so when you are planning infrastructure projects it would be almost crazy not to draw on that experience and take into account the even just on a practical level like let's take just the pragmatics of climate change just even understanding the behaviour of the land over that period of time.

I'll give you a good example. When Governor Macquarie in the 1800s was surveying some of the farmland in Western Sydney he remarked that there were leaves and sticks in the tops of the trees and he asked the Aboriginal people there like why are those leaves up there and they were saying well you know this whole area was underwater you know not too long ago. Even in the 1800s we have leaders inquiring with Aboriginal people about the floods and possible you know responses of the climate and the land.

I think just on a pragmatic level tapping into traditional knowledges is imperative just because you have that lived experience of country and what it can do. But at the end of the day you know traditional knowledges are grounded in sustainability and so it's not just about look this place might flood one day, let's look at the design solutions to some of these problems and think about what we can learn from the adaptation the use of materiality, the sustain… the inherent sustainable design that is incorporated into some of the solutions to these problems.

But even thinking about you know okay we have we want to have big bridges and roads and lots of houses and things like that so we can never return to a traditional way of life that's not what it's about but it's it's about going okay well a lot of indigenous values, cultural values, are encoded with these pillars of sustainability that not only cover environmental sustainability but they cover off on social sustainability and cultural sustainability you know tapping into what's unique about a place and also really responsible economic development as well because quite often this is about you know delivering more than just bricks and mortar. Like you'll go into a village or a community and you know if you're bringing a multi-million dollar project you know you have to think about what else you can deliver that community who may be suffering a whole lot of, a whole range of you know social issues.

But look at the end of the day you know we're a diverse society we are a diverse society all of these infrastructure projects you know defining I think every day what our society is and if we want to create places that are unique and tap into I think that kind of indigenous response to country that cares for country but also has that kind of that eye on the sort of long-term practicalities of climate change and just some of the issues that we're all facing and you know wealth inequality and things like that. I mean you know you when you start to unpack the offering you know the inheritance let's say it as an inheritance that indigenous people give to anyone who comes to live on their land that this wealth of traditional knowledges is an inheritance that we not only should value but can actually transform our lives to living a much more sustainable and you know integrated way with country and nature.

Anu

That's fascinating Alison I really like the way you've brought how much we haven't considered indigenous knowledge in helping us build more climate-resilient infrastructure and the value of actually working in partnership with indigenous communities to try and build infrastructure that is more long-term and more resilient. Based on your experience what are some of the key lessons that infrastructure projects in South Asia can learn from based on what we're doing here in Australia to tap into indigenous knowledge and use it to change our built environments?

Alison

Well I think, you know, it's really important to listen to country because you know what's gonna happen I mean like we've got look at Kiribati. I mean look at all of these places that are actually in a in a crisis in terms of climate refugees. Even you know here in Australia we had major floods in Lismore and the reality, the design reality, is that you know oh whoops we probably shouldn't have built there in the first place. Or even better if it was actually designed you know with traditional knowledges in mind you might have actually designed houses that can be moved at different times you know. I know it's a radical idea to think about or maybe we need houses that aren't static we're going to have to think about this. Otherwise the infrastructure and engineering response to water inundation whether it's an island or a river inundating is to build walls around the river and you know engineer our way out of this which is insane.

I think one of the wonderful things that's happening in Australia just when you think oh it's all doom and gloom we actually have this little light at the end of the tunnel here in New South Wales at least where the New South Wales government I think have seen this sort of reactive approach to infrastructure and planning and development and said well actually no let's take a step back. And led by an incredible Quandamooka man an Aboriginal architect from Stradbroke Island, Dillion Koombumerri, they've said okay let's slow down and let's develop a connecting with country strategy in relation to large infrastructure projects and planning projects big urban developments. Anything of state significance let's require the developers to demonstrate how they are connecting with country. So for any overseas listeners you know Aboriginal people when I say country just think of nature right so but Aboriginal people see nature or country as if it is a family member, we care for country, we sing to country, we long for country. You know country is a collaborator and a stakeholder in our any of our conversations on a day-to-day basis.

So I will say but what what's interesting about this new policy is that it's saying in order for you to build a bridge in this place or to build housing over here or to do any kind of major infrastructure project you have to demonstrate how you are talking to the traditional owners of that place the traditional custodians of that place. You have to show how you are responding environmentally sensibly to that that is listening to country. And you have to also think about those social and economic drivers thinking about the stories of that place, the memories of that place whether that is traditional so you know dreaming stories or which interestingly some of those dreaming stories are actually eyewitness accounts of major climatic events.

So you know they're worth kind of having a look at and thinking about when we're sort of designing with country but also thinking about building into place-making and all of our projects things that are unique about that land you know otherwise we are going to continue to design infrastructure that is just generic so that every city and especially big cities in the world all just start to look the same. They're just becoming this kind of homogenous… you go to a city like New York New York is incredible because New York is New York and there's no other place like New York people try and copy you New York and that sort of whole look and feel of it.

But let's think about what is the thing that makes this place unique and is that something that we can build on and in order to tap into that and this is what's really in you know the driver in within the connecting with country framework that the New South Wales government architect has come out with is you can engage with a diverse society to create unique places that are responsive to a diverse society. So that we can all walk around and feel like we belong here rather than having seeing design and architecture as something and engineering there's something that just is done to us.

So yeah I mean key lessons I think is that it's actually harder than you think to tap into local communities especially if you've never done it before. So one of the things that we're learning from this connecting with country framework which has been out for a few years here, is that engagement needs to be ongoing it can't just be all it's just have one workshop you know with the local mob and then thanks for that tick it off and let's go off and do what we want anyway right. And look there will be some people that some developers that just do that and some governments that just do that. But I think certainly what we've learnt here in Australia is, especially in New South Wales and other states will start rolling out with this, is that you need to make it a requirement you sort of need to legislate. It's not legislation here in New South Wales I will say but it is a planning requirement so it's just as good as forcing people into doing it. But local projects don't need to do it so that's a problem. So like you start we're starting to see in New South Wales in particular you know you might take a regional town where I am in Coffs Harbour which has got you know what 70,000 80,000 people. You've got state-run projects which have this fantastic sort of framework to go by and they're really getting a great result out of that. But then you've got local governments who just approved just this mishmash of just crazy stuff.

So you know I personally would like to see broad-scale regulation to be totally honest with you and forcing people to do it. Because we are learning now just by the fact that we've been doing it for several years that some developers are seeing the economic value of creating unique places that are sustainable that that's actually what people want and so the houses that they develop from that are worth more. So I think slowly by slowly people are starting to see the value of it. It's not just like oh we're gonna do this because it's the right thing to do once it becomes an economic driver I think we'll all see the benefit of it.

Anu

Thanks Alison and thanks for sharing that really practical example and some of the challenges of you know not having led not having it in legislation which means that you can see differential impacts based on whether this is a state-run project or you know something that's being developed locally. Thanks for that really practical example of what some South Asia countries might consider.

I'm going to hand over to Ruth.

**Ruth**

Welcome Aparna, it's wonderful to have you with us. We are seeing a transition away from petrol and gas to electric transportation. What opportunities does this present for increasing gender parity in what has been a male-dominated field?

Aparna

Thanks Ruth, thanks for that question. With the advent of electric mobility several traditional prejudices including driving and working in a manufacturing unit requires physical strength etc is likely to fade quickly and job profiles that were traditionally male-dominated could become more open for women. And women are now likely to play a bigger role in manufacturing, repair and maintenance, data analysis, mobility solutions, disruptive technology processes in this industry.

Essentially, I mean if you look at India, the female labor of workforce participation in India stood at 19% which is probably not even half of the world average. Ad women workforce representation in transport and automobile industry is even more lower at around 10%. And this is essentially due to various I mean gender stereotypes and unfavorable working conditions that women participation in the automobile industry workforce is traditionally being confined to few job roles like sales or simple assembly operations etc. A more impactful role of women in roles such as R&D, research and design, or vehicle design, commercial driving and repair and maintenance has been missing.

As we move to electric mobility it can be seen as an opportunity to leverage this transition to create a better balanced workforce in the automobile sector. It is essentially redefining the entire value chain of the automobile industry. While you know just a simple comparison is that you know an EV (elective vehicle) probably has around 230 moving parts as compared to a 1500 part ICE (internal combustion) engine, the traditional fossil fuel engine. I mean in India we have seen various companies like Ola which is two-wheeler startup and other companies like Okinawa, Piaggio where they are creating all women shop floors to encourage women's participation.

So essentially that is the opportunity that electric mobility is bringing to the workforce of creating more and more roles in the value chain itself. And another second thing is also with the driving comfort that electric mobility offers as well as the parity to the total cost of ownership. I mean while owning an electric vehicle like a three-wheeler or a two-wheeler with the requisite range that you do, with the requisite number of kilometers that you do per day, your total cost of ownership for electric vehicles becomes much lower than an ICE vehicle and that represents an entrepreneurial opportunity for women to earn their livelihoods through electric vehicles as well and we've seen multiple examples of that in India.

So yeah with that I think electric mobility is offering an opportunity for both women to enter into the value chain of electric vehicles as well as an entrepreneurial opportunity to create livelihoods for them.

Ruth

That sounds really interesting I'd love to dig more into the entrepreneurial side of that as well. Anu, do you have a question for Aparna?

Anu

Aparna, given that there is now this new potential for gender parity in this sector, could you share with us some practical tips of how we can embed this gender parity in processes and systems related to the electric mobility sector so we can actually see a more consistent increase in the number of women in this workforce?

Aparna

This question I would like to answer with a few examples that we've seen in India. The central theme of India's G20 presidency, the aim is to reduce gender gap in workforce participation by 25% by 2025 and bringing more than 100 million women into the labor force. That in context and recently we've seen multiple government initiatives, subsidy initiatives on electric vehicles. The FAME initiative (Faster Adoption and Manufacturing of Hybrid and Electric Vehicles) is the biggest one. So as part of the FAME initiative we've seen large-scale adoption of electric vehicles in India and one of them being the National Electric Pass Program. We have seen some of the largest tenders for electric passes coming out of India in the recent times. We've had the grand challenge for around 5,500 electric passes across five cities which was the largest tender for electric pass by a public agency in the world at that point. This was in 2021.

One of the things that was incorporated in these tenders was to mandate that 25% of the workforce be women as either drivers, depot managers or factory staff. So this tender, I mean it is essentially not any agency buying electric buses, this is a service contract. So, the tender is looking at providing electric bus operations for the next 12 years and by mandating 25% of the workforce be women. We are ensuring that for the next 12 years this workforce for say 5,500 buses, 25% of them be women and some study shows that around I mean each bus deployed will generate around 5.5 jobs.

So that gives you an idea of the quantum of I mean this impact right. So these are some of the things I mean this is one practical example of how women's entry into the automobile workforce can be made more practical through certain government initiatives. While these are laudable steps, we should also consider how women are navigating this workplace as well. There are also other initiatives from states in India for example Delhi has year-marked some amount of their electric three-wheeler subsidy for women and the state government has also taken steps to provide driver training to women to drive electric three-wheelers and earn their livelihoods. So these are some of the I mean some of the simple practical things that governments across are doing to improve the gender parity in the automobile workforce through electric mobility.

Anu

Thanks Aparna. Back to you Ruth

Ruth

Gunjan can you suggest given everything you've shared with us and your experience and knowledge can you suggest what businesses can do to improve gender diversity in infrastructure sectors such as energy for example?

Gunjan

Thanks. It's very interesting to see that Aparna and we are seeing similar opportunities and challenges in South Asia. There are many things that we've learned through working with WePower partners. One of the things that stands out is the women in the organizations are the real drivers of change in the WePower partner organisations. The evidence-based framework that we were able to develop with them was crucial. It helped them persuade their senior management to make incremental changes. We also found that this approach is scalable. We have thirty-eight partners in South Asia and replicable we’re seeing the same model being adopted in Middle East. There is a network already launched in Middle East called RENEW-MENA (Regional Network in Energy for Women) and we expect similar networks to be launched in Central Asia and in Africa in sometime. In principle, the South Asian utilities offer similar opportunities for both men and women. In practice, they haven't been successful in either recruiting women or retaining them in technical positions. What is interesting is with these incremental changes, women are trying to make the workplace better for them. These are small things that they want to see changed. Small things like having facilities, safe transportation, having access to trainings, having a career advancement plan. These are very useful first steps and we've received a good response from WePower beneficiaries and our partner organizations.

We are very excited and humbled at the same time by our involvement in WePower. Changing perceptions, changing norms takes time. It takes good communication. We're learning that takes collective action. We're also seeing that norms change when you have a critical mass of women employed in your organization. In Ceylon Electric Board (CEG) in Sri Lanka it is very usual for women to be in a senior technical position or senior management position. It's business as usual in CEG. That's not the case in many other South Asian utilities.

What we would like to see more. We'd like to see more energy organizations in South Asia nudge their employees to change behaviors and improve workforce for women. This is not going to be easy. Utilities are old organizations. They don't change easily and I think it's important that the signal from the top is clear and there is a system of monitoring and rewarding good performance on gender diversity. With this incentives for utility professionals to change their behavior and change institutional culture, I think we see more women entering into energy sector workforce. Again like Aparna says, the challenge and opportunity in South Asia is enormous. There is no way we can transition into green energy without having talented women engineers working in this sector. There's a clear business case for making changes.

Ruth

Thank you Gunjan. That was really interesting. Potentially we should consider incentives to drive change within organizations. Alison, can we just finish up by asking you one more question and you did cover I think quite a bit of this in that information or that rich information you were sharing with us. But if you had to pick say one key point or an area to support greater inclusion of indigenous people and knowledge into the sector, what would you suggest that would be?

Alison

I think it's actually about training professionals to work in the sector. It's what others have spoken about in this podcast. I mean I think …you can even consult with a group of villagers or traditional custodians or you know. But they'll it will never replace indigenous engineers, indigenous architects, indigenous designers, professionals being at the table throughout… and actually I will say project managers as well on the other side on the client side so on you know the landowner side whether it's a developer or government or whoever. You know having because design and architecture and infrastructure projects they do take so long and they are an iterative process. I think yes we should go and speak to the people who live on that land and have experience with that land but we also should have the designers and the decision makers as indigenous people because they live and breathe these cultural values

So at the end of the day I mean it's part of I'm at UTS I'm starting an indigenous design school but that's so that we can do research into some of these really important questions about integrating traditional knowledges into projects. We want to educate the sector as well so we're creating some courses that are actually just going to get a lot of different practitioners who are non indigenous up to speed with what all this is about and what are the benefits. But the most important thing is about actually graduate courses for indigenous people who are moving into sectors which they'd never thought they would ever go into. Let's be real kids from low socio-economic groups don't go into design engineering and infrastructure they just don't because they don't think they're good enough and you know this is something that we've got to overcome.

Ruth

Alison thank you for that response. Anu do you have a question for Aparna

Anu

Aparna what would be your top tips or advice for transport electric mobility companies that are looking to improve gender diversity in their business?

Aparna

Quick thoughts here I mean the emerging gig economy and this transition to electric mobility it offers increased opportunities to integrate women into traditionally male-dominated transport workforce.

But we also noticed that especially in the transport sector. I mean as Guljan pointed out there are very less women in a decision-making role and that definitely creates an impact. I mean we have seen studies where in other sectors where there are women in decision-making roles there are much more impactful decisions that are made with respect to say drinking water supply or I mean any such I mean socially impactful roles right.

We need to think of it holistically from the grassroots level to the most highest decision-making power and large-scale capacity building and training creating women friendly work environments, safe transport options for women, encouraging more girls to pursue technical courses and removal of gender blind policy barriers that can facilitate women's entry into the transport workforce.

So another quick thing here is also that I mean it's not that women are not taking technical courses. In India we have probably the highest graduates of STEM courses but we don't see I mean that kind of translating into more women in the workforce right. So need to look closely as to why that is not happening why are women not entering the workforce, why are they not getting promoted, why can't we retain them so that that is going a little more deeper into the workplace itself to create more conducive policies for women to work and thrive in their workplaces that need transport or any other sector for that matter.

And I really liked how Gunjan put it like you know it does make a better business case for women to be part of a team or make decisions for that team as well. I mean last thought on this is that you know as the transport industry moves from the internal combustion engine vehicle to electric vehicles targeted skilling efforts from formal education to vocational training it is crucial to ensure gender parity and the just transition of the workforce so I will stop with that yeah thanks.

Anu

Thanks Aparna. Ruth?

Ruth

I just thank you to all our speakers. It's been a fascinating conversation and I think we've probably got a few key points to take away and Anu and if you want to kick off with that.

Anu

What a fascinating conversation Ruth. For me there are a couple there's a couple of key takeaways from what Aparna said. It made me realize that the electric mobility sector is really redefining the value chain and opening up significant roles for women in that space. But it's also an entrepreneurial opportunity for women. And so I think those practical examples that she gave of embedding requirements into tenders, I think is a really interesting way to think about how we can bring about systemic change in the system and examples of how government subsidies can be used to create more entrepreneurial roles for women in the electric mobility space I think are key takeaways for me.

Ruth

Yeah thanks Anu. One of the points that really stood out for me was something that Gunjan mentioned and that was about norms needing to change within organizations and that there needs to be a critical mass of women employed within organizations and that it would be wonderful to see more energy organizations improve their workforce for women, to open the doors for women in the workforce. But this is not easy. He mentioned that it's not easy and we do understand that the cultures are embedded within these organizations and within the infrastructure sector but change does need to occur and it needs to occur from the top as Gunjan said. He said it is a challenge but the opportunity is enormous. And I loved how he finished that off with the business case is there we just need to do it.

Anu

Yeah and the business case is there I think for also for tapping into indigenous knowledge when we think about building and designing and planning infrastructure projects as Alison pointed out to us it's not just that we will create more climate resilient infrastructure but we will create infrastructure that is socially sustainable and really look at how we can be more responsive with our economic development. I think the other point that she made was consulting an ongoing consultation with First Nations people and indigenous people is important but what we really need to do is to build a cadre of indigenous designers engineers and project managers who have a lived experience of those values and those connections to country that they can bring to the infrastructure sector.

Ruth

Yeah and hopefully there's a lot more universities that come on board to open those doors that there can be more professional indigenous people within the field.

Cue Music

Okay that's a wrap. Anu, thank you.

This is the last podcast in the mini-series Gender and Social Inclusion Matters in Infrastructure. Thank you to SARIC for making this podcast available for everybody who's interested in this area. We hope you enjoyed listening to experts from the field. To know about SARIC, visit their LinkedIn, Facebook and website where you can find more about the program and partners including the World Bank, IFC and Palladium.