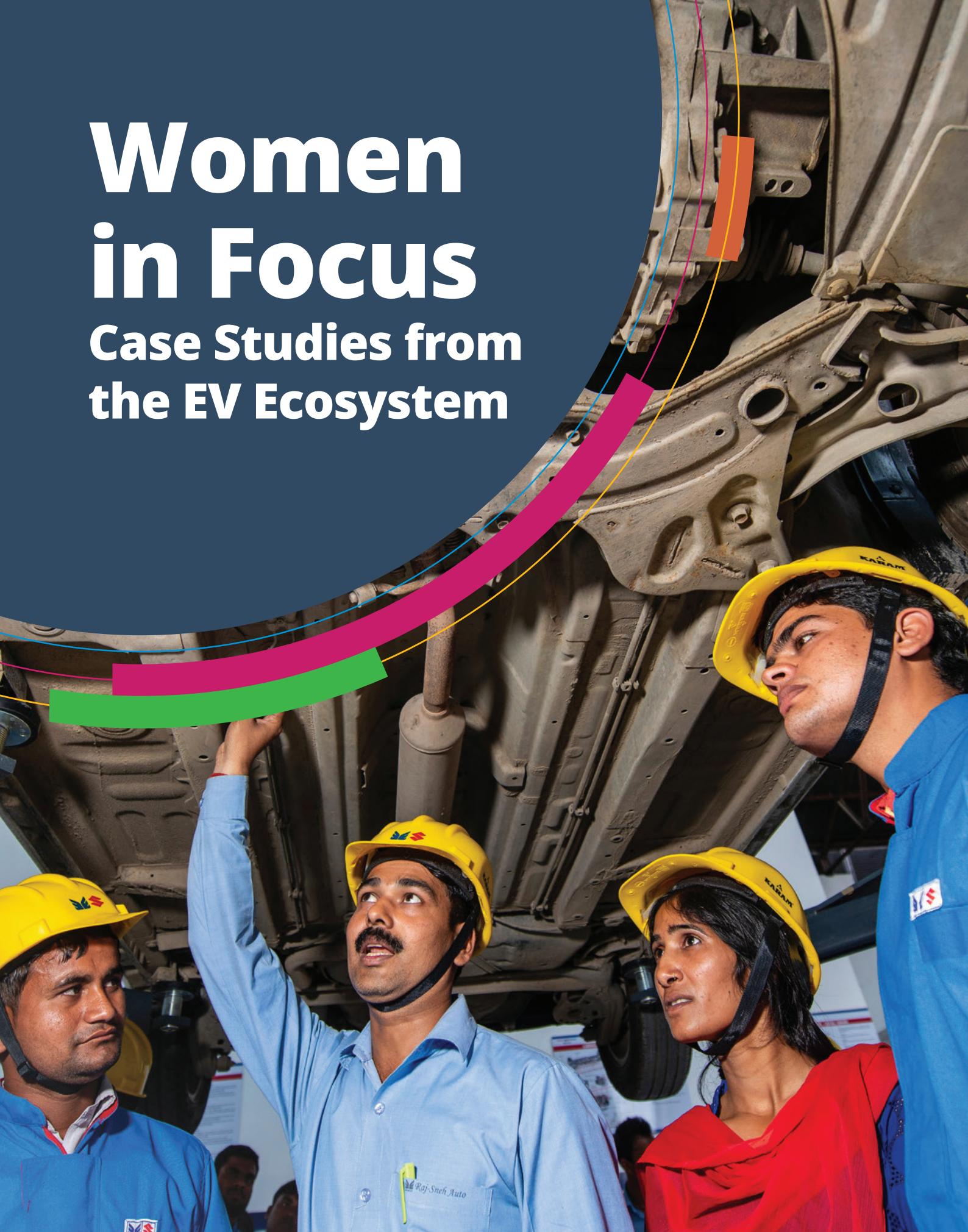


Women in Focus

Case Studies from the EV Ecosystem



About Vasudha Foundation

Vasudha Foundation is a non-profit organisation set up in 2010. We believe in the conservation of Vasudha, which in Sanskrit means the Earth, the giver of wealth, with the objective of promoting sustainable consumption of its bounties. Our mission is to promote environment-friendly, socially just and sustainable models of energy by focusing on renewable energy and energy-efficient technologies as well as sustainable lifestyle solutions. Through an innovative approach and data- driven analysis, creation of data repositories with cross-sectoral analysis, along with outreach to ensure resource conservation, we aim to help create a sustainable and inclusive future for India and Mother Earth.

Citation

Vrinda Gupta, Varun BR, Devina Kuttappa, Jaideep Saraswat, Aishwarya Sharma, Tushar Katiyar. 2025. The EV Opportunity: Unlocking Gender Inclusivity in India's E-Mobility Sector. Vasudha Foundation

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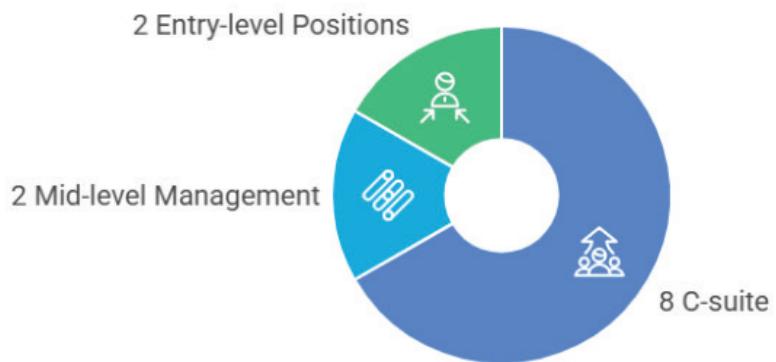


Photo Credit: MOWO (Moving Women) Social Initiatives

Women in Focus: Case Studies from the EV Ecosystem

As part of a larger study on gender mainstreaming in the EV ecosystem, a series of in-depth interviews were conducted featuring women actively engaged in the automobile and EV ecosystem. These participants range from entrepreneurs to employees across organizational hierarchies, including C-suite, mid-level, and entry-level roles, to professionals supporting other women in entering and advancing within the industry. Their interviews have been captured through these case studies to provide a comprehensive overview on women's experiences across the value chain.

These case studies provide rich, ground-level insights into the working environment, highlighting the unique challenges women encounter, including financial constraints, societal expectations, safety concerns, and gaps in education or technical qualifications. Beyond identifying these barriers, the women shared valuable perspectives on practical solutions and changes they believe are necessary to foster greater inclusion. Their experiences and recommendations offer actionable guidance for enhancing women's participation across the EV value chain and shaping a more equitable and supportive ecosystem.



Interviews conducted across C-suite, mid-level, and entry-level roles

Case Study: Namma Yatri



Women in the Gig Economy



“ Expanded access to financing and improved credit assessment processes will enable more women to transition from renting to ownership and build sustainable livelihoods. ”



Organizational representative:
Ms. Genesia Rodrigues



Job Title:
Manager (Public Policy)

About the Organization:

Namma Yatri is an app-based riding-platform where auto and cab drivers can subscribe and conduct rides in the city. This case study goes into detail of a program run by Namma Yatri that equips women to drive electric autorickshaws and enter the urban transport profession.

Journey Map:

Entry



Under the driver welfare section, Namma Yatri observed that there were very few female drivers on the app. This led to the establishment of a dedicated training program for women drivers- the Mahila Shakti Electric Auto Driving Training Program. Through a detailed assessment, it emerged that women preferred electric autos due to lower maintenance and fuel costs, and ease of driving.

 **Growth** Namma Yatri collaborates with NGOs focused on skilling and women's empowerment to provide specialized training for women. The program begins with an assessment of participants aptitude for driving an auto-rickshaw, followed by a 60-day training program where trainees receive free, hands-on instruction in driving e-autorickshaws along with classroom learning on traffic rules, road safety, vehicle maintenance, smartphone and app usage, and customer service. Upon completion of the training, participants can gain access to vehicles either by renting it daily for four months till they save toward a down payment, or by immediately making a down payment if they have the means. They are supported to secure low interest loans and transition directly to vehicle ownership.

From this driver's pool, a subset of women have progressed to become trainers themselves. Initially, five trainers were selected based on interest and potential. Over time, a formal selection criterion was developed. Trainers now must have successfully complete their oral and written assessments, at least four months of driving experience and demonstrate daily earnings between INR 1500-1800.

Barriers

- Lack of access to formal financing
 - Most women depend on male family members who handle household finances. Few women have a CIBIL score or an existing bank account to directly purchase an auto. This becomes a barrier as government subsidy programs for women typically require beneficiaries to purchase the vehicle first before claiming the subsidy.
 - Several banks and NBFCs require a male guarantor or explicitly discourage lending to women drivers, reflecting outdated risk assumptions.
 - Even when loans are offered, lender concerns around income stability, maternity related work breaks, and the ability of women to sustain repayments persist.
- Social resistance limits their participation in high earning locations. They are often stared at, discouraged, or excluded at metro and railway stations dominated by male drivers.



Solutions

- To enable viable financing options:
 - Since nearly 95 percent of participants begin by renting an autorickshaw, the program promotes a structured saving approach to support financial discipline and a long-term transition to ownership. Women drivers are guided to target daily earnings of at least INR 1,200. Of this, approximately INR 400 is set for daily vehicle rental payment, another INR 400 is encouraged towards saving for a future down payment and the remaining INR 400 for daily household and personal expenses.



Biggest Achievement:

Through the training program,

400-450

women have undergone training of which

200

women have become drivers.

8-10 of these women have become trainers themselves.

- Since gig workers' income patterns are based on daily wages and not monthly salaries, some NBFC partners have introduced weekly EMI payment options instead.
- In some instances, women who pay EMIs for their autos under EMI rent their vehicles to other women drivers during pregnancy, allowing them to retain a modest income while stepping away from active driving.
- Namma Yatri has partnered with NGOs to provide e-shram cards and other welfare documents. They have also collaborated with organizations to offer education loans.
- To address safety concerns, a dedicated safety section is incorporated in the training. Namma Yatri also collaborates with Bangalore Traffic Police to ensure safety awareness.
- Training sessions are planned flexibly and training locations generally situated close to participants' homes or workplaces to accommodate women's personal responsibilities.
- To inspire participants, recognition program are conducted highlighting female trainers and successful drivers. In Muslim communities, trainers are drawn from within the community to build trust and encourage participation.

Aspirations

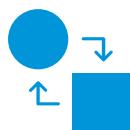
Many trainees have experienced difficult marriages and only few have supportive husbands. Their ages range from as young as 19 to as old as 50 with varying levels of education. Many women seek financial independence and stability. Some aim to become trainers after gaining experience.

Advice

For loans taken by women gig workers, banks, NBFCs, and regulators like the RBI should introduce interest subvention and EMI moratoriums during key life events like maternity leave to help reduce dropout risk and support women in continuing their livelihoods.

Regulators like the RBI should support the creation of integrated digital IDs and credit histories for women gig riders. A platform tracking their income, trip data, and savings digitally can serve as a recognized credit history, to help them access loans in the future.

Approaches such as credit linked subsidies, guarantee based lending, outcome based credit support focus on access, risk sharing, and continuity of income, rather than only lowering the sticker price of the vehicle.



Expected Changes in the Domain

- Targeted skill-building programs and recognition of women trainers will enhance capacity and visibility within the industry.
- Maternity leave support, community role models, and policies tailored to women's needs will help reduce dropout risk and encourage continued participation.



Essential Skillsets Required

Driving training can be imparted to everyone but additional skills of smartphone use, traffic rules and navigation, handling customers, financial planning and literacy for loan payments and auto payments is also essential.



Women in EV Charging Infrastructure and Deployment



“ Diversity-driven recruitment policy with targeted talent recruitment of fresh women graduates for manufacturing and engineering roles, as well as lateral recruitment of women from other sectors, can help increase women’s participation. ”



Organizational representative:
Ms. Pallavi Datre



Job Title:
Business Development Professional

About the Organization:

Siemens is a global leader in EV charging infrastructure, manufacturing high-performance charging systems like SICHARGE FLEX for both passenger and heavy-duty electric vehicles. The company also provides integrated software and services to optimize grid connectivity and support the transition to sustainable mobility.

Journey Map:

Entry



- Degree in Mechanical Engineering and MBA in marketing
- 9 years of total professional experience
- Passion for sustainability and environment prompted interest in new-age technologies,
- eMobility, SaaS for EV Charger management.
- Active in the EV manufacturing sector for over 2 years

Growth



- Leads Business development and channel management in the EV charging portfolio of a prominent EV charging manufacturer.
- Engages with EV OEMs, charge point operators, and other stakeholders related to the automotive industry

Barriers

- Male-dominance rendering propagation of gender stereotypes and biases that question technical competence
- Discriminatory and heightened professional standards by virtue of gender
- Travel requirements of job present safety concerns due to lack of gender perspective in company protocols. Further, management of domestic responsibilities is a challenge



Workplace Initiatives

- Tracking tools for employees traveling to client locations reduces safety concerns.
- Mentorship program to support entry-level employees



Biggest Achievement:

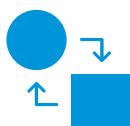
Actively contributing to Siemens' SheImpact initiative, a women's resource group, driving programs and discussions that promote diversity, inclusion, and career advancement for women professionals. Enrolled as a Mentor with the company to support career growth and improve the technical expertise of entry-level women professionals.

Aspirations

- Make women aware and passionate about this sector to encourage their entry in the future
- Current professionals can serve as an example to prompt entry of women in this sector

Advice

- Companies must institute additional protocols for employee travel to address safety concerns from a gender-neutral standpoint
- Enable women to enter leadership roles and mentorship positions
- Improve recruitment policies that result in higher intake of women from STEM fields



Expected Changes in the Domain

- Addressing safety concerns and challenging stereotypes and gender biases is necessary
- Due recognition to women's leadership and conscious effort to improve their visibility



Essential Skillsets Required

- Having practical expertise and knowledge on technical themes especially in the electro mechanical field for EVs
- Project management skills for liasoning of land, handover of chargers and accounting for infrastructure needs of the client
- On the job training is also critical to amass practical skills

Case Study: Tata.ev Dealership



Women in EV Operations and End-Use



“ Don’t hesitate to enter EV retail. Knowledge and confidence matter more than gender, and this industry rewards those who are willing to learn. ”



Organizational representative:
Ms. Priya



Job Title:
EV-specialist Sales

About the Organization:

Tata.ev is Tata Motors' dedicated electric vehicle (EV) retail initiative, offering a comprehensive experience for customers interested in sustainable mobility solutions.

Journey Map:

Entry



Entered the EV retail sector as an EV Specialist with a background in automotive sales and strong interest in sustainable mobility. Initially faced skepticism from customers who were more accustomed to interacting with male sales professionals.

Growth



Built confidence in product knowledge and self-presentation; thrived in a supportive team led by women managers

Barriers

Lack of driving skills initially limited mobility; societal norms where many women don't drive remain a challenge



Solutions

Actively learning to drive; draws strength from female leadership and supportive workplace culture



Biggest Achievement:

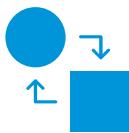
Consistently high customer satisfaction scores and recognition as a trusted EV advisor, helping increase EV adoption among first-time buyers.

Aspirations

Sees potential for more women to join EV dealerships in sales and management roles, supported by safe spaces and women-led initiatives

Advice

Confidence - both in the product and oneself - is the key to success in EV sales



Expected Changes in the Domain

Improved EV charging infrastructure, particularly more mega-chargers, will accelerate growth and adoption



Essential Skillsets Required

Confidence, communication, customer engagement, and driving skills (as a fundamental enabler for women professionals)

Case Study: Tata.ev Dealership



“Stronger representation policies, visible leadership opportunities, structured mentorship programs and safety in late working hours would help make EV dealerships more welcoming to women professionals.”



Organizational representative:
Ms. Mansi Agarwal



Job Title:
General Manager

About the Organization:

Tata.ev is Tata Motors' dedicated electric vehicle (EV) retail initiative, offering a comprehensive experience for customers interested in sustainable mobility solutions.

Journey Map:

Entry



Entered EV retail through family business; experienced male-dominated industry culture firsthand.

Growth



Established policies to ensure 30-40% women employees across all functions, not just receptionist roles; promoted women into mid- and senior-level positions.

Barriers

Gender bias in industry meetings and lack of recognition of women as credible drivers or decision-makers.



Solutions

Created internal policies for women's representation, encouraged female-to-female customer engagement, and built a more inclusive dealership culture.



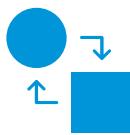
Biggest Achievement:
Institutionalized women's representation (30-40 percent) across dealership roles, setting an example for inclusivity.

Aspirations

Hopes to see stronger industry-wide representation policies, mentorship programs, and safe working conditions for women professionals.

Advice

The EV retail sector is dynamic and forward-looking, offering promising opportunities for both women and men to engage and thrive.



Expected Changes in the Domain

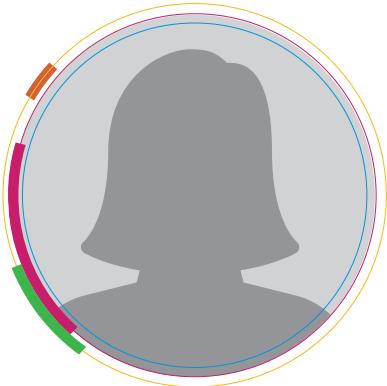
Expansion of mega charging infrastructure; stronger industry-wide inclusivity and mentorship initiatives.



Essential Skillsets Required

Adaptability, people management, customer engagement, and leadership

Case Study: Tata.EV Service Center



“ If companies provide training and technical knowledge, women will feel more motivated to join. ”



Organizational representative:
Ms. Rajni



Job Title:
Customer Relations Manager

About the Organization:

Tata.ev is Tata Motors' dedicated electric vehicle (EV) retail initiative, offering a comprehensive experience for customers interested in sustainable mobility solutions. It provides a range of services including test drives, vehicle configuration, and after-sales support, all tailored to the needs of EV owners.

Journey Map:

Entry



Transitioned from BPO/call centre background to EV sector, driven by belief that EVs are the future.

Growth



Underwent a two-month technical training program; built strong skills in customer handling and product knowledge.

Barriers

Faced gender-based challenges such as verbal abuse from customers and lack of recognition for women in technical roles.



Solutions

Relied on supportive mentors and managers; strengthened product knowledge; highlighted the need for safe travel facilities and recognition through incentives.



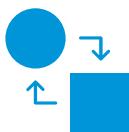
Biggest Achievement:
Transitioned from a non-technical BPO background into a customer relations role in EV servicing, backed by technical training.

Aspirations

Envisions more women growing into supervisory and technical lead roles, provided there is adequate training, safety, and recognition.

Advice

With proper training and technical knowledge from companies, women can be motivated to enter technical EV roles, beyond just customer-facing positions.



Expected Changes in the Domain

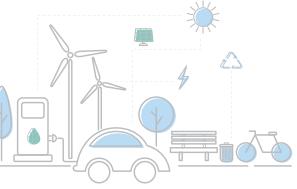
Increased recognition of CRM/service roles through KPIs and incentives; better travel and safety facilities for women.



Essential Skillsets Required

Customer handling, strong product knowledge, technical training, and resilience in handling difficult customer interactions.

Case Study: Ar4Tech



Women in EV Retrofitment



“ We need to bring more rural women into the production industry. By giving them training and skilling opportunities, with government support it will be easier to get them into this field. ”



Organizational representative:
Ms. Sivasankari Panneer



Job Title:
Founder

About the Organization:

AR4Tech provides mechanical EV conversion kits to retrofit all kinds of vehicles and provides training to dealers and OEMs to enable them to service their vehicles to be retrofitted.

Journey Map:

Entry



After getting a Master's in Computer Science, she worked in academia before taking on operational roles in India's first power hub motor manufacturing setup. She progressed from operations manager to managing director before founding AR4Tech to address gaps in the EV retrofit market.

Growth



AR4Tech found the EV servicing space relatively accessible, with fewer components than ICE vehicles, making it easier for women to learn conversion services. Rural women near the factory, initially employed in housekeeping, quickly transitioned to mechanical roles after receiving training, becoming skilled within three months.

Barriers

- **Talent Gap:** Only 25% of AR4Tech's workforce are women due to systemic, social, and structural challenges.
- **Systemic:** Limited access to technical education; many employees lack ITI qualifications required for retrofit services.
- **Social:** Lack of family support and unsupportive college environments discourage women from pursuing engineering careers.
- **Structural:** Academic curricula often do not match industry requirements, limiting hands-on experience.



Solutions

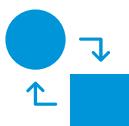
- **Skill Development:** Collaboration with ITIs, local colleges, and Tamil Nadu Skill Development Corporation to provide technical training aligned with industry standards.
- **Flexible Training:** Courses structured to accommodate women's personal responsibilities and daily wages, supported through CSR funds.
- **Curriculum Alignment:** Colleges incorporate practical, multi-disciplinary projects with industry review to build relevant skills.
- **Incentivise trainers:** Provide stipends to trainees and incentives for trainers to encourage women's participation.
- **Supportive policies**
 - » Mandate 20–25 percent women employees in OEMs, supported by tax benefits or other incentives.
 - » Establish creche facilities in industrial zones to support women's career continuity.
 - » Ensure maternity leave does not affect salary, promotions, or career advancement.

Aspirations

- Increase women in leadership roles (HODs) in engineering colleges.
- Bring more rural women into the EV workforce through targeted training.
- Promote family and societal support for women pursuing technical careers.

Advice

Women can work in all parts of the EV value chain if properly trained, including motor assembly, component manufacturing, battery assembly, and testing.



Expected Changes in the Domain

- Demand for roadside mechanics and service technicians is a growing entry point.
- Colleges need better labs and faculty to provide practical, hands-on training.
- Work environments should prioritize safety and support for women's mobility.

Case Study: MoEVing



Women in EV Operations and End-Use



“ Embrace the opportunities in this fast-growing sector with confidence, as no role is beyond a woman’s capability. ”



Organizational representative:

Ms. Megha Rajpal



Job Title:

Head of Strategy and Growth and Charging Infrastructure

About the Organization:

MoEVing is a leading electric mobility company providing end-to-end EV solutions for last-mile and mid-mile logistics in India, operating across 25+ cities and supporting 2500+ electric vehicles daily.

Journey Map:

Entry



Began her career as an electrical engineer, later pursuing an MBA that led her into consulting with PwC where she worked on government energy efficiency reforms and collaborated with EESL on its electric car rollout, her first exposure to electric mobility. She deepened her expertise in the EV sector through policy work with development agencies globally and in India and the Ministry of Power, particularly around charging infrastructure and enabling electric mobility.

Aspirations

Aspires to scale MoEVing's EV fleets in ways that are both sustainable and profitable, while creating inclusive pathways for women across roles from drivers and supervisors to strategic leaders.



Biggest Achievement:

Trained and transitioned around 35 women driving partners from 3Ws to EV 4Ws

Growth



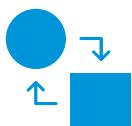
Realizing the importance of gaining on-the-ground experience, she joined MoEVing, a young startup, where she took charge of building its charging infrastructure. Starting from scratch, she managed land negotiations, dealt with contractors, and oversaw civil and electrical works, often facing skepticism in the male-dominated space. She overcame these challenges by proving her competence, delivering results, and steadily building a team that now numbers ten.

In her four years at MoEVing, she has successfully set up 40 charging stations and transitioned into her current role as Head of Strategy and Growth. Alongside building infrastructure, she has been attentive to gender inclusion, advocating for women-friendly facilities such as restrooms at charging hubs. Under various programmes at MoEVing, she has been key in leading more than 35 female driver partners on 3W EVs, proving the capability of clean mobility in opening avenues for women in logistics. In addition, she is working on enabling female driver partners in 4W EV logistics.

Callouts:

Key Advice

- **Biggest Achievement:** Establishing 40 charging stations and leading Moeving's growth in EV fleet operations.
- **Expected Changes in the Domain:** Rising opportunities for women in analytics, digital operations, and managerial roles as fleet management becomes increasingly data-driven.



Expected Changes in the Domain

Rising opportunities for women in driving as EVs are more comfortable to drive and can provide gainful employment to women. In addition, roles in analytics, digital operations, and managerial roles as fleet management becomes increasingly data-driven.



Essential Skillsets Required

- Driving proficiency
- Digital literacy (telematics, data management, Excel)
- Adaptability to fast-evolving technologies

Case Study: Pickup.io



“ Challenges are rewarding, and this sector allows women to create unique identities through leadership. ”



Organizational representative:
Ms. Upma Sharma



Job Title:
Co-founder

About the Organization:

Pickup.io is a logistics startup that began as a small diesel fleet and has transitioned into a growing EV fleet operator, focusing on efficiency, sustainability, and driver empowerment.

Journey Map:

Entry



Motivated by a desire to build something of her own and leveraging her experience in management information systems (MIS) and industry engagement, she partnered with a colleague who owned a small, uncoordinated vehicle fleet. After researching market gaps in late 2020, they formally launched Pickup.io in early 2021. Initially managing operations alone while her partner handled sales, she built the foundation of the company from the ground up.

Growth



Recognizing the future of sustainable logistics, she led the company's transition from diesel to electric vehicles—starting with just two EVs and expanding to a fleet of 70. She emphasized driver welfare and stability by offering permanent salaries and financial support during crises, fostering a culture of loyalty and trust in a traditionally transient workforce.

Barriers

As a woman leading fleet operation, she often faced skepticism from clients and drivers. Building credibility and trust required perseverance, empathy, and effective communication—particularly in tense negotiations and operational challenges.

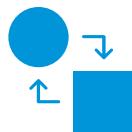


Solutions

- Fostered strong relationships with drivers through empathy, open dialogue, and personal support.
- Developed Pikkup Track, an in-house digital platform to monitor driver behavior, vehicle location, and telematics in real time.
- Introduced structured onboarding systems including insurance, bank account facilitation, and driving tests to professionalize the workforce.



Biggest Achievement:
Scaling Pickup.
io from a handful of
diesel vehicles to a
70-vehicle EV fleet
while maintaining 100%
employee retention.



Expected Changes in the Domain

Corporates embracing sustainability will accelerate EV adoption, creating more space for women as delivery partners, and managers.



Essential Skillsets Required

- Confidence and resilience in navigating dynamic field environments.
- Flexibility beyond traditional work hours to manage logistics operations.
- Comfort with technology, telematics, and digital management systems.

Case Study: Reema Transport



“Never fear failures. Stay consistent, seek mentorship, and have a long-term vision.”



Organizational representative:
Ms. Reema Kothari



Job Title:
Director

About the Organization:

Reema Transport is a logistics company that evolved from a small family-run transport business into a professionally managed enterprise integrating modern systems, structured processes, and inclusive workforce practices.

Journey Map:

Entry



Her journey into the transport sector began with her participating in the family business, founded by her father. After completing her post-graduation and gaining corporate experience at organizations like KPMG, she chose to return home and lead the family enterprise. Transitioning from the corporate world to the informal transport industry was a significant shift — the sector was largely unstructured, male-dominated, and operated through informal networks.

Growth



She leveraged her corporate background to bring professionalism, structure, and people-centric leadership to the company. She implemented an open-door policy, emphasized individual strengths, and gradually introduced automation and digital systems without disrupting the traditional work culture. Her balanced approach enabled smoother transitions, improved efficiency, and fostered trust among employees.

Barriers

Operating in a male-dominated sector, she initially faced skepticism regarding her leadership and resistance to organizational reforms. Promoting the idea of “smart working” and structured processes in an informal ecosystem was challenging. However, through persistence and consistent results, she built credibility and cultivated an inclusive, forward-looking work environment.

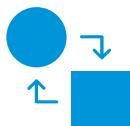
Aspirations

She envisions a future where women play stronger roles in logistics and fleet operations, from leadership positions to on-ground delivery and coordination roles. She believes that collaboration, mentorship, and government support, through infrastructure development and driver incentives, are crucial to making transport operations more gender-inclusive and future-ready.



Biggest Achievement:

- **Successfully modernized her family-owned transport company, integrating professional systems and digital practices.**
- **Launched the “Chalak se Malak” (Driver-to-Owner) initiative within her organization to empower drivers and promote entrepreneurship.**
- **Serves as Chairperson of the Women’s Wing at the All India Transporters Welfare Association (AITWA), advocating for women’s participation in logistics.**



Expected Changes in the Domain

- Expanding local delivery and e-commerce logistics will create new avenues for women in operations, supervision, and management.
- Strengthened industry networks and mentorship programs can accelerate women’s entry and retention in logistics leadership.



Essential Skillsets Required

- Confidence and adaptability in fast-evolving environments.
- Strategic thinking to balance traditional and modern practices.
- Ability to integrate digital tools and automation into operational workflows.

Case Study 1: **MOWO (Moving Women) Social Initiatives**



Women in Skilling and Training



“ A dedicated and robust campaign is needed in order to carry out widespread awareness building interventions. The idea is to not only communicate to women that driving is a life skill and not an additional skill that they can do without.. ”



Organizational representative:

Ms. Jai Bharathi



Job Title:

Founder and CEO

About the Organization:

Social enterprise established in 2019 focusing on building an ecosystem for women in mobility. Operates India's first motor training center exclusively for women, emphasizing driving as a life skill rather than just employment training.

Journey Map:

Entry



Founded in 2019 after India-Vietnam motorcycle expedition where she observed women in their 40s working as bike taxi riders in Thailand. She recognized a huge opportunity viz., Indian women seeking livelihood alternatives but lacking basic mobility skills, due to the social perception that driving is a 'male-associated skill'.

Growth



- She has been nationally and internationally recognised for her leadership in women's mobility, including the Telangana State Vishishta Mahila Puraskaram (2019), commendations from the Hon'ble Prime Minister of India, as well as from the Hon'ble Chief Ministers of Telengana for the Road to Mekong Expedition
- Partnership with Telangana Department of Women & Child Welfare - built India's first women-exclusive training track. Operates across 4 districts in Telangana with expansion to Delhi, Bangalore, Chennai through partnerships.
- Complete transition to EV training in 2022, reducing learning time from 25 days to 10 days. High-impact awareness campaigns with manufacturers demonstrating women's capabilities while generating training demand.

Barriers

- **Cultural:** Driving perceived as male skill across all economic classes, family resistance, women not recognizing driving as essential as a male skill.
- **Structural:** No women-exclusive facilities nationwide, language barriers in license testing, computer-based test challenges for women with limited digital literacy.
- **Economic:** License costs (₹1,000) seen as unnecessary expense, lack of commercial pathways, limited EV financing options, perception that EVs are fragile investments.
- **Geographic relevance:** Training programs not designed for rural/remote settings
- **Infrastructure:** Missing essential facilities like resting points, washrooms, daycare facilities making mobility sector inaccessible for women with children.



Solutions

1. **Life Skill Philosophy:** Teaching driving as fundamental skill rather than employment training, removing pressure while building confidence for organic career transitions.
2. **Location-Based Training:** Prioritizing accessibility by operating in city centers rather than remote locations, ensuring sustained skill use post-training.
3. **8-Step Training Module:** Motivation sessions, traffic rules education, license support, technical skills, safety protocols, EV-specific training, livelihood skills, trainer development.
4. **Awareness:** Large-scale campaign (Swachh Bharat scale) establishing driving as universal women's life skill
5. **SHG Integration Model:** Comprehensive facilities combining healthcare, charging stations, daycare, washrooms within existing Self Help Group network
6. **Policy:** Free/subsidized licenses, mandatory 10-25% women in commercial fleets, integration with SDC skilling programs
7. **Industry Investment:** Mandatory company funding for women's driving skills, similar to Urban Company's service provider training model



Biggest Achievement:

Pivotal in establishing India's first women-exclusive motor training center through an innovative government partnership model, training 500+ women while eliminating capital investment barriers.

Aspirations / Advice

- National awareness campaign making driving a universal life skill expectation for women
- Industry investment mandates for women's mobility skills development
- Life skill vs employment focus allows women to build confidence without pressure, enabling organic transition to commercial opportunities over time

Case Study 2: **MOWO Social Initiatives**



“ Female trainees are more comfortable with female trainers, as they may be anxious to open up to male trainers. So, to increase women’s participation in skilling, we need more women. The female trainees themselves can become female trainers. ”



Organizational representative:

Ms. Meenu Sarawgi



Job Title:

**Executive Vice President &
Chief- Strategy & Operations**

About the Organization:

ASDC facilitates industry accredited training for roles in the automotive industry and has 10 plus courses on EVs, ranging from servicing to driving to manufacturing and assembling. The courses are provided free of cost either funded by government or CSR initiatives.

Journey Map:

Entry



After earning an engineering degree and then an MBA in finance, she started her career in the software industry and then worked in the banking sector for 7- 8 years where she got involved corporate training. Realising the potential of skilling to bring a change, she pivoted and joined ASDC without having a background in the automotive sector.

Growth



- She observed that the industry is gender skewed and there is a lack of women applying to be trainers. A trigger of change to work towards getting more women trainers happened when she observed that the behaviour and sincerity of the entire batch changes when there is a woman trainer. ASDC slowly introducing changes and has now moved to fully female training batches for the manufacturing segment. Still, only 10% of trainers are female, with a particular dearth in the technical roles like robotics and automation.
- There are more trainers for soft skills like sales, although participation in the dealership and manufacturing side has started to pick up.

Barriers

- Misconception that only men can work in the automotive sector, dealerships or be mechanics.
- Resistance from the family to the women from joining the training, completing it and post-completion joining placements and the workstream
- Issue of safety when traveling to the training center.



Solutions

- Outreach to women and motivating them is important to generate awareness of the opportunities. Engagement with families has enabled increased participation of women.
- Make changes to the training ecosystem as per their requirements-
 - The shifts can be from 8am to 2pm when their children are at school
 - Use branded sarees instead of a dress code or uniform to make them comfortable.
- Training beyond technical skills: Training in soft skills on how to behave and handle situations is important to give confidence when women go for placements.
- Broadening reach through both industry based and private sector trainers and centres.
 - ASDC has training partners who after proper accreditation and affiliation run programs with us. ASDC as such does not own any training centers.
 - For placements of these women trainers, ASDC is fully supported by three associations in the automotive sector SIAM, FADA, and ECMA.
- At the company level, small component manufacturers, OEMs making changes to their infrastructure, providing washrooms, day time shifts for women are enabling them to have fully female operated assembly lines. They are observing that retention and productivity in both men and women have increased.



Biggest Achievement:

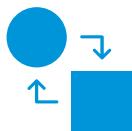
- **Across all their courses, with 30% being EV related courses, ASDC now has a total of 20,000 female participants.**
- **Under a OEM's CSR program 4,100 women were trained in 6 months for roles as dealership personnel, EV service technicians and sales personnel, with more than 50% getting a placement across 15 states.**
- **For a project with the UK Aspire Programme for training of EV servicing and charging operators, despite no specific mandate for female inclusion, 40% of intake of females was achieved.**

Aspirations

- EVs have made it easier for women to enter the automotive space, given the perception of clean mobility. As this sector creates more space for female service technicians, charge point operators, and taxi drivers, there is no role women cannot participate in.
- EV trucking is on a nascent stage and by starting training for women on commercial vehicles and buses, new opportunities can be leveraged in this space. But women can be in every part of the value chain from driving, services, manufacturing to sales.

Advice

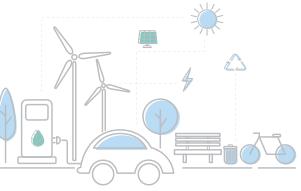
- There is often some kind of resistance to seeing female leadership among peers or women working in places like welding shops but over time they get used to it. Work properly and the work will start speaking for itself.
- Success of a training program is defined differently for men and women. For women, retention and completion of the training is most important so that they at least have the knowledge and qualification, even if they do not sit for placements or get a job immediately. For this constant counselling and motivation for the women is needed.



Expected Changes in the Domain

- Need to change the mentality to convince women and their families to support them to not just join the program but also complete it.
- Safety of the women during the commute, throughout the day and during the training needs to be ensured. The staff on ground and trainers at the center need to be sensitised. POSH sessions should be given to everyone.
- Courses on EV charging need to be developed.
- There are many EV policies in different states but nothing concrete on training pans out.

Case Study: Azad Foundation



Women as Enablers in Civil Society



“ Whenever new technology comes, women are the first to be excluded. We cannot let that repeat in the EV transition. ”



Organizational representative:

Ms. Dolon Ganguly



Job Title:

Chief Functionary

About the Organization:

Azad Foundation is a feminist organisation that focuses on bringing women into non-traditional livelihoods, particularly in the transport sector.

Journey Map:

Entry



Azad Foundation was founded with an explicit feminist agenda to navigate patriarchal structures while creating economic opportunities for women. Recognized that bringing women into driving would challenge patriarchal structures, disrupt male-dominance in transport sector and expand women's professional choices beyond traditional roles (e.g. teaching, nursing, domestic work and more), which both restricted opportunities and reinforced gender stereotypes.

Growth



Developed a comprehensive ecosystem approach combining working with the family of target beneficiaries and providing training with guaranteed market access through strategic partner Sakha Cabs. Post-COVID (2022), leveraged gig economy companies' increased demand for women drivers to scale EV training initiatives under the "Women with Wheels" programme. They are currently partners with Delhi Transport Corporation, Snap-e Cabs, Even Cargo, Rapido, Domino's Pizza, to name a few.

Barriers

- Social: Deep family/community resistance, historical conditioning against women in transport, limited male support systems.
- Financial: Banks won't provide loans without collateral; EV costs (₹15-17 lakhs) versus women's income (₹13-14k monthly); rental models charging ₹3-4k monthly.
- Infrastructure: Inadequate charging stations for two-wheelers, lack of gender-inclusive facilities (changing rooms, restrooms), safety concerns.



Solutions

Gender Transformative Skill Education Framework:

- Transformative skills: confidence building, legal rights, self-defense, professional communication, digital literacy for apps, customer service, financial literacy, safety awareness
- Technical driving training
- Direct market integration through employer partnerships

2. Community-based Interventions:

- Leadership programmes creating exemplary agents on ground
- Community engagement with families/male members; Gender sensitisation for males
- Monthly community engagement or counseling support systems

3. Engaging with policy makers:

- To mainstream non-traditional livelihoods for women
- To build gender inclusive infrastructure

4. Campaign:

- A national level campaign to encourage men to share unpaid care work equally in home, called Ghar ka Kaam, Sab ka Kaam.

5. The three key priority intervention areas should be:

- Infrastructure: Invest in gender-inclusive workspaces and charging networks
- Holistic Skilling: Transformative skills beyond technical training
- Community Engagement: Systematic approach to changing social norms



Biggest Achievement:

- **93 women bus drivers in Delhi (majority of which are driving EVs); Negotiated with Delhi Transport Corporation to modify height requirements for drivers for women inclusion**
- **Successful placement across major gig platforms**

Aspirations / Advice

- Policy mandates: 20-25% women employees in transport with tax incentives
- Gender-inclusive infrastructure investment across industries
- Reformed financial access for marginalised women
- Mainstream community engagement campaigns



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