

WINS Special Report Series

Gender and Nuclear Security: Challenges and Opportunities



July 2019

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FOREWORD

Organisations around the world are having to respond to the potential challenges of adversaries with dynamically changing, ever-advancing capabilities and tactics. This is one reason that the security arrangements in many nuclear organisations are changing from the traditional emphasis on ‘guns, guards and gates’ to a more strategic approach that recognises the importance of integrated risk management, and views security as an overall organisational accountability and governance issue.

Protecting and securing nuclear and other radioactive material, preventing its theft and misuse, and protecting material and facilities from sabotage requires a workforce of competent nuclear security professionals. WINS believes strongly that professional certification is one of the most effective ways to achieve and demonstrate individual competence and to build, strengthen and sustain national capacity in nuclear security.

Meeting the challenge not only requires a demonstrably competent workforce, but also one with diverse experience, expertise and perspectives. International research has consistently demonstrated that a diverse and inclusive workforce is better for everyone: shareholders, stakeholders and society in general. Just one example is a study conducted by McKinsey that found a strong link between diversity and company financial performance¹.

In 2015, WINS envisioned 10 external strategic objectives to be achieved by 2020. One of these objectives is to promote a nuclear security profession that is diverse and inclusive, founded on the principle of full participation without barriers to entry, retention and promotion. In June 2018, we launched our Gender Champions Programme to increase the representation of women in nuclear security and to highlight the positive impact of diversity and inclusion on the effectiveness of the sector.

This special report, which is funded by the Government of Canada, examines the challenges and opportunities organisations face when seeking to achieve a more diverse and inclusive nuclear security sector. We recognise that diversity encompasses a wide variety of issues; this report, however, focuses on gender parity. We hope you find its insights both informative and thought provoking, and that it leads to action.



Dr Roger Howsley
WINS Executive Director

July 2019

¹<https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>

1. INTRODUCTION

Sector-specific research shows that women are underrepresented in industries associated with the use of nuclear and other radioactive material. It is generally estimated that women comprise only 20% of the nuclear workforce. This figure is even smaller within the nuclear security workforce and smaller still in specific areas such as cybersecurity. In addition, women are significantly less well represented in nuclear security areas associated with weapons programmes when compared to the civil nuclear sector².

Such statistics reflect that positions in the field of nuclear security have traditionally been filled by professionals drawn from the military, intelligence, state security apparatus and law enforcement. These fields have historically been dominated by men due to the perception that they are better able to fill the ‘guns, guards and gates’ role of providing physical protection, guarding and response.

In today’s world, however, nuclear security as a discipline requires a much broader set of knowledge and skills. To perform their jobs competently, nuclear security professionals need expertise in human resource development, organisational psychology and culture, radiation protection, environmental management, law, regulation, communications and stakeholder engagement. Consequently, nuclear security practitioners, including those engaged in guarding and response, should be drawn from diverse professions with a correspondingly diverse and inclusive composition that includes the contributions of both men and women.

International research into gender equality and the participation of women in the workforce has consistently shown that a diverse and inclusive workforce is better for everyone: shareholders, stakeholders and society in general. In its report *Women, Business and Law 2019*³, the World Bank writes that equality of opportunity allows women to make choices that are best for them, their families and their communities. The report also notes that gender equality is a critical component of economic growth and that the world is better off when it draws on the talents of all its people.

²Nuclear Skills Strategy Group: Nuclear Workforce Assessment (2017)

³<https://openknowledge.worldbank.org/handle/10986/31327>

This is just as true in the nuclear sector as it is in other sectors. In the IAEA Bulletin published 11 February 2019, Agneta Rising, Director General of the World Nuclear Association writes that:

Women are essential to the strong development of the global nuclear sector. To be the most competitive, a business needs to have the best people working for it. The nuclear industry should have programmes to attract and recruit women, otherwise they would be missing out on the competitive advantage their talents could bring. When the workforce better reflects the diversity of society, including the representation of women, it also helps to build society's trust in nuclear technologies.

In April 2019 WINS conducted the first ever survey of attitudes toward gender and nuclear security when it surveyed its members, 80% of whom are male. The objective was to establish a baseline for WINS' Gender Champions Programme and to gauge our members' views.

Survey respondents were asked to identify their professional level (from board director to non-managerial positions) and background (academia, policy, regulatory, industry). Among respondents with decision-making capacity (board and executives), there was a high level of recognition of the need for gender parity in nuclear security. Some of our key findings were that:

- Underrepresentation of women in nuclear security is an issue that should be addressed.
- The majority of respondents' organisations did not have a policy or programme designed to specifically address gender in the workplace.
- The main obstacle for women entering the nuclear security profession is a lack of role models.
- The best way to increase gender parity in nuclear security is for senior management to commit to gender parity.

In May 2019, WINS held the first ever roundtable on Gender and Nuclear Security. Participants provided examples of numerous barriers that exist for women who seek to be promoted and participate fully in the workplace in the same manner as men.

Low female participation rates in the field of nuclear security are not only morally wrong, if they reflect gender discrimination, they also deny the industry access to talented people it can ill afford to ignore.

William H Tobey,
Chair of the WINS Board

In particular, they identified several key areas that require attention:

- Women are disadvantaged by some organisations because the criteria for recruitment, promotion and pay negotiation are neither clear nor transparent. Where this occurs, decisions are more likely to be made in ways that disadvantage women. For example, people in power often select job candidates who are like them in an almost unconscious process called ‘cloning’. One result of cloning is that it makes ‘who you know’ much more important than ‘what you know’.
- Sexism in the workplace and sexual harassment and bullying are a continuing problem in some organisations. Consequently, organisations should be encouraged to develop policies and processes that create formal mechanisms for dealing with sexual harassment and bullying when it occurs. Participants said that policies and procedures addressing these issues give women confidence their full participation in the workplace is welcome and encouraged.
- Work/life balance is the most significant barrier to women’s progression. Organisational norms of overwork, expectations of constant availability, and excess workloads conflict with unpaid caring responsibilities, the majority of which still fall on women. In many cases ‘all hours working cultures’ are tightly bound with occupational identities, so succeeding in such occupations is fundamentally at odds with outside caring responsibilities.
- Women often are not offered the same training and professional development opportunities as men, leading to a failure to advance in the organisation. In addition, time taken out of the workforce for maternity leave and childcare means that women often have a different career trajectory than their male counterparts and may seek promotion and senior roles at a later age than men.

In addressing these issues, it is important to remember that numerous factors influence the role of men and women in the workplace around the world. Some issues can be easily resolved, whereas others are more challenging due to ingrained cultural, social and legal norms. In other words, one size does not fit all. Nevertheless, it is important to recognise the challenges and take steps to resolve them where possible.

This special report emphasises that gender parity is important and that a diverse and inclusive workforce makes sense economically, socially and structurally. It also presumes there is broad agreement that a diverse and inclusive workforce is better for everyone. The report presents several key insights into the challenges and opportunities for achieving gender parity within the nuclear security sector and concludes with specific steps organisations can take to achieve this goal.

**Gender equality
is not a 'women's issue' ...
it is better for balance,
better for all of us.**

**Julia Gillard, former Prime Minister
of Australia and Chair of the Global
Institute for Women's Leadership**



Rhonda Evans
Head of the WINS Academy

2. RESEARCH ON GENDER EQUALITY IN THE WORKPLACE

The Global Institute for Women's Leadership (GIWL), based at Kings College in London, has undertaken research that shows that globally women constitute just 23% of national parliamentarians⁴, 26% of news media leaders⁵, 27% of judges⁶, 25% of senior managers, 15% of corporate board members⁷ and 9% of senior IT leaders⁸. In addition, GILW found that progress on gender equality is not just slowing, it is going backwards in some areas. For example, in the period 2006–2016 the number of female IT specialists declined by 6%⁹.

GILW has also found that women's ability to act as leaders is constrained, even when they hold leadership roles, due to stereotypes and expectations about how they should lead. Furthermore, a study of female CEOs in Fortune 500 companies over a fifteen-year period found that female and minority CEOs are more likely than men to be appointed to struggling companies, which frequently sets them up to fail.

One key barrier is that women are often hampered by negative stereotypes about leadership styles. Characteristics like assertiveness and confidence tend to be associated with men, whereas women tend to be associated with characteristics like warmth and cooperation. Women who do not adhere to such stereotypes and gender norms are assessed negatively. For example, in a study conducted by Professor Frank Flynn at the Columbia Business School¹⁰, half of the students in a class were given a case study about a successful venture capitalist called Howard. They gave the other half of the class the identical case study except that the venture capitalist's name was Heidi. Students rated Howard as competent and likeable; they rated Heidi as competent, but also aggressive and unlikable.

Another example of unconscious bias and societal norms that limit the full participation of women comes from the world of classical music. Until the 1970s and 1980s, the number of professional female musicians in symphony orchestras was in the single digits. And then orchestras began to hold auditions that required musicians to play behind a curtain. Once they did so, the number of women selected to perform in the orchestra increased exponentially. The number of women increased even further when the auditionees were asked to remove their shoes so the sound of footsteps coming into the audition room no longer gave a clue about gender.¹¹

⁴UN Women, 'Women in Politics: 2017'

⁵IWMF, Global Report on the Status of Women in the News Media

⁶OECD, Government at a glance 2013

⁷Credit Suisse Research, The CS Gender 3000: The Reward for Change

⁸2017 Harvey Nash/KPMG CIO survey

⁹Ibid.

¹⁰McGinn, K. L., & Tempest, N. (2000, January). Heidi Roizen. Harvard Business School Case 800–228.

<https://www.hbs.edu/faculty/Pages/item.aspx?num=26880>

¹¹<https://www.nber.org/papers/w5903>

2.1 INTERNATIONAL ORGANISATIONS THAT ARE LEADING ON GENDER EQUALITY

Many organisations around the world have recognised the important benefits of diversity in the workplace and are leading to increase women's representation in a variety of innovative ways. For example, **Catalyst, Workplaces that Work for Women**¹², is a global nonprofit working with some of the world's most influential CEOs and leading companies to build workplaces that work for women. Their mission is to accelerate progress for women through workplace inclusion. One key area of research that they focus on is titled *Break the Cycle: Eliminating Gender Bias in Talent Management Systems*¹³.

Another example comes from the **European Commission's** work on gender equality, which is based on its Strategic Engagement for Gender Equality 2016–2019. This initiative seeks to increase female labour market participation, reduce gender pay discrimination, promote equality between men and women in decision making, combat gender-based violence, and promote gender equality across the world. In 2017, the European Commission adopted a comprehensive package of policy and legal measures to improve work/life balance for parents and careers. It is working to establish an EU-wide right to paternity leave and to strengthen the existing right to parental leave. This would enable employees to request parental leave in a flexible way; those caring for seriously ill or dependent relatives would be entitled to additional leave.

The **McKinsey Company** and **Lean In** publish annual reports that address women in the workplace and highlight the current status of women in the corporate world¹⁴. The research includes a roadmap to gender equality that gives employers more information about how to advance women and increase gender diversity in their organisations.

In a report titled *Women, Business and the Law 2019*, the **World Bank Group** says that equality of opportunity allows women to make choices that are best for them, their families and their communities. However, the report explains that equal opportunities do not exist where legal gender differences are prevalent. Legal restrictions constrain women's ability to make economic decisions and can have far-reaching consequences. Gender equality is a critical component of economic growth, but in many cases the law is holding women back.

¹² <https://www.catalyst.org/mission/>

¹³ Catalyst, *Break the Cycle: Eliminating Gender Bias in Talent Management Systems* (Catalyst, 2018). <https://www.catalyst.org/research/break-the-cycle-eliminating-gender-bias-in-talent-management-systems/>

¹⁴ McKinsey and Company: *Women in the Workplace 2018*. <https://www.mckinsey.com/featured-insights/gender-equality/women-in-the-workplace-2018>

In 2018, the **Government of the United Kingdom** published a policy paper titled **Nuclear Sector Deal** that promotes a workforce of 40% women in nuclear by 2030 (up from the current 22%)¹⁵. This proposal is supported by the Nuclear Skills Strategic Plan, published in December 2016, which commits the sector to meeting its skills requirements by drawing from a more diverse talent pool. It is accompanied by a Future Boards scheme that gives talented female executives direct access to board level experience to prepare them for executive and non-executive board opportunities. The Nuclear Skills Strategy group, which is a key player in this endeavor, is aligned with Skills Advisory Panels that rely on Nuclear Workforce Assessments published annually. The intention is that such efforts will lead to the achievement of the stated goal.

The **United Nations** recognises that an enabling environment is vital to attracting, advancing and retaining qualified women and requires gender-sensitive policies and practices on staff selection, work-life balance and career development. In 2017, the UN Secretary General issued a report titled **Improvement in the Status of Women in the United Nations System**¹⁶. The report explains that the inverse relationship between seniority and the representation of women at the UN continues to persist and currently comprises 26.8% at the highest level (ungraded). To address the slow and uneven progress made to date, the recommendations set out in the report include the need for heads of entities to prioritise action in this regard. Additional steps include requiring senior managers to implement existing policies more rigorously, undertaking special measures, enhancing monitoring and accountability, developing career and capacity, and harmonising gender-related policies.

International Gender Champions is a leadership network that brings together female and male decision makers who are determined to break down gender barriers and make gender equality a working reality in their sphere of influence. The core of the work begins with the Panel Parity Pledge that all champions make to no longer sit on single-sex panels. Each gender champion also makes two personal commitments to galvanise behavioural change at an individual and organisational level.

The Brussels Binder acts as a resource for conference organisers and media outlets who seek to include expert female voices in their policy debates. Its underlying philosophy is that good policy comes from innovative ideas, new perspectives and fresh analyses that reflect the diverse societies impacted by the policies. When women are underrepresented at conferences and in the media, they are unable to express their views and impact policy choices. In contrast, increasing the number of female experts at conferences improves the quality of the debate and ensures deep and wide-ranging insights that impact political decisions. It also increases the exposure of female experts, leads to the identification of female role models, and facilitates networking opportunities.

¹⁵Nuclear Sector Deal. <https://www.gov.uk/government/publications/nuclear-sector-deal>

¹⁶<http://www.unwomen.org/en/digital-library/publications/2017/8/improvement-of-the-status-of-women-in-the-un-system-2017>

2.2 ORGANISATIONS AND INITIATIVES ADDRESSING GENDER ISSUES IN THE NUCLEAR SECTOR

At its recent roundtable on Gender and Nuclear Security, WINS invited experts who represent several different organisations with initiatives designed to address the under-representation of women in nuclear and related sectors. They agreed that collective action is needed to specifically address this issue.

Africa Centre for Science and International Security (AFRICISIS) envisions a safer, more secure and more stable Africa that is obtaining optimum benefits from dual-use science and technology in CBRN fields. It takes a systemic approach to empower citizens to work together in devising solutions for national and international issues at the crossroads of science and technology. AFRICISIS is engaged in programmes to encourage more women to enter the field of nuclear security and to ensure that more women rise through the ranks to enhance gender balance. Initiatives in this area include training opportunities, collaboration with other initiatives like Women in Nuclear (WiN) and the African Leadership Network, policy engagement, community support and increased visibility.

CRDF Global is an independent non-profit organisation focused on capacity building in nuclear, chemical, biological, innovation and global health fields. CRDF works to advance women worldwide through initiatives including fellowship programmes, networks for leadership in chemical security, and international visitor leadership programmes. Its Women in Science and Security Initiative seeks to integrate a gender perspective into international science and security collaboration with a view to releasing a best practice guide in February 2020. This guide will address the barriers that exist and the need to examine institutional structure and culture expectations in relation to the participation of women in these key areas. The guide will also document existing career paths, consider the pipeline of female students in the areas of science, technology, engineering and mathematics (STEM), and examine how to design workplaces, reward systems and training so that they cater better to women.

Gender Champions in Nuclear Policy is a leadership network that brings together heads of organisations working in nuclear policy who are committed to breaking down gender barriers and making gender equality a working reality in their spheres of influence. Gender Champions in Nuclear Policy is designed to augment and complement decades of accomplishment in building networks, skills, mentorship, visibility, voice and community among women working in the nuclear policy field by adding commitment at the leadership level of the nuclear policy sector. The engagement of male and female leaders is critical to the kinds of policy, behavioural, environmental and cultural changes that are needed to achieve effective gender balance in the nuclear field.

Group of Friends for Women in Nuclear is a group of ambassadors based in Vienna, Austria, that represent Member States of the IAEA. The group was formed to increase, through practical measures, the representation of women in the IAEA Secretariat, including key roles in nuclear security and nuclear safety.

Institute of Nuclear Materials Management (INMM) is a nonprofit technical organisation with a worldwide membership of engineers, scientists, managers, policy makers, vendors, educators and students. It promotes research and development to optimise nuclear materials management internationally and is dedicated to providing a safe, welcoming and productive experience regardless of age, color, creed, disability, ethnicity, gender identity and expression, marital status, military service status, national origin, parental status, physical appearance, race, religion, sex or sexual orientation. INMM will not tolerate harassment of or by participants (including INMM volunteers and staff) in any form, including discriminatory harassment or unwelcome physical contact. To support this commitment, the INMM developed a respectful behavior policy¹⁷ that communicates its values.

International Atomic Energy Agency (IAEA) provides high level support to increasing the representation of women at the IAEA. The IAEA has committed to integrating a gender perspective into everything that it does, including promoting the appointment of female candidates to high-level positions. Its gender action plan has four main objectives: strengthen efforts for gender balance, strengthen gender mainstreaming, enhance internal and external communication about its work on gender equality, and promote an enabling environment supportive of gender equality.

Nuclear Energy Agency (NEA) is a part of the Organisation for Economic Cooperation and Development. It has a programme encouraging girls to take up studies in STEM areas and recognises that women are under-represented among new entrants in these fields in higher education. Cultural and corporate practices are perceived as the main barriers to women's rise to leadership. These considerations informed NEA's International Mentoring Workshop in Science and Engineering, which was developed to encourage young girls to pursue STEM subjects and to build leadership capacity in their future careers. Three workshops have been held to date (July 2019) and two more are planned for Japan and Russia. Workshops are conducted in cooperation with, and co-sponsored by, government organisations and related institutes and academies.

Women of Color Advancing International Peace, Security and Conflict Transformation (WCAPS) is committed to advancing the leadership and professional development of women of colour in the fields of international peace, security and conflict resolution. WCAPS are also committed to encouraging younger women to develop leadership skills through such programmes as Young Ambassadors,

¹⁷https://www.inmm.org/INMM/media/Documents/INMM%20Policy%20Documents/Respectful-Behavior-Policy_1.pdf

mentoring and media training. The programmes provide girls with role models and also recognise mid-career women. WCAPS has three working groups: cybersecurity and emerging technologies, CBRN policy, and climate change.

Women in International Security (WIIS) is the premier organisation in the world dedicated to advancing the leadership and professional development of women in the field of international peace and security. With chapters in 47 countries, WIIS sponsors leadership training, mentoring and networking programmes. WIIS gives a voice to female experts, helps to raise awareness of key issues, and identifies women who can act as role models. The organisation recognises that a good network (including informal networks and discussions) is crucial for professional life because it gives women access to leadership positions; therefore, it organises many events whose goal is to inspire women and strengthen their networks.

Women in Nuclear (WiN) Global is a forum for exchanging information and raising awareness of the benefits of nuclear and radiation applications and of the safety measures that ensure protection of the public and the environment and enhance quality of life. WiN creates bridges among members in the spirit of equality and mentors and supports women working in nuclear sciences. It currently has 35,000 members from 108 countries divided into 33 Chapters and sponsors committees for Communication, Mentoring and Strategic Planning.

World Nuclear Association has established a Working Group on Security. One of this group's objectives is to promote a diverse and inclusive workforce for nuclear security that is both competent and committed to strengthening organisational culture and improving security performance.

The work of all these organisations is essential to move the needle on gender in the nuclear sector. Participants endorsed future collaborative efforts to identify opportunities to promote their work by leveraging each other's programmes. WINS is committed to facilitating these collaborative efforts through its Gender Champions Programme.

2.3 WINS' COMMITMENT TO PROFESSIONAL COMPETENCY IN NUCLEAR SECURITY

In 2015, WINS published International Best Practice Guide 3.1 Developing a Competency Framework for Personnel and Management with Accountabilities for Nuclear Security. The introduction to this guide explains that:

In today's world we simply take for granted that people with professional roles or those who provide public services are properly trained and experienced. This applies to a wide range of professions—from medicine, nursing, engineering and project management to aesthetics and hairdressing. It usually means that the individuals are certified or licensed by a professional institute as being competent to perform their role to a sufficiently high standard. This helps generate public confidence and reduces an employer's liabilities in relation to their duty of care towards employees, customers and the public.

In the nuclear industry, many civil, mechanical and electrical engineers, financial accountants and safety professionals belong to chartered institutes that certify their members' competence on an on-going basis. The same cannot be said, however, for most personnel with senior managerial or regulatory responsibilities relating to nuclear security. This creates a significant and potentially serious gap if nuclear security programmes are designed, implemented or overseen by managers and regulators who lack sufficient professional training in nuclear security.

This proficiency gap, first identified by WINS in 2012, has now been recognised by the international community and nuclear industry. In 2014 at the Nuclear Security Summit, 35 States signed a Joint Statement committing to ensuring that 'all management and personnel with accountability for nuclear security are demonstrably competent'. At the related Nuclear Industry Summit, industry leaders committed to 'ensuring that all personnel with accountabilities for security are demonstrably competent by establishing appropriate standards for selection, training and certification of staff'.

To achieve the desired improvements in professional standards, we need to understand what is meant by terms such as demonstrably competent and how to develop a professional competency framework for security management and regulation. This Best Practice Guide explains the methods by which you can develop a nuclear security competency framework for your organisation and the benefits of doing so. It can help you test whether your organisation has a comprehensive nuclear security strategy that is supported by the entire organisation – not just the Security Department. It can help to clarify your managers' personal responsibilities for security and the interfaces between departments and with other stakeholders. It also provides a framework on which to base your own professional training and development requirements.

The overall objective of the guide is to help you produce a cadre of trained and, where appropriate, certified professionals—from the board and executive directors to facility operators and other staff and contractors across the organisation. Achieving this goal will promote confidence amongst the public and politicians that your organisation’s security management is under effective, professional control. Better control means better performance, higher reliability and a more focused use of resources, so there are advantages for both individuals and the entire organisation.

It is our commitment to develop competency among professionals with responsibility for nuclear security that led us to create the WINS Academy and Certification Programme in 2014.



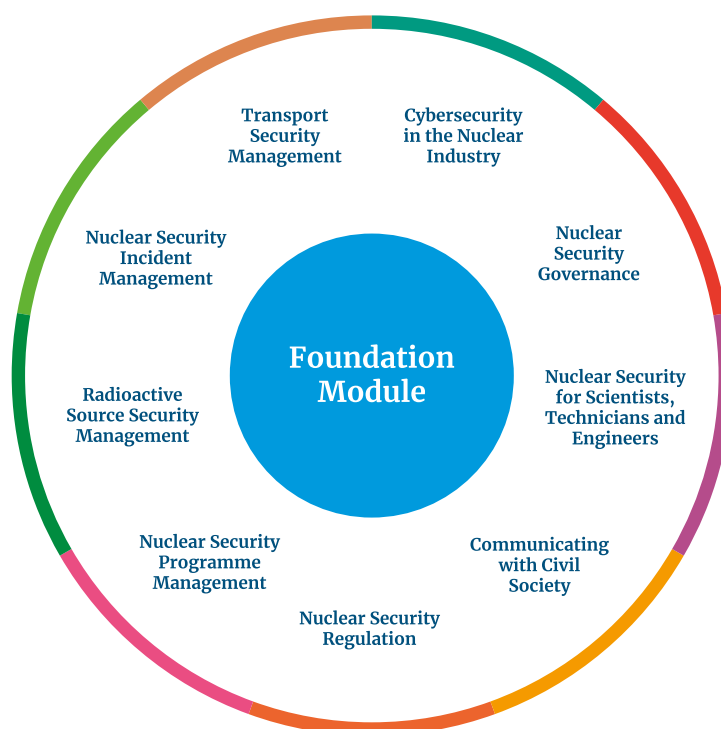
3. THE WINS ACADEMY PROFESSIONAL DEVELOPMENT & CERTIFICATION PROGRAMME

The WINS Academy programme is designed to help participants increase their knowledge and understanding of nuclear security best practices and to demonstrate that certification is a measure of competence that makes a vital contribution to sustainable nuclear security. The programme is also committed to building a diverse and inclusive workforce.

The modules in the WINS Academy Programme cover diverse responsibilities in nuclear security. For example, the Nuclear Security Governance: Board and Executive Interactions module provides essential information that helps board directors and senior leaders make informed decisions regarding nuclear security matters.

Other modules enhance the knowledge and skills of existing nuclear security practitioners in specific areas, as well as of students and professionals from other disciplines who are just entering the nuclear security workforce. Such information improves the skills and competence of ALL practitioners—regardless of gender.

Participants at the roundtable noted the lack of access to professional development and training opportunities for women. The WINS Academy is the only programme in the world that offers a targeted solution to the need for the development of competence in all key areas of nuclear security. This is reflected in WINS' broad conception of the competences necessary to manage nuclear security effectively today.



4. THE WINS GENDER CHAMPIONS PROGRAMME

WINS launched its Gender Champions Programme in July 2018 to increase the representation of women in nuclear security and to highlight the positive impact of a more diverse and inclusive nuclear security sector.

Through this programme, we capitalise on our role in professional development and certification in nuclear security management to ensure that women have equal access to the training and development opportunities they need to demonstrate competency in nuclear security. Furthermore, we promote knowledge exchange and training and professional certification in all relevant career pathways to ensure that:

- Employers in the sector are supportive and inclusive of women;
- Women pursue nuclear security as a career;
- Women gain certification in nuclear security to support their careers;
- Women are active as experts and opinion leaders in the sector;
- Women are promoted and recognised based on their expert contribution.

The programme specifically commits WINS to increasing the number of women who enrol in the WINS Academy Programme and become WINS Certified Nuclear Security Professionals and to increasing female participation and female subject matter experts at all WINS events.

Commitment to advancing gender parity in nuclear security and concerted organisational effort will increase the participation of women in nuclear security by focusing on the main challenges that inhibit access to the profession and by highlighting the opportunities available for addressing such challenges.

AN ADVOCATE FOR ACTION

WINS has designed a range of initiatives to bring attention to the need for gender parity in nuclear security, both within its own programmes and as an advocate for action among other stakeholders, including governments, competent authorities, operating organisations, professional associations, universities and schools. This commitment includes championing female role models in nuclear security to illustrate and underscore the positive impact of a more diverse and inclusive sector of nuclear security practitioners.

The need for such advocacy is clear; even at WINS there is a pattern of under-representation of women in our programmes and events¹⁸.

For example:

Number of WINS members who are women:	22%
Number of female participants enrolled in the WINS Academy:	26%
Number of WINS Certified Nuclear Security Professionals (CNSP) who are women:	23%
Number of women who participate in WINS events:	19%
Number of female subject matter experts at WINS events:	26%

¹⁸Figures current as at the end of May 2019.

5. WINS SURVEY: ESTABLISHING A QUALITATIVE GENDER BASELINE

In April 2019, WINS conducted a survey on gender and nuclear security to capture the opinions and experiences of WINS members and to provide a baseline for the WINS Gender Champions Programme. The results of the survey enable us to align our efforts with issues prioritised by our members.

Of the 319 respondents to the survey, 182 (57%) were men and 130 (41%) were women. Seven respondents (2%) preferred not to indicate their sex. The survey classified respondents by professional levels ranging from non-managerial to CEO/board member, as well as by background (industry, policy, regulatory body, academia).

SURVEY QUESTIONS

The survey questions included:

- What is your best estimate of the current level of representation of women in nuclear security?
- Do you think women are underrepresented in nuclear security?
- Do you think nuclear security, as a sector, is predominantly male?
- Do you think under-representation of women in nuclear security is an issue that should be addressed?
- What do you think is the best method for learning more about the WINS Gender Champions Programme: workshops, webinars, social media or networking?
- What do you think is the best method for advancing gender parity in nuclear security: mentoring programmes, senior management commitment to gender parity, more women in leadership positions, or advocacy by Male Gender Champions of Change?

- What do you think are the main obstacles for women entering the nuclear security profession: lack of role models for women in the nuclear security profession, lack of information about nuclear security careers, lack of access to career opportunities, or negative attitudes toward women entering the profession?
- Does your organisation have a policy or programme in place to specifically address gender?

We then analysed the survey responses to obtain the perspectives of various audiences, such as men and women, senior managers and high-level decision makers (board or CEO equivalent). Following are some of our key findings.

KEY FINDINGS BROKEN DOWN BY GENDER

- The majority of both men and women surveyed think that the current level of participation of women in nuclear security is 20%.
- More women (82%) than men (71%) who responded to the survey think that women are under-represented in nuclear security.
- More women (89%) than men (69%) who responded to the survey think that nuclear security as a sector is predominantly male.
- More women (88%) than men (70%) who responded to the survey think that under-representation of women should be addressed.
- More women (45%) than men (40%) who responded to the survey have heard of the WINS Gender Champions Programme.
- Men who responded to the survey think that mentoring programmes are the best method for increasing gender parity in nuclear security.
- Women who responded to the survey think that more women in leadership positions is the best method for increasing gender parity in nuclear security.
- Men who responded to the survey think that lack of information about nuclear security careers is the main obstacle to women entering the profession.

- Women who responded to the survey think that lack of role models for women in the nuclear security profession is the main obstacle.
- More men (41%) than women (33%) who responded to the survey reported that they are employed by organisations with a policy or programme in their workplace that addresses gender.

KEY FINDINGS FROM SENIOR MANAGERS OR HIGHER

- Sixty percent of survey respondents (190/319) stated that they were senior managers or higher. Among these, 58% think women are under-represented, 78% think nuclear security is perceived as predominantly male, and 77% think it is an issue to be addressed. Mentoring programmes were identified as the best method amongst all backgrounds (35%) to tackle the main obstacle identified as lack of role models for women (32%).
- The largest number of respondents who think women are under-represented in nuclear security (97%) have a policy background.
- The lowest number of respondents who think women are under-represented in nuclear security (50%) have an academic background.
- The highest percentage of respondents who think that the nuclear sector is perceived as predominantly male (84%) have a policy background.
- The lowest percentage of respondents who think that the nuclear sector is perceived as predominantly male (70%) have a regulatory background.
- The highest percentage of respondents who think that the under-representation of women in nuclear security is an issue that should be addressed (87%) have a policy background.
- The lowest percentage of respondents who think that the under-representation of women in nuclear security is an issue that should be addressed (66%) are in academia.
- The best method for increasing gender parity in nuclear security by background:
 - **Policy:** Mentoring programmes (35%) / more women in leadership positions (35%)
 - **Industry:** Senior management commitment to gender parity (47%)
 - **Regulatory:** Mentoring programmes (41%)
 - **Academia:** Mentoring programmes (41%)

- Among all groups, the least effective method for increasing gender parity in nuclear security was advocacy by male champions for change. (6%)
- The main obstacle for women entering the nuclear security profession by background:
 - **Policy:** Negative attitudes toward women entering the profession (29%)
 - **Industry:** Lack of role models for women in the nuclear security profession (41%)
 - **Regulatory:** Lack of role models (33%) / lack of information about careers (33%)
 - **Academia:** Lack of information about nuclear security careers (39%)

KEY FINDINGS FROM DECISION MAKERS/BOARD OR CEO EQUIVALENT

Thirteen percent (41) of survey respondents stated that they held positions at board / CEO level or equivalent. Among these:

- 63% think that women are underrepresented in nuclear security.
- 78% think that nuclear security as a sector is predominantly male.
- 76% think that under-representation of women is an issue that should be addressed.
- 37% think the best method for increasing gender parity in nuclear security is by senior management commitment to gender parity.
- 34% think the main obstacle is lack of role models for women in the profession.

Overall, a high level of recognition exists about the issue and need for gender parity in nuclear security. In addition, a consistent, high level of support exists for addressing the under-representation of women. It is important to note that senior managers and C-suite professionals are able to do something about this issue, so their attitudes are especially important when it comes to actualising change.

6. WINS ROUNDTABLE ON GENDER AND NUCLEAR SECURITY

Recognising the desire of international organisations, national governments and industry to increase the participation of women in the nuclear sector, WINS hosted a two-day Roundtable on Gender and Nuclear Security in Vienna, Austria, on 28–29 May 2019. The event, which consisted of four sessions and a networking opportunity, brought together 16 experts from industry, academia, international organisations, national regulatory bodies and non-government organisations. Participants discussed best practices, lessons learned and initiatives on how to increase the representation of women in areas of under-representation.

Participants came from the following organisations: African Centre for Science and International Security, Bruce Power NPP, CRDF Global, Global Institute for Women's Leadership, International Atomic Energy Agency, Moroccan Agency for Nuclear and Radiological Safety and Security, Norwegian Radiation and Nuclear Safety Authority, One Acre, Nuclear Threat Initiative, Organisation for Economic Co-operation and Development, Women in International Security, Women in Nuclear, and Women of Colour Advancing Peace and Security.

Roundtable participants discussed key issues associated with women in the workplace that challenge the greater representation of women in many fields, including nuclear security. Following are contributions from four of the participants.



Hubert Foy, Director & Senior Research Scientist at the African Centre for Science and International Security (AFRICISIS), explained that to bring positive change, we must acknowledge that women bring a unique perspective to security efforts. This starts, he said, by changing the status quo, empowering women in leadership positions, and promoting their work.

To implement change, we must adopt policies that enhance gender balance and create incentives for women to actively pursue careers in nuclear science and security. Africa has limited personnel in the face of massive nuclear-related issues and commitments, so we need to collectively determine how to include people who do not usually have the opportunity to participate.



Corey Hinderstein, WINS Board Member and a Vice President at the Nuclear Threat Initiative, said that structures need to be in place to enable and embolden women; we cannot just assume that we are creating a supportive environment. Communicating positive policies and procedures on gender helps to clarify what the organisation's expectations are, which can inspire those who experience or witness inappropriate actions to come forward and have confidence that they will be heard.

These policies should include implementing SMART (specific, measurable, attainable, relevant, and timely) pledges, such as those called for under the Gender Champions initiatives, to measure the starting point on gender-related issues, track progress and ensure accountability.



Ambassador Bonnie Jenkins, founder of Women of Color Advancing Peace, Security and Conflict Transformation (WCAPS), stressed the importance of a significant and sustained voice representing and advancing women of color. She said that it is important to discuss and develop strategies for targeting issues of diversity and inclusion in the fields of foreign policy and conflict resolution because women of colour are often the most affected by threats to peace and security.

Women of colour are also community leaders in many parts of the world and can meaningfully and compellingly contribute to the leadership and professional development of other women. People need to see people that look like them, Amb Jenkins added, in order to recognise that they, too, have a place at the table.



Ana Mingo, of the Brussels Binder, observed that women hold half of the human experience, half of our expertise, and half of our richness as a society. Yet across public policy-making landscapes, from conference panels to business conventions to lecture lecterns to media appearances, female voices continue to be underrepresented.

Women participating at an equal level are not a cosmetic nice-to-have. Ensuring that women form 50% of every panel has the capacity to transform our debates and uncover new solutions to policy challenges. Focusing on diversity of panels helps to identify female role models, increase the exposure of experts, and facilitate networking opportunities. Our mission is to bring women's voices out and deliver a win/win for everyone.



MALE CHAMPIONS OF CHANGE

The keynote speaker at the roundtable was **Ambassador Brendon Hammer** from the Australian Embassy in Vienna, Austria, who outlined the Australian Male Champions of Change Programme.

Ambassador Hammer noted that giving women equal representation and opportunity in the workplace is the right thing to do on social justice grounds. It is also the intelligent thing to do because—as studies have shown—gender equality leads to more successful organisations. To translate this vision into a tangible outcome, men must support—and sometimes lead—as advocates and implementers to empower women and to achieve gender equity at all levels in the workplace.

It is unreasonable to expect women to change workplace and societal culture all on their own, Amb Hammer said. After all, it is largely men who have made the institutions that everyone works in, and it is still largely men who run them.

He explained that Australia's Male Champions of Change Initiative began in 2010 when Elizabeth Broderick, former Federal Sex Discrimination Commissioner, established it with a founding group of eight Australian male leaders. The organisation has now grown to over 220 male leaders who come from the top of the Australian business community and government. They meet four times a year to hammer out practical steps for all to implement to advance gender equity. These men use their individual and collective leadership to elevate gender equality as an issue of



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national and international social and economic importance. Ambassador Hammer's key message was that it is not about fixing women; it is about fixing the system that excludes them from full participation in the workplace.

An example of a male champion of change in the nuclear sector is Dr Adi Paterson, Chief Executive Officer of the Australian Nuclear Science and Technology Organisation (ANSTO). His aim is to achieve 50–50 representation within his organisation by 2030. To do this, ANSTO is changing the physical structure of the work environment, along with its organisational culture and mindsets. ANSTO has formally established a Gender Equity Program to embed gender equity objectives into its organisational culture and refined its organisational values to emphasise an inclusive, fair and balanced workplace.

In 2018 ANSTO won an Athena Swan¹⁹ Science in Australia Gender Equality (SAGE) Award. The Bronze Institutional Award focuses on STEMM disciplines in the higher education and research sector. The purpose of the SAGE organisation is to raise awareness of gender equity and diversity issues in STEMM within the research sector and more broadly within the community.

6.1 CHALLENGES TO ACHIEVING GENDER PARITY IN NUCLEAR SECURITY

Participant comment:

It is not a failure if men are not part of every conversation, it depends on the objective you seek. However, if you exclude men, you are assuming that they are an obstacle. This is the double-edged sword I have faced in trying to build a cadre of women in security policy.

Participants at the roundtable highlighted several organisational barriers to women being promoted and participating fully in the workplace in the same manner as men.

WORK-LIFE BALANCE

Work-life balance was cited as the most significant barrier to women's progress. Organisational norms of overwork, expectations of constant availability, and excess workloads conflict with unpaid caring responsibilities, the majority of which still fall on women. In many cases 'all hours working cultures' are tightly bound with

¹⁹<https://www.ecu.ac.uk/equality-charters/athena-swan/>.

occupational identities, so that succeeding in an occupation is fundamentally at odds with outside caring responsibilities.

Another issue related to work–life balance is the problem of overwork and unpredictable demands, which may also be present in the workplace. This leads to the phenomenon of ‘presenteeism’, where presence in the office is rewarded over the quality of the work done.

Maternity leave was consistently identified as an important part of changing workplace norms for women. This includes rules related to whether women can breastfeed while working, how the organisation supports a woman’s childcare responsibilities, the timeframe for maternity leave overall, and the impact of maternity leave on promotion and professional development when a woman returns to work after a period of maternity leave. Although many countries have adapted legislation over time to accommodate women’s special circumstances and be consistent with international labour standards, implementation still depends on individual managers and individual workplaces.

A related issue—**flexible working**—is sometimes more available in theory than in practice. Offering individuals access to alternative working arrangements can only go so far if the culture hasn’t changed to facilitate their use. If there are no senior part-time working role models, it is likely that part-time or flexible employees will be marginalised. To reduce the chance of bias, it is important to develop clear, written standards.

Roundtable participants also noted that promoting parental leave as the norm and valuing the child caring responsibilities of both men and women equally creates a more diverse and inclusive workplace. This is especially true if senior staff within an organisation have access to—and take—parental leave and demonstrate flexible work patterns to balance their own work and personal lives. Such circumstances create patterns of working that become mainstream and ordinary, not marginal and extraordinary.

Participant comment:

Organisations must recognise the relevance of social trends and differences in generational outlooks. Millennials expect social responsibility to be reflected in organisations’ policies. Men, too, look for opportunities with paternity/family leave. If they do not account for such expectations in their hiring practices, organisations can lose out on the best male candidates as well.

CHARACTERISATION OF COMPETENCE

The way in which an organisation defines **competence** and writes its job vacancy notices is an important consideration when determining whether an applicant is being assessed fairly. Some participants said that discussing competence alone during the recruitment process can be a way to avoid discussing gender. This is why it is important to carefully analyse and determine how job candidates are assessed, how value is assigned to experience that is not easily defined, and how these factors influence a recruitment panel's decision making. 'Competence' is often thought of as a neutral concept in terms of gender impact; however, evidence demonstrates that competence-based assessment may still contain biases that have a negative, discriminatory effect.

For example, if the competency framework requires that an individual demonstrate a certain number of years of experience, it could negatively affect female candidates who have taken a leave of absence from the workplace for maternity and child rearing activities. This is particularly problematic when the years of experience required are not directly related to the capacity to perform a particular role. Requirements of this kind preclude the opportunity for candidates to demonstrate they have the requisite skills even though the skills have been acquired in a shorter period of time than that required by the potential employer.

Another issue is that women may have less access to **training and professional development** opportunities, which can impact their ability to demonstrate their knowledge and skills. Roundtable experts noted the importance of **transparent selection criteria** and a **neutral competence framework**.

Participant comment:

When women are on the board, it seems to add assurance, because the nuclear field can have a negative connotation. As a scientist, I have seen how having women join nuclear sciences adds to the notion that it is safe and secure. Perceptions matter.

FEMALE ROLE MODELS

The historical under-representation of women in certain sectors, like nuclear, limits the potential number of **female leaders** and therefore potential **role models** who may emerge in the sector. Because many women have a nonlinear career path, they may seek promotion later in their careers than their male counterparts. But there is sometimes a negative attitude toward older workers with less management experience who seek to develop their careers at a more mature stage of their lives. In addition, women must contend with unconscious stereotypes—such as what a boss or leader should look like. If the stereotype has predominantly male characteristics, it is difficult to determine who women should emulate as a role model. This could limit or complicate their opportunities to advance and be promoted into leadership positions.

Yet having women in leadership positions is essential to transforming the nuclear security sector. More women will enter a field if they see female role models within it. This is consistent with the results of the WINS Member Survey where the majority of female respondents thought the lack of female role models was the main obstacle to achievement of gender parity in nuclear security.

In a discussion regarding female subject matter experts, participants agreed that a female presence at events sends an important message to the audience that is not just symbolic. Conference and panel speaking slots are highly coveted and allow professionals to share their knowledge and gain higher profiles. Every time a woman is shut out from appearing on a panel, it limits her ability to share her expertise. Conferences and panels are where connections happen and deals are made. Without those opportunities, women can miss out on job offers and important collaborations.

Participants also remarked that people notice the presence of female experts and said they are grateful for courses that highlight the value that women bring to the issue, including different perspectives and human angles. They said they draw inspiration from the number of women speakers in a given course.

Participant comment:

I feel that under-representation makes women question whether they belong.

ORGANISATIONAL NORMS

A representative from the Global Institute for Women's Leadership presented research the organisation has conducted that examines organisational norms and processes that disadvantage women. One of their findings is that when there is a lack of clarity around the standards for recruitment, promotion and pay negotiation, decisions are more likely to be made in ways that disadvantage women. For example, in a phenomenon called cloning, people hire other people who are like themselves. They are also more likely to hire people who have been recommended by someone they know and trust. Such a tendency proves the adage that 'who you know' is more important than 'what you know'.

Other identified organisational norms with potentially detrimental impacts on women include:

- Unclear processes regarding parental leave and rights on the return to work
- Discriminatory policies related to equipment and health, including radiation protection requirements and exclusion from work during pregnancy
- Inconsistent leadership behaviours
- Lack of inclusion of women in decision-making processes, which can lead to the systemic exclusion of women
- Informality and lack of transparency regarding promotion
- Lack of access to professional development and training opportunities
- Overwork/unpredictable demands

Participants agreed that while these issues are rooted in organisational environments, workplace interventions often focus on individuals, i.e. 'fixing the women'. This is why organisations need to ensure their culture and workplace policies achieve the desired global changes rather than impacting the efforts of individual women. Participants also mentioned that leaders often fail to address gender until an event occurs that triggers it. They agreed this needs to change and that the programmes related to gender should be proactive, not a reactive response to a 'problem with the women'. Even issues such as uniform design, bathroom access and other workplace requirements, if only designed with men in mind, exclude women from full participation in key work areas of their choice.

SEXUAL HARASSMENT AND BULLYING

Roundtable participants also discussed issues associated with sexism, sexual harassment and bullying in the workplace. They emphasised the toxic nature of sexual harassment and its role in silencing women and forcing them to accept a negative environment as the norm.

To address this issue, the Institute for Nuclear Materials Management (INMM) developed a Respectful Behaviour Policy for its meetings and events. The policy promotes appropriate behaviour, sets the right tone for international meetings, and provides the basis for action should an incident of sexual harassment arise. Initiatives like these address a significant barrier to the full participation of women in international fora and give women confidence that their full participation is welcome and encouraged.

Participant comment:

In my case, women did not feel safe to come forward with harassment complaints and were fearful they could jeopardise their jobs by doing so. Without clear and protective policies in place, we can think we are creating a positive environment, but unknowingly limit women's ability to speak their truth.

DIFFERENCES IN NATIONAL CULTURE

Participants also emphasised that national cultures can act as barriers to entry for women in the workplace. Clearly, expectations of women differ from one country to another. In some countries, women are completely responsible for childcare, meal preparation, and other tasks involved in running the home. Such expectations can delay access for women to workplace opportunities or prevent it altogether.

Barriers can also be reinforced by the legal system. Some countries have passed laws to improve gender equality, but in practice they make it even more difficult for women. For example, some national laws allow women to drive alone during the day but not at night. This makes it difficult if not impossible for women to work late at the office or to participate in after-hour networking and socialising. Organisations need to understand the cultural differences and limitations that women face in different countries and make appropriate accommodations for them. The solution can never be one-size-fits-all.

GENDER PAY GAP

Participant comment:

There is an expectation that men and women should be equal, but a pay gap still exists. Even though I am senior, this makes it hard to stay motivated, and it has had an impact on my morale and work.

The UK Government Equality Office (GEO) has published several important papers on the gender pay gap that provide guidance for employers who want to take ‘evidence-based’ actions to close the gap²⁰. Following are some of the specific recommendations that have been tested in real world settings and found to have positive results:

- Include multiple women in shortlists for recruitment and promotion.
- Use skills-based assessment tasks in recruitment.
- Use structured interviews for recruitment and promotion.
- Encourage salary negotiations by showing salary ranges.
- Introduce transparency to promotion, pay and reward processes.
- Appoint diversity managers and/or diversity task forces.

The report also includes actions that appear to be promising but for which there is less documented evidence:

- Improve workplace flexibility for men and women.
- Encourage the uptake of shared parental leave.
- Recruit returners (i.e. people who have taken an extended career break and are either not currently working or working in roles for which they are overqualified).
- Offer mentoring and sponsorship opportunities.

²⁰ UK government Equalities Office. (2018). Reducing the Gender Pay Gap and Improving Gender Equality in Organisations: Evidence Based Action for Employers. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/731288/Gender-Pay-Gap-actions_.pdf

- Offer networking programmes.
- Set internal targets to track the gender pay gap.

In addition, the report tracked actions that have had mixed results. In other words, they have had both positive and negative impacts, which suggests that their effectiveness is tied to how well they are implemented. Examples include:

- Unconscious bias training,
- Diversity training,
- Leadership development training,
- Performance self-assessments, and
- Diverse selection panels.

Some of these conclusions may seem surprising, as a number of these initiatives are often cited as best practices for transforming workplaces and increasing gender parity. However, the GEO report demonstrates that implementing these initiatives without fundamental changes in organisational cultural and accountability likely lead to ineffective results.

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6.2 MEASURING PERFORMANCE

Every programme that seeks to increase gender parity must have clear objectives and performance measures. Performance indicators enable better planning and actions, and gender indicators can be used to evaluate the outcomes of gender-focused interventions and policies and to identify barriers to achieving success. Participants agreed that it is important to measure the starting point in order to track progress. The value of the SMART pledges (specific, measurable, attainable, relevant and timely) in relation to gender and nuclear security cannot be overestimated.

Performance measures can also be used to hold institutions accountable for their commitments on gender equality because they make gaps visible between what is promised and what is delivered. This enables stakeholders to adjust their programmes to achieve better results in gender equality. In addition, performance measures can be used to stimulate change by collecting data through focus group discussion and individual interviews that raise awareness of the issues.

What gets measured gets prioritised.

Performance measures need to be both qualitative and quantitative.

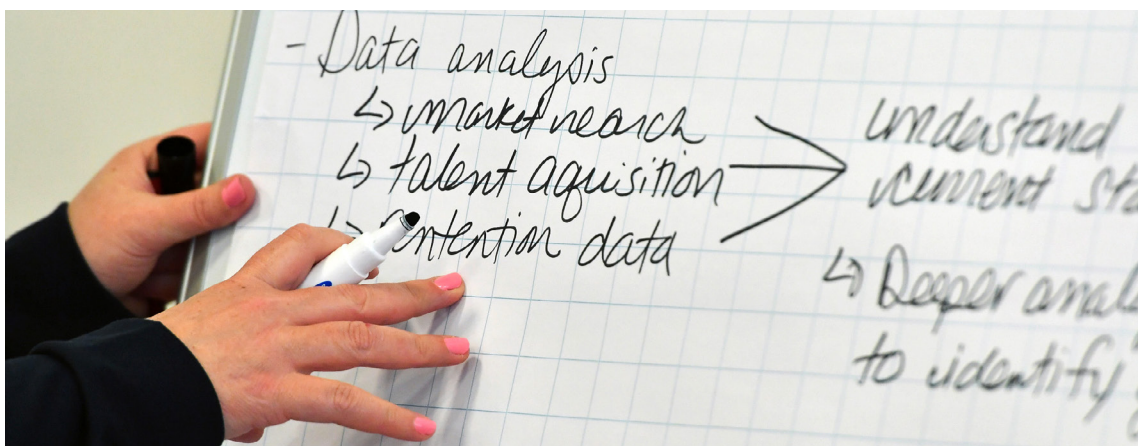
- **Quantitative methods** of data collection produce quantifiable results. Therefore, they focus on issues that can be counted such as percentages of women as compared to men.
- **Qualitative methods** capture people's experiences, opinions, attitudes and feelings. They are generally collected through participatory methodologies such as focus group discussions, roundtables, surveys and other social mapping tools.

Performance indicators should be reported regularly, along with accompanying analyses. The objective is to use the data to assess the effectiveness of the programme in achieving the desired measures and actions. This enables stakeholders to determine where changes need to be made in the programme to improve the desired results.

POTENTIAL CHALLENGES WITH THE USE OF DATA

When it comes to the use of data, participants mentioned some of the following challenges and lessons learned:

- Designing successful gender parity initiatives depends on access to data on key challenges within an organisation.
- Female staff should participate in the design of gender parity initiatives in order for them to succeed.
- Despite an organisation's best efforts, systemic issues to improving gender parity may be encountered.



- Because change takes time, setting milestones can help to ensure that an organisation remains on track to achieve its long-term goal of parity.
- Diversity and inclusion metrics allow for tracking progress and identifying areas for improvement.
- Leadership commitment demands an understanding of results and their impact on an organisation's goals.
- Consistent and actionable reporting is essential to effective change.

6.3 OPPORTUNITIES FOR ACHIEVING GENDER PARITY IN NUCLEAR SECURITY GOING FORWARD

The conclusion of the roundtable is that policy changes without cultural change is not enough. In many cases, policy changes alone may inhibit real progress. Organisations cannot assume they are creating a positive environment in which women can thrive and advance without putting a structure in place to support it.

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CHANGING ATTITUDES AND BELIEFS

Participants agreed that the importance of communicating about the prevailing organisational culture should not be underestimated. Women and men should be encouraged to identify and call out 'old-fashioned' thinking, particularly when it relates to gender stereotypes about men's and women's roles and responsibilities.

IMPLEMENTING ORGANISATIONAL POLICIES AND ACTION PLANS

Participants said that policies and procedures should be put in place to identify and address systemic barriers and to support an inclusive culture. Policies should be developed that recognise a gender-balanced organisation is an effective organisation. Policies also need to be created that identify and address incidents of sexual harassment. In addition, participants said that action plans are valuable tools for setting goals, enhancing awareness, clarifying expectations, improving processes and strengthening communication.

RECOGNISING A NEW KIND OF ACCOUNTABILITY

Participants stressed that social media has transformed methods of accountability within the workplace. Individuals now have the power to use social media as a tool with which to ‘name and shame’ organisations that do not uphold their public commitments on gender. For example, EU Panel Watch is actively committed to publicly shaming organisations that have all male panels. Participants explained that it is difficult to measure the impact of policy, but social media now provides an indicator and influence that cannot be overlooked. Social media is also useful as a tool for monitoring attitudes and support, enabling organisations to be more responsive and strategic in this regard.

PROVIDING EQUAL ACCESS

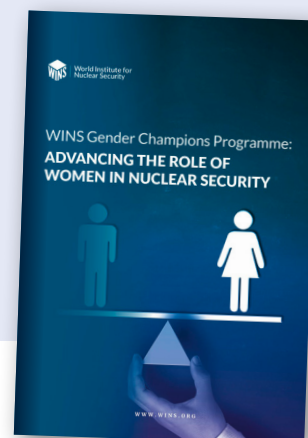
Participants emphasised that both women and men should have equal access to:

- Networking opportunities
- Mentors and sponsors
- Neutral, competency-based recruitment
- Training and professional development
- Management and leadership opportunities
- Equal pay for equal work
- Transparency in hiring, retention and promotion practices
- An environment that is free of harassment and bullying
- Equipment and clothing that are fit to purpose
- Nominations to high-level, high-profile meetings
- Parental leave
- Childcare facilities on location

7. WHAT WINS IS DOING

WINS is taking specific actions to implement its Gender Champions Programme. These include:

- Dedicating scholarships for women to increase their active participation in the WINS Academy Programme. This will lead to an increased number of women who are achieving certification and recognition of Certified Nuclear Security Professionals.
- Dedicating financial support for women to participate in WINS events. This will ensure fuller participation by women in key fora that discuss best practices in nuclear security.
- Targeting invitations to female experts to ensure better gender balance among expert presenters at WINS events. This will eliminate events that only have male panelists and subject matter experts.
- Convening events with key experts to discuss and explore additional initiatives we can take to increase the participation of women in nuclear security, including successful initiatives from other sectors. This will increase the visibility of the issue and the exchange of innovative ideas to address it.
- Highlighting the full range of roles and competency profiles that reflect the diversity of the nuclear security sector. This will ensure a better understanding of the range of roles that comprise the nuclear security sector
- Identifying areas where women are under-represented and measures that will improve their participation based on a competency framework. This will improve the representation of women in the nuclear security sector.



8. WHAT YOU CAN DO

There are numerous steps that you can take to promote gender parity and the participation of women in nuclear security. Examples include:

- Support initiatives that raise awareness of the importance of gender parity in key sectors, including nuclear security.
- Encourage senior leaders and managers in the nuclear security sector to become champions of diversity through commitment to concrete actions.
- Identify female role models in nuclear security and highlight their successes to the broadest possible audience.
- Network amongst women and men already involved in nuclear security and supportive of gender parity.
- Insist on gender diversity at all panels and events related to nuclear security.
- Advocate for multiple ways to assess and define competence.
- Promote nuclear security as a career to women who are just entering the profession as well as to women who are changing careers.
- Expand the understanding of roles and responsibilities where women can contribute at all levels.
- Undertake systemic change to employment practices.
- Demand greater representation of women in nuclear security and amplify their voices and stories.

SPECIAL THANKS TO:

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- Bruce Power
- The Brussels Binder
- CRDF Global
- Global Institute for Women's Leadership
- International Atomic Energy Agency
- Male Champions of Change
- Norwegian Radiation and Nuclear Safety Authority
- The One Acre Fund
- The African Center for Science and International Security
- The Moroccan Agency for Nuclear and Radiological Safety and Security
- The Organization for Economic Co-operation and Development, Nuclear Energy Agency
- The Vienna Centre for Non-Proliferation and Disarmament
- Women in International Security
- Women in Nuclear
- Women of Color Advancing Peace, Security and Conflict Transformation

#GenderParityWINS



NOTES:



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