

Listening to different perspectives: How women feel about working in the utilities sectors

September 2022



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Executive summary

The Womens Utilities Network (WUN) commissioned a survey in Spring 2022 to gain an understanding of how women really feel about working in the sector. The survey resulted in 320 responses with wide representation from all ages, seniority, specialisms and types of organisation. The results, enhanced by desktop research, are analysed in this white paper and reflect a truly representative viewpoint of women working in the sector today.

It's disheartening that our research shows utilities companies fall well below FTSE 100 companies and UK business generally in terms of the proportion of women in the workforce. However most organisations in the sector are trying to do something about it. Almost 85% of organisations have a Diversity and Inclusion policy and recognise the importance of diverse teams. So why are the statistics still so poor?

Our research shows that to significantly shift the dial, the focus needs to be less about policy and training and more about adapting cultures and working environments. Women think differently and need to be listened to. The differences need to be embraced through changing how organisations behave, leadership norms and working practices. Concentrating more on how women feel about the workplace may lead to faster change. False perceptions about women need to be challenged.

- 1) **Women need more positive female role models in senior positions.** Women want to be able to look up and across and see other women in senior roles. It can be exhausting and lonely being the only, or token, woman in a room, an issue which becomes increasingly pronounced with seniority. Many leave the sector as a result.
- 2) **More networking and support is needed for women working in the sector.** 78% of respondents said that networks such as WUN were valuable to their career development. Hearing stories, sharing experiences and building personal networks are critical for developing the confidence to pursue career opportunities within the sector.
- 3) **Flexible working patterns and role adaptation are essential for women throughout their careers.** It does not mean they will be less productive, but it does mean they can balance work, home and practical commitments effectively whilst still delivering.
- 4) **It is the culture and environment, not the women, in organisations that need fixing.** Often the focus is on enabling women to fit in with the status quo rather than making the status quo work for everyone.
- 5) **Organisations need more inclusive hiring and development processes.** Listening and adapting to different perspectives on an ongoing basis.

Jo Butlin, WUN Co-Founder
September 2022

Ultimately, gender inclusivity isn't just a 'nice to have'. Companies with a gender-diverse workforce and leadership team have been proven to outperform the national average by 15%. More women in positions of responsibility makes good business sense.



Key findings

78%

said their senior management team was mostly male

5/10

felt company culture hindered their career progress

6/10

felt unconscious bias hindered progress

48%

said they expected to work harder than male counterparts - only 1% said they expected to work less hard

Introduction

Why is gender diversity important in the utilities sector?

Just 17% of the energy and utilities workforce is female. That's about two-thirds less than in the overall UK workforce.

Businesses in all sectors are more successful when they attract a diverse range of talent. Research from McKinsey has shown that gender-diverse companies outperform the national median financial return by 15%. In senior executive teams, greater gender diversity corresponds to better performance: for every 10% increase in gender diversity, earnings rose by 3.5%¹.

Gender diversity is essential in a sector that's facing a challenging future, with decarbonisation, supply and demand disconnects, geopolitical instability, decentralisation, digitisation and increasing customer choice all shaping the industry.

Building stronger businesses that can adapt to these demands requires leaders and technicians who can innovate, adjust and make intuitive and data-driven decisions. For instance, one report found that companies in the top quartile for gender diversity on executive teams were 25% more likely to have above-average profitability than companies in the fourth quartile.²

What's behind this issue?

Does the utilities sector have an image problem? Do women find entering the workforce, rising through the ranks and reaching the top more difficult than they would in many other sectors? Are there barriers to combining a senior career with a family? Are there systemic problems, or is it mainly a matter of confidence?

The truth is, there are a range of factors contributing to this issue. WUN has asked women in our sector to tell us about their experiences and the challenges they face as a woman working in utilities, so we can get a true picture of their working life in 2022. We discuss whether the utilities sector has an image problem, and whether women find entering the workforce, rising through the ranks and reaching the top more difficult than they would in other sectors. We also consider whether there are barriers to combining a senior career with a family, and whether these are a systemic problem or mainly a matter of confidence. Finally, we dive into the data about women's representation in the workforce and at senior level, including how much they are paid in comparison to their male colleagues.

¹<https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/why-diversity-matters>
²<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

The story so far - what does the data show?

Worryingly, women in the energy and utilities sector are still falling behind both the rest of UK business and FTSE 100 companies in most of the metrics used to measure diversity and inclusion, including pay, executive representation and workforce diversity.

This is despite several companies in the sector improving their gender pay gap by between 1 and 5% over the last five years, when gender pay reporting became mandatory for larger companies. But this is still not enough, and the industry needs to go much further.



What does 'gender pay gap' mean?

'Gender pay' means the gap between the average pay of all men working for a business, and the average pay of all women working for a business. It doesn't mean men are paid more for the same job than women. A gender pay gap in favour of men generally means there are more men employed at senior levels.

Gender pay gap

The average gender pay gap across UK companies in 2021 was 15.4% in favour of men (7.9% for full time employees and -2.7% for part-time employees - the minus indicating that part-time women are paid more than part-time men)³.

The energy and utilities sector has a bigger-than-average gap: 19% in favour of men. In the oil and gas sector this is even bigger, at 22%⁴. Managers and directors in energy and mining have a gender pay gap of 44.7%⁵.

The gender pay gap in FTSE 100 companies is also larger than the UK average, at 17% in favour of men⁶.

The average **bonus** paid to women in the energy and utilities sector is 46% less than that paid to men⁷. Again, this is likely to indicate a higher proportion of men at senior levels (who are more likely to be applicable for bonus payments).

Gender diversity

A diverse workforce is important for creating an inclusive working environment, allowing a team and business to realise its full potential. It's disappointing, therefore, to learn that just 17% of employees in the energy and utilities sector are women, compared to a national average of 47%. Less than 1% of the craft-level workforce is made up of women⁸.

Globally, women make up 48% of the workforce, but in the oil and gas sector it's only 22%, and only 32% of the renewables workforce⁹.

³<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2021>

⁴<https://www.pinsentmasons.com/out-law/analysis/bonus-pay-gap-energy-sector-significant>

⁵<https://www.ciphr.com/gender-pay-gap-statistics-2021/#:~:text=The%20UK%27s%20average%20gender%20pay,up%20from%2014.9%25%20in%202020.>

⁶<https://employeebenefits.co.uk/third-ftse-100-widened-gender-pay-gap-since-2017/#:~:text=The%20FTSE%20100%20gender%20pay,narrowing%20to%2017%25%20in%202022.>



Board and senior level representation

Put simply, it's a sad state of affairs that fewer women are found in senior roles in the energy sector than in the broader economy. On average, 24% of board members in the energy and utilities sector are women, with 14% in executive director positions¹⁰.

Of course, some businesses in the sector have extremely healthy levels of female representation at board level, and this is extremely encouraging to see. Women make up 60% of board membership at The Renewables Infrastructure Group and UK Wind PLC. Of the 'big six' energy companies, British Gas (Centrica) and SSE perform well, with 50% and 40% respectively¹¹.



POWERful Women (PfW) seeks to advance gender diversity within the energy industry. It looks to achieve its goal of 30% of executive board roles and 40% of middle management roles filled by women by 2030 through campaigning and reporting, supporting women in their careers, and providing practical support to companies committed to improving their gender diversity and inclusion.

The strides that these businesses have taken to have more diverse representation at board and senior level should be celebrated.

However, it's a mixed picture. A staggering 78% of top UK energy companies have no women in executive director positions, and 28% have no women on the board at all¹². In short, this is simply unacceptable.

This isn't only a problem for larger companies. There are fewer female-led startups in the energy sector - 11% against an all-sector average of 20%. Participation in boardroom CSR initiatives is less, too - around 3-4%, against 21% for finance and communications companies¹³.

The average female board membership for FTSE 100 companies is 39.1%, with 32.5% in leadership roles¹⁴. The FTSE Women Leaders Forum recommends a voluntary target of 40% by the end of 2025 for boards and leadership teams¹⁵.

⁷<https://www.pinsentmasons.com/out-law/analysis/bonus-pay-gap-energy-sector-significant>

⁸<https://www.euskills.co.uk/diversity-inclusion-sector-statistics/>

⁹<https://www.irena.org/newsroom/articles/2019/Jan/Gender-equality-for-an-inclusive-energy-transition>

^{10 11 12}<https://powerfulwomen.org.uk/board-statistics-by-company-2021/>

¹³<https://www.iea.org/commentaries/gender-diversity-in-energy-what-we-know-and-what-we-dont-know>

¹⁴<https://www.peoplemanagement.co.uk/article/1751731/nearly-forty-per-cent-ftse-board-roles-women-data-reveals>

¹⁵<https://ftswomenleaders.com/>

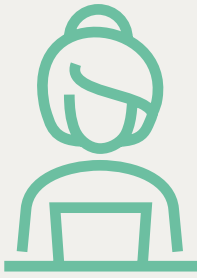
Women's experiences: what can we learn?

It's vitally important to understand the day-to-day experiences that women face in the workplace, so we can recognise the challenges, perceptions and attitudes that need to be overcome. To achieve this, we surveyed 320 women working in the utilities sector in May 2022, and asked them about their experiences of gender equality and barriers to progress. This is what we found.

Where are women working?

Just under 30% of the women surveyed were working in the water industry and almost 25% worked for energy networks. 11% were in management consultancy, 10% worked for suppliers, almost 8% worked for renewables, and almost 8% for energy technology companies. The remaining respondents worked for energy consultants or brokers, generators, metering companies, energy services or professional advisers. Over half of respondents worked for companies employing over 1000 people. Less than 5% worked for businesses that had been around for fewer than five years.





What are they doing?

The majority (two-thirds) of the women we surveyed worked full-time



22.5%
working flexibly

<10%

of respondents worked fixed, part-time hours



+50%

Over half worked in a specialist discipline

Just over

+3%

were board members

20%

in senior management

25%

in middle management

The largest number of respondents -

>35%

described themselves as experienced in their role or a specialist

1/4

Around a quarter of our respondents identified as project or programme managers,

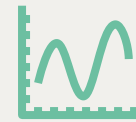
>20%

in operations or customer services



17%

in a technical/engineering role



13%

in commercial

Other roles included sales, fieldwork engineers, marketing, PR and comms, HR, finance, IT, sustainability, legal/regulation and management.



Around

40%

worked mainly with men

Around

30%

mainly with women

30%

an equal split

The key issues

MAKING AN IMPACT: What do women feel is holding them back?

The two key factors emerging when we asked women what they felt was holding them back were their own confidence, and unconscious bias within their companies.

Imposter syndrome, where we doubt our own abilities; and a traditionally male, 'boys' club' company culture, which has yet to challenge its own assumptions, are the main barriers to progress in their career. Sadly, our respondents' comments around what they feel is holding them back makes for dispiriting reading. From the 'bias towards the capacity of a woman to take strategic decisions' to 'the resilience to keep going when I feel like I'm not being listened to by a sector of male colleagues', the comments paint a vivid picture of the difficulties women feel because of their gender. Indeed, one woman one simply stated: 'Not being male.'

There were also plenty of instances where women voiced why they might lack confidence. These included 'the perception that working mothers aren't able to fulfil high-level leader roles', 'senior managers in other departments saying they would be concerned about a woman's welfare in the next step up', and 'being expected to do more, so failing more, when my poorer performing male colleagues get an easier ride'.

In contrast, practical considerations like working hours, location, childcare and other out-of-work responsibilities were less of an issue.

Comments included:

- "Not being male."
- "Traditional ways of working and modes of operation."
- "The perception that working mothers aren't able to fulfil high-level leader roles because we 'can't be as tough' or 'work the hours' that our male colleagues can."
- "The assumption that I will get pregnant and leave."
- "Pigeonholing people instead of looking at the full range of skills."
- "Being seen as the junior just because I am a young woman."
- "Lack of confidence in my abilities."
- "Myself."
- "Lack of knowledge of what is possible."
- "Recognition and understanding of the skills I bring."
- "Bias towards the capacity of a woman to take strategic decisions."
- "Sharing of knowledge from longer-serving male staff. Sometimes it feels like I am set up to fail."
- "The resilience to keep going when I feel like I'm not being listened to by a sector of male colleagues."
- "Senior managers in other departments have said they would be concerned about a woman's welfare in the next step up."
- "I am seen as more junior than I am because I am a woman."
- "If I wanted to move to another part of the business where the staff are generally older men, there is a feeling of 'boys' club' which would affect my confidence."



- “Being expected to do more, so failing more, when my poorer performing male colleagues get an easier ride.”
- “Motivation and confidence to ask for more and look for more.”
- “Other people’s opinion of what I might be capable of.”

LEADERSHIP: How committed are boards and senior management to helping women progress?

Almost 85% of respondents said they worked for a company with a D&I policy. As most of them work for large companies, this is not surprising. But does this mean that the board lives those values and embeds them in workplace policy and practice?

Most respondents felt their board actively encourages career development within the business for ambitious employees. But for women, it’s a mixed picture.

From reports about there being stereotypes around gender and accent, to accusations that women feel these measures are often taken as a token gesture, it’s clear there’s still plenty of work to be done. One participant said, ‘I think inclusion and diversity is talked about, not sure to what extent it’s actioned’, while another agreed that ‘while the CEO seems to demonstrate in-company progression and development, this doesn’t appear to filter down to the senior leadership teams’.

Comments included:

- “They encourage it but it feels like the mould is a bit one-dimensional.”
- “There are stereotypes around gender and accent.”
- “Our company likes to encourage employees to stay in their roles, not move on.”
- “I think inclusion and diversity is talked about, not sure to what extent it’s actioned.”
- “I think there is a real desire to promote talent within the wider business.”
- “I feel that some hard-working employees can get stuck within their current role as senior management wants to hold onto them. Role/job movements are made by senior managers, where individuals get slotted into roles with no advertisement, thereby halting developmental opportunities for others.”
- “To date it has appeared to be a token gesture, with high-potential staff being identified, then no real support put in place for them.”
- “There are lots of opportunities for development and things like professional registration and CPD are actively encouraged.”
- “While the CEO seems to demonstrate in-company progression and development, this doesn’t appear to filter down to the senior leadership teams.”
- “Promotion opportunities at my company are based on relationships and who you know rather than performance. That means joiners who have entered the organisation as experienced hires are constantly at a disadvantage compared with those that joined through the grad scheme and have spent their entire career there.”
- “It’s down to who you know rather than what.”

CAREER OPPORTUNITIES: What further opportunities for career progression would women like to have?

Most respondents felt there was a reasonable amount of opportunity to grow and progress within their chosen field, and there were inspirational female role models in the organisation. Most could also access learning opportunities, ranging from e-learning programmes, career development and management courses, and coaching, which is great to hear.



There was lots to learn when it came to areas for improvement, however. These included a greater focus on technical careers, and allyship from male colleagues to tackle traditional attitudes. One person surveyed wanted to see 'more women in hands-on practical roles in repair/engineering/connections', and another echoed this, requesting 'career development for women wishing to move into technical roles rather than management.' It's also clear that men need to be held accountable for their support in tackling archaic attitudes, which do not belong in the modern workplace. As one respondent commented, it's critical we 'call out behaviour that hinders or minimises the efforts of women'.

Comments included:

- "Effective coaching and mentoring, not just box-ticking."
- "Much more flexible working and work pattern diversity."
- "More female role models."
- "A change in culture to change the opinion that maternity leave is a holiday."
- "Calling out behaviour that hinders or minimises the efforts of women."
- "C-suite leaders consciously building relationships with female talent in the pipeline so they have champions as positions become available."
- "More women in hands-on practical roles in repair/engineering/connections."
- "A more inclusive culture that recognises the strengths from employees with a range of approaches and backgrounds."
- "Career development for women wishing to move into technical roles rather than management."



WORKING FOR CHANGE: What's the one thing businesses could do to lift barriers and open doors for women in utilities?

When it comes to overcoming attitudes and delivering new opportunities for women in business, key takeaways include more female role models, a greater commitment to working flexibly, challenging men's perceptions, and promoting the opportunities for women in utilities in local schools.

Comments included:

- 'seeing more women in middle to top senior roles'
- 'considering all aspects of flexible working'
- 'educating men about the barriers women face'
- 'more school talks and knowledge about careers in energy'

A lot of respondents were forthcoming with very practical suggestions and solutions as well. From introducing gender-neutral opportunities for socialising, to ensuring sites have dedicated toilet facilities for women, it's easy to see how these measures could make a big difference.

Reading through the comments raised by those surveyed, and it's clear that plenty could be done to lift barriers and open doors for women in utilities.

- “Seeing more women in middle to top senior roles.”
- “More support for making the business more diverse. We pat ourselves on the back for recruiting more diversely, but that doesn't mean the job's done if those people aren't progressing through or changing the organisation.”
- “Consider ALL aspects of flexible working: not just working from home, but things like term time working, flexi-time, etc. There could be so much more diversity in that.”
- “Remove the ‘boys club’ feel in operational areas.”
- “A more structured policy around part-time working, e.g. impacts on salary, hours expected and time allocation.”
- “Make the team more aware of the gender biases and ensure that the employees that are less likely to speak up about their achievements are recognised for their work.”
- “Don't expect us to be the same as the men.”
- “More school talks and knowledge about careers in energy.”
- “Work with local colleges and schools to promote the opportunities that exist for women in utilities. We have some incredible female leaders across the water industry and we should promote the sector in a positive way.”
- “Educate men about the barriers women face - until they have an understanding they don't know how to be more inclusive.”
- “Toilet facilities for women. Women worry about being on the tools because they have nowhere to go to the toilet.”
- “See more capable female applicants for the site fitter and apprentice roles which are currently occupied completely by males.”
- “A change in culture. When a manager can refer to you as a ‘technical skirt’ (others laughing), you can't win that battle without becoming the problem.”
- “Company wide allyship programmes for male colleagues, so they can understand their embedded unconscious biases and how they can change, rather than women being expected to alter our behaviour.”
- “Gender-neutral opportunities for socialising and networking outside work - avoiding male dominated sports activities such as golf.”



Creating a diverse sector - is it achievable?

There's no getting away from the fact that the utilities sector, especially oil and gas, has traditionally been very male dominated.

Only

15%

of oil & gas employees are female¹⁷, and only

24%

in STEM careers in total¹⁸.

The problem is compounded by the fact that the majority of women in utilities work in lower-paid customer service roles, and most of the highly-paid technical roles are held by men. Only 3% of offshore engineers are women, for example¹⁹.

Signs of improvement?

It can be difficult not to become despondent - good news is hard to find. It's generally agreed that more focused recruitment is essential if the male/female ratio in the sector is to be levelled and help more women achieve stellar careers in utilities.

Research by McKinsey shows that only one third of entry level recruits are women - that's less than those in the STEM arena as a whole (41%) and much less than corporates in general (48%).

And once women are in, they don't stay. As in many sectors, there's a significant drop-off at first promotion and senior promotion stage²⁰. This may be because the higher up the ladder you go, the more you're expected to travel and live and work offshore, especially in oil and gas.

The COVID-19 pandemic saw a reduction in technical activity and a greater focus on roles more traditionally done by women, which led to an improvement (perhaps temporary) in the gender pay gap across the sector. There are other factors that indicate a more female-friendly sector in the future, too.

With the focus of utilities changing from traditional, carbon-intensive extraction towards energy transition, the need to embrace the skills and talents of a diverse workforce has never been more urgent. 'Clean' energy generation offers many more female-friendly careers. 32% of employees in renewables are female - a higher proportion than in the energy sector as a whole²¹, and the utilities companies with the highest proportion of female board members are renewable energy businesses²².

¹⁷<https://www.mckinsey.com/industries/oil-and-gas/our-insights/how-women-can-help-fill-the-oil-and-gas-industrys-talent-gap>

¹⁸<https://www.stemwomen.com/women-in-stem-percentages-of-women-in-stem-statistics>

¹⁹<https://www.energyvoice.com/oilandgas/north-sea/225727/stats-for-female-workers-offshore-not-good-enough-says-oguk/>

²⁰<https://www.mckinsey.com/industries/oil-and-gas/our-insights/how-women-can-help-fill-the-oil-and-gas-industrys-talent-gap>

²¹<https://ratedpower.com/blog/women-renewable-energy/>

²²<https://powerfulwomen.org.uk/board-statistics-by-company-2021/>

Who's showing the way?

While this report might make for tough reading for women in the industry, many energy and utilities companies have established programmes and initiatives specifically to recruit and promote women, which deserve to be recognised and shouted about.

Organisations in the sector are signing up to the 'Tech She Can' charter. Others have launched campaigns aimed at recruiting young people. There are also other established women's networks with regional or technical or renewables focus. Collaboration and support are a feature of all the initiatives which have a common purpose of accelerating genuine diversity and equality in the sector.

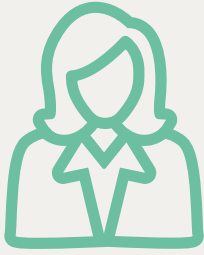
In 2018, 16 of the UK energy sector's top executives signed up to the **Energy Leaders' Coalition**²³ with a commitment to increase diversity in their companies and the sector as a whole. They recognise that it's only by harnessing the talents of each and every gender that the sector can hope to achieve the energy transition that's so important for the future.

In conclusion - the five steps for change



The women who responded to our survey will be holding industry leaders to account as they implement their diversity plans. Our research highlights five key areas for improvement if utilities are to become a more female-friendly place to work, and genuine representation of women at executive and middle management levels is to be achieved.

²³<https://powerfulwomen.org.uk/energy-leaders-coalition/>



1. More positive female role models in senior positions

There's no question the industry needs more positive female role models in senior positions. But how can this be achieved? First, the industry needs to be interviewing qualified women for every open leadership role. For the women that are already occupying senior positions, organisations must be sure to champion them, and be aware of their own beliefs and bias, which may be holding the women in an organisation back. Businesses can also identify women in their organisation who are ready and able to fill leadership roles, thereby creating a steady pipeline of senior female leaders, and a more inclusive senior team that women can look up to.



2. More networking and support for women working in utilities

There's power in being part of a community. Women have an essential contribution to make to the industry, and therefore networking and support for women working in utilities should be actively encouraged. Networking and sharing inspiring words can be hugely influential. Opportunities such as these could lay the foundations for mentorship programmes, helping to accelerate a woman's professional development, as well as providing advice and support on issues such as navigating a career and how to find a work-life balance. Not only this, but delivering this level of support will benefit mentors and other women in the workplace too, developing their own leadership skills, which will only be good for business too.



3. Flexible working patterns and role adaptation are essential for women throughout their careers

Women need flexibility in working patterns in order to effectively juggle work and home commitments, whether early, mid or late career. This does not mean that they will be any less productive at work, and if anything expect to work harder than their male counterparts to prove their worth. Rigid working patterns impede womens' ability to progress in their careers with confidence.



4. It is the culture and environment, not the women, that need fixing

As highlighted throughout this white paper, there are many ways to foster a more female-friendly working environment and culture. All employees must acknowledge and understand their role in creating an inclusive work environment. Organisations should nurture environments where women can seize leadership opportunities. Consider reverse mentoring - pairing an experienced male leader with a younger female mentor - as both parties will gain valuable insights, which can help tackle attitudes and processes in a business. Finally, there needs to be recognition that female perspectives and opinions are different from dominant male perspectives, and they need to be listened to.



5. Organisations need a more inclusive hiring and development process

Right from the very beginning of the hiring process, businesses in the energy and utilities sector should be considering how they can overcome traditional barriers to encouraging women into the industry. Be more creative with recruitment strategies - consider advertising in places that will generate more applications from women. Ensure job descriptions and hiring panels are not unconsciously biased. Ask whether your organisation's brand and marketing is reflective of the more diverse and inclusive environment. If not, change it. And track outreach programmes, monitoring the candidates that recruitment strategies are bringing in. If women are not represented, adapt and change this process. The principles are equally important when it comes to internal recruitment and promotions too.

By implementing these five steps for change, we can all look forward to a more inclusive, equal and diverse future.





Womens Utilities Network

The purpose of the Womens Utilities Network (WUN) is to attract, retain and enable women to thrive in their careers in the sector. Founded by a group of women who have themselves built successful careers in both energy and water, WUN seeks to help other women to build the right networks, find their tribe and take control of their own work lives, whatever stage of their career they are at.

WUN provides practical support to women across the sector through events, mentoring and podcasts. We aim to represent the voice of women across the sector so that their perspectives can be heard. We know that the inequalities in the sector won't change unless we do something about it, and we're passionate about building a community of women who can connect, support, develop and encourage one another.

Designed and developed by The Marketing Pod

“We're thrilled to be supporting WUN with this important campaign. As a consultancy established by two female leaders, and with many women in key roles throughout our business, we know that a diverse and inclusive workforce is a more impactful and successful one.”

Katherine Hawkey, Account Director



We have over 3,500 members and followers, and provide a variety of face to face and online events for members. We also have a very successful and active mentoring scheme and produce monthly podcasts.

We rely on support from our Partners to support and enable the development and delivery of the not for profit organisation. We currently have 23 (and growing) partners from across the sector and welcome new Partners.





Visit our website if you would like to join as a member, partner with us or become a mentor or mentee.

www.thewun.co.uk