

10,000 MEMBERS
ONE SHARED PURPOSE

10000

STRONG

ANNUAL REPORT 2025

PUBLISHED IN APRIL 2026



World Institute for
Nuclear Security



Landstrasser Hauptstrasse 1/18, 1030 Vienna, Austria



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9,997

9,998

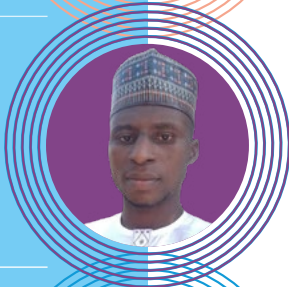
9,999

10,000

10,001

10,002

10,003



Nuclear security directly shapes our future. For developing countries, safe and responsible use of nuclear technology can boost energy access, healthcare, and agriculture.

Dalhat Sani, Nigeria



We believe strong nuclear security culture is essential for the stable and sustainable development of the global community.

Kentaro Kobayashi, Japan

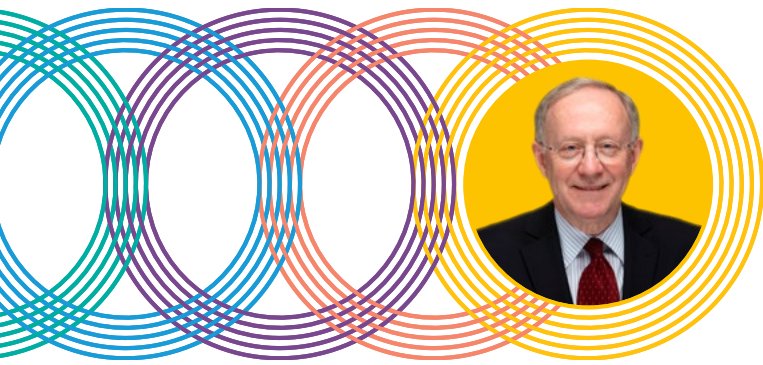


WINS connects you to practitioners who share real solutions. You get credible guidance, a trusted network, and continuous development that stands up in the field.

Zinaida Koshkina, Ukraine

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CHAIR'S REPORT

Dr John Barrett

Chair of the WINS Board

We present this Annual Report at a time of global turbulence and change. Geopolitical tensions, rapid technological change, the digitalisation of critical infrastructure, supply chain vulnerabilities, and the evolving tactics of malign actors are reshaping the international security landscape. In this environment, complacency is not an option. The peaceful use of nuclear and radiological technology can only advance if it is underpinned by robust, resilient, and professional security.

2
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Well-trained and dedicated nuclear security professionals are more essential than ever. Nuclear security is not a peripheral consideration or a regulatory formality; it is a fundamental prerequisite for the responsible use of nuclear energy and radioactive materials. Without credible, competent security, there can be no sustained public trust, no long-term investment, and no enduring contribution to prosperity and human well-being.

Against this backdrop, WINS reached a significant milestone in 2025: Our global network is now 10,000 strong. We are proud to count 10,000 individual members in more than 160 countries: a truly international community of practitioners, regulators, operators, technical experts, academics, and policymakers committed to strengthening nuclear security. This achievement is more than a number. It represents 10,000 professionals who share knowledge, uphold standards, and contribute to a culture of security in every region of the world.

This Annual Report illustrates how WINS supports and connects this growing community. Our activities span specialised workshops and tailored capacity-building projects across diverse regions; internationally recognised certification programmes for a growing global community of certified nuclear security professionals; and the development of practical reference materials including International Best Practice Guides, Special Reports and webinars. Each of these diverse initiatives is designed with a single objective: to strengthen the professionalism and competence of all those involved in nuclear security worldwide.

As advanced reactor technologies and fuels are developed, as new medical and industrial isotopes emerge, and as more countries expand or embark upon nuclear power programmes, the demand for credible nuclear security expertise will only grow. Governments, operators, regulators, and the public must be assured that nuclear and other radioactive materials are protected against theft, sabotage, and misuse. That undertaking relies on people: on individuals' knowledge, judgement, and integrity.

WINS' aim is clear and constant: to provide impartial, professional training and practical advice that support those responsible for nuclear and radiological security. As an independent, international non-governmental organisation, WINS is uniquely positioned to convene expertise from across sectors and borders, fostering collaboration and promoting the highest professional standards. Our community of 10,000 members is both the foundation and the embodiment of this mission.

THE WINS BOARD

This is, and must remain, a shared endeavour. We are grateful for the continued support of governments, industry partners, and stakeholders who recognise that investing in people is the most sustainable way to strengthen nuclear security. The common purpose of the 10,000 members who have joined WINS over the years demonstrates the widespread resonance of this shared commitment.

In a world defined by rapid change and uncertainty, our mission becomes ever more relevant. I invite you to read this Annual Report and to see how WINS, together with its 10,000-strong global network, is helping to ensure that these committed individuals have access to the guidance and training they need to meet the challenge. We hope these success stories demonstrate to our partners the importance of their continued support for WINS as a not-for-profit organisation and championing its mission in the years ahead.



Dr John Barrett

CHAIR

Ambassador of Canada (ret'd)
Former President & CEO,
Canadian Nuclear Association



Mary Alice Hayward

VICE CHAIR

Former Deputy Director General,
IAEA



Chris Chater

BOARD MEMBER

Chief Technical Officer of
URENCO Enrichment Group



Ambassador Piet de Klerk

BOARD MEMBER

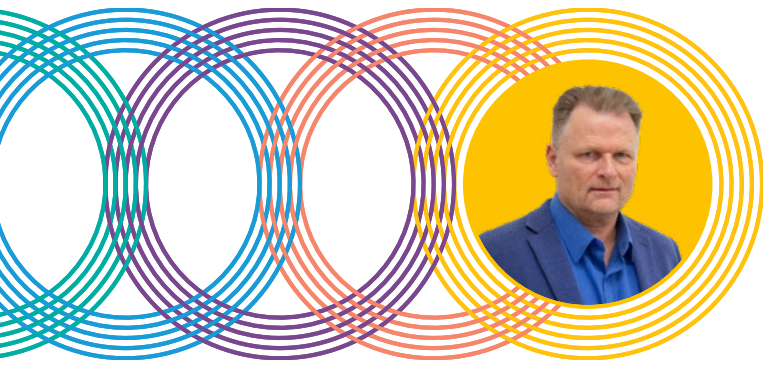
Dutch diplomat (ret'd), lead
Sherpa 2014 Nuclear Security
Summit, former IAEA Director



Kathleen Heppell-Masys

BOARD MEMBER

Vice-President, Nuclear
Operations Oversight, Atomic
Energy of Canada Limited



EXECUTIVE DIRECTOR'S REPORT

Lars van Dassen

WINS Executive Director

In September 2025, the 10,000th person became a WINS Member.

This milestone marked far more than a number. It was a testament to our global community of professionals in more than 160 countries committed to strengthening nuclear security in their organisations, countries, and regions.

The three members we profiled to celebrate this occasion illustrate the breadth and diversity of our field: a Nigerian student who sees peaceful nuclear applications solving challenges in his region, a Japanese insurance professional who considers nuclear security culture and knowledge sharing to be fundamental to global stability and development, and a Ukrainian nuclear engineer inspired by her father's service as a Chernobyl liquidator.

Their stories, and the thousands of others like them, underscore our responsibility to be of service to the whole world. As we promote nuclear security, we advance human security through the peaceful uses of nuclear technology.

The size of our community also demonstrates the trust placed in WINS as a provider of impartial, professional guidance and training. We remain focused on serving this community by balancing the reliable foundations of our work with innovation and new areas of development.

We continue to provide a platform for our members to exchange knowledge and experience, especially on current and critical topics such as cybersecurity, AI and supply chain security. In particular we support young professionals to ensure the talents of the next generation are encouraged and fully utilised.

Our Knowledge Centre, a library of resources for our members, has grown and improved as we revised the guidance we provide with the evolving landscape and add new materials on emerging areas. We've also expanded our Spanish and Ukrainian offerings to better serve our global community.

Our Benchmarking and Evaluation Services remain a reliable reference for nuclear organisations to evaluate and enhance their security arrangements with peer reviews and guidance.

We've also improved and expanded our certification and training programmes. In 2025 we increased our in-person cybersecurity trainings to meet growing demand and updated our Nuclear Security Programme Management module to keep pace with current best practices and the experience shared by subject matter experts working around the world.

WINS has also remained attentive to developments affecting nuclear security in conflict-affected environments. Throughout 2025, we continued to examine lessons arising from the war in Ukraine as well as our efforts to support the brave men and women working in the nuclear sector there. We launched the Ukrainian translations of two special reports in Kyiv in March 2025 and, through the generous support of the Swedish Radiation Safety Authority, have been able to provide scholarships to young Ukrainians studying the Physical Protection and Accounting and Control of Nuclear Material.

In 2025 we also launched our regional cooperation initiative, which, in this first phase, is focused on West Africa. This project, supported by the Norwegian Development Fund (NORAD), aims to increase cooperation in relation to nuclear security issues at the national and regional levels and strengthen the infrastructure supporting the peaceful use of nuclear technologies. By building sustainable local and regional capacity, this initiative demonstrates how WINS can extend its impact while remaining firmly anchored in its mission.

At a time of rapid geopolitical change, technological disruption, and increasing strain on international norms and institutions, the need for well-trained and dedicated nuclear security professionals has only intensified. While WINS is a small organisation and cannot resolve global

instability, we can ensure that those responsible for nuclear and radiological security are equipped with the knowledge, guidance, and professional networks required to meet evolving challenges with confidence and integrity.

Being 10,000 strong is both an endorsement and a responsibility. It affirms that a global community of professionals values our impartial, high-quality nuclear security training and practical advice. It also demonstrates that our greatest contribution lies in strengthening people: their expertise, judgement, and commitment to protecting nuclear and radiological materials from misuse.

My colleagues and I look forward to continuing our close engagement with this remarkable community. Through our events, publications, certified training, and direct exchanges, we remain available for your ideas, questions, and collaboration.

There is considerable momentum at WINS, and we invite you to work closely with us. In a world undergoing profound change, nuclear security remains indispensable to our collective welfare, global development, and public trust. Together, as a community 10,000 strong, we will continue to advance professional excellence and contribute meaningfully to global security.

2025 HIGHLIGHTS



Launching ‘Voices of Ukraine Volume Two: Nuclear Security in Times of War’ in Kyiv

WINS’ book ‘Voices of Ukraine Volume Two: Nuclear Security in Times of War’ was launched in Kyiv with the participation of interviewees, Ukrainian representatives from the nuclear sector and the international community.

The event included a panel discussion on current challenges and threats to nuclear security with the participation of some of the main heroes of the book: Viktor Kolesnikov (SBGSU); Oleksandr Pererva (ChNPP); Viacheslav Varvarov (Energoatom) and Oleksandr Kyrlyiuk (SESU).

Regional Workshop on Assuring the Effectiveness of Cybersecurity at Nuclear Facilities for Latin America

Implemented with Mexico’s Instituto Nacional de Investigaciones Nucleares (ININ), this regional workshop addressed regulatory developments, governance, incident response, reporting, and effectiveness from strategic and operational perspectives. Participants engaged in a technical visit and a hands-on exercise, acting as evaluators to assess cybersecurity practices, apply key concepts, and enhance analytical skills in real-world scenarios.

[Read more on page 16.](#)

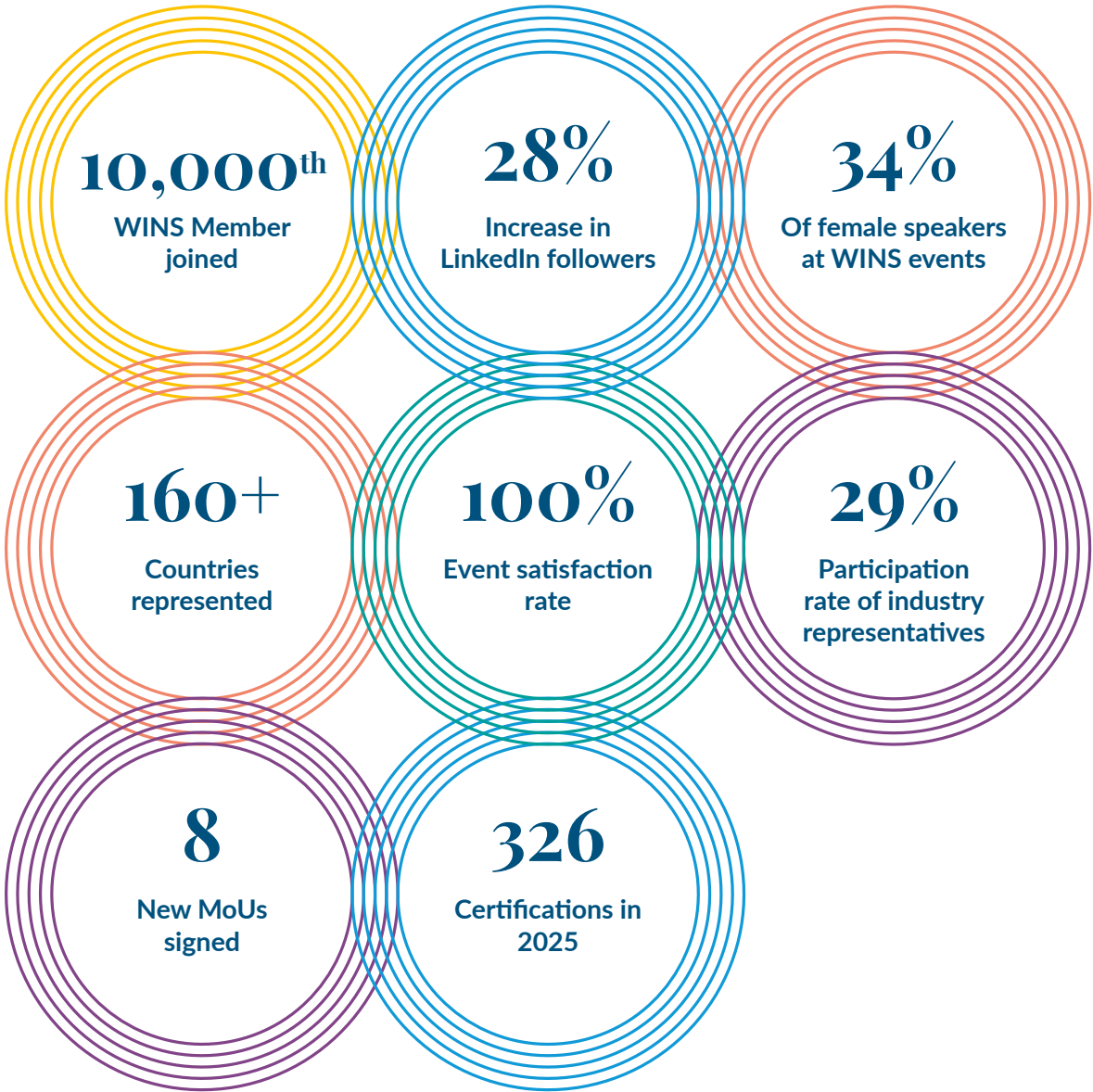
Meeting Stakeholders in West Africa

WINS Senior Project Manager Asel Khamzayeva and Executive Director Lars van Dassen met with stakeholders in Nigeria, Ghana, Togo and Senegal as part of a WINS project aimed at enhancing regional cooperation on nuclear security in West Africa, generously supported by the Government of Norway.

Southeast Asia Roundtable on Managing Competency and Training for Nuclear Security

WINS’ three-year webinar series focusing on competency frameworks and the systematic approach to training for the Southeast Asia region culminated in this regional workshop aimed at strengthening collaboration and practical improvements in nuclear security competency management. Participants explored international best practices, discussed their national approaches to training and performance, and engaged with regional case studies. The roundtable also advanced dialogue on sustainable and inclusive workforce development. [Read more on page 19.](#)

2025 ACHIEVEMENTS



NETWORK OF MEMBERS

Members

The WINS Member community is a diverse group of individuals working to maintain nuclear and radioactive source security globally. Applications for membership are carefully reviewed and verified through a two-level approval process to ensure their credentials are valid.

In 2025, WINS offered a broad range of events and performed extensive outreach, resulting in membership growth of 12% and bringing the total to 10,406. That figure averages to 107 individuals per month in 2025. WINS also diversified its member network to represent 169 countries.



Top 5 countries of new Members

184 Nigeria

173 United Kingdom

77 United States of America

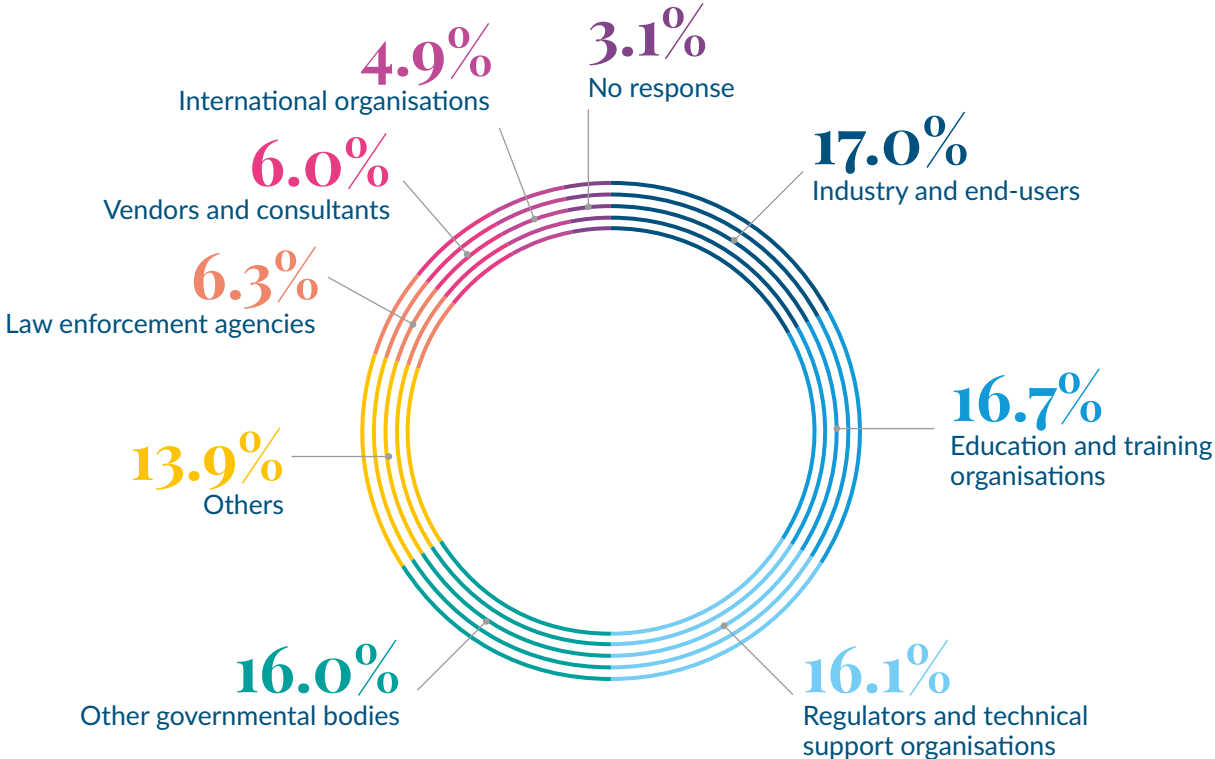
66 Pakistan

58 Kenya

I value WINS bringing together the international nuclear security community. WINS webinars and events cater for a varying degree of knowledge, ensuring inclusivity.

WINS Member Survey comment

Organisational type of all WINS Members*



Gender breakdown of WINS Members**



*Percentages have been rounded
**0.08% gave no response

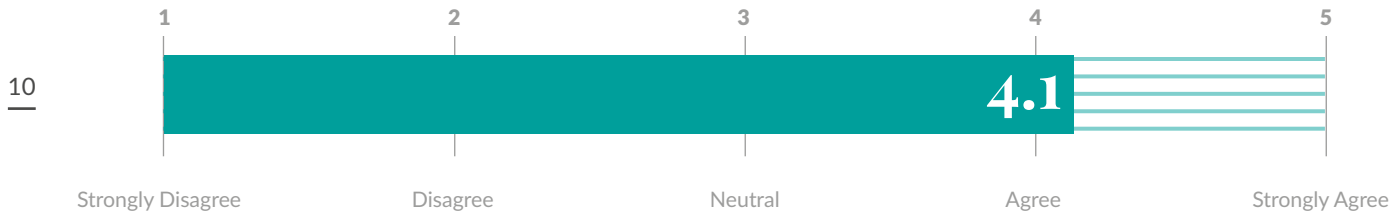
NETWORK OF MEMBERS

2025 Member Survey Results

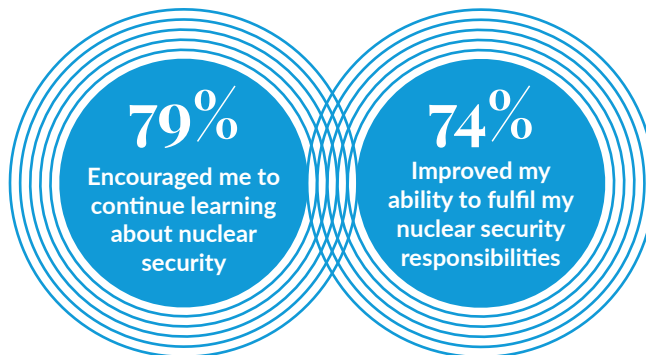
Regular member surveys keep WINS in touch with the needs of our members and help to maintain our engagement with them. Their candid feedback highlights the areas where global practitioners are seeking guidance and help us to meet that need. Understanding their priorities has the double benefit of helping WINS to keep

our community involved and provide information back to funders in future project proposals about the issues that emerge as common challenges for thousands of individuals all over the world working to maintain nuclear and radioactive source security. The 2025 WINS Member Survey received about 650 responses.

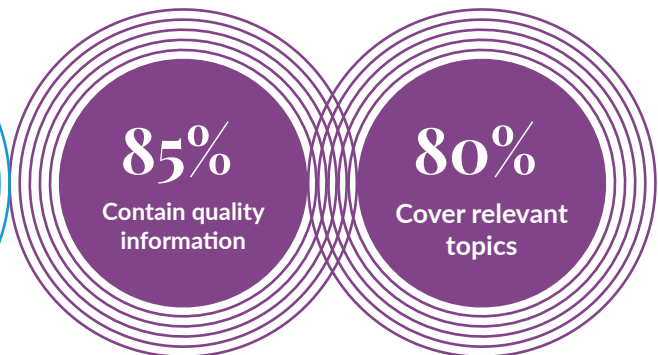
Engaging with WINS has strengthened my competence and professionalism in nuclear security matters.



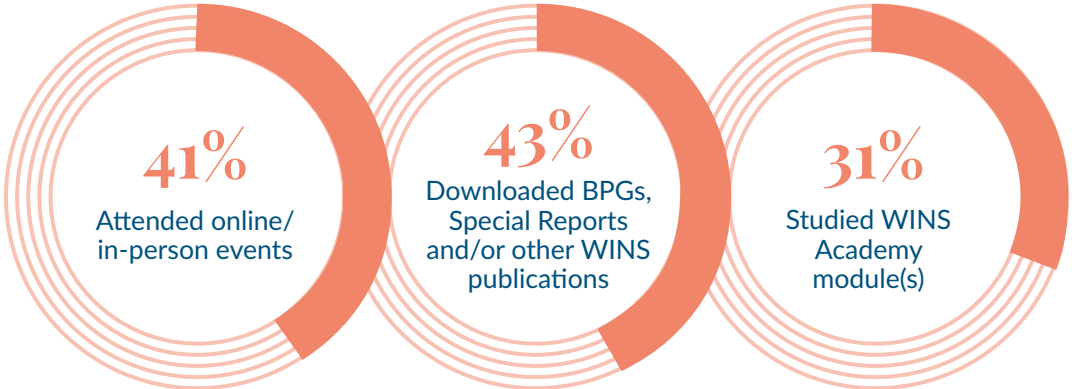
Attending a WINS event...



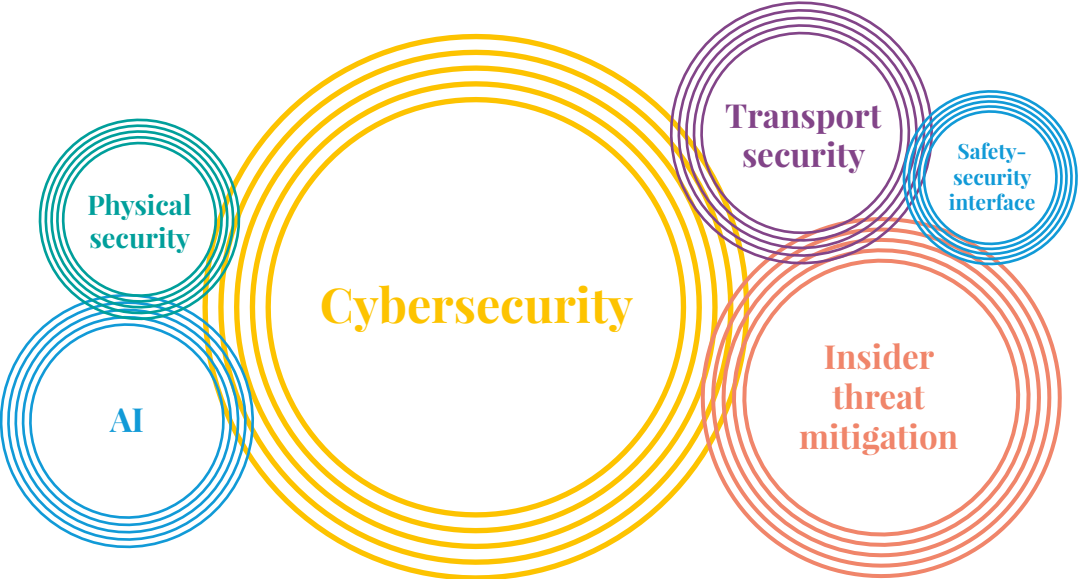
WINS' publications (Best Practice Guides, Special Reports, etc)...



How did you participate as a WINS Member in 2025?



Top topics suggested by WINS Members to engage with in the future.



WOMEN'S LEADERSHIP IN NUCLEAR SECURITY

Highlights

Advancing Gender Dialogue at the Sociedad Nuclear Mexicana Congress

WINS contributed to regional dialogue at the 36th Annual Congress of the Sociedad Nuclear Mexicana, held alongside the LAS-ANS Symposium in Mexico. WINS highlighted the role of international cooperation in strengthening nuclear security in Latin America and participated in a panel discussion on gender equity in the nuclear industry.

WiN Global Booth Launch at the IAEA General Conference

WINS Executive Director Lars van Dassen joined inspiring leaders committed to advancing inclusion, leadership, and nuclear security across the globe addressing the theme "Powering New Challenges Through Global Cooperation and Inclusion" at the opening of the WiN Global booth at the IAEA General Conference. Among the speakers at the event were Rafael Mariano Grossi, IAEA Director General; Sama Bilbao y León, Director General of the World Nuclear Association; Annemiek van Bolhuis, Chair of the ANVS Board and Co-Chair of NRGE; and Melina Belinco, President of WiN Global.

Supporting Emerging Female Leaders

In June-July 2025, WINS hosted a fellow supported by CRDF Global under the Robin Copeland Memorial Fellowship. The placement provided practical exposure to nuclear security implementation, stakeholder engagement, and programme development, aligning with WINS' efforts to strengthen technical and leadership capacity among emerging women professionals in the field.

Visibility, Mentorship and Engagement

WINS continued efforts to raise the visibility of women in nuclear security. A review of WINS' digital platforms ensured diverse representation of female subject matter experts, supported by an image database from WINS events. WINS experts also contributed to international learning and mentorship initiatives, including the NewComers4Nuclear Summer School and the WiN Colombia mentorship programme, sharing expertise on innovation, artificial intelligence, and leadership development. These efforts supported global networks of women professionals and inspired the next generation of nuclear security leaders.



KNOWLEDGE CENTRE

The Knowledge Centre offers WINS Members access to WINS' library of resources, including International Best Practice Guides, Special Reports, webinar recordings and guidance for self and peer assessments.

We continuously add to and update these documents to keep apace with evolving trends in the sector.

In 2025, WINS published a new International Best Practice Guide on the *Security of Radioactive Sources in Transport* and updated the guide on *Managing Insider Threats in the Nuclear Industry*. WINS also prepared a Special Report on *Security in the Nuclear Supply Chain*.

In addition, WINS completed the translation of several publications to make these materials more accessible to the members who rely on them. A Spanish language version of *Assuring the Effectiveness of Cybersecurity at Nuclear Facilities* was launched at a webinar event on 20 March 2025. WINS also translated two Special Reports, *Voices of Ukraine Volume 2* and *Nuclear Security 2.0* into the Ukrainian language. They were launched at a special event in Kyiv in March 2025.

WINS updated the Knowledge Centre to link WINS publications with the IAEA Information Circulares related to specific topics in nuclear security. Many of these are related to Gift Baskets and Communiques published during the Nuclear Security Summit process.

WINS Publications in 2024

 **1,600** Prints

 **1,898** Downloads



WINS publications have enabled me to understand different frameworks in which nuclear security can be applied.

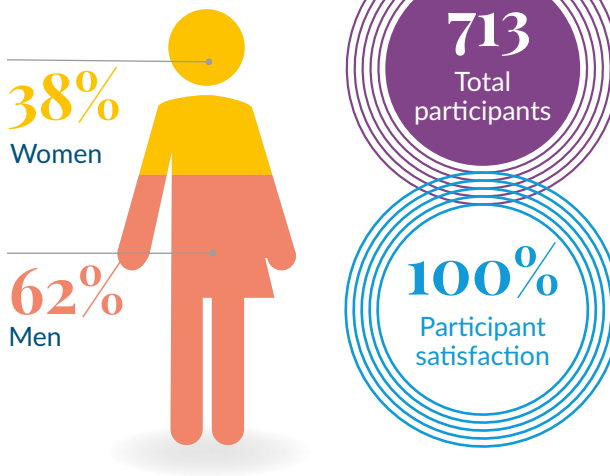
WINS Member Survey comment

EVENT HIGHLIGHTS

To facilitate international knowledge and experience sharing, WINS hosts events on both specialised and fundamental nuclear security topics. These workshops and roundtables take place online, in Vienna, and at locations all over the world to accommodate nuclear security professionals in a format that suits them.

In 2025, WINS held 17 events, seven of which were online and ten in person. The topics covered ranged from supply chain security to cybersecurity assurance. All WINS events are professionally facilitated with opportunities for the participants to interact and share their perspectives as well as presentations from top experts in the field.

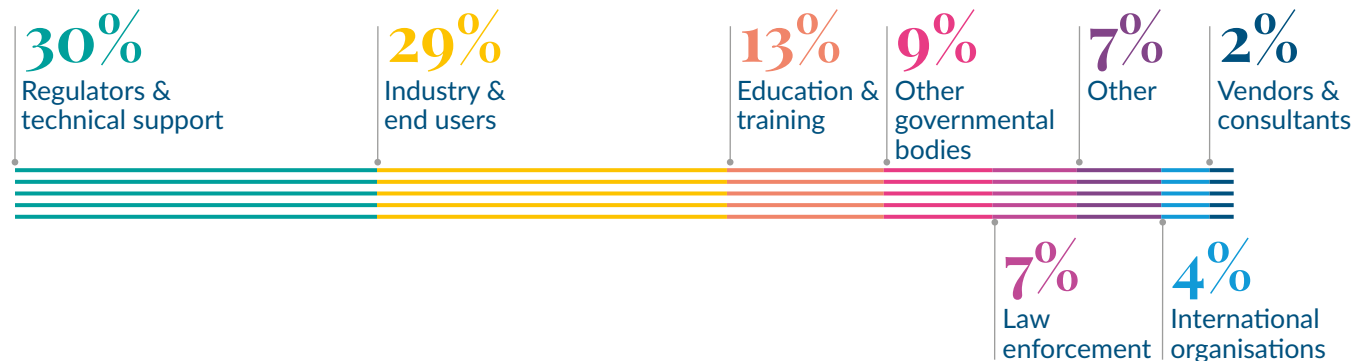
Participants



Participants by Event



Participants by Sector



SUPPORTING THE NEXT GENERATION OF NUCLEAR SECURITY PROFESSIONALS

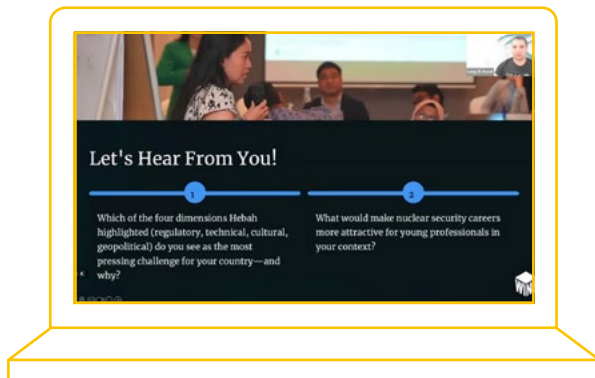
Virtual Roundtable: Sustaining the Next Generation of Nuclear Security Professionals in the MENA Region



OCTOBER 2025

WINS hosted a virtual roundtable on sustaining the next generation of nuclear security professionals in the MENA region with nearly 30 participants from 11 countries in the region. Discussions emphasised the need for long-term workforce planning, effective knowledge transfer, and stronger links between education, training, and professional pathways to ensure a resilient nuclear security workforce. Participants underscored the role

of youth and professional networks in supporting career development, knowledge sharing, and regional collaboration. These platforms were recognised as key to strengthening professional identity, confidence, and inclusion, particularly in countries where nuclear programmes are still developing.



I would encourage WINS to continue expanding accessible training, practical case studies, and mentorship opportunities for early-career professionals, particularly from developing countries. These initiatives are extremely valuable for building competence, confidence, and long-term commitment to strong nuclear security practices.

WINS Member Survey comment

AI AND CYBERSECURITY



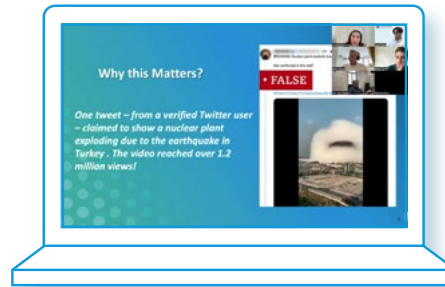
Regional Workshop on Assuring the Effectiveness of Cybersecurity at Nuclear Facilities for Latin America

 NOVEMBER 2025

Implemented in cooperation with Mexico's Instituto Nacional de Investigaciones Nucleares (ININ), this regional technical workshop brought together 29 participants from six countries in the region.

The workshop highlighted the importance of strengthening cybersecurity assurance in nuclear facilities through both strategic and operational perspectives. Discussions addressed regulatory evolution, cybersecurity effectiveness, incident response, reporting practices, and governance frameworks.

The programme included a technical visit to ININ facilities and a hands-on, role-based exercise in which participants acted as external evaluators assessing cybersecurity effectiveness, applying concepts discussed during the workshop and strengthening analytical skills.



The Impact of AI-Driven Disinformation on Nuclear Security

 APRIL 2025

This webinar highlighted how AI-enabled tools such as deepfakes, automated content generation, and algorithmic amplification can create and rapidly spread convincing false narratives. Participants explored how such disinformation could undermine public trust, distort security-related information, and complicate crisis communication in the nuclear sector.

Discussions focused on strengthening resilience through improved information verification, early detection of manipulated content, cross-sector cooperation, and greater awareness of digital information risks within nuclear security planning. The session underscored the importance of proactive strategies and international collaboration to safeguard institutional credibility and maintain confidence in nuclear security systems in an evolving information environment.



Cyber Nuclear Forum

WINS has been the administrator of the Cyber Nuclear Forum since 2024



AUTUMN 2025

The Cyber Nuclear Forum Autumn 2025 Meeting in Amsterdam brought together more than 30 international experts. The discussions covered critical topics shaping the future of cybersecurity in the nuclear industry, such as:

- The impact of geopolitical shifts beyond nuclear
- Future of supply chain security and digital trust
- Role of insider threat, AI, and governance
- Lessons learned from decommissioning and remote access for maintenance

It also included site visits to NRG PALLAS Energy & Health Campus, including the high flux reactor, hot cell laboratories and the PALLAS Reactor building site.

WINS is one of the few institutions that can approach cybersecurity problems and solutions in OT networks with balance and practicality.

WINS Member Survey comment

WORKSHOPS AND EVENTS: IN PERSON

International Best Practices Workshop on Supply Chain Security

 APRIL 2025

 Vienna, Austria

WINS' International Best Practices Workshop on Nuclear Supply Chain Security brought together 45 participants from 13 countries and five international organisations.

The workshop highlighted the growing complexity of nuclear supply chains and the need to address associated security risks, including cybersecurity threats, counterfeit and fraudulent items, insider risks, and vulnerabilities linked to globalised procurement. Discussions focused on defining roles and responsibilities across the supply chain, strengthening risk assessment practices, and integrating security requirements into procurement, vendor management, and regulatory oversight.



Radioactive Source Security during Wartime and Violent Civil Unrest

 MAY 2025

 Vienna, Austria

WINS convened an in-person exercise on Security of Radioactive Sources during Wartime and Violent Civil Unrest. The scenario-based discussion focused on preparing for and responding to nuclear security incidents involving radioactive sources during wartime and violent civil unrest with a view to addressing threats and minimising the risk of harm. The event:

- Identified best practices for sustaining preparedness and response measures over time
- Discussed necessary measures to prepare personnel to work in active conflict circumstances
- Considered measures for combatting insider threat during conflict
- Explored how to effectively coordinate at the international and regional level to support response during active conflict

The scenario-based discussion was facilitated by experts from the United States. Participants came from Burkina Faso, Colombia, Democratic Republic of Congo, Georgia, Iraq, Jordan, Libya, Lithuania, Mexico, Nigeria, Philippines, Romania, Serbia, Taiwan and Ukraine.



Southeast Asia Roundtable on Managing Competency and Training for Nuclear Security



JUNE 2025



Kuala Lumpur, Malaysia

WINS delivered a regional roundtable on managing competency and training for nuclear security in cooperation with ATOM Malaysia. The event brought together 45 participants from the Southeast Asia region, along with Robin Copeland Memorial Fellows from India, Indonesia, Mongolia, and Pakistan supported by CRDF Global.

The roundtable highlighted the importance of developing and sustaining a competent nuclear security workforce through structured competency frameworks and targeted training approaches. Discussions focused on national experiences in defining competencies, aligning training programmes with operational needs, and applying competency-based methods to strengthen workforce effectiveness and long-term institutional resilience. A technical visit organised by ATOM Malaysia to Malaysia's National Nuclear Security Training and Support Centre provided participants with first-hand insight into regional best practices.

WORKSHOPS AND EVENTS: ONLINE

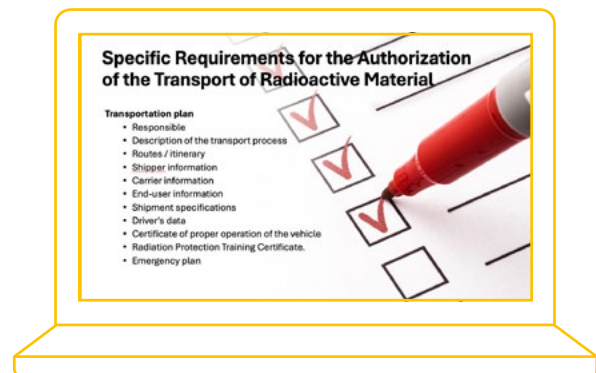
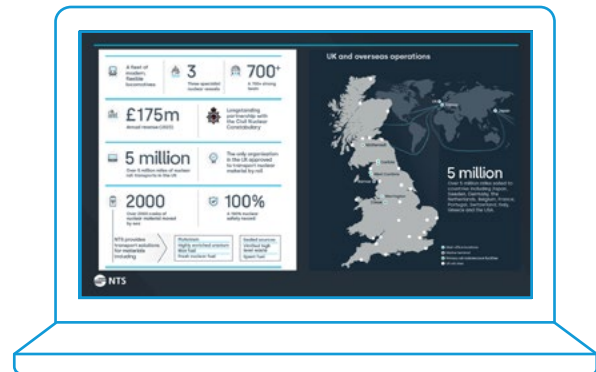
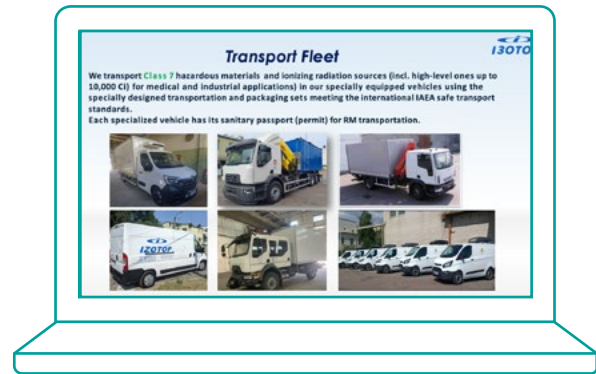
Sharing Best Practices on the Secure Transport of Radioactive Material



FEBRUARY 2025

WINS International Best Practices Workshop on Nuclear Supply Chain Security brought together 45 participants from 13 countries and five international organisations.

The workshop highlighted the growing complexity of nuclear supply chains and the need to address associated security risks, including cybersecurity threats, counterfeit and fraudulent items, insider risks, and vulnerabilities linked to globalised procurement. Discussions focused on defining roles and responsibilities across the supply chain, strengthening risk assessment practices, and integrating security requirements into procurement, vendor management, and regulatory oversight.



Some presentations given during the online roundtable

Practical Approaches – Competency Frameworks and the Systematic Approach to Training in Practice in the ASEAN Region

 APRIL 2025

WINS wrapped up its webinar series focusing on competency frameworks and the systematic approach to training for the Southeast Asia region with a discussion of practical strategies and techniques.

A panel of local subject matter experts shared their experience and solutions for designing and implementing training programmes in line with competency frameworks and answered participant questions.



Raja Abdul Aziz, Former Director of the Division of Nuclear Security at the IAEA (retired)



Arief Adhi, National Research and Innovation Agency, Indonesia



Lilis Setianingsih, Indonesia Nuclear Energy Regulatory Agency



IN-PERSON TRAINING COURSES

Cybersecurity in the Nuclear Industry

 APRIL & SEPTEMBER 2025

 Lancaster, UK

WINS, in partnership with Lancaster University, UK, and the Austrian Institute of Technology in Vienna, held two five-day training courses on cybersecurity in the nuclear industry in 2025, responding to the increasing demand for cybersecurity expertise. The training provides direct assistance towards the UK Government Cybersecurity Strategy, building awareness of the cyberthreat to nuclear facilities and discussing the implementation of cybersecurity to reduce the risk from cyberattack.

UK participants attended from organisations covering the spectrum of the nuclear fuel cycle, and they benefitted from the opportunities for sharing operator experience related to implementing cybersecurity and developing a cyber-aware culture at nuclear facilities.

Radioactive Source Security Management

 MAY 2025

 Kyiv, Ukraine

WINS, together with subject matter experts from Ukraine, designed and developed a two-day training course to introduce radioactive source security management. The course was developed in English and translated into the Ukrainian language, then delivered in Ukrainian at the Igor Sikorsky Kyiv Polytechnic Institute (KPI), with subject matter expert tutors from KPI and the Ukrainian nuclear sector.

The training covered topics such as transport security and radioactive source security guidelines and rules. Additionally, participants visited the George Kuzmich Training Center for Physical Protection, Accounting and Control of Nuclear Material at the Institute for Nuclear Research of the National Academy of Sciences of Ukraine.

Train-the-Trainer: Instructional Skills to Support Nuclear Security



OCTOBER 2025



South Africa

WINS hosted a train-the-trainer course in South Africa, bringing together professionals from across the nuclear and security sectors to strengthen instructional and facilitation skills. The course helped subject matter experts to develop practical methods for sharing knowledge and building capacity within their organisations and the region.

Through a combination of presentations, group exercises, and peer-to-peer learning, participants explored best practices in adult learning, communication and course design, while exchanging insights on the practical challenges of delivering training in complex operational environments.

Supported by Global Affairs Canada, with coordination from the National Nuclear Regulator (NNR) and a site visit hosted by Necsa, the course promoted peer learning and collaboration on real-world training challenges.

This initiative is part of WINS' ongoing effort to enhance nuclear security capacity worldwide, ensuring expertise is effectively transferred to future generations. A second training course focusing on technical training is planned for 2026.



TRAINING AND CERTIFICATION

The WINS Academy focused on certification outcomes for all learners in 2025.

Over 2025, growth was consolidated as demand for nuclear security training grew. Outreach by the WINS team and the great efforts of the WINS Ambassadors helped learner numbers, certification achievements and the Alumni Network to grow at pace. Greater collaboration with Women in Nuclear (WiN) chapters has also raised awareness, encouraging more participation from women continuing their professional development in nuclear security.

Importantly, providing access to two main certifications, CNSfP and CNSsP, through the WINS Academy self-paced learning programmes has been instrumental in encouraging new learners and returning alumni to broaden their understanding of specialist topics within nuclear security and radioactive source security.

343

Scholarships distributed

96

Courses purchased*

*full module -
textbook, LMS, exam

546

Exams scheduled

Certifications

326

205 men,
121 women



WINS Academy

Alumni and the HIVE Portal

The importance of INFCIRC/901 for countries to make commitments towards certification in nuclear security and the programmes offered by the WINS Academy have fuelled continued growth in the WINS Academy Alumni network in 2025. At the end of 2025, the network included 1,457 alumni. This represents growth of 19%, with the proportion of female alumnae rising to 35%. WINS programmes supporting gender diversity and outreach to encourage more female learners are pivotal for this, and WINS remains committed to continuing efforts towards raising the rate of women among WINS Academy Alumni to 40%.

The growth of the WINS Academy Alumni network has brought greater opportunities for alumni to engage in the HIVE by participating in the forum and connecting with other alumni interested in similar areas of nuclear security. Over 2025, we have encouraged participants to share external news items, post papers and articles, and circulate new and updated guidance as well as promoting opportunities for continued professional development and career progression for new alumni.



WINS Academy Alumni stats

↑ 1,457 Total alumni

↑ 19% Alumni increase

↑ 35% Female alumni

The content is exceptionally well structured - clear, logical, and consistent from module to module - with a strong link to real operational practice. I especially appreciated that the modules go beyond theory and build a practical governance mindset: sound decision-making, accountability, security culture, and sustainable processes. The materials are excellent: concise, relevant, and well balanced between strategic insight and practical tools.

WINS Member Survey comment

TRAINING AND CERTIFICATION

Academy Module Updates

The WINS Academy learning programme for *Nuclear Security Programme Management* was revised and published in July 2025.

Developed with the kind support of subject matter experts around the world, this third revision of the *Nuclear Security Programme Management* module provides the opportunity for a learner to explore and address the complex issues that could arise when carrying out nuclear operations and how nuclear security programme management is instrumental to reducing the risk of malicious acts throughout the lifecycle of a nuclear facility.

The WINS Academy Ambassador Network

In 2025, the WINS Academy Ambassador network had a total of 47 ambassadors, further strengthening our global outreach across 27 countries. They provide a valued and voluntary service to share the benefits of continued professional development and certification for nuclear security, reaching new WINS Members and learners.

Becoming a WINS Academy Ambassador is a natural step for me because it offers a platform to expand the reach of nuclear security education; promote modern, competency-based training; and build stronger international connections. I want to help ensure that both current and future professionals understand not only the technical aspects of nuclear security, but also the values, behaviours, and attitudes that form its foundation.

Tymofii Bibik, Associate Professor at the National Technical University of Ukraine «Igor Sikorsky Kyiv Polytechnic Institute» and Director of the Nuclear Security Support Centre



WINS Annual Ambassador Assembly 2025

The WINS Annual Ambassador Assembly (AAA) 2025 took place in Angra dos Reis, Brazil, from 24-25 June 2025. Over the two-day event, WINS Academy Ambassadors discussed regional and global nuclear security challenges, identified networking opportunities and ideas for further engagement in their organisations and regions.

The event was also attended by senior representatives from the Angra Nuclear Facility and the Brazilian Regulatory Authority (CNEN), leading to lively and positive discussions with the ambassadors and the WINS staff members present.

At the global level, a workforce that is both experienced and continuously updated fosters consistency, trust, and cooperation across institutions and countries, which is indispensable for effective and sustainable radioactive source security.

Paula Arboleda, Radiation Protection Officer at the centralised facility for radioactive waste management in Colombia



BENCHMARKING AND EVALUATION SERVICES

WINS offers several tools and services to assist facilities in measuring the performance of their nuclear security arrangements and benchmarking them against other organisations' achievements.

Peer Review Services

With the support of world-class security experts, WINS conducts independent reviews to assess nuclear security arrangements and develops recommendations for improvements and capacity-building based on the results.

WINS offers nuclear security evaluations focusing on particular areas such as nuclear security culture or cybersecurity for nuclear facilities and research organisations. These services are conducted on a commercial basis. The conduct of these services is confidential, and the results belong solely to the host organisation.

Questionnaires and Maturity Scales

Each WINS Best Practice Guide includes a self-assessment questionnaire and corresponding maturity scale.

Assessment Guidance and Methodologies

WINS methodology and guidance documents cover both nuclear and radioactive source security, and they address topics such as corporate security assurance; security culture; and gender equality, diversity and inclusion.



3
COMPLIANT

Executive management generally understand that the threat is real, that security is important, and that it would be a good idea to treat security as an element of corporate risk. They have also begun to create policies and procedures that would support taking a risk-informed approach toward security. Executive management have briefly addressed what to do with disused sources that reach the end of their lives.

Executive management generally understand the importance of a positive security culture. They have put some measures in place to improve it, such as addressing security in the overall training in the organisation. Executive management occasionally receive refresher training in security. Executive management has

Appendix B – Maturity Scale

The following chart presents five stages, each with its own set of characteristics, for developing and implementing an effective security programme for nuclear material in transport. By identifying where your organisation falls on this chart, you will know what you need to do to move to the next stage and improve your ability to secure the nuclear material being transported to and from your site.

LEVEL

CHARACTERISTICS

1
RESILIENT

The organisation is aware of and informed by threat assessment in relation to the transport of nuclear material and understands its role in risk management.

Roles and responsibilities for the secure transport of nuclear material are clearly defined and understood.

The organisation is closely involved in the design of nuclear material requirements.

The security of nuclear material during transport is considered to be essential to the reputation of the organisation and senior management take a proactive interest in this area.

Policies and procedures are in place that give a high level of assurance that an immediate response would be activated in the event of any incident during the transport of nuclear material.

Relationships with other stakeholders, including regulators and armed response agencies, are excellent.

Communications and response arrangements are tested on a regular basis using realistic and challenging scenarios.

Responsibilities have been agreed and documented in memoranda of understanding or comparable documents.

The organisation receives continuous information on the location and status of the shipment and has a team on duty to immediately react in case of an incident.

Individuals engaged in transport security have their competence certified and succession plans are established.

The organisation is a leading actor in the transport security area and is consulted by its industry peers for advice and assistance.

4
REACTIVE

Executive management do not believe their facility faces any real security threats. They assume the radiation safety officer/security director is solely responsible for security because they don't believe that security is an issue. They do not treat it as an element of corporate risk. Nor do they take a risk-informed approach toward security. Executive management have not addressed what to do with disused sources.

Executive management vaguely understand what security culture means, but have put no measures in place to test, measure or improve it. Staff receive a handout on security issues when they are hired, but that is the extent of their training.

The radioactive source security system has basic provisions for detection, approach toward security. Source operation, radiation safety and radiation security are all separate departments that rarely communicate with each other. The radioactive source security system is maintained at a minimal level. The overall effectiveness of the system is never tested or evaluated.

Staff do not believe that a potential threat exists to the organisation's radioactive sources. Nor do they understand that they have security responsibilities. They have received a brief introduction on how to protect sensitive information but do not understand or recognise red flag behaviours. There is a 24-hour hotline, but staff do not know what to do if an incident occurs. Staff do not meet each other, and no radiation security measures are implemented.

2
PROACTIVE

Threat information is regularly communicated to the organisation which coordinates with other stakeholders for the preparation and conduct of transport.

Roles and responsibilities for the secure transport of nuclear material are defined.

Transport security operations are seen as an important operational issue by the organisation and the management expects to see it performed competently and efficiently.

Policies and procedures are in place that would define the response to an incident during transport of radioactive materials.

The organisation is involved in the design of the transport security plan and participates in table-top exercises to identify any logistical issues.

The organisation receives frequent information on the location and status of shipments.

Individuals engaged in transport security have been certified in their competence.

Individuals dealing with the media in case of an incident are competent, and a communication plan is ready to be activated.

The organisation follows developments in transport security regulations and technology with interest.

3
COMPLIANT

Threat information is received and there is an appreciation of its role in risk management.

Roles and responsibilities for secure transport of nuclear material are defined.

Senior management has an interest in transport arrangements for nuclear material.

There is a response plan in place.

There is a communications plan in the event of a nuclear security incident during transport of nuclear material.

Individuals dealing with the media in case of an incident receive awareness training.

The organisation participates in meetings with other stakeholders.

There is a process in place to learn from experience.

Individuals engaged in transport operations have been trained.

The organisation receives frequent information on the location and status of the shipment.

COMMUNICATIONS

External Relations

Our network of partner organisations allows WINS to offer targeted services and localised expertise. We've continued to build on our strong long-term relationships while also formalising our ongoing cooperation through memoranda of understanding with eight additional organisations in 2025.



AIT Austrian Institute of Technology

“A sustainable design of technology can only be achieved through an intensive dialogue between technology developers, policymakers, authorities and technology users in a global context, as part of an ongoing ‘technology shaping process’. Technology must serve people, ensuring that we do not become victims of poorly designed technology. Newly established global collaborations are an important contribution to the positive digital transformation of our society,” Helmut Leopold, Head of Center for Digital Safety & Security, said. [Read more](#)

Women in Nuclear

“Today, we celebrate a significant milestone: formalising a collaboration that has, for years, been a partnership in practice. We renew our commitment to working side by side, advancing equality with the same professionalism, passion, and dedication that have long united us,” said WiN Global President Melina Belinco. “Together, we are building a safer, more diverse, and inclusive nuclear sector.” [Read more](#)

Women in Nuclear ARCAL

“Signing this memorandum of understanding reaffirms the commitment of WINS and WiN ARCAL to strengthen nuclear security in Latin America and the Caribbean, enhancing the technical leadership of women,” said WINS ARCAL President Angela Abadia. “The strategic cooperation outlined in this MoU aims to respond effectively to the specific needs of the region in this area.” [Read more](#)

ATOM Malaysia

WINS and ATOM Malaysia will work together on nuclear security topics of mutual interest such as transport security management, cybersecurity, radioactive source security management, nuclear security governance, nuclear security incident management, security culture and nuclear security regulation. [Read more](#)

Viet Nam Agency for Radiation and Nuclear Safety (VARANS)

The MoU establishes a framework for collaboration across multiple areas of mutual interest, with a particular focus on capacity building, supporting professional development, and promoting best practices in nuclear security. [Read more](#)




 ENERGOATOM


 Нуклеарни објекти Србије
Nuclear Facilities of Serbia


 WORLD NUCLEAR
ASSOCIATION


JSC NNEGC Energoatom, Ukraine's State nuclear operator

"The signing of the memorandum of understanding between Energoatom and WINS creates a solid basis for experience exchange, security culture development, cyber resilience, and introduction of innovative approaches in the field of nuclear security. Cooperation with WINS will contribute to the further integration of Ukraine into the world community with the highest nuclear security standards," stated Pavlo Kovtonyuk, Acting Chief Executive Officer of Energoatom. [Read more](#)

JP "NUKLEARNI OBJEKTI SRBIJE" (Nuclear Facilities of Serbia)

"We're delighted to sign this MoU with WINS, the globally leading institution for nuclear security. We've had fantastic cooperation with WINS for more than a decade, and our colleagues with backgrounds in both safety and security have gained priceless knowledge through our work together. We are sure this milestone will lead to even better collaboration. By working closely with WINS, we strengthen our technical capabilities, regulatory preparedness, and commitment to a safe, secure, and inclusive nuclear sector," said Dalibor Arbutina, Director of Nuclear Facilities of Serbia. [Read more](#)

World Nuclear Association

"As the global nuclear industry works to at least triple global nuclear capacity by 2050, we recognise that this expansion must be achieved responsibly. Our collaboration with WINS underscores our shared commitment to information exchange to facilitate the wider awareness and understanding of nuclear security. Together, we will strengthen operational safety and security culture and continue to build trust that is essential for a clean, reliable, and secure energy future with nuclear," said Sama Bilbao y León, Director General of World Nuclear Association. [Read more](#)

WINS Members

WINS' network of members is a two-way connection: Members provide their insights and perspectives, and WINS supports our members through events and publications.

WINS Members provide a direct channel into their organisations, sharing WINS resources with those who can benefit from them or new experts to inform our work.

Our regular newsletter and social media channels inform our members about the opportunities WINS can offer to develop nuclear security competence and support stronger security practices.

As an organisation dedicated to improving the professionalism and competence of all those involved in nuclear security, we see the strongest engagement on professional network LinkedIn. Our more than 11,500 followers come from all over the world and represent all aspects of the industry.

We've also used these channels to highlight the importance of nuclear security in supporting the peaceful uses of nuclear technology.

We use our social media network to recruit experts, which enables us to identify practitioners with fresh and diverse perspectives. With contributions from professionals all around the world, WINS is able to share their insights about emerging trends and challenges.



WINS' International Best Practices Guides have played a significant role in the development and updating of the Radiation Protection Authority's regulatory framework. These guides have directly informed updates to RPA's draft Nuclear Security Regulations, ensuring the integration of crucial international obligations such as those outlined by ICSANT.

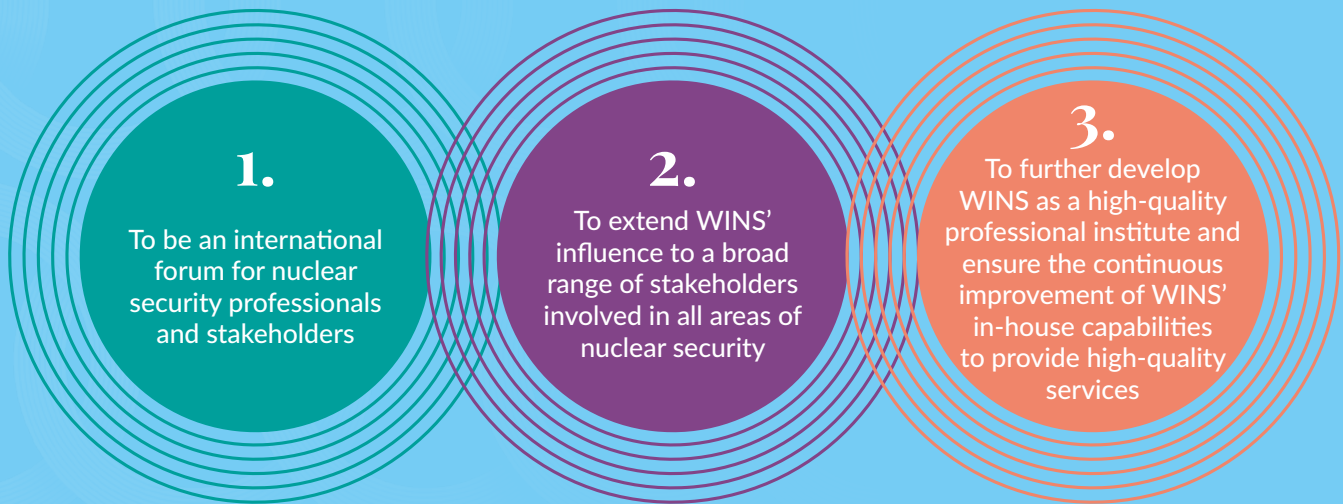
Mapanza Welly Sikananu, Senior Nuclear and Radiation Safety Officer, Zambia's Radiation Protection Authority

2025 TARGETS

WINS' overarching goal:

To be of service to the entire world and to address all security issues related to nuclear and other radioactive facilities, activities, and materials, whether under or outside of regulatory control.

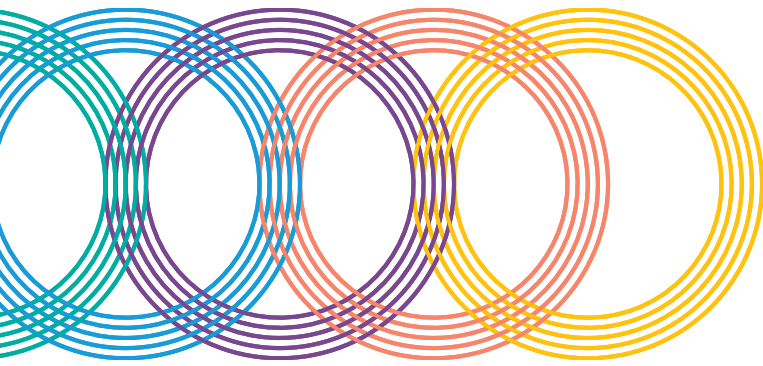
To achieve this overarching objective, WINS has the following three operational goals:



These three operational goals overlap and intersect, together strengthening WINS' performance and contribution. They are supported by WINS' five pillars or programmatic areas. These are sharing operational experience, the Knowledge Centre, certification and training, benchmarking and evaluation services, and our new Corporate Membership Programme. In addition, WINS has cross-cutting themes including support for women and young professionals in nuclear security and maintaining an ongoing watching brief on the developments in the world that impact nuclear security.

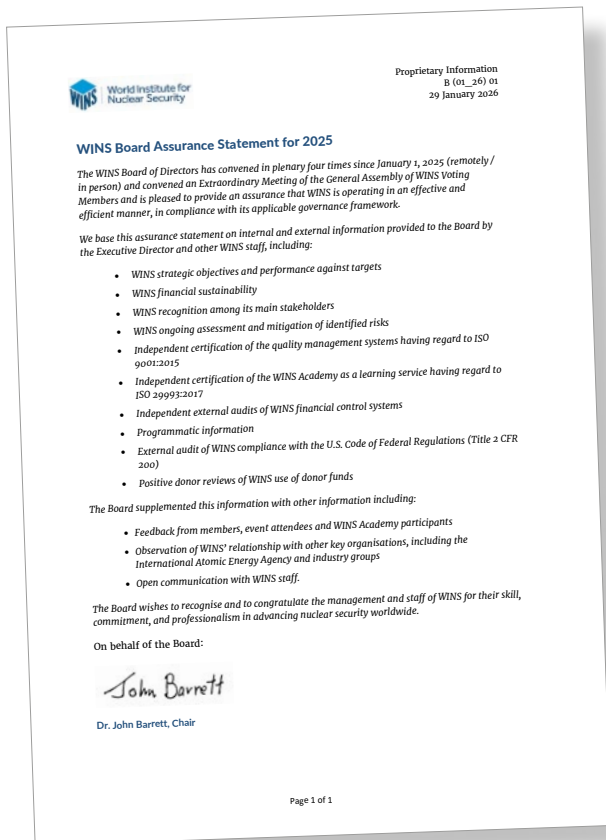
To measure our performance each year, we set targets for our performance in our Annual Plan that we measure as part of WINS' Balanced Scorecard.

Each year we will share our achievements and successes through our Annual Report to ensure that we communicate widely the impact of our programmes.



SUPPORT PROCESSES

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WINS' work is supported by a system of internal controls, quality management arrangements, financial services and human resources as well as IT services, administration and professional development processes. As an organisation, we also pursue external and independent assurances about the quality of our systems.

To verify the integrity of our processes, WINS also looks to external certification, such as the Board Assurance Statement, published on an annual basis; ISO standards for quality management; and external IT penetration testing of our systems.

The WINS Board Assurance Statement for 2025 was approved by the Board.

In January 2026, WINS passed the ISO surveillance audits for ISO 9001:2015 and the surveillance audit for ISO 29993:2017. 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 WINS' other professional training activities.

FINANCIAL PERFORMANCE

WINS' 2025 financial accounts were independently audited by Deloitte in February and March 2026. The audit covered both financial systems and controls, and the results were fully satisfactory.

BALANCE OF FINANCIAL POSITION ON 31.12.2025

WINS assets (A)	€4,210,413
Restricted funding for programme deliverables	€2,749,150
Unrestricted funding for corporate development	€252,234
Outstanding liabilities and provisions	€1,059,029
Total liabilities (L)	€4,060,413
Operating reserves (A-L)	€150,000

37

OVERVIEW OF INCOME AND EXPENSES IN 2024

Income from delivered programme	€3,538,269
Corporate donations and other income	€370,087
WINS income	€3,908,356
WINS expenses	€3,782,995

WINS STAFF MEMBERS



Lars van Dassen
Executive Director



Bethany Woodward
Visual Design Manager



Aleksandra Zilic
Finance Manager



Luka Čekić
Project Officer



Anida Čeliković
Finance and HR Coordinator



Mehri Avlyakulova
Executive Assistant
Currently on maternity leave



Anubhav Shrivastava
IT Manager



Nataliia Klos
Senior Project Manager



Asali Lugu Khamzayeva
Senior Project Manager



Pierre Legoux
Director, Programme
Implementation & Oversight



Polina Nechytailo
Project Assistant



Viviana Espinosa Moreno
Senior Project Manager



Przemyslaw Michalski
Director, Internal Services &
Organisational Development



Whitney Kathryn Isaacs
Certification and Training
Manager



Rhonda Evans
Director, Programme
Development & Partnerships



Suzanne Carlson
Communications & Learning
Manager



Tatjana Todic
Office Manager & Executive
Support

Roland Fletcher retired from
WINS at the end of 2025.

Michael Goldrei, Leyla Amur
and **Anastasiia Nechytailo** left
WINS in 2025.

We thank them all for their
outstanding service and wish
them the best in their future.



World Institute for
Nuclear Security

WINS (26)07

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International NGO under Austrian Law BGBl. I Nr 54/2021
GZ: StF; BGBl. II Nr 593/2021

