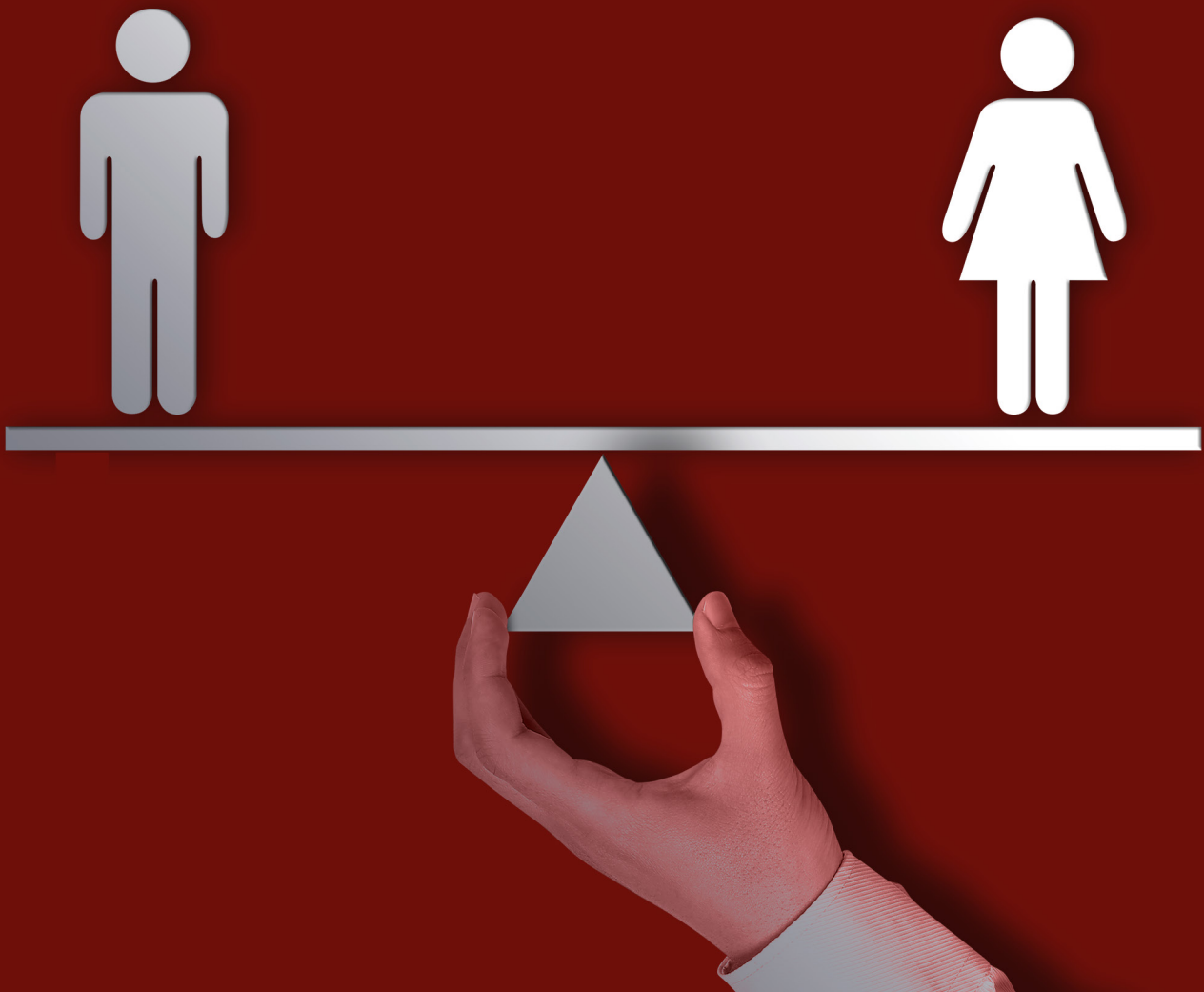


1.0

Advancing Gender Parity in Nuclear Security

Version 1.0



ABOUT THE PREPARATION OF THIS GUIDE

In preparing this Guide, we listened to personal experiences of nuclear security professionals around the world. We analysed information obtained from a survey of WINS Members we conducted in April 2019 about attitudes toward gender and nuclear security. We conducted the first-ever roundtable on Gender and Nuclear Security in May 2019 that brought together experts in this field. We then incorporated the insights and observations of men and women featured in our webinar series on Gender & Nuclear Security conducted in 2020, where our focus was advancing gender parity in areas of nuclear security in which women remain significantly underrepresented. We also drew from expert reports about the practices that work in improving gender parity generally and the opinions of leaders in the field about those that had been successfully employed in the nuclear security sector.

This Guide adopts a different structure from other WINS' Guides. Our other Guides contain questions to assess the efficacy of practices that are designed to be answered by leaders, managers and staff of an organisation. Based on the responses to these questions these Guides have an accompanying maturity scale included. The maturity scale rates the organisation and its practices in the specific field from "resilient" to "vulnerable". In this Guide we made a deliberate decision not to include either. We judged it as too early to include the questions or the scale.

Following the publication of this Guide WINS will develop a self-assessment with an accompanying action plan tool and then an accountability and reporting guide for organisations in the nuclear security sector. These two documents will be developed in close consultation with industry and other organisations involved in nuclear security to assess the maturity of their approach to gender parity over time and to help plan further actions.

This Guide focuses on accelerating change through action. It inspires organisations to invest in *Gender Parity by Design*. It affirms WINS' commitment to championing women in nuclear security, by encouraging organisations to demonstrably and intentionally advance gender parity at all levels. WINS chooses to challenge organisations to know better and do better.

The Guide focuses on the role of women and men to advance *Gender Parity by Design* in the field of nuclear security.

This Guide would have not been possible without the financial support of the Government of the Kingdom of Norway. This Guide also would not have been possible without the valuable contributions of WINS' lead for the Gender Programme, Rhonda Evans, as well as Danielle Dahlstrom for her writing and expertise on the subject and Leyla Amur for her editorial support.

WINS GENDER PROGRAMME

WINS launched its Gender Programme in 2018 with the objective of redressing low female participation and to have a positive impact on gender parity in the field of nuclear security. In doing so we had to define our goals. During this process we learned that some gender programmes define their goals differently, so we had to decide whether our goal was parity, equality, equity or mainstreaming. All these terms are often assumed to be synonymous or interchangeable. However, each has its own scope and related priorities within gender programmes. WINS chose gender parity – which is the equal representation of women and men – to be the centre of its programme, as we considered that this would be an area in which we could best effect change and measure our progress and results.

Through our Gender Programme we focus on leveraging WINS own programmes to demonstrate that we can effect change in the areas in which we work. We focus on increasing female enrolment in the WINS Academy Programme; increased female participation in WINS events and ensuring the significant presence and contribution of female subject matter experts at all WINS' events. We also raise the profile and importance of gender parity in nuclear security with all our key stakeholders and partners.

The goals of our programme are:

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

GENDER PARITY BY DESIGN FOR ORGANISATIONS ENGAGED IN NUCLEAR SECURITY

Nuclear security has been and continues to be a male-dominated field. This has been documented in numerous studies including assessments of the composition of the nuclear workforce undertaken by governments. Some governments have defined goals about the percentage of women that they expect to see working in the field in the future. However not everyone has defined how they are going to achieve this. The best practices identified in this Guide will help them on their journey to parity.

According to the WINS Member survey undertaken in 2019, nuclear security is not only a male dominated sector it is *perceived* as being a male dominated field. The sector has drawn heavily in the past from occupational groups that are dominated by men such as the military, law enforcement, intelligence and security services.

Comprising less than 20% of the nuclear security workforce, women remain underrepresented. So this Guide has been prepared to answer the question: How do organisations working in nuclear security take action to address this under representation?

It also asks the question: if not, why not? If as an organisation, you have not considered whether your organisational culture inhibits gender parity, why not? Or, if as an organisation, you have not assessed your competency requirements to eliminate any gender bias within them, why not?

This Guide is intended for professionals working at every level throughout the nuclear security sector from entry-level employees to executive board members – and everyone in between.

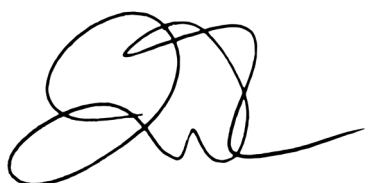
Each of the best practices identified are intended to assist in the examination of the state of gender parity in each organisation, the alignment of organisational policies with gender parity priorities; and the direction of an organisation towards actions that result in positive change.

Like security by design, gender parity cannot be an afterthought or add-on. It must be consciously incorporated into the design of policies and programmes that advance gender parity within your organisation for the benefit of innovation, engagement, performance, talent development, the bottom line. Gender parity needs to be achieved by design.

This Guide focuses on accelerating change through actions and accountability. It is a starting point for engagement and advancement of gender parity in the field of nuclear security.

WE WELCOME YOUR COMMENTS

We plan to continue updating the information in this Guide over time to reflect new ideas. Therefore, we ask that you read the Guide carefully and then share your insights with us. If you need help or assistance with any aspect of this Guide, please email us. You can also contact us via the WINS website.



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BENEFITS OF GENDER PARITY

WOMEN ENHANCE INNOVATION

Gender diversity in STEM is often advocated for social and political reasons. To be sure, enabling equal access to and participation in STEM fields is a worthy social goal in and of itself. However [...] gender diversity can also enhance group processes [...] The enhancement of group processes and higher levels of collective intelligence can, in turn, lead to greater innovation and scientific discovery.

- Wooley (et al 2011)

Studies have consistently shown that gender parity within teams leads to greater innovation in science, technology, engineering and mathematics (STEM). Innovation is strongly dependent on collaboration, and the evidence reveals that the presence of women enhances group processes. Adversely, failing to have gender balance within teams could have a negative impact on scientific innovation (Wooley et al 2011).

Arguments for promoting gender parity tend to revolve around social or political reasons. While these are valid justifications, these might often be too abstract when it comes to the priorities of organisations involved in nuclear security. However, gender parity demonstrably leading to improved collaboration and increased innovation is a concrete basis to demonstrate that parity is important. While efforts to increase the numbers of women are commendable, in order to fully realise a benefit such as innovation, women and men in a collaborative group environment must reach parity (Wooley et al 2011).

Nuclear security relies upon innovation for its effectiveness. For instance, advanced technologies continue to pose both opportunities for and challenges to the security of materials and facilities. It is crucial that policy and law makers as well as regulators, operators and other stakeholders not only keep up to date with these technological trends but also adequately respond to them as part of resilience and risk reduction.

Gender parity benefits INNOVATION. And innovation benefits nuclear security.

WOMEN STRENGTHEN ENGAGEMENT AND PERFORMANCE

The majority of the global workforce is not engaged: most employees reluctantly head to work, lacking energy and passion for their jobs. Converting this group of employees into engaged workers is the most effective strategy an organization can implement to increase performance and sustainable long-term growth.

—Robyn Reilly (2016)

A positive correlation exists between employee engagement and performance outcomes, such as profitability and productivity. In 2016, polling company Gallup conducted a study of 230 organisations across 49 industries in 73 countries. This study revealed that employees who were the most engaged in their work were 21% more profitable than those who were the least engaged. The same holds true for productivity: the most engaged employees were 17% more productive (Reilly 2016).

According to another study conducted by Gallup, female managers are better at engaging their employees than male managers. The study also found that women with female managers have the highest levels of engagement, whereas men reporting to male managers have the lowest (Agrawal and Fitch 2015). Furthermore, Gallup found female managers were more engaged than male managers and tended to excel at tasks resulting in increased engagement, such as:

- Developing potential in their employees;
- Providing regular and positive feedback, which helps their employees achieve their development goals;
- Setting basic expectations for their employees;
- Building relationships with their subordinates;
- Encouraging a positive team environment;
- Providing employees with opportunities to develop within their careers.

Nuclear security relies upon effective communication and collaboration between professionals in all sectors. This may be within an organisation or across organisations engaged in a common activity such as response to a nuclear security event.

Gender parity benefits PERFORMANCE. And high performance benefits nuclear security.

WOMEN ARE 50% OF THE TALENT POOL

No country can truly develop if it locks out half its population.

—Justine Greening (2016)

While women comprise half of the global population and therefore half of its potential labour force, they still have less access to educational and professional opportunities, meaning that much of this potential remains untapped. To put this into numbers, there are 655 million fewer women in the workforce than men (McKinsey 2017b).

Countries around the world are experiencing an ageing population, notably in the United States, Europe and North Asia. This is resulting in a shortage of young people who can occupy future job positions and make a contribution to the growth of their countries' GDP. According to the McKinsey Global Institute, the entry of more women into the labour force could significantly contribute in this area, potentially adding \$12 trillion to global growth if the gender parity gap is narrowed by 2025 (2015).

On this front, companies are also faced with an increasing talent shortage. This gap could be as wide as 38 to 40 million university graduates in the near future, which would amount to 13% of the worldwide demand for the necessary skills at that level. This shortage for more mature economies could mean approximately 16 to 18 million graduates (McKinsey 2017a).

Across the nuclear sector many countries are embarking on new nuclear energy programmes that are utilising traditional reactor technology or new reactor technology. This expansion in the use of nuclear energy will require enough trained and capable staff. The talent pool should be as wide as possible for new roles that will emerge in nuclear security.

Gender parity benefits TALENT SHORTAGES. And filling the talent gap benefits nuclear security.

WOMEN IMPACT THE BOTTOM LINE

The social, cultural and political debate over gender seems never-ending. Calls for more female participation in the economy have grown louder, often based on political or cultural arguments founded on fairness. Yet, a persuasive argument can also be anchored to the bottom line, where ensuring that more women are working and leading in the workplace is simply good business, especially for investors who not only care about the ethics, but also want returns.

-Morgan Stanley (2017)

As previously mentioned, advancing gender parity in countries would result in a significant increase in GDP (McKinsey 2015). Furthermore, a study carried out by McKinsey (2018) examined 1,000 companies in 12 countries in terms of profitability and creating value as markers for financial performance. Based on the study's results, the companies that had the highest gender diversity on their executive teams were 21% more likely to exceed in profitability and 27% more likely to have superior creation.

Organisations involved in nuclear security also need to consider their bottom line, because strategic investment in systems enhances the effectiveness and efficiency of the systems and measures.

Gender parity benefits PROFITABILITY. And profitability ensures investment in nuclear security.

WOMEN INCREASE THE DIVERSITY OF VIEWS

Gender differences have been observed regarding many political and social issues, yet we lack comprehensive evidence on differences in perceptions on a wide range of security issues increasingly important to voters: military threats, criminality, and terrorism [...] The results [of this study] show that women were more prone to respond with an “ethic of care,” across security issues. Women were more inclined to understand security problems as structural, explained by macho culture, segregation, and injustice. Women tend to support preventative measures that provide individuals with opportunities to choose “the right path,” such as education and economic investment in deprived areas. When asked about national security, women believe more in diplomacy and dialogue. In general, women are less inclined to support various repressive solutions.

- Wagnsson (et al 2020)

The issue of whether women and men think differently has been the subject of several studies over many years. In the area of security, the Swedish study cited above (Wagnsson et al 2020) concluded that women did respond differently in relation to security issues, favouring diplomacy and dialogue. Whether or not a reader accepts the concept of difference in thinking or attitudes based on gender, it is important to acknowledge that a diversity of opinions can only strengthen a discipline. Groupthink or similar attitudes toward an issue will not lead to a robust debate and highlight different options, nor will it challenge received wisdom or the usual approach. Furthermore, it will not necessarily prove effective to a new event that no one predicted or foresaw.

Gender parity increases the DIVERSITY of views. And a diversity of views strengthens nuclear security.

GENDER PARITY BY DESIGN

Organisations involved in nuclear security pay a price for not introducing gender parity by design. The tangible benefits – including enhanced innovation, strengthened engagement and profitability – far outweigh the costs of advancing gender parity. There is limited cost in developing a policy, yet there is a considerable cost in not developing one. These costs are both direct (negatively impacting the bottom line), as well as indirect (reputation, morale, ability to attract and retain the best talent). In developing and implementing gender parity initiatives and programmes, organisations must consider: if we don't account for gender parity, what price would we pay? If we do account for it, what would we gain?

BEST PRACTICES TO ADVANCE GENDER PARITY IN NUCLEAR SECURITY

The nuclear security sector needs access to the entire potential workforce, not just half of it. Ensuring that more women enter the field of nuclear security and have equal access to move into senior levels depends on the actions taken by organisations. Organisations involved in nuclear security need to create the organisational culture and accompanying structures, policies and procedures that support women to enter and remain in the workplace and ensure that the organisation is inclusive and supportive of women's development and advancement.

Organisations should carefully consider how to implement these practices and customise them to fit their needs to meaningfully and measurably advance gender parity. The approach should encompass and account for all aspects of an organisation, from its performance models and prevailing leadership styles, to the design of their facilities, uniforms, pay structures and the language of recruitment vacancies. This requires that organisations commit to and implement broad transformational changes.

What follows are four case studies that feature women from around the world at different stages of their career within the field of nuclear security. Following their first-person narrative, we have identified best practices relevant to their experiences in the workplace.

AN EARLY-CAREER CYBERSECURITY PROFESSIONAL:

“The disparities begin when young people are first starting out in their careers. Entry-level men are often hired and promoted based on their potential, whereas entry-level women are often hired and promoted based on an already present track record. They generally receive less support from managers and have less access to senior leaders than men do. One area of nuclear security where women are underrepresented is cyber security. The number of women in the technical aspect of cyber security is so low that it represents a deficit within a deficit. In my field, competitions and networking events are important. Hiring campaigns pre-suppose that there are already qualified women or enough of them. What needs to be addressed is early access to cyber skills to ensure an eventual qualified pool of women. How events are framed needs to be reconsidered, the same for branding of events/companies/initiatives so that they appeal to women. For instance, instead of calling something a competition, it can be an exercise in creative solutions or collaborative problem-solving. Language can be a barrier to entry for women, whose self-confidence might stand in their way even though they are equally as skilled as their male counterparts. There is a place in the cyber landscape for soft skills, the ability to bridge technical and non-technical people and issues, and the need for empathetic communicators who can relate the importance of cyber security to a business' success. The bottom line is that the sector needs access to the entire workforce, not just half of it.”

BEST PRACTICES TO CONSIDER IN THIS CASE

Continue Professional Development

Continual professional development is key for advancing gender parity. Individuals working in the field of nuclear security need to keep up to date with the profession and the changes going on within it. Ensuring that both male and female employees participate in ongoing learning levels the field, particularly when done in conjunction with other best practices to advance gender parity. Many women engaged in WINS Gender Programme activities identified continuous professional development as a main contribution to their advancement in the field and to help them obtain promotions and to be recruited into new roles.

The WINS Academy programme can help ensure this. It offers a targeted solution for developing professional competence in key areas of nuclear security. The 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 modules in the certification 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. The modules also enhance the knowledge of students and professionals from other disciplines who are just entering the nuclear security workforce, which helps to build up competence of people coming from a broad range of backgrounds.

Engage Human Resources Professionals

Recruitment should be done from a gender diverse pool. The pipeline into nuclear security has traditionally been individuals with a military, security or law enforcement background. This pool is predominantly male. It is important that nuclear security professionals are recruited from a more diverse pool. Although changes are taking place, hiring and promotion policies can be a major impediment to achieving gender parity. Human resource professionals need to account for this when designing vacancy notices, determining the composition of interview panels, designing compensation packages; and defining competence requirements for eligibility for hiring, retention, and promotion.

The human resources function serves as an intermediary between senior leadership and employees. This group of professionals play a crucial role in ensuring any implicit biases during recruitment and promotion processes are challenged and they can also encourage and support positive conditions to ensure that the organisation demonstrates a strong commitment to gender parity. Practical steps that can be taken include:

- **Re-assess the recruitment process.** The ways in which recruitment strategies are developed and the language used in job descriptions often present as a closed door to competent women. Strategies of only relying on the networks of executives are quickly becoming outdated. Job descriptions that lend more weight to the skills and qualifications rather than to years of experience, can attract more women applicants. Policies are needed to review job descriptions, to remove unnecessary requirements and make the word choice more gender neutral, as well as to ensure diverse interviewing panels.
- **Mandate diverse hiring pools.** Implicit bias can be present in a hiring process if hiring panels recruit candidates that most resemble their own background. To avoid this, human resource professionals should ensure that women and men are shortlisted during this process. Research indicates that decision makers are hesitant to act outside the norm when there is only one candidate from an underrepresented group.
- **Assess all applicants consistently.** Using standardised, objective and transparent criteria in hiring, recruiting and promoting is key to curb potential effects of implicit bias. Research shows that men are often promoted on potential while women are promoted on proven performance. It is important to base assessment on consistently applied criteria.
- **Evaluate compensation annually and make it transparent.** Men and women within an organisation should be compensated equally for equal work to avoid the creation of a gender pay gap as employees advance professionally. Organisations should make salary information available to all employees. In addition, if performance bonuses are also part of the compensation packages information about the size of performance bonuses on the basis of gender is an equally important measure. In relation to gender pay reporting, the entire compensation package, including bonuses, should be included in the assessment, not just salary.
- **Assure the same access to top-level positions.** It is crucial that organisations identify the most high-profile job opportunities—such as large and highly visible projects, clients and international assignments—and track how many women and minorities are hired to fill these roles (Beninger 2018).

Doing these things provides further assurance that the systems in place for recruitment and promotion are fair and performance based. However, this is not enough. Organisations wishing to fully benefit from the leadership potential of their female employees may choose to hire female leaders as role models as well as providing equal opportunities to develop the skills of their junior employees to lead in the future. Feedback obtained from the WINS Member Survey noted the importance of women in leadership roles in nuclear security to inspire other women to join the organisation.

Manage Your Pipeline

Moving through the pipeline to leadership can be difficult. Putting in place policies and procedures to get more women through the front door is only the first step. Organisations need to go a step further and ensure that there are no significant leaks in the pipeline to senior management and executive teams. If women are affected early on at the entry level, then this has long-term repercussions on the talent pipeline.

According to McKinsey & Company's *Women in the Workplace* report published in 2020, only 85 women are hired or promoted to position of manager for every 100 men. As a result, men have 62% of positions at the manager level, while women have only 38%. Because the number of men overtake that of women at the managerial level, there is a smaller pool of female applicants available to be hired or promoted to the level of senior managers. With this in mind, organisations must consider how to better manage their pipeline so that there is a qualified pool of applicants from which to choose.

Promote Promote Promote

Women and men are not promoted in the same manner. As mentioned previously, men tend to be promoted based on potential, while women tend to be promoted based on their track record (McKinsey 2020). It is important to break this cycle. As women often have a non-linear career path, some may seek promotion later in their careers, which further complicates the issue.

In nearly all sectors, men are promoted to supervisory roles or management more often than women. If there are fewer women than men to start with, and if you subtract women from each stage of career progression, then there will be almost no women to promote by the end.

Women must also deal with unconscious stereotypes – such as what a boss or leader should look like – when in line for a promotion. If the stereotype contains largely male characteristics, then this could act as a further impediment for women to move up into leadership roles.

Organisations involved in nuclear security should reconsider all promotion processes that put women at a disadvantage.

- **Exclusion from networking opportunities.** Employees may be given work assignments and promotions as a result of their participation in networking events that take place after work hours. Due to their unpaid work responsibilities, women are often unable to participate in such events.
- **Promoting in your own image.** If those in positions of power only promote people who are like themselves or individuals who held the position in the past this can significantly disadvantage women as their predecessors are likely to have been men.
- **Lack of clear standards for pay and promotion.** If there are no clear standards for pay and promotion, employees will not know what they need to do to progress; they might also fail to recognise when they are being undervalued. When managers are making hiring and promotion decisions, a lack of standards could lead them to rely on subjective (and potentially biased) judgements rather than on objective indicators based on past performance. It may also make employees reliant on a patron or sponsor for promotion, which is a situation where men are more likely to have access to than women.
- **Performance evaluation bias.** Researchers have found that women may be given less credit for their success and criticised more for their failures. This can impact women's self-confidence and make it more difficult for them to ask for a promotion that have earned.

All of these factors should be comprehensively addressed when developing internal policies in relation to promotion practices.

A SENIOR NUCLEAR SECURITY PROFESSIONAL:

“It is important to understand how perception matters. I am short, female, and Asian. Men literally and figuratively look over me until I speak – and then they realise that I am the most senior person at the table. Women in nuclear security are not given the opportunities that they need and are proportionally not extended the recognition that they deserve.

One way to improve this is through early access to STEM subjects. We need to educate and encourage young girls to pursue STEM subjects so that they see different career paths and options for themselves as a pipeline for future women in nuclear security. Far fewer women than men pursue education and careers in STEM. Social conditioning and gender-biased environments significantly influence the results, as does lack of opportunity, access and higher education of girls in STEM subjects.

Even if early access to skills is ensured, women must contend with unconscious stereotypes, such as what a boss or leader should look like. If the stereotype has predominantly male characteristics, it limits or complicates women’s opportunities to advance and be promoted into leadership positions. Nuclear security roles have roots in the military and defence, which leads to perceptions that it is male dominated. For women in nuclear security roles on the front line, for example, there is an enduring perception that because the work is characterised in terms of threat, risk and level of danger, it is not ‘women’s work.’ We must also dispel that nuclear security roles are only for men and continue to train and equip women to do their jobs.”

BEST PRACTICES TO CONSIDER IN THIS CASE

Advocate for Real Models

Women need relatable figures. When women are underrepresented in a sector—such as in nuclear security—it limits the potential number of female leaders and hence potential role models who can emerge in the sector. When there are fewer women in leadership roles, there are fewer women that women can emulate and who can mentor their growth. Women must see others at the table who look like them, in order to envisage themselves sitting there as well.

Participants at WINS events overwhelmingly pointed to the lack of role models in nuclear security as a major challenge. What was even more emphasised by participants was the need for real models. **Women need relatable figures, not idealised inaccessible unrealistic ones on a trajectory that is impossible to replicate.** Real models include women who faced difficult decisions between family and work life, as well as those who opted out of work life for personal reasons and opted back in

again. This also includes women who have faced other obstacles in their professional development such as being discriminated against, overlooked and underestimated but who have stayed the course and advanced their careers despite these setbacks. It is in those experiences that lessons can be drawn, applied and learned from.

Women benefit from the personal narratives of how women have and can advance their careers in nuclear security and mechanisms (policies, procedures and networks) that need to be in place to better reach that goal. These perspectives serve to inform, inspire and shape the debate going forward.

Create Inclusive Teams

Groupthink cripples progress. Research has found that inclusive decision making can quickly bring about change, contribute directly to the bottom line, and result in better business performance. A software company called Cloverpop examined 566 decisions made by 184 business teams stemming from a broad range of companies over the span of two years. They discovered a direct link between enhanced performance and inclusive decision making (Larson 2017).

Because groups that are less diverse are more prone to groupthink, ensuring diversity on a team is one way to circumvent this problem. Based on the research, teams made better decisions than individuals 66% of the time and that the more diverse a team – meaning the more members of underrepresented groups the team has – the better decisions they made. This is because groups that include members with a diverse background are more likely to have different ideas and come up with different types of solutions when making business decisions.

Develop Women's Leadership Skills

Simply offering opportunities is not enough. No conflict exists between enhancing both gender and leadership parity. In fact, it is more difficult to improve upon leadership without increasing the number of leaders who are women. Organisations need to take a step further and provide women with on-the-job training, coaching and mentorship. They also need to create formal sponsorship networks that help women learn, grow and navigate through the system and achieve regular promotions. Organisations that want women to succeed should track and regulate the resources and support (time, money, people, sponsorship) that are allotted in order to remain consistent with advancing gender parity.

Furthermore, leveraging the existing workforce is good practice as opposed to hiring externally. Women presently employed have built up institutional knowledge and are well situated to understand the intricacies of the work and the organisation itself. In other words, it is important that organisations determine who is hiding in plain sight and train and promote them from within.

Reassess Competence

Avoid mistaking confidence for competence. Outdated models of leadership that focus on traditionally masculine qualities may fail to differentiate between confidence and competence. In other words, we commonly mistake displays of confidence as an indicator of competence. This leads to female leaders being evaluated negatively and serves as an obstacle for women to advance further up the ranks of an organisation (Chamorro-Premuzic 2019).

Requirements such as years of experience are problematic if they are not related to the capability for performance in a role. It could most certainly be the case that a candidate could have developed and honed that skillset in a shorter span of time than required in a job description. For instance, if an organisation defines competence as requiring ten years of uninterrupted experience, then this may exclude qualified female candidates who might have had a non-linear trajectory in their professional life.

Another issue is that women may not have had the same access to professional training and development, which could negatively affect their ability to show their skills and knowledge but does not affect whether or not they have the potential to do the role in the future.

To fairly assess all candidates and to avoid potential discriminatory effects, organisations need to carefully consider how they conceptualise qualities needed for a position and what factors are being considered when defining competence.

A MID-CAREER NUCLEAR SECURITY PROFESSIONAL:

“Nuclear security roles in my country are highly competitive. Cultural and religious factors are one of the key barriers that women face in the profession – for example, trousers are looked down upon as appropriate attire for women. Women in trousers are seen as women of easy virtues, and training a woman is perceived as a waste of resources because they will only get married and have children and leave the job. Families feel they can dictate the jobs their children take, and girls/women do not have the power of their own preference.

Organisational practices and recruitment policies actively discriminate against women. For example, when women enter the force, they are expected to be single or married without children. If they decide to get married, once they are employed, they need approval from a senior officer. The lack of gender policies allows for workplace discrimination, where men always believe they can do it better than you. I was told that men did not want to assign me to certain duties, because I am a woman and I couldn't handle them. This lack of understanding prevents women from joining the nuclear security workforce. If we are told

that, for instance, because of the hazardous nature of job, exposure to radiation can affect fertility rates, women will not join, especially as there is an expectation/cultural norm that women have children and stay at home.

What helped me to overcome these challenges, was a passion and drive to save lives. Skills acquisition, self-development and training helped boost my confidence. Women must be dedicated and determined to learn new things, because when you are the only woman in the room in uniform, you always have to prove yourself.”

BEST PRACTICES TO CONSIDER IN THIS CASE

Account for Culture

Culture matters. On both a national and organisational level, culture is a real (and not simply perceived) barrier to women entering the nuclear security profession. National culture matters in understanding gendered perspectives, for example, that women are the “weaker” gender and should only be mothers. Organisational culture matters in relation to how the nuclear security sector is generally understood, for example, in some countries response forces may be conservative, paternalistic and change-averse. As a further example, as late as the 1990s in a South American country, it was forbidden for women to be commanding officers in law enforcement. As a result, there is now one “missing generation” of women at the top.

Cultural norms that emphasise women as caretakers may lead women to take more time off from work than men. As a result, many women who return to work after maternity leave or time spent caring for ageing family members find that they have been demoted, their careers stagnate or they may struggle to gain momentum in their careers. Women often have no option but to undertake unpaid work, and most often, to their own professional detriment. They may not have the time, opportunity, nor support to meaningfully engage in the workplace over a sustained period of time.

Participants of the WINS webinar series that discussed the underrepresentation of women in nuclear security also agreed that cultural changes must take place: policies in and of themselves are insufficient. It is crucial to measure and communicate about the prevailing organisational culture and to encourage women and men to identify and call out “old-fashioned” thinking, particularly when it relates to gender stereotypes about men’s and women’s roles and responsibilities.

To do this, organisations need to create an engaged, inclusive and respectful culture that enables men and women to form trusting relationships with each other and with their supervisors. Doing so helps to motivate employees to perform at a high level, because it provides an environment in which all employees can openly express their differences in thought, behaviour, skills, knowledge and talent. The innovative ideas and practices that result from this will drive an organisation forward.

Avoid Protection Hesitation

Don't decide for them. "Protection hesitation" is the exclusion of women from specific locations or job roles to protect them. Ultimately, however, this results in fewer opportunities for women in the workplace. For instance, this could be a policy prohibiting women from training at a particular facility to protect them from sexual assault. Such policies with a similar underlying logic deflect attention away from the real issue of actively excluding women and glosses over unfair treatment toward women. The policy to keep women off base suggest that that their presence would be problematic and lead to sexual assault, instead of addressing the actual issue of sexual assault. As a result, many workplaces do not offer the same opportunities to women on the basis that this is "protecting them", when in fact, they have been hired and trained to be on the front line.

Avoid the Scarcity Mindset

There is enough to go around. Often when women get promoted to positions of leadership within an organisation, there tends to be a mindset that there are limited resources and opportunities for other women to progress and to lead. This is because there are few women in high-profile leadership roles. In this context, many women might not set aside the time, energy and attention required to help train and mentor other female counterparts to help develop their careers. In this regard, women in leadership positions are in an excellent place to act as a real model as well as to mentor potential female leaders. Mentors can act as much-needed support, offer advice, provide guidance, as well as connect their mentees with other women in their network.

When women support each other in the workplace, they become increasingly powerful in numbers to challenge the status quo and prevailing mindsets that tend to favour men. Efforts to support women and amplify their voice also go beyond employment opportunities and extend to the day-to-day interactions in the workplace. This includes acknowledging and praising a woman's accomplishments, speaking out about unacceptable and unlawful behaviour such as instances of sexual harassment or sexual assault, and supporting other women's contributions or ideas in a meeting.

CASE STUDY: THE WHITE HOUSE

When US President Barack Obama first entered office in 2008, two-thirds of his top aides in the White House were men. Female staffers had voiced complaints that they were often excluded from important meetings and that it was a struggle to get into important meetings. Even when they were allowed to participate, they weren't always heard by their male counterparts.

In an attempt to combat this gender bias, female staffers implemented a meeting strategy called *amplification*. When a female staffer made an important point, another woman would repeat it, stating who initially said it. This had the effect of forcing men to pay attention to the contribution, and it did not allow them to have the chance to allege the idea was their own. According to a former aide, once they began using the strategy, they made it a point to continue implementing it.

The amplification strategy worked and changed behaviour. Obama himself took note and started to more frequently call on female staffers and junior aides. Furthermore, women and men among those closest to Obama reach parity (Crockett 2016).

Commit to Panel Parity

Panel parity is an opportunity to publicly demonstrate your commitment to gender parity. Equally, the presence of female experts on panels sends a crucial message to the audience that women have relevant expertise. Conference and panel speaking slots are highly coveted and allow professionals to share their knowledge and gain higher profiles. Every time a woman is excluded from appearing on a panel, it limits her ability to share her expertise. Employees who are organising conferences and events, for instance, can make sure that they are reaching out and providing the same opportunity to an equal number of male and female experts.

Enforce Zero-Tolerance Policies for Harassment and Bullying

Harassment and bullying are a no go. Women in the workplace experience harassment and bullying at higher rates than their male counterparts, particularly in roles that are not traditionally filled by women. At its most extreme this has included sexual assault in the workplace. This leads to decreased productivity, lower morale and a lack of engagement, all of which negatively impact performance. To avoid this, organisations should have a comprehensive

harassment and bullying programme that is upheld and enforced by everyone in the organisation. That means that if someone experiences or witnesses an instance of harassment and bullying that they feel comfortable enough and know how to report the incident. This is particularly the case in relation to sexual harassment or bullying or gender-based bullying or harassment. Organisations should take into account the following guidelines:

- **Implement a clear policy.** Organisations need to create and implement a clearly worded policy about bullying and harassment and further review it every three to five years to ensure it is accurate and updated. Older policies, for example, might not mention social media, which is now a primary concern and a vehicle for bullying and harassment.
- **Hold regular training.** Organisations must hold training sessions for everyone in the organisation on a regular basis. The training should clearly lay out what types of acts are regarded as bullying and harassment, as well as the consequences of such behaviour on both the victim and organisation, what happens after a complaint is filed, and the potential consequences, including termination. While it is better practice to conduct training in person rather than online, that might not always be possible. Regardless of where or how the training takes place, it is also important that all executives including the CEO participate.
- **Provide reporting choices.** Anyone who has been harassed or bullied should have options about who to go to when it comes to making a report. Reporting processes and the actions that are to occur next should be clearly defined.
- **Protect the victim.** The policy must clearly state that anyone who reports acts of harassment and/or bullying will not be penalised and that they will be protected from retaliation or efforts at revenge from other employees.
- **Be consistent in taking action.** The organisation needs to show that it takes action in alignment with its stated policies and takes complaints seriously. Immediately after receiving a complaint of harassment or bullying, the organisation needs to investigate and follow through on appropriate next steps, which include a range of actions that the employer can take. Part of this investigation should include whether or not there are other victims (Zetlin 2019).

Foster a Gender Inclusive Workplace

Avoid assuming inclusivity. Organisations cannot simply assume they are creating a positive environment in which women can thrive and advance without a structure that supports it. Policies and procedures need to be put in place that clearly state gender parity is a priority of the organisation, systemic barriers will be identified

and addressed, and that a gender inclusive culture is actively supported. In addition to policies in relation to harassment and bullying it includes policies related to work–life balance which benefit both men and women in an organisation. Managers are in the position to uphold these policies and model practices to others in the organisation.

Grow your Network

Reach out for support. As has been made clear throughout this Guide, women in the workplace experience common barriers and challenges, regardless of where in the world they live or what they do. The challenges are even greater, however, for women who seek to enter non-traditional fields like nuclear security.

It is so important for women to develop connections in nuclear security. Doing so helps them learn and increase their competence, identify and resolve challenges, find mentors, develop leadership skills and simply make friends. There is a growing number of organisations that are helping to fill this need. Following are some examples:

- **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.
- **Women of Color Advancing International Peace, Security and Conflict Transformation (WCAPS)** aims to advance the leadership and professional development of women of colour in international peace, security and conflict resolution. WCAPS also works to encourage younger women to foster leadership skills through programmes such as Young Ambassadors, 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 a globally renown organisation committed to furthering the leadership and development of women in security and international peace. The organisation offers a platform for female experts, works to raise awareness of critical issues and identifies women who can act as role models. WIIS has chapters in 47 countries and provides sponsorship for leadership training, mentoring and networking programmes. WIIS emphasises that a solid network consisting of both informal channels and discussions is critical for professional development

as it provides women access to leadership position. In this way, the organisation puts together events with the aim of inspiring women and strengthening their network.

- **Women in Nuclear (WiN)** was established in 1993 as a global, not-for profit organisation with the goal to help and encourage women working in the nuclear sector globally, with a concentration on energy and radiation applications. WiN has 35,000 members (both men and women) from 109 countries from diverse backgrounds from medicine and healthcare to regulatory authorities to independent researchers.

Incorporate Social Accountability

Social accountability relies on transparency to get results. Transparency activates social responsibility. People are less likely to act with bias and more likely to make fair decisions when they know they will be held accountable and will be asked to explain their decision-making process.

One way to increase social accountability is for the leader of an organisation to create a corporate diversity task force that invites department heads to volunteer and includes members of underrepresented groups. To identify which areas require attention, the task force should periodically analyse diversity numbers at different levels: for the overall company, for business units and for departments. Task force members can then create solutions and take them back to their own departments, where it is easy to identify who is failing to, for example, volunteer to mentor women and minorities or to attend recruitment events.

CASE STUDY: DELOITTE

In 1992 female associates at global accounting firm Deloitte were departing the company in large numbers. While half of the workforce who had been hired were woman, almost all of them left the company long before getting promote to partner. As a response to this, Douglas McCracken, then-CEO of Deloitte's consulting unit, rolled out a high-profile task force that relied on social accountability, instead of simply creating more policies that punish bad behaviour.

The task force gave each office the responsibility for tracking the career progress of its women, along with the responsibility to set its own goals and find local solutions for achieving them. Individual managers were also given

the responsibility to select change metrics that were added to their own performance ratings. Importantly, an external advisory council also published yearly reports on the progress made by each office.

When managers realised that the CEO and other managing partners were watching their performance closely, they started assigning premier clients to women, along with informal mentoring.

Within the span of eight years, the turnover rate for female employees decreased to the same level as that of male employees and the percentage of female partners rose from 5% to 14%, exceeding any other large accounting firm. In 2015, 21% of the company's partners globally were women. In March of the same year, Deloitte LLP made Cathy Engelbert its CEO, who became the first woman to lead a major accounting firm.

Make the Gender Parity Pledge

Publicly commit to gender parity. An important step in promoting gender parity is by getting top-tiers leaders of organisations to adhere to public commitments and a pledge as part of the Gender Champions in Nuclear Policy (GCNP) network. GCNP's main aim is to increase the participation and impact of women throughout the nuclear policy environment through knocking down gender barriers and working to realise gender equality.

Leaders of organisations in this area can become Gender Champions by signing and committing to the Panel Parity Pledge. By making this pledge, leaders agree that when possible, they will avoid being on single-sex panels.

GCNP also asks that leaders state and adhere to Specific, Measurable, Achievable, Relevant and Time-based commitments that align with the ongoing efforts of the Champion's organisation in reaching gender equality and which take Inclusion and Equity (SMARTIE) into account. For instance, some Champions have promised to raise the percentage of grants provided by their organisation to projects with female leads by 10% while others have committed to conduct yearly training to increase awareness of gender bias. The GCNP publishes each organisation's SMARTIE commitments as well as the progress in realising those commitments on their website.

Mobilise Men

Gender parity involves men and women. Men have much to gain from the changes brought about by advancing gender parity, as has been outlined earlier in this Guide. The participation of men – and in particular those who are in leadership positions – is fundamental to achieving the goal of gender parity.

The Male Champions of Change Coalition is one initiative aiming to do just this and has received international acclaim as a high-impact way to advance this goal by engaging men of power and influence. They aim to not only achieve gender parity but also promote more women from diverse backgrounds into leadership roles and to create inclusive and respectful work environments. As part of this strategy, the Coalition encourages men of power and influence to stand in solidarity with women leaders by becoming Male Champions of Change. Engaging with leaders who can drive change is crucial to addressing the underlining systemic and social factors that lead to lack of parity.

Recognise Management's Part to Play

Change begins at the top. The road to gender parity begins with the commitment made by the leader of an organisation and other top executives. Leaders must go beyond a vocal commitment and become champions of gender parity through their actions. Programmes, policies and processes need consistent messaging and support from management. Leadership by a chief executive and top management on supporting women in management has proven to be one of the most important levers for progress in achieving gender diversity in a corporate context. This includes concrete and symbolic actions by top management and in many cases, establishment of a position or department to lead diversity efforts.

Support Initiatives

This work cannot be done alone. Look to others for inspiration and partnership. By lending your support to initiatives in the same space, you are building momentum to further awareness and engagement.

For example, the Equal by 30 Campaign is part of the Clean Energy, Education and Empowerment (C3E) Initiative, which works to advance women in the clean energy transition and close the energy gap. C3E is a joint Clean Energy Ministerial and International Energy Agency initiative and a public commitment undertaken by organisations in the public and private sectors in working toward equal pay, leadership and opportunities for women in the clean energy sector by 2030.

Team up with WINS Gender Programme

Join us! WINS launched its Gender 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.

The programme specifically commits WINS to provide scholarships that increase the number of women who enrol in the WINS Academy Programme and become WINS Certified Nuclear Security Professionals. WINS is also committed to increasing female participation and female subject matter experts at all WINS events and raising the profile of women in the sector.

Utilise New Media

Embrace and incorporate new technologies. There is a clear and immediate need for innovative ways to engage and continue the conversation and further the goal of gender parity in the face of the COVID pandemic, which appears to have had a detrimental effect on women's careers and impeded a number of advances that had been made in the area of gender parity.

WINS could not conduct business as usual and so **launched a special three-part webinar series in 2020, funded by the Government of Canada**, to identify best practices to advance and amplify the role of women in nuclear security in areas of significant underrepresentation, including armed policing, response force and cyber security. The overall objective of this webinar series was to discuss the importance of a diverse and inclusive sector for women in nuclear security; and to identify and examine barriers to entry, opportunities, lessons learned and the way forward in each respective area.

A NUCLEAR SECURITY RESPONSE FORCE OFFICER:

“Discrimination masked as concern has a far-reaching impact. I had first-hand experience with this when I was told point blank that the job of my supervisor was to protect me, which meant not to utilise me on the front line. His personal views impeded his ability to do his job, and in my view, his leadership role inadvertently sent a message to my team about a woman's place. We need to better examine how ‘we conduct our business.’

There was no pregnancy nor return to work policy in my organisation, suggesting that management were not in fact prepared for women in the department. There was also a procedure rolled out, which placed the emergency equipment in the male change room. It was my job to audit that equipment after every shift, complicating my ability to actually carry out the functions of my job. With these experiences combined, I initiated a diversity

awareness campaign for the security department. All managers from every level were in one room, where they discussed their experience with organisational practices. It was clear that a lot of individuals were unaware of hidden bias. Since then, the department has been committed to advancing diversity and inclusion in nuclear security. As a result, there is now a policy for women returning to work, women in leadership roles, etc... Diversity testing is part of our hiring process, and dedicated managers are assigned to this cause. It all started with a conversation.

There is a real need to accommodate the unique differences of women. They cannot compete without considerations of age and gender. Organisations need to support the identities of women, meaning they need to consider all their stages from fertility to return to work, and lend support to work family balance. Change takes time, but we have a part to play in speeding up the process.”

BEST PRACTICES TO CONSIDER IN THIS CASE

Break New Ground

You cannot be heard until you speak up. Organisations with a largely male workforce have evolved in ways that do not always reflect and include the perspectives and priorities of women. These range from maternity leave policies to breastfeeding facilities and the reconfiguration of shifts. As a result, women who are in non-traditional roles in nuclear security must have the courage and tenacity to speak up once they identify what is needed/lacking within the organisation.

Define Your Terms

Get on the same page. Goals and targets to achieve 50/50 representation or ensure equal pay correspond to different terms. For instance, terms such as parity, equality and equity all have differing definitions and might require different milestones to achieve each target. It is important that organisations clearly define and communicate their goals in a consistent manner so that others can get behind and advocate efficiently for these efforts. For instance, if an organisation states that they support diversity and inclusion but the workforce does not reflect those statements, then that organisation loses credibility. In other words, what an organisation says and does must be in full alignment.

Include Women’s Changing Rooms

Equal access to the right facilities is a must. Organisations should ensure that their facilities – such as changing rooms – are adapted to meet the needs of women. In the case study at the beginning of this section, the participant, who was in

the guard force at a nuclear power plant, said that when she first accepted her position, women had to go through the men's restroom to access the uniforms and equipment necessary to carry out their job. There were no female changing rooms in the security fitness room. The expectation was that women would walk to another facility on site without complaint. There were no female toilets at the shooting range. Emergency equipment was stored in the men's changing room. It was this participant's job to audit emergency equipment after every shift. This requirement and the location of the equipment complicated her ability to carry out the functions of her job. Furthermore, the uniforms were designed for men, not women, and did not fit women's bodies. Conditions in this facility have since improved, but many women in non-traditional fields often lack support when they identify organisational policies or practices that do not take them into account.

In this instance, gender parity by design requires the right equipment, the right facilities and the design of shift work and rosters.

Establish a Gender Baseline

Metrics allow for objective assessment and data-driven decisions. Few studies have taken place that specifically focus on women in nuclear security, so much remains unknown. To better understand this issue, WINS conducted a survey of its members in April 2019 on their attitudes toward gender and nuclear security – the first of its kind. Altogether, 319 members responded to the survey: 182 men (57%) and 130 women (41%). Seven respondents (2%) did not indicate their gender. 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).

The gender and nuclear security survey was distributed to WINS Members in April 2019 to capture their opinions and experiences, so as to align WINS future work with Members' priorities, and track progress over time. Responses reflected a growing awareness of and commitment to addressing the underrepresentation of women in nuclear security.

Questions focused on the following areas:

- The current level of representation of women in nuclear security;
- Whether or not women are underrepresented in nuclear security;
- Whether or not nuclear security, as a sector, is predominantly male;
- Whether underrepresentation of women in nuclear security is an issue that should be addressed;
- The best method to advancing gender parity in nuclear security;
- The main obstacle for women entering the nuclear security profession;
- Whether their organisation has a policy or programme in place to specifically address gender.

Organisations involved in nuclear security as well as across the sector can pose some or all of these questions to determine how much progress has been made and the best methods to further advance gender parity.

Measure Progress

Numbers drive accountability. They indicate what is working and what is missing the mark. Action plans can be implemented for setting goals, enhancing awareness, clarifying expectations, improving processes and strengthening communication, as well as measuring qualitative input. By taking a data-driven approach to advancing gender parity, you can track progress with time-bound goals that create accountability for staff and management alike.

Knowing the numbers of women who have been hired, promoted or trained over the course of the year or how much women are paid including total compensation packages enable an organisation to determine if it is headed in the right direction and also allow it to compare and contrast progress over time and across departments. Assigning gender-related metrics as a key performance indicator to a programme is another way to infuse the decision-making process with accountability and transparency.

Set Targets and Quotas

Women do not compete on a level playing field from the start. In certain countries, women were not allowed to hold certain positions in law enforcement, such as rank of commanding officer. Combined with the overall low number of female entrants, over time there is a lack of female leadership in the top echelons of power.

One way forward is through implementing quotas based on gender. In the case of the South American country mentioned earlier, this could be done through law enforcement academies, as has been done elsewhere in the world. In 2015 the Australian Federal Police introduced gender targets over the course of a decade to increase the proportion of female officers from 20% to 50% (Anderson 2016). By 2019, the number of females in leadership positions in the Australian police had increased to 33.6%, up from 24.1% in 2015 (Henson 2019).

However, a perceived stigma surrounding targets and quotas has led some organisations and companies to adopt voluntary board diversity policies. Some countries that have implemented mandatory quotas have gained a higher level of female representation in the board room and more quickly than those that have opted instead to encourage gender diversity via a “comply or explain” approach, in which companies must adopt mechanisms that consider the representation of women or explain the reason for not doing so.

The way in which a target or quota is set is critical. Targets should be specific, challenging and in line with the company's strategy to achieve gender diversity. The organisation should also treat these targets at the same level as business targets for performance and budget. Furthermore, targets should also incorporate not only numerical goals but also measures such as “new ways of working together,” which might include inclusive meeting practices, flexibility in where and when work gets completed as well as more respectful workplace interactions.

Strike a (Work-Life) Balance

Attract and retain talent through this balance. Work-life balance is a significant barrier to women's progress in nuclear security. Potential candidates and existing employees are looking for more family-supportive policies and that organisations that fail to recognise this fact could lose out on the most highly qualified male and female candidates. And this is not only about bringing new talent on board but also retaining the talent at the organisation.

In particular, organisations need to support flexible working policies, back-to-work programmes and subsidised childcare. They should also provide paid family leave for both men and women and encourage men (as well as women) to use it. To retain the best talents, organisations need to institute measures that facilitate career flexibility and work-life balance and that neutralise the negative impact of career breaks. Those who have taken a leave of absence need to be supported through formal return-to-work and internship programmes.

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 have access to—and take—parental leave themselves.

Ask Uncomfortable Questions

Examine why. These types of questions matter because they force an organisation to take a hard look at the issue. While the following questions are not a comprehensive list, they do offer a good starting point to then ask: where are we on the journey to gender parity by design?

- Do you advance gender parity by hiring women for non-traditional roles?
- Do you have an organisational culture that facilitates gender parity?
- Do you actively manage your policies to support gender parity or demonstrate passive commitment?
- Do you define your terms and avoid conflating gender parity with diversity, inclusion and equality?

- Have you conducted focus groups of your staff on gender-related issues?
- Do women on your staff have the right equipment (i.e. properly fitted and sized) to complete their job function?
- Have you examined your approach to competence as the measurement of suitability for a role? Are there any ways in which your competence framework or its application could lead to unequal outcomes?
- Do you regularly communicate to your staff on gender issues, programmes, policies and/or goals?
- Does your staff have a clear understanding of your organisation's position on gender parity?

In closing, the best practices included here should be considered in their totality and as an integrated approach to advancing gender parity in organisations involved in the business of nuclear security. These practices are designed to be both inspirational and aspirational and are intended to bring about real and substantial results. *Gender parity by design* addresses all aspects of an organisation – from its pay structures to its uniforms, its shift allocation to its training opportunities, its vacancy descriptions to its board members. Furthermore, gender parity by design must involve every level of an organisation – from the human resources professionals, to management and leadership and down to each employee to break new ground and speak up when needed. The advantages of achieving gender parity for organisations is not up for debate in this Best Practice Guide: enhanced innovation and engagement, as well as improved performance and profitability, benefit every organisation involved in nuclear security. The cost of not moving toward parity in all levels of an organisation far exceeds the costs of implementing these best practices to achieve this goal. If you are not yet committed to gender parity, why not? Collectively, we can advance gender parity in nuclear security and we intend these best practices to be a meaningful and measurable call to action.

#GENDERPARITYWINS

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