



World Institute for  
Nuclear Security

# The Business Case for Security Investment

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**Executive Director, WINS**

**The WINS-SASIG Workshop, London, 14-15 February 2019**

# What does WINS do?

## Our Vision & Mission

All nuclear and other radiological materials and facilities are effectively secured by demonstrably competent professionals applying best practice to achieve operational excellence

To be the leader in knowledge exchange, professional development and certification for nuclear security management

# WINS Membership



Data @ 23 Jan 2019

# WINS Programme



**Sharing Operational Experience**



**Knowledge Centre**



**Training & Certification**



**Evaluation**

**100+**

International  
Best Practice  
Workshops



**34**

International  
Best Practice  
Guides

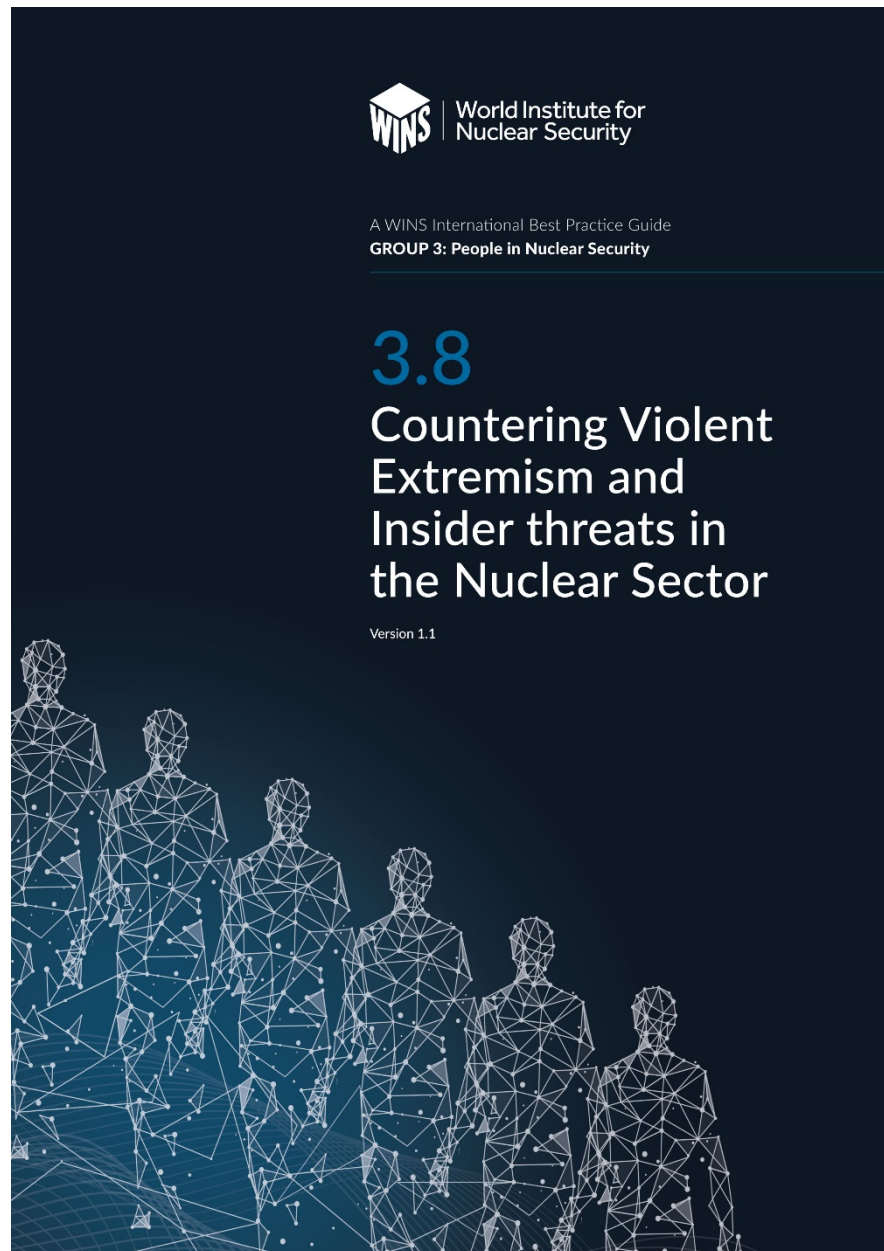


**40,000+**

Downloads and  
distributed  
copies of Best  
Practice Guides  
and Special  
Reports



# Agile and Relevant: WINS identifies emerging issues



Workshop Announcement

**EVOLVING SECURITY THREATS AND ADVANCED SECURITY TECHNOLOGIES**

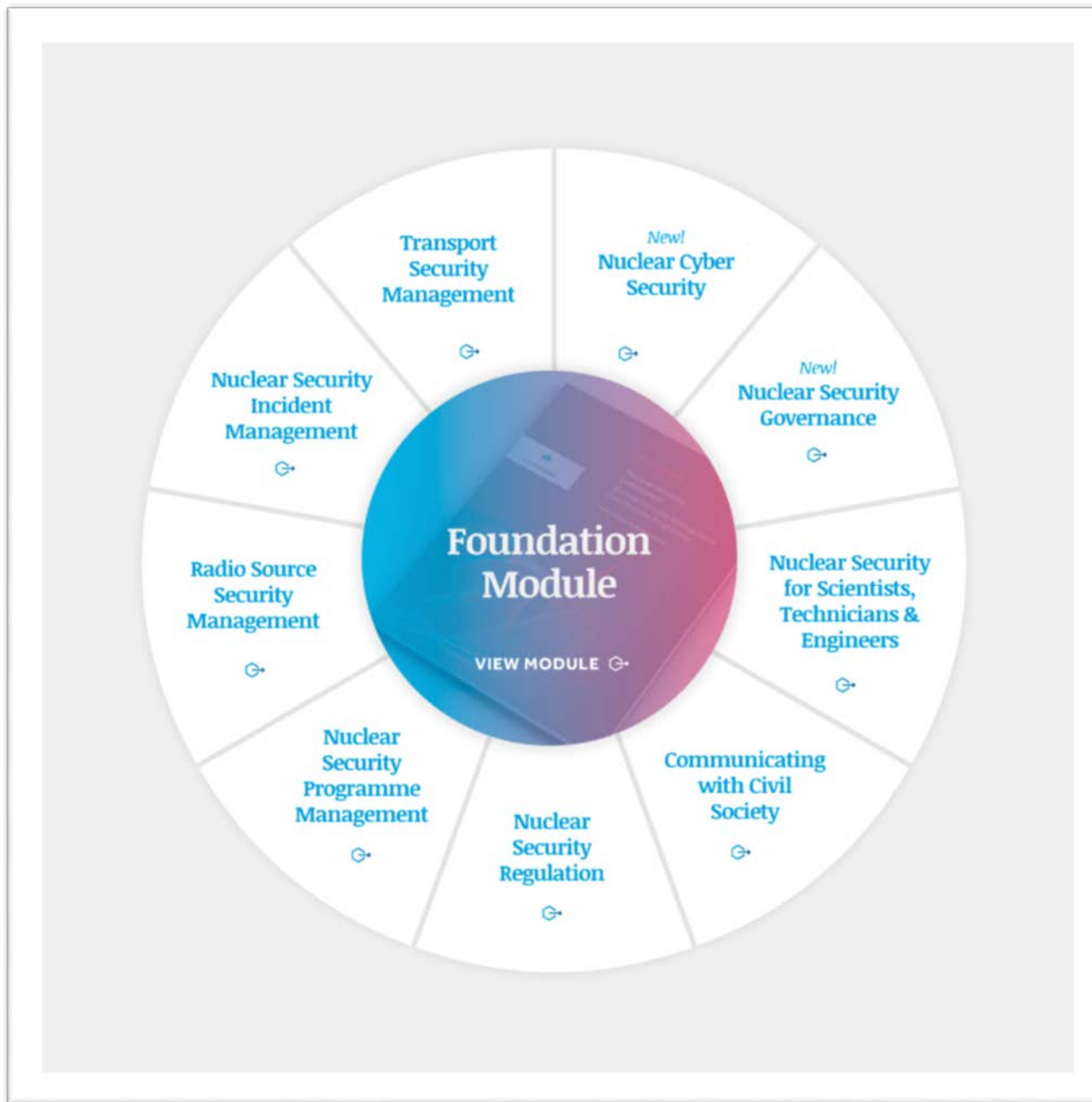
**Date:** 19<sup>th</sup> – 21<sup>st</sup> March 2018  
**Venue:** Wolke 19, Vienna

Please take note of these dates.  
Further details will follow shortly.



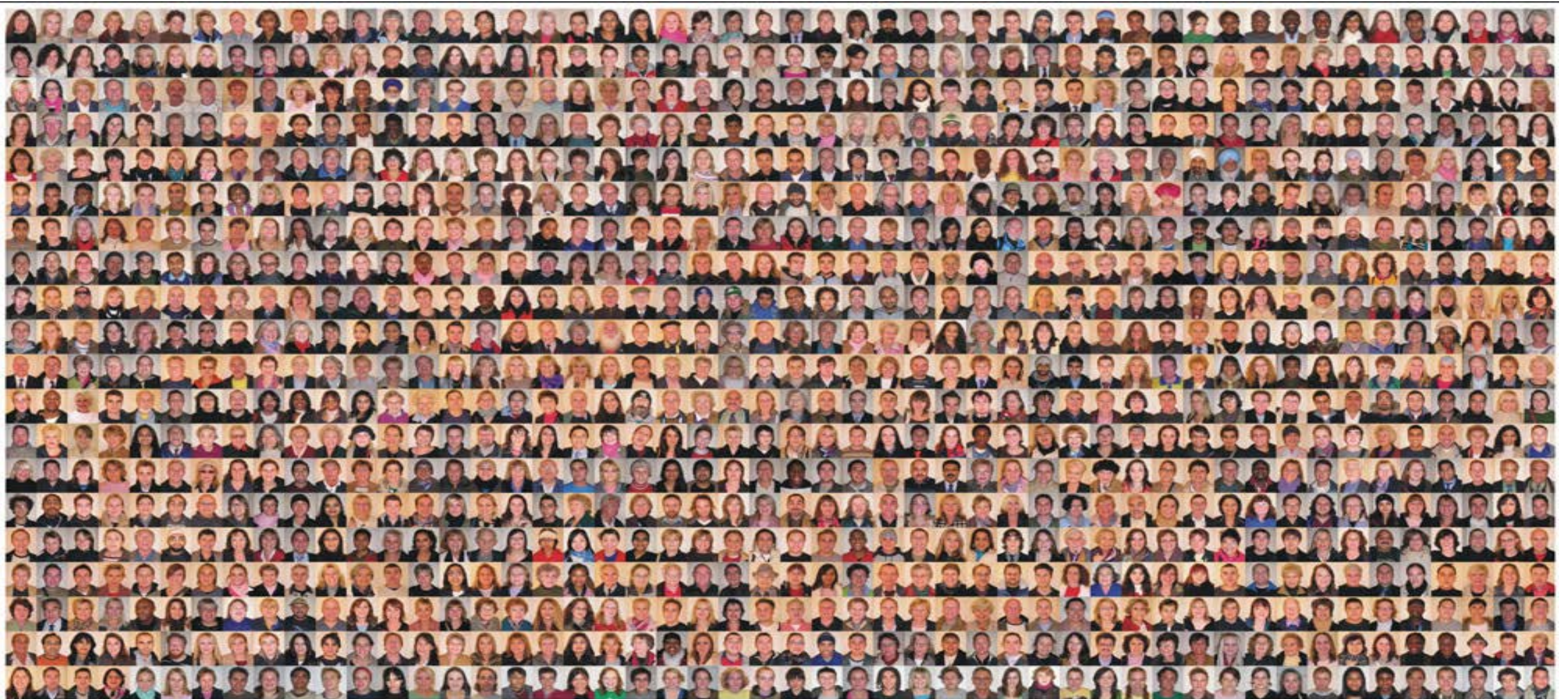


# WINS Academy





# Academy Participants Exceeded 1,200 Worldwide in 2018





# WINS Gender Champions Initiative

WINS Programme will focus on identifying and overcoming the barriers to women's greater participation in nuclear security: we need greater diversity to address the evolving threats: women make up less than 20% of the nuclear security profession



# Workshop Objectives

We want to identify the best financial approaches and tools for analyzing, justifying and presenting the business case for security investment

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**So why is this an issue?**



# In the Nuclear Sector there are 3 key reasons

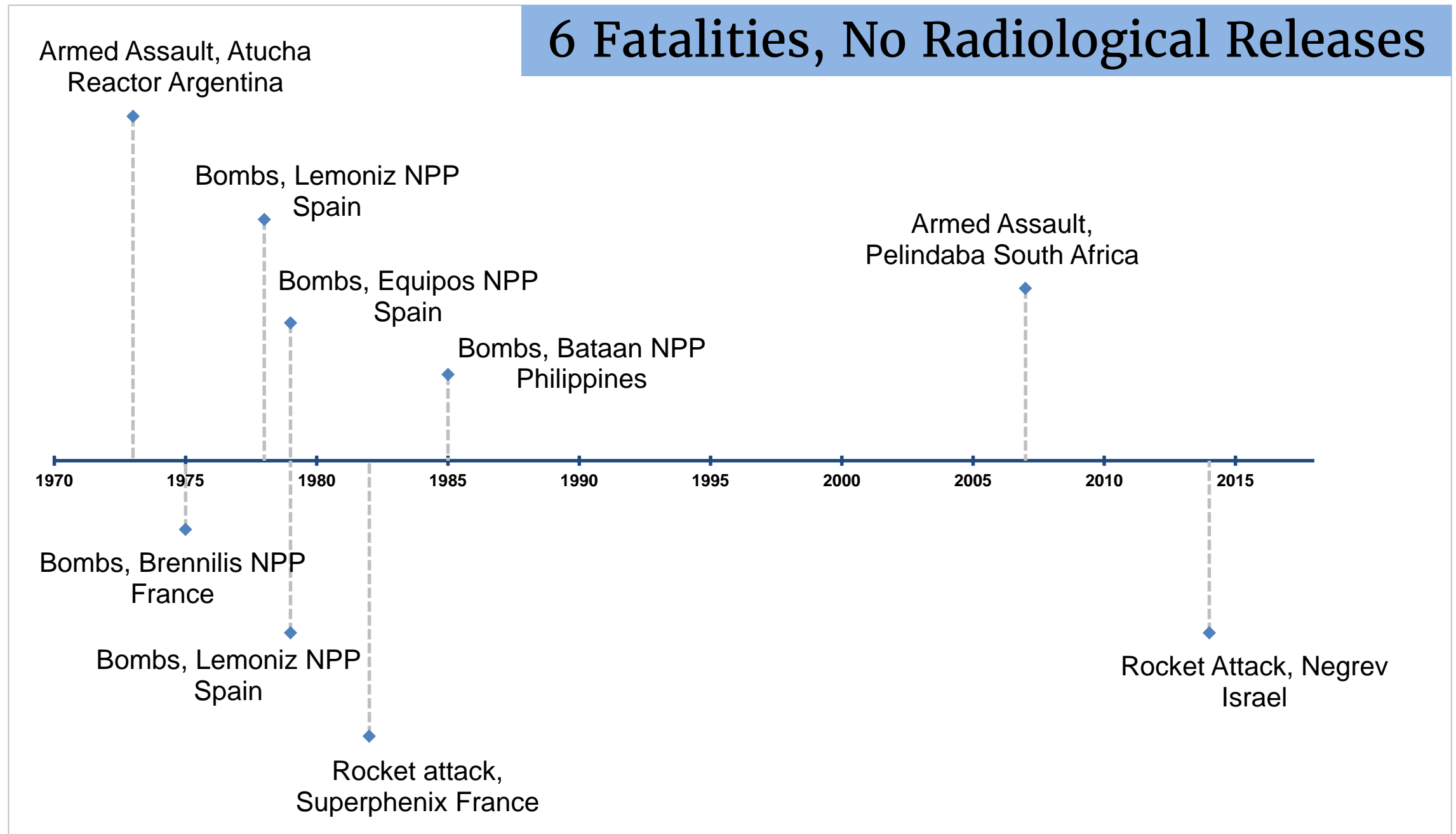
1. We have a history of prescriptive regulation for security: “you have to spend the money because the regulator says so”
2. The impact of 9/11 was a ~400% increase in facility security costs, almost all driven by guarding costs
3. Regulators are now moving to outcome-based regulation, not least because of cyber security

# What's been the Impact?

- Far more attention is being given to the costs of security; now typically 10% of operating costs
- Outcome-based regulation shifts the controlling mind to the operators who have to consider investment options and link them to security performance
- Cybersecurity measures are complex, challenging and potentially very expensive; when is enough enough?
- Nuclear power is struggling to be cost competitive with gas and other energy sources so operating costs have to be reduced

# Physical Assaults on Nuclear Facilities: 50 years

6 Fatalities, No Radiological Releases





# Experience in Other Sectors

We think the approach to investment in security in the financial sectors and those primarily dealing with tangible business risk and corporate reputation could provide very important guidance and we are keen to learn!

**Thank you for your attention.**

**Learn more at:  
[www.wins.org](http://www.wins.org)**