HITTING THE TARGET

ANNUAL REPORT 2015

THE WORLD INSTITUTE FOR NUCLEAR SECURITY

Promoting nuclear security best practices and security leadership around the world
Target tournaments are the most commonly practiced form of archery. Targets are comprised of multi-coloured concentric circles, each of which has a point value. A shot in the innermost circle scores the highest points, while a shot in the outermost circle scores the fewest. No points are awarded for a shot that misses the target.

WINS is committed to promoting nuclear security management best practices and excellence in security implementation. A cornerstone of this effort is to stay focused, have clear objectives and develop the capacity to evaluate performance with meaningful metrics, just as does the competitive archer.

Based on independent assessments of our work and feedback from our rapidly growing membership, we believe that WINS continued to add real value to international efforts to enhance nuclear security implementation during 2014. We offer the evidence in this report for you to make your own assessment.

In 2015 the focus of our activities will be the promotion of professional standards for nuclear security management and helping to raise human performance in this essential discipline. The WINS Academy, launched online in 2014, provides a clear target for nuclear security practitioners to aim at – and to demonstrate their professional commitment and capability.
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1/ CHAIRMAN’S LETTER

2014 was a year of signal achievement for the World Institute for Nuclear Security. Once again, over 90 percent of respondents reported that they had modified their approaches to security because of participation in a WINS workshop or using a best Practice Guide. The organisation remains firmly committed to making a practical difference in advancing best practices in this important realm and evaluating its work with objective and meaningful performance metrics. That commitment was manifested most recently in ISO 29990:2010 Certification for work in education and training, which will support the WINS Academy, now open for enrolment.

WINS also made a significant contribution to the 2014 Nuclear Security Summit in the Netherlands, at both the Industry and Knowledge Summits, which gathered corporate and academic leaders in the field. The vital importance of WINS’ work was recognised by the Summit leaders’ joint statement and in the individual and collective commitments by dozens of nations. Governments, corporations, and civil society foundations now support WINS’ efforts through both policy statements and financial contributions.

Most importantly, the WINS organisation is dedicated to implementing internally the very same principles that are vital to effective nuclear security: a commitment to continuous improvement, rigorous self-assessment, and effective quality management. The board both supports these efforts and pursues them through its own procedures.

In 2014, the Board welcomed Dr. Joan Woodard to its membership. She brings to WINS enormous expertise and experience at the intersection between nuclear technology and international security and has already made a substantial contribution to the Board’s work.
In 2014 WINS welcomed to its Board of Directors Dr. Joan B. Woodard, Executive Vice President Emeritus of Sandia National Laboratories.

In 2014 WINS welcomed to its Board of Directors Dr. Joan B. Woodard, Executive Vice President Emeritus of Sandia National Laboratories.

Full biographies of our WINS Board members are available on the WINS website.

Ms. Corey Hinderstein
Vice President of International Programs for the Nuclear Threat Initiative

Mr. Duncan Hawthorne
President and Chief Executive Officer of Bruce Power

Ambassador Nobuyasu Abe
Director of the Center for the Promotion of Disarmament and Non-Proliferation, Japan Institute of International Affairs

Dr. Paul Harding
Advisor to CEO URENCO Ltd. in the field of Small and Medium sized Reactors (SMR) development

WORDS FROM THE WINS STAFF

Working with the WINS Board has been a valuable and enriching experience. I am impressed with the Board’s level of commitment and the support it provides to WINS’ strategy.

RAQUEL DELGADO, Project Manager
I vividly remember being told by the Chairman of the Main Board for my previous employer, “If you’re not keeping the score, you’re only practicing.” And so started my commitment to make sure that there is honest and reliable feedback from the people you serve (paymasters and customers) on whether you truly add value as an organisation.

That is why you will find our 2015 Annual Report includes a comprehensive range of performance statistics and why the external Quality Assurance auditors chose to re-certify WINS against ISO 9001:2008 and to award the WINS Academy ISO-29990:2010 certification in recognition of our newly launched professional development programmes for nuclear security. Already, over 340 people from 60 countries have applied or become enrolled in the WINS Academy programme and we expect that figure to reach over 1,000 by the end of 2015.

Our external financial auditors, Deloitte, again concluded that our 2014 financial accounts and associated management systems were fully compliant with all legal and accounting principles, using zero-based budgets updated in near-real time. Over 80% of our budget is used directly for operational expenditure and membership engagement.
Our operational programme in 2014 was very challenging, with over 2,000 participants attending our workshops and roundtables. Our best practice guides and other documents have been downloaded/distributed over 35,000 times in the last three years and over 99% of our members value the guides for self-assessment.

WINS’ membership increased by over 30% in 2014, or about 65 new members every month, and now exceeds 2,500 individuals and corporations in over 110 countries, helping to justify our “World Institute” title.

I am proud to lead such a dedicated, talented and hardworking team. We sincerely hope that our contribution to help achieve a more effective international nuclear security regime is making a difference.

We thank our funders, supporters and members for their unwavering commitment to WINS and to the WINS Board for such valuable and clear strategic guidance.
4/ SUMMARY OF ACHIEVEMENTS IN 2014

1. Significantly contributed to the 2014 Nuclear Industry Summit and Nuclear Knowledge Summit in the Netherlands.

2. Launched the WINS Academy Nuclear Security Management Certification Programme, the first certification programme in the world for nuclear security management.

3. Released three complete WINS Academy Certification programmes online.

4. Attracted over 340 (enrolled and applied) participants to the WINS Academy.

5. Successfully organised nine professionally facilitated workshops and roundtables.

6. Successfully broadcast three WINS webinars.

7. Re-organised all WINS International Best Practice Guides into five groupings, published four new Best Practice Guides and revised six others.

8. Maintained very high membership satisfaction levels and implemented a structured membership questionnaire programme.

9. Received the 2015 CSO50 Award in recognition of the ground-breaking work of the WINS Academy Programme.

5/ OUR SCOPE OF WORK

WINS works with many different stakeholders to enhance the security of nuclear and radiological sources to help ensure the peaceful use of nuclear technology and materials worldwide.

COLLABORATION WITH THE IAEA

WINS’ collaboration with the IAEA contributes to bridging the gap between national and international undertakings in nuclear security and the practical implementation of security measures. Moreover, WINS plays a complementary role to the IAEA in its mission to help practitioners in a wide variety of relevant professions with accountability for security learn from operational experience, identify and share best nuclear security management practices, promote demonstrable competence and achieve Nuclear Security Excellence.

Promoting the IAEA objectives:

→ WINS actively contributes to the IAEA Nuclear Security information portal.

→ WINS is a member of the IAEA International Nuclear Security Education Network (INSEN).

→ WINS is a member of the IAEA International Network for Nuclear Security Training and Support Centres (NSSC) and chaired its Working Group on Best Practices until 2014.

→ WINS takes part in the Annual IAEA General Conference and in IAEA conferences, often delivering papers and speeches and participating in discussion panels.

→ WINS participates in Information Exchange meetings organised by the IAEA Division of Nuclear Security (DNS), holds regular meetings with the Director and staff and proposes concrete actions for cooperation.

→ WINS and the IAEA share each others programme of activities on a regular basis.

→ Since WINS’ inception, 48 IAEA representatives have attended WINS workshops and roundtables, of which 16 made presentations on behalf of the IAEA.
Before taking the WINS Academy module, I never knew my role was critical for nuclear security issues at my facility. As I took those modules, my perspective was completely changed from safety consciousness to safety and security.

— Dr. Yakubu Viva Ibrahim, the first WINS Academy graduate, Centre for Energy Research and Training, Ahmadu Bello University, Nigeria

WINS ACADEMY NUCLEAR SECURITY MANAGEMENT CERTIFICATION PROGRAMME

Coincident with the 2014 Nuclear Security Summit, WINS launched the WINS Academy Nuclear Security Management Certification Programme. The programme is centred on a core philosophy that presents security as a strategic activity to be implemented across the organisation and as a fundamental aspect of risk management and corporate reputation.

The educational design consists of a Foundation Module plus nine elective Modules and the Programme can be completed entirely online (Figure 1). After completing selected Modules, participants have the option to sit for exams. At the end of 2014, we had published the Foundation Module plus three of the Electives (Figure 2).

Figure 2: Completed Modules
GRADUATE EXPERIENCES

I must admit that I have gained a lot of new ideas and perspectives. I found it very interesting and beneficial... I personally hope that experts from different countries and organisations will participate in these WINS Academy courses.

— Jussi Kivinen, Security Expert, Fortum Power and Heat Oy, Finland

I found the WINS Academy programme to be all embracing. It has helped in changing my perception about security as a whole. I gained a lot in the programme and have decided to put my knowledge to practice by encouraging my colleagues to participate in the WINS Academy. I believe it will greatly improve the nuclear security culture of my organisation and help us even in the present developmental stage of my country’s National Nuclear Power Program.

— Ronke Ayo-Imoru, Atomic Energy Commission, Nigeria

WORDS FROM THE WINS STAFF

The more I work on the Academy modules, the more it strikes me how powerful they are. Not for any prescriptive “how tos”, but for asking questions that lead participants to think deeply about important issues they may never have considered before.

CLARICE DANKERS, Learning Technologist
343 WINS Academy participants in 60 countries

as of December 31, 2014
INTERNATIONAL RECOGNITION

WINS was named an honouree of the 2015 CSO50 Award from CSO in recognition of our innovative work through the Academy. This prestigious honour is granted to a select group of organisations that have demonstrated that their security initiatives have created outstanding business value and thought leadership.

Partnership Booklet

This booklet explains how individuals and organisations (our partners) can engage with WINS on the WINS Academy Programme and can be downloaded from our website.

LOOKING AHEAD

By the end of 2015 we will:

- Roll out all remaining Academy Modules
- Launch the WINS Academy Alumni network
- Conclude partnership arrangements with selected institutes and organisations to deliver blended training courses

WORDS FROM THE WINS STAFF

With the WINS Academy well-trained and qualified managers have the professional recognition needed to demonstrate their security leadership and expertise.

DANIEL JOHNSON, WINS Academy Manager
In 2014 WINS worked closely with the industry, regulators and law enforcement agencies and partnered with a number of funders to organise international and regional nuclear security workshops and roundtables.

Our events were attended not only by individuals with direct accountabilities for nuclear security implementation but also by non-security professionals, such as executive managers, scientists, technicians and engineers, hospital staff and senior representatives of non-nuclear industries.

Our events have a strong interactive and hands-on component, are professionally facilitated and often include theatre-based scenarios, demonstrations, role-plays, field visits and breakout sessions. A vast majority of the participants (98.4%) find WINS’ workshops innovative; and 95% would recommend our workshops to others.

In addition to workshops and roundtables, WINS also broadcast 3 webinars in 2014, two on the WINS Academy and a third on the security of radioactive sources. The webinars included presentations, discussion sessions, polls and downloadable information. Over 500 individuals from over 35 countries have viewed these webinars since their broadcast dates, and the feedback has been very positive. The webinars are available on-demand on the WINS website.

The webinar was excellent. The presentations and panellists were informative. The forum worked very well and I look forward to more of these from WINS.

— Feedback from a participant in the webinar Security of Radioactive Sources

HIGHLIGHTS OF 2014

Workshops

**Force-on-Force Exercise Processes/Weapons Simulator**
Workshop on Security Exercises, 18–21 February 2014, Las Vegas, Nevada, USA

**Technical visit to the Ignalina NPP site**
Workshop on Security of Dry Storage of Spent Nuclear Fuel, 10–12 June 2014, Vilnius, Lithuania

**Theatre-based Scenario “Leakage”**
ISCN-WINS Workshop on Security response during the nuclear safety incident, Security-Safety Interface, October 14–15, 2014, Tokyo, Japan
Roundtables

WINS is pioneering research on the status of integrated data analytics and how it is currently being used to support nuclear security and associated functions such as material control and accountancy, the tracking of nuclear transport operations, etc.

WINS hosted a 2-day roundtable in Vienna in December 2014 and invited leading academics, vendors and experts from different sectors to advise us on the current application of integrated data analytics in commerce and government, and the benefits and obstacles to its use for achieving enhanced nuclear security. We concluded that Integrated Data Analytics is going to be a big subject in the years ahead and offers enormous potential for improving situational awareness. The latest report is available on the WINS website.

2014: WINS WORKSHOPS IN NUMBERS

9 roundtables/workshops in 2014 in 6 countries

Participant feedback:

98% are satisfied with the workshops
100% found the facilitation effective
100% found the instant vote effective
95% would recommend the WINS workshops to others
98.4% find WINS workshops innovative

LOOKING AHEAD

By the end of 2015 we will:

→ Conduct a minimum of ten workshops, round tables or blended learning sessions
→ Design and broadcast three webinars
→ Publish one “Quick WINS” per quarter
→ Write and publish four new Best Practice Guides
→ Revise at least six Best Practice Guides
WINS INTERNATIONAL BEST PRACTICE GUIDES

We have re-organised our Best Practice Guides into five groupings. This classification supports the approach adopted by the WINS Academy Nuclear Security Management Certification Programme and allows users to quickly find and access information. The five groupings are:

- Nuclear Security Programme Organisation
- Managing and Communicating Security Information
- People in Nuclear Security
- Implementing Security Measures
- Security of Radioactive Sources

Best Practice Guides are now numbered and have new, colour-coded cover designs, which make them easier to identify. In addition, we brought the Security Management Maturity Scale into line with that used by the Institute for Nuclear Power Operations (INPO) for nuclear safety.

MOST-FREQUENTLY DOWNLOADED GUIDES:

1. Nuclear Security Culture
2. An Integrated Approach to Nuclear Safety and Nuclear Security
3. Making Security Efficient
4. Security of Industrial Radiography Sources
5. Communicating Security Information: Striking a Balance
OTHER PUBLICATIONS

In March 2014, WINS published a special report on “Corporate Governance Arrangements for Nuclear Security: Analysis of Annual Reports from Companies and Regulators”. The report identified the status of publicly available information about the corporate governance arrangements for nuclear security as published by the nuclear industry and its security regulators. We are currently updating the report with the latest publicly available information and will publish the next report in April 2015.

WINS PUBLICATIONS IN NUMBERS

Over 10,650 publications downloaded/printed in 2014
4 new Best Practice Guides in 2014
1 published Special Report in 2014
10 languages of publication: Arabic, Chinese, English, French, German, Japanese, Korean, Portuguese, Russian, Spanish

WORDS FROM THE WINS STAFF

The WINS Best Practice Guides are a collection of experience and knowledge accessible to any nuclear security professional who might have a need for them. One person alone may not have all the answers, but by working together we hope to find the best possible solutions.

BETTINA LOCK, Office Manager
WINS has supported the Nuclear Security Summit process since its inception and contributed to the 2014 Nuclear Security Summit, Nuclear Industry Summit and Nuclear Knowledge Summit, all held in The Netherlands.

Dr. Roger Howsley, WINS Executive Director, chaired the Nuclear Industry Summit Advisory Committee and made a keynote address during the Nuclear Industry Summit on *The Need For Demonstrable Competence For Nuclear Security From The Board To Practitioner*.

WINS’ contribution to international efforts to improve nuclear security has been widely recognised by States, industry and civil society.

At the 2014 Nuclear Security Summit in The Hague, 35 States signed a Joint Statement on Strengthening Nuclear Security Implementation that contains an explicit commitment to “ensure that management and personnel with accountability for nuclear security are demonstrably competent”. Included amongst the specific proposals was voluntary support or participation in the development of WINS’ best practice guides and training activities.

The Netherlands, on behalf of other Joint Statement signatories, has encouraged the IAEA to circulate the Joint Statement to all its Member States and encouraged them to sign up to these commitments (see INFCIRC/869).
MAKING A DIFFERENCE

Additionally, subscribing States intend to contribute to the continuous improvement of nuclear security through one or more of the following actions: […] Support or participate in the development of World Institute for Nuclear Security best practice guides and training activities.

– Excerpt of the Joint Statement on Strengthening Nuclear Security Implementation, signed by 35 States at the 2014 NSS

WORDS FROM THE WINS STAFF

Seeing WINS being quoted in the NSS 2014 Joint Statement was the best possible reward and recognition of our relentless efforts since 2009, and a great motivation to continue the collective efforts to strengthen nuclear security worldwide.

PIERRE LEGOUX, Head of Programmes
2,545 Members in 111 countries
as of December 31, 2014
MEMBERSHIP GROWTH IN 2014

Our members comprise a wide range of organisations and individuals around the world, drawn from private industry, nuclear associations, universities, hospitals, law enforcement and government agencies, State regulators and national laboratories, among others.

WINS’ members are at the heart of our activities. By sharing their experience they contribute to the development and implementation of nuclear security best practice across the industry and beyond.

In 2014, WINS membership grew by 30%.

MEMBER ENGAGEMENT PROGRAMME

In 2014, WINS increased its efforts to engage with its members, provide them with opportunities to contribute more actively to our activities and provide feedback to improve our service and enhance the WINS website user experience. A very popular development was the introduction of a monthly newsletter and survey programme for members. In total, 11 newsletters and questionnaires have been distributed to our members throughout the year. They have invited members to provide their feedback on specific WINS activities (publications, workshops) and membership benefits, evaluate their WINS website user experience, share their inputs on the development of the WINS Academy and Alumni network, and test their knowledge of IAEA guidance documents. Members have reacted positively to these efforts: the participation rate in the WINS questionnaires increased throughout the year. In 2015 we will be introducing a structured member’s survey to promote and test the understanding of the IAEA’s Nuclear Security Guidance documents. We will then provide feedback to the IAEA on our results.

OUR MEMBERS IN NUMBERS AT THE END OF 2014

2,545 members in the WINS community
from 111 countries
On average, 65 members joined WINS every month during 2014
RESULTS OF THE 2014 ANNUAL MEMBERS QUESTIONNAIRE

Over 500 members responded to the 2014 WINS Members Satisfaction Questionnaire. We are proud to report that the results show very high levels of satisfaction with our activities, and more members than ever before say they have modified their approach to nuclear security because of their interaction with WINS.

<table>
<thead>
<tr>
<th>Questions</th>
<th>Strongly agree/agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do I benefit from WINS membership?</td>
<td>97.2%</td>
</tr>
<tr>
<td>Is WINS a valuable forum?</td>
<td>99.4%</td>
</tr>
<tr>
<td>Are the WINS guides effective for self-assessment?</td>
<td>99.0%</td>
</tr>
<tr>
<td>Do the WINS guides cover relevant topics?</td>
<td>98.5%</td>
</tr>
<tr>
<td>Is publishing the guides in different languages important?</td>
<td>96.1%</td>
</tr>
<tr>
<td>Was attending a WINS workshop time well spent?</td>
<td>98.1%</td>
</tr>
<tr>
<td>Are WINS workshops innovative?</td>
<td>98.1%</td>
</tr>
<tr>
<td>Have I modified approaches to security because of WINS?</td>
<td>91.8%</td>
</tr>
<tr>
<td>Is WINS website useful?</td>
<td>99.4%</td>
</tr>
<tr>
<td>Are my interactions with WINS dealt with professionally?</td>
<td>97.4%</td>
</tr>
</tbody>
</table>

WORDS FROM THE WINS STAFF

We are proud to benefit from excellent interactions with WINS members from over 110 countries. Their feedback and support are critical to our work.

BRUNELLE BATTISTELLA, WINS Academy Project Manager
In 2012 WINS was awarded ISO 9001:2008 certification by the International Standards Organization (ISO). This demonstrates our commitment to quality and continuous improvement in the promotion of best nuclear security practices worldwide.

In 2014, we maintained ISO 9001:2008 certification following an external audit of our quality management arrangements. We also applied for and were awarded ISO 29990:2010 certification by Quality Austria for the WINS Academy Programme. The objective of the ISO Standard is to improve and standardise the quality of education and training in non-university settings including corporate training, vocational schools and life-long learning programmes.

The award recognises WINS’ efforts to create a high quality professional development training and certification programme in the field of nuclear security.

To date, only a small number of organisations worldwide have been awarded this certification, putting WINS in an elite group of educational leaders.

The ISO certification is valid for three years, which means that WINS’ programme will be regularly audited in order to achieve recertification. By creating and continually working to improve its programme, WINS seeks to motivate other organisations to use external assessments and international benchmarks to assess their performance and quality.

We are extremely proud to have received ISO 29990 certification because it demonstrates that our professional certification programme is in compliance with internationally recognised standards for quality. As the first learning body in the nuclear industry to achieve this designation, we hope it supports the efforts of a large number of States and nuclear operators that have committed to ensuring all personnel with security accountabilities are demonstrably competent.

— Dr. Roger Howsley, WINS Executive Director

WORDS FROM THE WINS STAFF

By working to achieve and improve our certified quality management systems as vital contributors to our brand and reputation, we are also aligning our internal thinking behind the concept of Excellence.

VESNA GRADT, Head of Finance and Development
We thank all of our funding organisations and corporate donors for their support, vision, commitment and contributions to international nuclear security and to world peace.

In 2009 WINS was funded by four organisations. Since then, the funding base has significantly expanded. As of 2014, 22 different organisations have now contributed financially to our work.

In addition, we wish to recognise the time and resources provided by our members to attend workshops, provide feedback and share their experiences. We estimate that their indirect contribution is equivalent to our annual budget: 3 million euros.
BALANCE OF FINANCIAL POSITIONS ON 31.12.2014

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>WINS Assets (A):</td>
<td>€ 3,369,587</td>
</tr>
<tr>
<td>Restricted funding for programme deliverables</td>
<td>€ 2,684,886</td>
</tr>
<tr>
<td>Unrestricted funding for corporate development</td>
<td>€ 170,862</td>
</tr>
<tr>
<td>Outstanding liabilities and provisions</td>
<td>€ 252,424</td>
</tr>
<tr>
<td><strong>Total liabilities (L):</strong></td>
<td><strong>€ 3,108,171</strong></td>
</tr>
<tr>
<td>Operating reserves (A–L):</td>
<td><strong>€ 261,416</strong></td>
</tr>
</tbody>
</table>

OVERVIEW OF INCOME AND EXPENSES IN 2014

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income from delivered programmes</td>
<td>€ 2,679,816</td>
</tr>
<tr>
<td>Corporate donations and other income</td>
<td>€ 306,899</td>
</tr>
<tr>
<td><strong>WINS Income:</strong></td>
<td><strong>€ 2,986,715</strong></td>
</tr>
<tr>
<td><strong>WINS expenses:</strong></td>
<td><strong>€ 2,586,783</strong></td>
</tr>
</tbody>
</table>

The annual accounts for 2014 were audited by Deloitte in February 2015 and were found to be fully compliant with all legal and accounting principles.
ACTIVITY RELATED EXPENDITURE DISTRIBUTION

Over 80% of our annual operational budget in 2014 was directly allocated to operational projects and the Academy. The balance was allocated to the WINS Quality Management System, staff professional development, strategy, fundraising and management.

- Engagement with funders, strategic partners, membership and industry
- International Best Practice Workshops and Round Tables
- Supporting the NIS 2014
- The WINS Academy
- WINS strategy, QMS, management and development
- Best Practice Guides and Expert Papers

WORDS FROM THE WINS STAFF

We conduct detailed internal and external financial audits, all of which give us and our stakeholders confidence in the financial management arrangements.

ALEKSANDRA ZILIC, Finance Assistant
13/ 2015 TARGETS

→ Contribute to the 2016 Nuclear Industry Summit process.

→ Conclude partnership arrangements with selected institutes and organisations to deliver online and in-person blended training courses.

→ Promote the need for internationally recognised certification and certification standards.

→ Roll out all WINS Academy elective modules and make revisions to the currently published editions.

→ Establish the WINS Academy alumni network and make it available on the WINS website.

→ Enroll 1,000 participants in the WINS Academy programme.

→ Conduct a minimum of ten workshops, round tables or blended learning events and broadcast three webinars.

→ Publish one “Quick WINS” per quarter.

→ Write and publish four new Best Practice Guides and revise at least six others.
OUR VISION
To help improve security of nuclear and high hazard radioactive materials so that they are secure from unauthorised access, theft, sabotage and diversion and cannot be utilised for terrorist or other nefarious purposes.

OUR MISSION
To provide an international forum for those accountable for nuclear security to share and promote the implementation of best security practices.