

# ANNUAL REPORT

2023

PUBLISHED IN APRIL 2024



World Institute for  
Nuclear Security



*WINS is our conscience: WINS draws attention to and exposes nuclear security issues openly and honestly, while others might not be able to do that.*

*It is this way – and only this way – that will drive us further to where we must go: a safer world.*

Katrina Kaktina

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Ambassador, Permanent Representative to the Permanent Mission of the Republic of Latvia to UN, OSCE and other International Organizations in Vienna

# TABLE OF CONTENTS

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<b>Chair's Report</b>	<b>5</b>
<b>The WINS Board</b>	<b>6</b>
<b>Executive Director's Report</b>	<b>7</b>
<b>2023 Highlights</b>	<b>11</b>
<b>2023 Achievements</b>	<b>12</b>
<b>Network of Members</b>	<b>13</b>
Members	13
2023 Membership Survey Results	15
<b>Gender Equality, Diversity and Inclusion by Design</b>	<b>17</b>
Launch of the WINS Reporting Framework for Advancing Gender Equality, Diversity and Inclusion	17
WINS Table-Top Exercise	18
International Women's Day 2023: "DigitALL"	18
<b>Knowledge Centre</b>	<b>19</b>
Additions to the Knowledge Centre in 2023	19
Review of the WINS International Best Practice Guide Series	20
<b>Workshops and Events</b>	<b>21</b>
Overview of 2023	21
Online Events	23
In-Person Events	25

<b>Training and Certification</b>	<b>31</b>
Overview of the WINS Academy in 2023	31
Introducing Digital Credentials	32
Alumni and the Portal (the HIVE)	34
Academy Module Updates in 2023	35
Growth of the WINS Academy Ambassador Programme	35
<b>Benchmarking and Evaluation Services</b>	<b>37</b>
<b>Communications</b>	<b>39</b>
Increasing WINS' Presence on Social Media	39
Diversifying WINS' Audience through Facebook	39
Capturing the Attention of Women Professionals on Instagram	40
Maintaining Momentum on LinkedIn	40
<b>2024 Targets</b>	<b>41</b>
<b>Support Processes</b>	<b>43</b>
<b>Financial Performance</b>	<b>44</b>
<b>WINS Staff Members</b>	<b>45</b>

## CHAIR'S REPORT

### William H. Tobey

WINS Chair



Last December, the World Institute for Nuclear Security (WINS) celebrated the 15th anniversary of its founding. Such a moment induces reflection on how the world has changed, what has been accomplished, and what remains to be done.

The international and nuclear security environments are far worse than they were at WINS' founding. In 2008, the primary - if not the only - threat to nuclear and radiological security arose from non-State actors. Today, that is no longer the case. Moreover, the threats of cyber and drone attacks transcend national boundaries and can expand battle zones globally. The risk of great power conflict is again top of mind. In 2008, approximately 37,000 people were killed in war. Last year, the number may have been ten times higher. The security implications of generative artificial intelligence—good and bad—are only beginning to be understood.

Despite an increasingly dangerous international security environment, WINS has succeeded in advancing nuclear and radiological security. Over the past 15 years, it has held more than 250 international events and workshops, produced 38 International Best Practice Guides, and trained 916 professionals in the WINS Academy. Its staff and budget have grown prudently, but importantly. It has launched new initiatives in the areas of benchmarking, gender equality, and material

outside of regulatory control. Most importantly, nearly 83% of WINS Members report that WINS membership has improved their competence in nuclear security. WINS continues to improve the scope and depth of its cooperation with the nuclear industry and the International Atomic Energy Agency. This has included additional benchmarking and evaluation services and the presence of IAEA experts at WINS events.

Looking forward, much important work remains to be done. Press reports of nuclear material smuggling and insider threats against nuclear facilities continue to arise and will need to be countered. As cyber and drone threats continue to evolve, new best practices to counter them will need to be developed and implemented. If widespread adoption of small modular reactors occurs, they will need to be secured. Most of all, we must rebuild the consensus among State actors that lawful nuclear and radiological facilities are not legitimate targets and must be protected. Fortunately, WINS is aided by a growing roll of international supporters and partners who will help to advance this agenda and for which we are grateful.

Finally, I would like to thank the expert, creative and dedicated employees of WINS past and present who have built an institution that advances nuclear security every day.

## THE WINS BOARD



### Chris Chater

WINS Board Member, Chief Technical Officer of URENCO Enrichment Group



### Jean Llewellyn, OBE

WINS Vice-Chair, Non-Executive Director ONR UK, Former CEO of the National Skills Academy for Nuclear. Resigned from the WINS Board in 2023.



### Mary Alice Hayward

WINS Board Member, Former Deputy Director General, IAEA. Elected to the WINS Board in 2023.



### Dr. John Barrett

WINS Board Member, Ambassador (ret'd), President of Portolan Global Inc.



### Ambassador Piet de Klerk

WINS Board Member, Former Dutch Ambassador at Large and Counterterrorism Envoy, Lead Sherpa for the 2014 Nuclear Security Summit

# EXECUTIVE DIRECTOR'S REPORT

**Lars van Dassen**  
WINS Executive Director



The year 2023 was in many respects a landmark year for WINS. We worked to amplify the voices of nuclear sector professionals from Ukraine, define the future of nuclear security given the present global context as well as diversifying our Membership and Alumni network through a broadening of WINS' services.

In May 2023, WINS launched the *Voices of Ukraine: Volume 1*, a publication that detailed the testimony of nuclear sector professionals working in the country and who were profoundly impacted by the Russian invasion on 24 February 2022. *Voices of Ukraine* was received well in the nuclear sector and beyond. The personal testimony resonated at the national and international level as it emphasised the local and global challenges to the field of nuclear security now and in the future as a consequence of Russia's war against Ukraine and the subsequent occupation and de-occupation of the Chernobyl Exclusion Zone and the ongoing occupation of the Zaporizhzhia Nuclear Power Plant. The occasion of the launch of *Voices of Ukraine: Volume 1* was marked by a letter of support from the President of the Austrian Republic, Alexander van der Bellen. The letter is reproduced at page 10 of this Annual Report.

Working with *Voices of Ukraine* and meeting many of the people in Ukraine greatly informed the themes and analysis found in our Special Report on *Nuclear Security 2.0: The Post-24th February 2022 (Dis)order and its Implications for Nuclear Security*. In the report, we pointed to the five most prominent factors shaping the future of nuclear security: nuclear sector workers, threat methodology, impact on physical protection systems, international cooperation as well as the consequences for civilian nuclear vendor and client States. The launch of this publication coincided with the celebration of WINS' 15th anniversary event held in Vienna in December 2023, which brought together the major players in the founding and current operation of WINS. This event provided the opportunity to reflect on where WINS came from, how it has progressed since its founding and where the organisation is heading in the future. In this respect, WINS intends to broaden and deepen its engagement with the nuclear industry. The times are changing and different dimensions of nuclear security are called for. We will make sure to contribute to serve those who want to cooperate with us.

In addition to WINS' work on the future of nuclear security, as an organisation, we also worked hard in the service of Members of the broader WINS community. In 2023, through various outreach activities, WINS attracted new Members at a faster rate than in previous years and expanded our Membership base by 20%, adding more than 1,340 Members. We have, furthermore, diversified our Membership base both geographically and by gender. Our Members now represent 163 countries, 12 more than in 2022. Thirty percent of our Members are women, far higher than the 20% representation rate for women throughout the nuclear sector workforce. WINS is committed to increasing this percentage to having 40% of women represented in the WINS Membership base.

The core value of gender equality, diversity and inclusion by design runs through all areas of WINS' work. In 2023, the Gender Programme made strides by collaborating with external partners to hold a table-top exercise promoting the involvement of women in the vital areas of cybersecurity, transport security and response. In 2023, the Gender Programme also launched the *Reporting Framework for Advancing Gender Equality, Diversity and Inclusion*, providing readers and users a practical, step-by-step reporting framework so that organisations can report on their progress to stakeholders. This is a companion document to the Self-Assessment Tool that was published in 2022 and extends the practical approach to organisational change to support gender equality, diversity and inclusion.

2023 was also a milestone year in all WINS' areas of work. As most of our readers will know, WINS has four interconnected areas of operation that reinforce

one another: workshops and events; publications; certification and training; benchmarking and evaluation services.

The first area of work is workshops and events, which are conducted on a wide range of nuclear security topics. In 2023, WINS adapted as the rest of the world returned largely to in-person events following the COVID pandemic. The majority of WINS' events were held in person in 2023, with the organisation offering 13 of a total of 20 events in person. At the same time, WINS recognises the flexibility and accessibility of online workshops and webinars to our Members, as traveling to an in-person event may not be an option for many. For this reason, WINS will continue offering virtual events to its Members to reach as wide an audience as possible in disseminating best practices in nuclear security.

When designing events for our Members, WINS has developed an agile approach that incorporates its principle of gender equality, diversity and inclusion to ensure that the percentages of women speakers and women participants are above 40%. Our efforts are indeed yielding real results. In 2023, 44% of all participants were women, and 41% of all subject matter experts at WINS events were women, both of which represent an increase from the previous year. The topics of our events reflected the most salient issues faced by nuclear security: cybersecurity, the next generation of nuclear security professionals, transport security, among others. WINS will continue to expand on these issues going forward.

WINS' second area of work is its series of publications – comprising Best Practice Guides

(BPGs) and Special Reports – both of which are available to WINS Members free of charge in the Knowledge Centre on the WINS website. In 2023, the WINS team successfully completed an internal review process of all our publications regarding the practicality and relevance of the publications given the present needs of the nuclear security community. In 2024, we will begin implementing this overhaul of publications so that they are easily accessible, practical and useful for our Members.

Benchmarking and Evaluation Services (BES) represents WINS' third area of operation, which allows WINS to provide customised services to custodians of nuclear and other radioactive materials, associated facilities and associated activities. The best practices set out in our BPG series of publications forms the foundations for the implementation of BES, as these practices are derived from the nuclear security community. In 2023, WINS conducted two BES projects for organisations in industry under commercial contract. Looking to the future, we intend

to continue expanding our capacity, scope and availability in this area.

The fourth area of WINS work is certification and training. As a result of efforts in 2022 to restructure the WINS Academy to offer more flexible learning opportunities to learners, 2023 saw a sharp increase in the number of scholarships distributed as well as the number of exams scheduled. To ensure that learners get the most added value during and after completing an Academy module, the WINS team introduced an Alumni portal called the HIVE and digital credentials in 2023. Furthermore, the WINS Academy is now offering the Nuclear Security Regulation module in Spanish, aligning with WINS' goal to increase its presence in the Latin American region.

While 2023 has presented many challenges in the realm of nuclear security, it has also offered many opportunities for WINS to contribute to strengthened nuclear security in new and innovative ways. We hope to receive feedback from Members of our community so that WINS can continue to lend its contribution for a world that is safer and more secure.



Bundespräsident  
Alexander Van der Bellen

Vienna, 9 May 2023

Dear Mr. van Dassen,

As Federal President of the Republic of Austria, I would like to thank you for your initiative and the Voices of Ukraine project.

More than a year ago, President Putin launched a terrible war of aggression against Ukraine. By including the nuclear ruins of Chornobyl in the war, the Russian army put at risk the health and security of all people in Ukraine but also of Ukraine's neighbours and the whole of Europe.

The Voices of Ukraine project is an important building block in efforts to document these violations of international law and enable the international community to draw conclusions, both in terms of prosecuting possible crimes and of dealing with such acts of war.

At the same time, the initiative is an opportunity to thank the brave employees of the Chornobyl facilities, who, through their courageous commitment and tireless work, managed to prevent another catastrophe. Let me add my voice and express my sincere thanks on behalf of the Republic of Austria!

I wish all of you all the best for the continuation of your important work.

Best regards,

Alexander Van der Bellen  
Federal President of the Republic of Austria



**Launch of *Voices of Ukraine: Volume 1***

On 15 May in Vienna, WINS launched *Voices of Ukraine: Volume 1*, which comprises direct testimony of nuclear security professionals in Ukraine speaking about the impact of the Russian war on both personal and global levels, as well as the impact on nuclear security. The launch was further supported by the Austrian President Alexander van der Bellen.



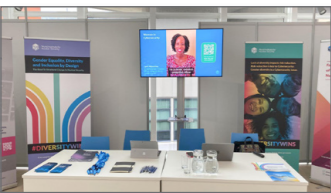
**Release of *Reporting Framework for Advancing Gender Equality, Diversity and Inclusion in Nuclear Security***

In late July, WINS published the *Reporting Framework for Advancing Gender Equality, Diversity & Inclusion in Nuclear Security*. The publication is designed to help organisations develop and publish reports on the outcomes of their programmes in this area. To launch this publication, the WINS team held an online event that featured experts who spoke about the power of reporting.



**Celebration of WINS' 15th Anniversary and Introduction of *Nuclear Security 2.0***

In mid-December, WINS celebrated its 15th anniversary with a dinner reception, followed by the launch of the *Nuclear Security 2.0: The Post-24th February 2022 (Dis)order and its Implications for Nuclear Security*. The event was attended by the WINS Board, individuals who were fundamental to WINS' establishment and ambassadors from around the world.



**Participation in CyberCon 2023**

Between 19-23 June, WINS took part in the IAEA's International Conference on Computer Security in the Nuclear World held in Vienna. The aim of the conference was to understand the effective security measures against cyber attacks on facilities that are responsible for the security of nuclear or other radioactive material. WINS participated by having a booth, speaking at panels and hosting a networking event.

- 1 WINS maintained satisfaction levels of 95% among event participants.
- 2 The WINS Academy increased the number of WINS Academy Alumni by 33% to 916 certified learners.
- 3 WINS successfully launched the Alumni Portal, also known as the HIVE.
- 4 WINS worked internally to review the structure of the Knowledge Centre to ensure all content is included and appropriately categorised under new headings.
- 5 WINS conducted two Benchmarking and Evaluation Service projects for industry under commercial contract.
- 6 The WINS Gender Programme launched the Reporting Framework, a companion document to the Self-Assessment Tool.
- 7 The WINS Academy increased the percentage of scholarships given to women from 42% in 2022 to 50% in 2023.
- 8 WINS maintained a minimum of 40% representation of women participating in and sharing their expertise at WINS events.
- 9 WINS grew its network of Members by 20% to 7,800, averaging 110 new Members per month.
- 10 WINS increased the percentage of its Members who are women to 30%, a 2% uptick over 2022.
- 11 WINS increased the average number of new website visitors per month by 42% to nearly 670.

## Members

WINS Members lie at the heart of the organisation. Once a Member joins the WINS community, they have access to WINS' public events (such as webinars and workshops), the monthly newsletter as well as publications in the Knowledge Centre on the WINS website.

In 2023, through offering a broad range of events and extensive outreach, WINS grew its Membership base by 21% over 2022 to 7,802, which is an average of 112 individuals per month. WINS also diversified its Member network to represent 163 countries, an increase of 8% in 2022.

**7,802** Total registered Members at the end of 2023

**1,341** New Members in 2023

**163** Total countries represented

### Top 5 Countries of New Members

**178** United Kingdom

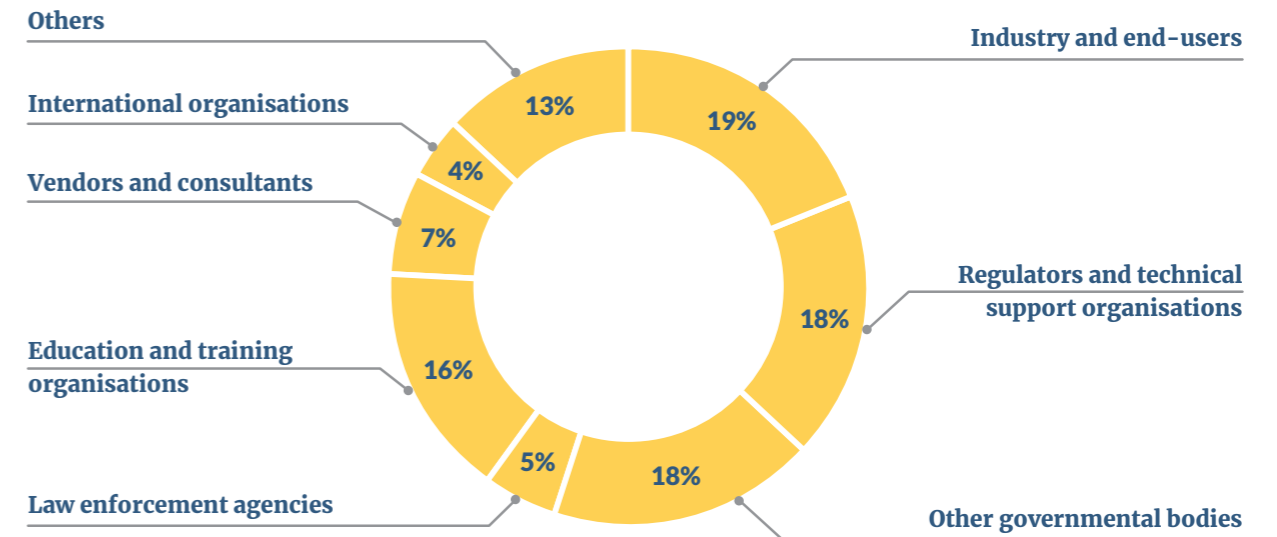
**126** Nigeria

**85** United States

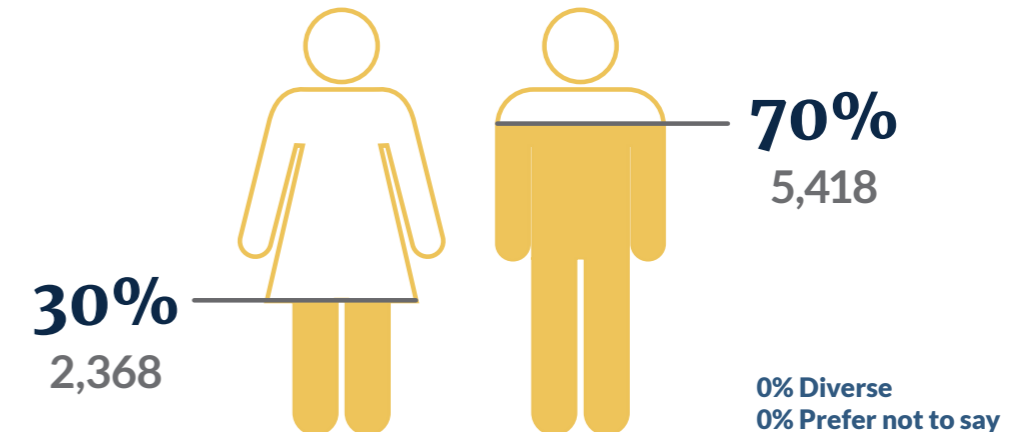
**84** South Africa

**63** Argentina

### WINS Members by Organisation Type



### Percentage of Female and Male Members

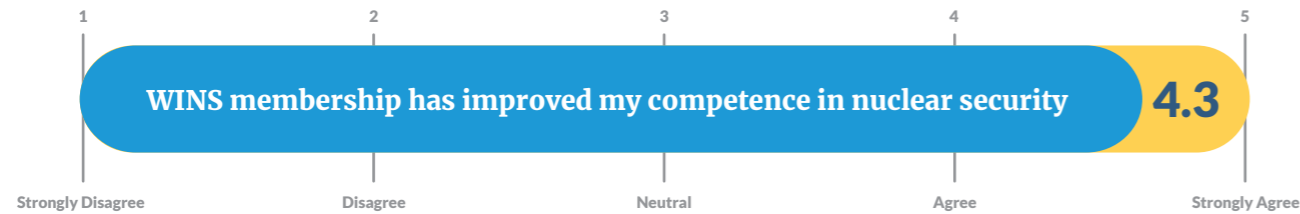




## 2023 Membership Survey Results

One of the most important ways in which WINS gains feedback from its network of Members is through an annual survey. The WINS team then works to incorporate this feedback into our programme of work to best serve the global nuclear security community. The survey is distributed at

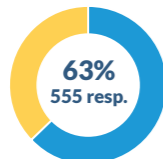
the beginning of each year through the Member newsletter. Members are asked a series of questions ranging from benefits of WINS membership to topics that should be covered by WINS in the future. The 2023 Member survey received 1,082 responses, a 56% increase over the previous year. Here are the results:



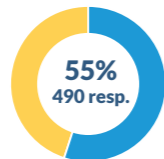
### How has your WINS membership improved your competence in nuclear security?



Encouraged me to continue to learn more about nuclear security



Enabled me to make improvements in my thinking about nuclear security

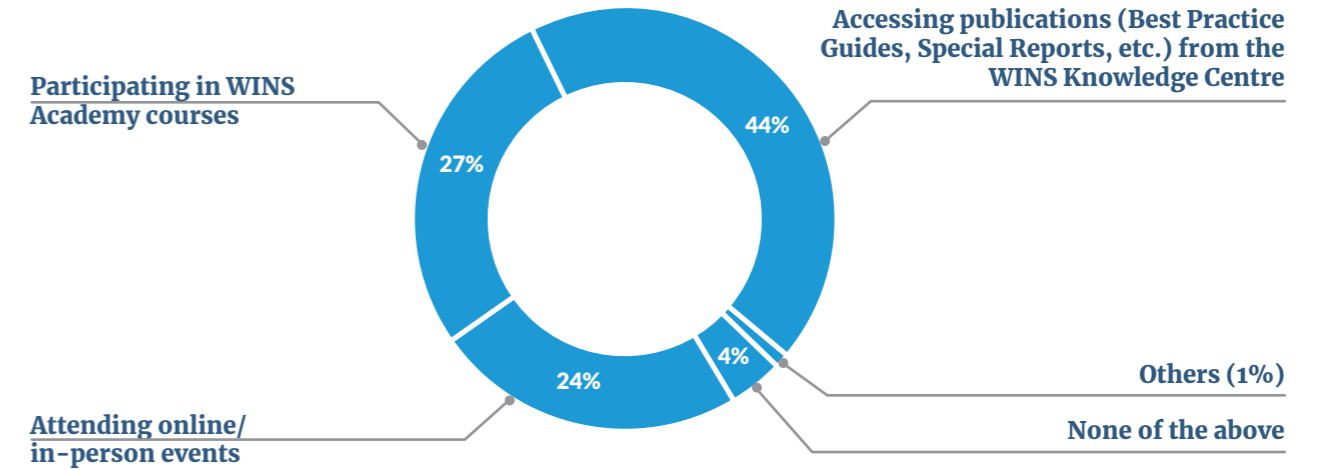


Given me more confidence to articulate information about nuclear security



Helped me to understand how to address nuclear security in my job role

### Which WINS activity/service has been the most valuable to you over the past year?



### Top 6 Topics WINS Should Engage with in the Future

**46%**

Advanced security technologies

490 respondents

**44%**

Cybersecurity

474 respondents

**33%**

Insider threat mitigation

351 respondents

**28%**

Safety and security interface

303 respondents

**28%**

Material outside of regulatory control/illicit trafficking

300 respondents

**24%**

Security culture

258 respondents

In 2023, the work of the WINS Gender Programme continued its momentum in amplifying the participation of women in nuclear security. The activities of the programme ranged from extensive social media campaigns to the release of an organisational tool to assist in reporting on gender equality, diversity and inclusion.

## Launch of the WINS Reporting Framework for Advancing Gender Equality, Diversity and Inclusion

In July 2023, WINS published and launched the companion document to the Self-Assessment Tool: the *Reporting Framework for Advancing Gender Equality, Diversity and Inclusion*. Whereas the Self-Assessment Tool is designed to help organisations examine and improve their internal processes, the Reporting Framework is designed to assist organisations report on their progress to stakeholders. The main message of the Reporting Framework is to start reporting regardless of the maturity of an organisation’s programme for gender equality, diversity and inclusion!

To make it as accessible as possible for organisations to begin reporting, WINS designed the Reporting Framework around the following principles found in the Self-Assessment Tool:

- Easy-to-use
- May be flexibly applied depending on the needs of the organisation
- Based on practical, real-world, relevant examples
- Offers extensive resources to help organisations in their reporting journey

Key experts who were responsible for assisting WINS in developing the Reporting Framework were invited to the publication’s virtual launch, which took place 19 July 2023. A total of 120 participants attended the launch, which approximately 50 more than the number of attendees at the Self-Assessment Tool launch. Of the 120 participants, 72% were women.

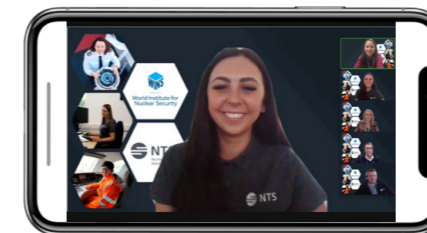
Following the virtual launch, WINS continued to promote the Self-Assessment Tool and Reporting Framework as a set of companion documents designed to promote gender equality, diversity and inclusion as a core nuclear security principle.



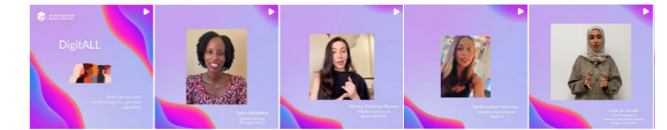
## WINS Table-Top Exercise (TTX) Promoting the Involvement of Women in Cybersecurity, Transport Security and Response

WINS collaborated with Nuclear Transport Solutions and the UK Civil Nuclear Constabulary to design and deliver a unique TTX that featured the transport of a fully fuelled micro reactor from a developed country to a developing country. The scenario included a cyber-attack and physical attack on the transport during the shipment by road. The TTX documentation included a presentation of the scenario, facilitator handbook and participant handbook. The TTX participants played the role of control room operators who had responsibility to manage the nuclear security incident.

There were two separate sessions of the TTX convened to cover two main time zones. Two mentors were selected and paid for from the fund supporting female subject matter experts. Both are female cybersecurity experts from industry. The feedback from the participants was overwhelmingly positive, and they requested that the next TTX series be in person.



## International Women’s Day 2023: “DigitALL”



The theme of International Women’s Day 2023 was “DigitALL,” which aimed to increase the number of women in cybersecurity and to expand the talent pool of nuclear security professionals. With this in mind, WINS launched an impactful social media campaign during the week of International Women’s Day. The campaign also had the objective of promoting the Academy and scholarships for the cybersecurity module in English and Spanish.

Through the use of short video clips, the campaign highlighted the role of female subject matter experts in cybersecurity by using their own voices. The women selected to be part of this campaign had various backgrounds and came from different regions about the world, underlining the significance of diverse perspectives in responding to current cybersecurity challenges in nuclear security.

Seven posts were made as part of this campaign on all of WINS’ social media platforms. The campaign received particular attention on WINS’ Instagram page – in which 60% of the page’s followers are women – with some of the campaign’s posts reaching 232 accounts and collecting 300 impressions from both followers and non-followers.

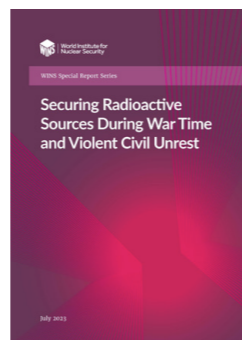
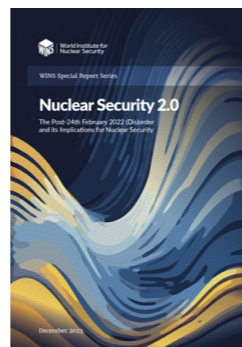
## Additions to the Knowledge Centre in 2023

The Knowledge Centre is the hub for WINS publications and offers both our Members and Alumni up-to-date, practical, well-researched and high-quality information that can be downloaded immediately. These documents and tools provide individuals involved in the security of nuclear and other radioactive materials with information relevant to implementing their responsibilities and contributing to the development of their competencies in nuclear security.

In 2023, in addition to reviewing and updating its series of BPGs, WINS expanded the number of Special Reports and Benchmarking and Evaluation series. In particular, WINS published BPG *Assuring the Effectiveness of Cybersecurity Arrangements at Nuclear Facilities*. WINS also published two Special Reports: *Securing Radioactive Sources During War Time and Violent Civil Unrest and Nuclear Security 2.0*. WINS also released the *Reporting Framework for Gender Equality, Diversity and Inclusion*, a companion document to its *Self-Assessment and Evaluation Tool on Gender Equality, Diversity and Inclusion*.

### Top 5 BPG downloads in 2023

- 1 Cybersecurity in the Nuclear Industry
- 2 Nuclear Security Culture
- 3 Managing Interfaces between Nuclear Safety and Security at Nuclear Facilities
- 4 Assuring the Effectiveness of Cybersecurity Arrangements at Nuclear Facilities
- 5 Managing Competency and Training



### WINS Publications in 2023

2,015 Prints

1,192 Downloads

## Review of the WINS International Best Practice Guide Series

All WINS Members have full access to the Knowledge Centre on the WINS website, which contains an extensive archive of information, including the WINS International Best Practice Guides (BPGs), Special Reports, as well as Guidelines and Methodologies for conducting benchmarking and evaluation services. This free access to WINS' series of publications is the most valuable service that WINS offers its network of Members, according to the 2024 Member Survey.

WINS' most-downloaded publications are its International BPG series, in which best practices are gathered from around the world on a specific topic to nuclear security to then be disseminated to our Members. The significance of the BPG series of publications was highlighted by Mr Charles Curtis, co-founder of WINS, during the WINS' anniversary dinner reception in December 2023, when he remarked that:

*WINS was set up to develop best practices ... Best practices that are voluntarily adopted have been matured through the great effort of WINS, a very productive and successful effort. As we look forward to the dangers presented in the world, WINS is a [teaching] lesson for the technological advances of a different kind. Right now, there is a lot of concern about artificial intelligence, machine learning from mega data, advances of cyber - all of these concerns have people calling out for guard-rails and regulatory systems. However, these will not be comprehensively effective. What we need is best practice for addressing*

*the advances in artificial intelligence and the dangers of cyber. Only voluntarily accepted and celebrated best practices can keep us stay safe in the future.*

Given the challenges of advancing technology in today's world, in 2023, WINS reviewed its International BPG series and made recommendations for the continued improvement of the series. The key recommendations were that the series should be comprised of publications that reflect contemporary best practices in the designated area and cover topics that are important to nuclear security as practices evolve and change. Furthermore, the WINS team recommended that the series should contain an optimal number of BPGs to ensure that the content of each can be reviewed and updated every three to five years.

Going forward, the BPG series will be structured having regard to

- The relevance of the topic to WINS stakeholders,
- Whether or not the topic is amenable to the identification of best practices,
- Topics that are not covered in the appropriate manner by other publication series (such as the IAEA Nuclear Security Series); and
- Priority of the topic based on the identified needs of external stakeholders.

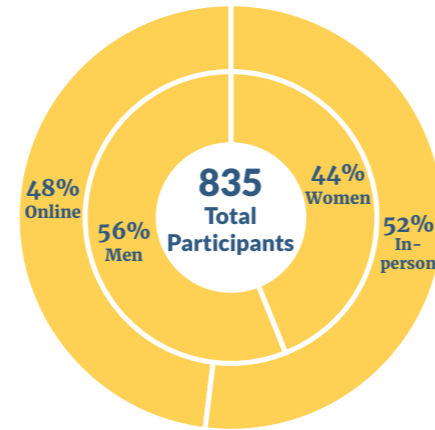
The overhaul of the WINS BPG series will serve the best interests of our increasingly diverse base of Members. For instance, the BPG series will be written based on best practices that are broadly applicable and not based on a single jurisdiction or region. Furthermore, the series will be based on best practices that allow for the development of a peer review or benchmarking service based on the topic.

# WORKSHOPS AND EVENTS: AN OVERVIEW OF 2023

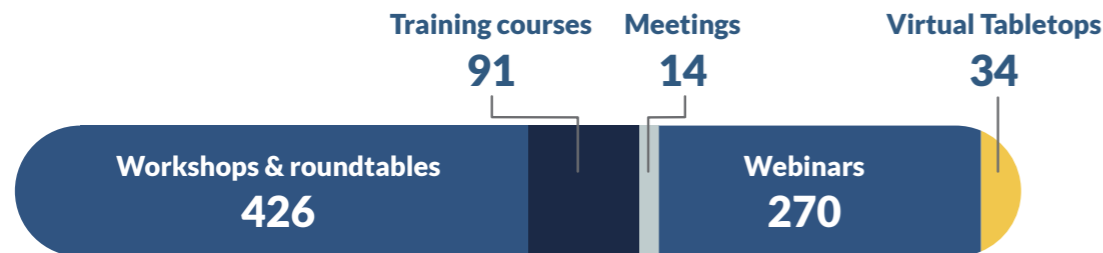
Building on the momentum gained from 2022 when WINS once again held in-person events, in 2023 we have increased the number of in-person events while continuing to offer opportunities for Members to engage online. In 2023, WINS conducted 20 events, 13 of which were offered in person.

Topics covered by WINS events in 2023 included a broad range of security areas such as cybersecurity, radioactive source security, transport security as well as gender equality, diversity and inclusion. Both online and offline events were held to determine, discuss and disseminate best practices in nuclear security internationally. These insightful events were designed around expert presentations, polling questions, professionally facilitated discussions as well as interactive discussions between experts and participants.

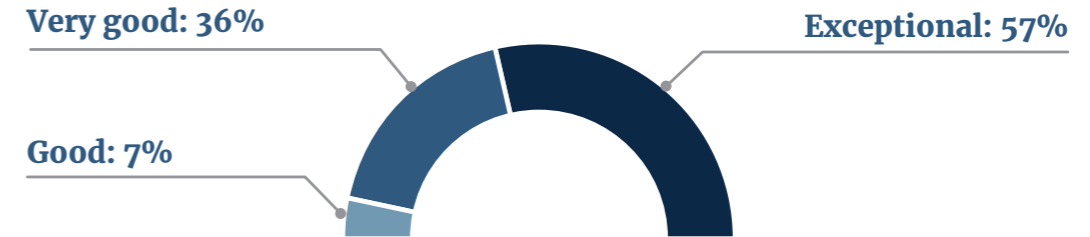
Participants continued to express a very high level of satisfaction. Furthermore, WINS maintained its efforts to achieve an increased participation rate of women at its events, as well as women speakers who contribute as female subject matter experts to the events.



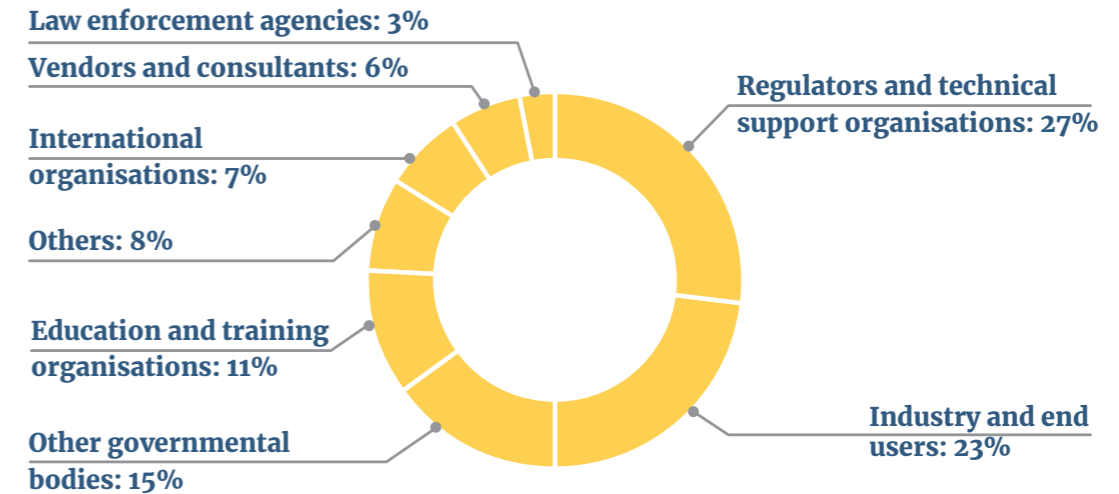
## Participants by Type of Event



## Participant Satisfaction in 2023<sup>1</sup>



## Participants by Sector<sup>2</sup>



<sup>1</sup>THIS EVALUATION WAS BASED ON THE AVAILABLE DATA

<sup>2</sup>THIS EVALUATION WAS BASED ON THE AVAILABLE DATA

# WORKSHOPS AND EVENTS: ONLINE

## Sustaining the Next Generation of Nuclear Security Professionals

 FEBRUARY 2023

WINS delivered a webinar on Sustaining the Next Generation of Nuclear Security Professionals. To highlight the importance of this topic, the IAEA's Director General Rafael M Grossi shared his thoughts on the subject via video message.

Additionally, invited world-class experts shared their views, thoughts and visions regarding young professional development and the future of nuclear security. The webinar featured high-level decision makers, industry, academia representatives and a diverse panel of young professionals currently working in nuclear security.



## Ensuring the Security of Radioactive Sources during Civil Unrest and War Time

 MARCH 2023

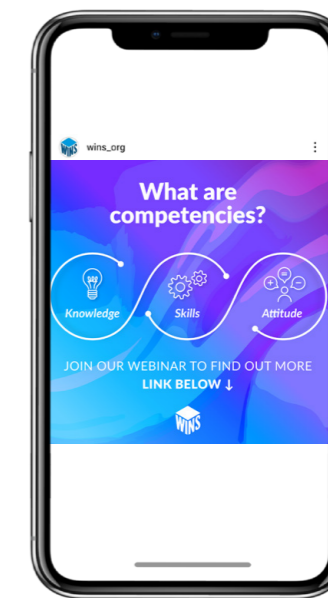
WINS conducted a two-day workshop exploring different topics related to the security of radioactive sources during civil unrest and war time. Our experts shared their views, thoughts and visions on how to implement and sustain radioactive source security during civil unrest and wartime, consolidating various experiences and offering the radioactive source security community an opportunity to discuss the lessons learned and how to better prepare for such situations.



## Competency Framework Development in Nuclear Security in the ASEAN Region

 DECEMBER 2023

Alongside Ubique Risk Management, WINS held a 90-minute introductory webinar about how competency framework development can be a game-changer in enhancing nuclear security in the ASEAN region. This webinar enabled participants to learn about the essential concepts in developing a competency framework and to hear from and engaged with subject matter experts from the ASEAN region.



# WORKSHOPS AND EVENTS: IN PERSON

## ISCN-WINS Workshop on Establishing, Measuring and Sustaining an Excellent Security Culture

 JANUARY 2023

WINS and the Integrated Support Center for Nuclear Non-Proliferation and Nuclear Security of the Japan Atomic Energy Agency held a workshop focusing on nuclear security culture in Tokyo, Japan.

Over two days, the event used a theatre-based approach to stimulate discussions and reflection on security culture as well as presentations on international best practices for establishing, measuring and sustaining an excellent security culture.



## Cybersecurity in the Nuclear Industry

 FEBRUARY 2023

WINS held a five-day training course on cybersecurity in the nuclear industry at the Austrian Institute of Technology in Vienna. The training aimed to build awareness of the cyberthreat to nuclear facilities and to discuss the implementation of cybersecurity to reduce the risk from cyberattack.

The course also served as a venue for information sharing on operator experience related to implementing cybersecurity and developing a cyber-aware culture at nuclear facilities.



## Cybersecurity in the Nuclear Industry

 DECEMBER 2023

Later in the year in December, WINS held a second training course on cybersecurity in the nuclear industry once again at the Austrian Institute of Technology. This training course was made available only to UK delegates. The objective of this training course was to build awareness of the cyber threat to nuclear facilities and to discuss the implementation of cybersecurity to reduce the risk from cyber attacks.



## Regional Workshop on End-of-life Management in Support of Radiological Security and Technology Transition

 MARCH 2023

This workshop reviewed the latest information on the various options to manage disused radioactive sources and how it impacts radiological security globally. It also addressed the necessary requirements of an effective end-of-life management pathway as a prerequisite to successful risk reduction through the replacement of radioactive sources with non-radioisotopic alternative technologies. Lastly, it was an opportunity to strengthen communication channels between users, industry, and funding organisations regarding disused source management options and considerations.

The workshop was attended by 41 participants from 20 countries and the IAEA.

# WORKSHOPS AND EVENTS: IN PERSON

## Transport Security Training in Chile and South Africa

📅 MAY 2023

WINS conducted two regional training courses on the secure transport of nuclear material. The African regional edition was organised jointly with South Africa's National Nuclear Regulator's Centre for Nuclear Safety and Security. In Latin America, the training course was held in cooperation with the Chilean Nuclear Energy Commission.



## Sustaining the Next Generation of Nuclear Security Professionals Roundtable

📅 MAY 2023

WINS hosted a roundtable of experts and young professionals from Latin America to analyse the promoting the effective inclusion of young professionals. This event took place in Bogotá, Colombia.



## National Nuclear Security Culture Training for Senior Managers in Thailand

📅 NOVEMBER 2023

WINS held a nuclear security culture workshop in Thailand specifically designed for Thai stakeholders. The workshop – held in conjunction with Thailand's Office of Atoms for Peace and Global Affairs Canada | Affaires mondiales Canada – was intended to assist senior managers working in Thailand's nuclear security sector to ensure the full implementation of the national nuclear security training strategy.



## Event on Small Modular Reactors Held in Chile

📅 DECEMBER 2023

WINS partnered with the Foundational Infrastructure for the Responsible Use of Small Modular Reactor Technology programme to co-host a regional conference for Latin America and the Caribbean. The conference was held in Santiago, Chile and helped to shed light on the role of nuclear energy – particularly small modular reactors and microreactors – to meet clean energy needs and climate goals.

This conference brought together energy and nuclear power experts, academics and nongovernmental organisations to explore nuclear energy's role in the region's energy mix, best practices in workforce development, stakeholder engagement, among other topics. The event was held in Spanish with English interpretation and translation.



## WORKSHOPS AND EVENTS: IN PERSON

### Workshop: Countering Violent Extremism through Strengthened Employee Engagement and Security Culture

 JUNE 2023

This in-person workshop – which attracted nearly 40 participants – reviewed the latest information on radicalisation matters and violent extremism, and how it relates to the security of nuclear materials and nuclear facilities. The workshop furthermore conveyed the importance of, and guidance for, implementing a robust security culture and structured employee engagement in a nuclear facility as foundations for effective insider threat mitigation.



### Workshop: Performance Evaluation Programmes for Physical Protection Systems

 JULY 2023

Held in collaboration with the Department of Energy's National Nuclear Security Administration, WINS welcomed more than 50 participants from over 15 countries to the in-person workshop. The international workshop was held on 11- 13 July to discuss how to execute performance evaluation programmes for physical protection systems.

This workshop was intended to provide participants with the basic knowledge to understand how to develop and implement a performance evaluation programme at their own facilities. Attendees were also able to work on case studies, use hypothetical facilities and had opportunities for hand-on participation.





## Overview of the WINS Academy in 2023

Outreach remained a top priority to encourage individuals to join WINS as Members and to take up continued professional development learning opportunities. Europe and countries close to Ukraine have become a strong focus for nuclear security. Encouraging more women to take up scholarship opportunities is of great importance with greater outreach and collaboration with Women in Nuclear chapters and WINS Ambassadors.

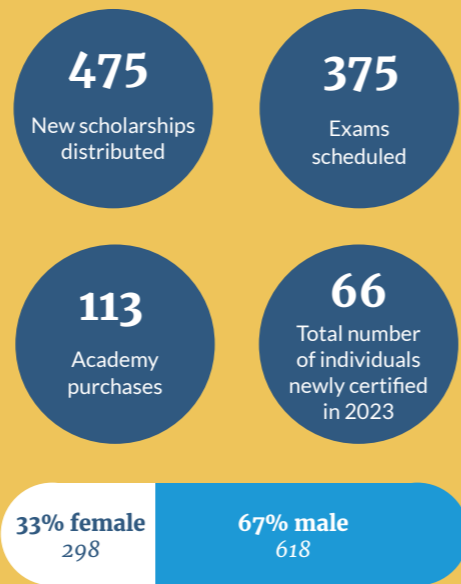
Greater engagement with our learners was a key priority for the WINS Academy team throughout the year, particularly to provide encouragement and support to learners to continue their professional development and learning regarding nuclear security, complete their programmes and take their exams in a timely manner to achieve certification. The year brought with it many new scholarship opportunities for women as well as men and women from developing countries.

Changes to unbundle Academy learning programmes, which was completed in late 2022, enabled learners to have greater flexibility in deciding on their preferred programme of study. This restructuring allows learners to pursue the subject that interests them most: either the fundamental principles of nuclear security or any of the more specialised modules. It also gives all learners a consistent and fair way of attaining certification. Now learners can achieve certified nuclear security professional status through all

module programmes by passing one exam, while continuing to receive the same rigour and quality requirements for programme modules and exams.

As a result of the unbundling, the Academy team has seen more scholarship uptake and more exams booked, indicating the success of the unbundled structure in providing learners with a quality professional development programme while allowing them more flexibility.

### 2023 WINS Academy Achievements



## Introducing Digital Credentials

One of the major projects undertaken by the WINS Academy in 2023 was digital credentials. WINS Academy Alumni are now able to showcase their skills and competences gained through the Academy programmes in a portable, verifiable way that provides valuable context to share with others.



**“** *The WINS Academy Radioactive Source Security Management course surpassed my expectations, expanding my potential and offering new opportunities in the job market. Additionally, I obtained the WINS Academy certification, which elevated my professional status.*



Camila Araujo,  
CEO of Maxim Group

**“** *For me, the WINS Academy is a foundational building block in the field of nuclear security, so you must put in your best to have a solid foundation.*

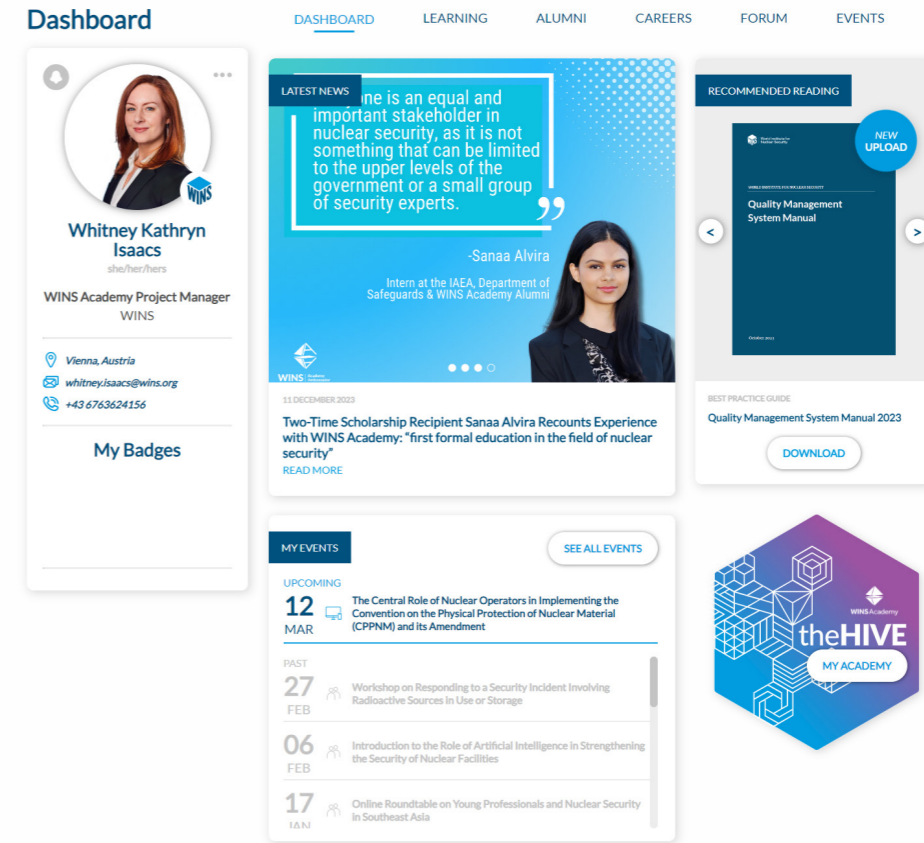


Nsidibe Yellow,  
Second in Command in the Chemical and Biological Section of CRBNe at the Directorate of Crisis Management in the Nigeria Security and Civil Defence Corps

### Alumni and the Portal (the HIVE)

At the end of 2023, the WINS Academy network continued to grow with a total of 916 Alumni and increasing the percentage of women Alumni to 31%. The WINS Academy also developed a new Alumni Portal (also known as the HIVE), providing greater networking opportunities for all WINS

Academy Alumni to engage and participate, including a forum; the ability to connect with other Alumni interested in similar areas of nuclear security; and opportunities to share external news items, post papers and articles, and upload job postings.



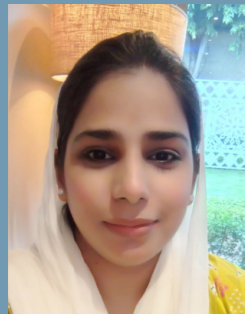
### Academy Module Updates in 2023: Translation of Nuclear Security Regulation Module into Spanish

In 2023, we continued to strengthen content in the WINS Academy through the translation of a module into Spanish.

The WINS Academy published the Spanish version of the Nuclear Security Regulation module in 2023. This is in line with the WINS Academy's outreach efforts in Latin America.



*The Academy courses were very detailed and comprehensive, which helped me to better understand nuclear security. This certification has enhanced my knowledge and boosted my confidence.*



Sonia Naz, Ph.D student at the National Defence University Islamabad

### Growth of the WINS Academy Ambassador Programme

In 2023, the Academy Ambassador programme continued to grow. Twelve new WINS Ambassadors joined the programme, culminating in a total of 51 Ambassadors by the end of 2023. Representing more than 30 countries, WINS Ambassadors are playing a vital and voluntary role with WINS for global outreach on matters of security for nuclear and other radioactive materials within their regions and networks, encouraging peers, colleagues and other individuals interested in developing their professional awareness, knowledge and engagement with WINS.



*You have to take advantage of the multiple training areas that WINS offers!*



Camilo Prieto Valderrama, Professor of Climate Change and Environmental Health at the School of Engineering at Pontificia Universidad Javeriana



*WINS certification programmes offer structured knowledge education and official recognition of your proficiency, making them a valuable addition to your professional development and career visibility.*



Juan Guevara, Global Regulatory Program Manager at Schlumberger Limited



*Taking on additional training, whether it may be inside or outside of work, will add to your already busy life and day job. But the benefits of working to continuously improve yourself and your knowledge through the WINS Academy are extremely important. I think all those with a role in nuclear security should at least complete the foundation certification to gain a better understanding of why nuclear security is so important.*



Megan Fearon, Security Strategy and Policy Advisor at Sellafield Ltd

## BENCHMARKING AND EVALUATION SERVICES

At WINS, we believe that measuring the performance of nuclear security arrangements and benchmarking it against other organisations' achievements is necessary to demonstrate that nuclear security risks are being effectively managed and mitigated. A gap exists for nuclear security benchmarking, and very few opportunities of industry-to-industry peer reviews of security arrangements are currently available. WINS' Benchmarking and Evaluation Services (BES) will begin to help fill that gap.

In 2022, we revised our strategy for developing BES to be inclusive of security arrangements at nuclear facilities. In 2023, WINS conducted BES projects for two nuclear operators under commercial contract. We have also begun developing a self-assessment tool for the security of nuclear materials in transport. Looking forward to 2024, WINS plans to conduct at least two more projects, as well as to promote further BES opportunities to industry.

WINS' BES builds on existing guidelines already published by WINS and on the experience gained while developing WINS' series of International Best Practice Guides. At the end of each Guide includes a maturity scale and questions, which can be used by the reader as initial self-assessment or form the basis of an external assessment.



## Increasing WINS' Presence on Social Media

During the 2023 year, WINS has significantly increased its social media presence across all its platforms: LinkedIn, Facebook, Instagram and X. Much of the social media content includes the following types of content:

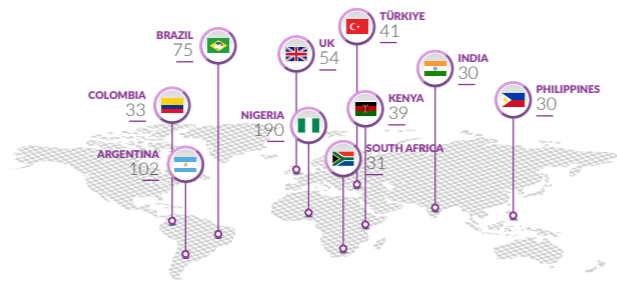
- Publications that have recently been released
- WINS Academy offerings
- Benefits of WINS Membership
- Event announcements
- WINS Academy Ambassadors & Alumni

The aims of WINS' social media content is to amplify the message of WINS to existing Members and to attract new Members by reaching out to a different audience.



## Diversifying WINS' Audience through Facebook

The social media activities on WINS' various social media platforms have helped WINS gain an increasingly diverse audience. During the 2023 year, on Facebook, the WINS page reach increased by 493% to 52,800, and content interactions increased by 132% to 1,900, with a total of 528 followers by the end of the year. Furthermore, the followers of the Facebook page represent a different demographic makeup in terms of the top countries of the page's followers. Half of the top 10 countries are from Latin America – furthermore, there is representation from Africa, namely Nigeria and Egypt.



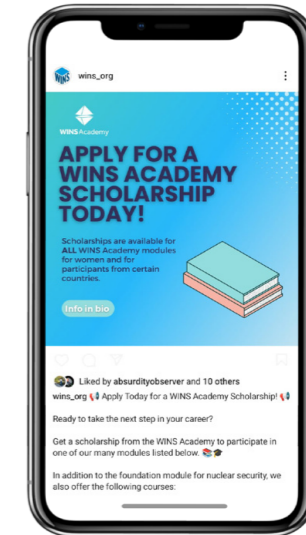
## Capturing the Attention of Women Professionals on Instagram

Through Instagram, WINS has been able to reach a wider female audience: nearly 60% of followers of WINS' Instagram page are women. During the 2023 year, the WINS Instagram page has also performed well by increasing its reach by 10% to 10,100 and increasing content interactions by 100% to 579. By the end of 2023, the WINS Instagram page had 815 followers. Four of five top locations of WINS' Instagram followers come from South America: Brazil, Colombia, Argentina and Chile, aligning with WINS' objective of expanding the organisation's presence into the Latin American region. Furthermore, the WINS Instagram page has enabled us to capture a younger age range, with nearly 80% of the page's followers between the ages of 18-44.



## Maintaining Momentum on LinkedIn

The WINS LinkedIn page remains to be the strongest point on online engagement regarding WINS, social media presence. WINS has also performed impressively well on LinkedIn, with the follower and connection count on the platform rising steadily every month. 2023 proved to be an active year on LinkedIn, with the page receiving 5,621 reactions, 132 comments and 417 reposts.



Heading into 2024, WINS looks forward to continuing its online activities, expanding its presence even further and creating innovative messages to capture and even broader audience.

## 2024 TARGETS

**1** Increase publication downloads from the Knowledge Centre by 25%

**2** Increase the number of WINS Academy Alumni by 15%

**5** Maintain a minimum of 40% representation of women participating in all of WINS programmes

**6** Increase WINS' social media metrics across all its platforms (Facebook, Instagram, X and LinkedIn) by 25%

**3** Maintain levels of satisfaction among event participants at 95% and above

**4** Increase the participation rate of industry representatives at WINS events from 23% to 25%

**7** Commence two Benchmarking and Evaluation Services

**8** Enter into three new partnership agreements with external partners

## SUPPORT PROCESSES

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WINS' support processes include our internal controls, quality management arrangements, financial services, human resources and professional development processes. We seek external and independent assurances about the quality of our systems, and wherever possible pursue external certification. Examples include the Board Assurance Statement published on an annual basis, ISO standards for quality management, and an external IT penetration testing of our systems.

The WINS Board Assurance Statement for 2023 was approved by the Board .

WINS successfully passed the ISO surveillance audit for compliance with ISO 9001:2015 and re-certification for ISO 29993:2017 in January 2024.

ISO 9001:2015 is designed to help organisations ensure that their quality management system and processes meet the needs of their customers and other stakeholders. ISO 29993:2017 certification is to assure quality and continuous improvement in WINS Academy and other professional related training activities of WINS.

WINS conducts periodic IT penetration tests using external certified consultants. Any recommendations are implemented as a matter of priority in the continuous effort to address new threats. We consider this a matter vital for our reputation. The last IT penetration testing was held in September 2023.

## FINANCIAL PERFORMANCE

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WINS' 2023 financial accounts were independently audited by Deloitte in March 2024 and found to be fully satisfactory. The audit extended to both the financial systems and controls, as well as to the programmatic controls.

### BALANCE OF FINANCIAL POSITION ON 31.12.2023

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<b>WINS assets (A)</b>	<b>€6,983,369</b>
Restricted funding for programme deliverables	€5,627,569
Unrestricted funding for corporate development	€347,151
Outstanding liabilities and provisions	€958,648
<b>Total liabilities (L)</b>	<b>€6,933,368</b>
<b>Operating reserves (A-L)</b>	<b>€50,000</b>

### OVERVIEW OF INCOME AND EXPENSES IN 2023

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Income from delivered programme	€3,818,499
Corporate donations and other income	€167,065
<b>WINS income</b>	<b>€3,985,564</b>
<b>WINS expenses</b>	<b>€3,799,294</b>

# WINS STAFF MEMBERS

**Lars van Dassen**  
Executive Director



**Anubhav Shrivastava**  
IT Manager



**Przemyslaw Michalski**  
Head of Internal Services and Organisational Development



**Viviana Espinosa Moreno**  
Project Manager



**Abdel Sharabati**  
Junior Accountant



**Bethany Woodward**  
Manager of Visual Design



**Rhonda Evans**  
Head of Programme Development and Implementation



**Whitney Kathryn Isaacs**  
WINS Academy Project Manager



**Aleksandra Zilic**  
Finance Manager



**Leyla Amur**  
Editor/Writer Consultant



**Roland Fletcher**  
Head of Certification and Training



**Álvaro Acevedo**  
Programme Manager



**Mehri Avlyakulova**  
Executive Assistant



**Suzanne Carlson**  
Communications and Learning Strategist  
Currently on maternity leave



**Anastasiia Nechytailo**  
Project Officer



**Pierre Legoux**  
Head of Programme Oversight and Implementation



**Tatjana Todic**  
Project Assistant



**Anida Čeliković**  
Manager of WINS Programme Functions  
Currently on maternity leave



**Polina Nechytailo**  
WINS Academy Assistant



**Tomás Bieda**  
Senior Project Manager



**Raquel Delgado** departed WINS after 13 years as Programme Manager. We thank Raquel for her outstanding work with WINS and wish her the best in her career.





World Institute for  
Nuclear Security

WINS (24)02

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International NGO under Austrian Law BGBl. I Nr 54/2021

GZ: StF: BGBl. II Nr 593/2021

