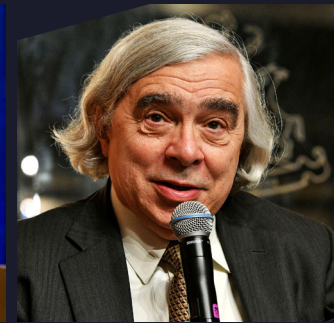
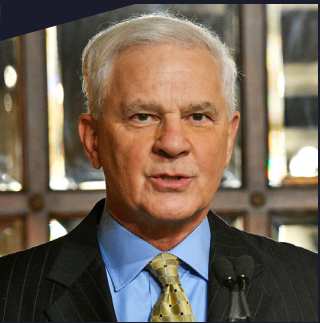


**GCNP**

GENDER CHAMPIONS IN NUCLEAR POLICY



# Gender Champions in Nuclear Policy

**IMPACT REPORT 2019**

## ABOUT GENDER CHAMPIONS IN NUCLEAR POLICY

Launched in November 2018, Gender Champions in Nuclear Policy (GCNP) is a project of the Nuclear Threat Initiative (NTI). Now encompassing more than 50 organizations worldwide, GCNP is a leadership network that brings together heads of organizations working in nuclear policy who are committed to breaking down gender barriers and making gender equity a working reality in their spheres of influence. Working in locations across the United States, and in Vienna and London, Gender Champions are presidents, directors, and other leaders of organizations whose agendas and/or members address nuclear non-proliferation, nuclear weapons policy, nuclear disarmament, nuclear security, nuclear deterrence, nuclear energy, and related topics.

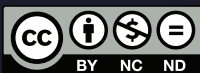
To learn more about GCNP, our Gender Champions, and how you can participate, visit [www.gcnpolicy.org](http://www.gcnpolicy.org).

## ABOUT THE NUCLEAR THREAT INITIATIVE

NTI is a nonprofit global security organization focused on reducing nuclear and biological threats imperiling humanity.

[www.nti.org](http://www.nti.org)

Copyright © 2020 Nuclear Threat Initiative



This work is licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.

Cover photos, L-R: Joe Cirincione, Ambassador Bonnie Jenkins (ret.), Thom Mason, Jenna Ben-Yehuda, Ernest J. Moniz

Photos on pages 6,10, and 12 by Kaveh Sardari Photography.  
Photo on page 14 by Derek Zender.

# LETTER FROM THE CO-FOUNDERS

**T**ogether, we have more than 40 years of experience in the nuclear policy field. Too often, each of us has been the lone woman in a nuclear policy meeting. Countless times, we have sat in audiences before all-male panels of nuclear experts. And we continue to face outdated assumptions about what we bring to a discussion about nuclear topics. We also have seen and benefited from the wealth of talented and inspiring women mentors, peers, and students in the nuclear policy realm.

In 2017, the disconnect between these realities drove us to create Gender Champions in Nuclear Policy, a network designed to increase the presence, visibility, and impact of women in the nuclear policy field. Drawing on the format of International Gender Champions—a similar organization that Laura helped expand from the diplomatic community in Geneva to Vienna during her service there—we set out to change the institutional culture of nuclear policy by engaging the leaders of the institutions and organizations whose mission and members make up the nuclear policy world.

Our focus on leadership recognizes that despite decades of efforts to raise women up in nuclear policy, they remain significantly underrepresented as leaders, as media sources, as authors, as speakers, as faculty, and in a host of other measures of nuclear expertise and excellence. The talent pipeline has been full for years, but it loses women over the course of their careers, indicating institutional deficiencies rather than lack of interest or ability. The Gender Champions model tackles that issue head

on, by enlisting the heads of think tanks, foundations, non-governmental organizations, professional societies, advocacy groups, commercial firms, research institutions, and media outlets working in nuclear policy to take public “SMART” pledges to advance gender equity in their organizations’ personnel and programming.

This first progress report contains plenty of good news about the Champions’ pledges and what they and their institutions have learned in the process of implementing them. The report also points to obstacles that nuclear policy organizations continue to face in seeking to achieve gender equity and the substantive benefits that it brings. The existential challenge of nuclear policy in all its dimensions—deterrence, non-proliferation, security, energy, disarmament, and so on—requires our best minds and our most committed participants. Our policy community must be inclusive of diversity of knowledge, perspective, experience, and ways of working if we are to manage these risks and opportunities effectively. Our Champions know that, and we honor and appreciate their personal engagement and the contributions of their representatives, the Focal Points, in achieving the progress represented in this report.

## Our Thanks

Joe Cirincione, president of Ploughshares Fund, has been an enthusiastic and tireless advocate for gender equality throughout his career, and he has been instrumental in the success of this initiative. We are enormously grateful for his encouragement

and support. Quite simply, we couldn’t have done it without him.

We also give special thanks to Ploughshares Fund, whose generous support has made GCNP possible, and to the leadership of the Nuclear Threat Initiative (NTI) for giving this project a permanent home.

The Stanley Center for Peace and Security, the John D. and Catherine T. MacArthur Foundation, the Carnegie Corporation of New York, and the Prospect Hill Foundation have made invaluable contributions toward strengthening GCNP, and we appreciate their support.

We are grateful to Mackenzie Cater, Mimi Hall, Yashita Jhurani, Sara Beth Marchert, Carmen MacDougall, Tabitha Sanders, Kelsey Stanley, Gabrielle Tarini, Megan Clemens, Munnu Tomy Kallany, and Molly Weston for their work to help build and grow GCNP.

We recognize and congratulate our network of Gender Champions and Focal Points for serving as agents of change and catalysts of action. They are at the very heart of this effort. In addition, we are grateful to their 43 organizations that reported data for inclusion in this report. They have played a crucial role in building and refining this network—and the results are in: we are making good progress!

Finally, we also wish to thank Jack Brosnan, GCNP Program Officer at NTI, whose creativity, focus, and data skills have been key to achieving this initial milestone and the progress it represents.

---

### Laura S. H. Holgate

Ambassador (ret.)

Vice President for Materials Risk Management  
Nuclear Threat Initiative

### Michelle Dover

Program Director

Ploughshares Fund

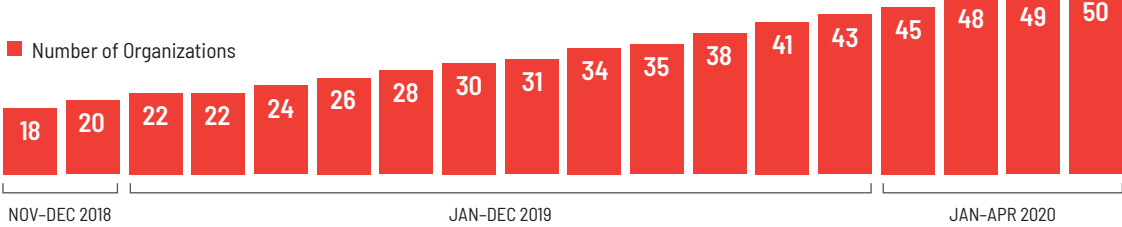
# WHO WE ARE: Year One

The GCNP network has grown quickly since its founding in November 2018. Launched with 18 Champions, it has grown to include more than 50 Champions at 50 organizations in 18 months. As part of signing on to becoming Gender Champions, leaders agree to the Parity Pledge—to avoid, whenever possible, appearing on single-gender panels—and define their own organizational commitments, which are tracked by Focal Points at their institutions. Each Champion reports on progress annually. This inaugural impact report covers GCNP’s first year, from November 2018 to January 2020, and includes reports from 43 organizations whose Champions joined during that time.

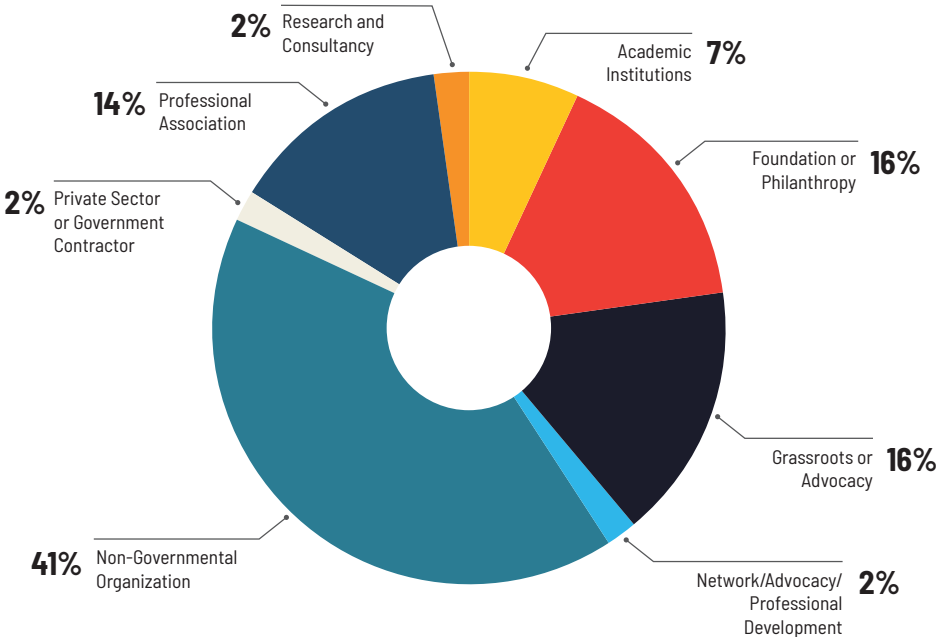
The relationship between Champions and GCNP is mutually beneficial. Champions share vetted resources, road-tested approaches, and best practices for promoting diversity and equity. GCNP provides a venue for discussing challenges to implementing organizational change, gathers feedback on possible approaches, and raises issues to be addressed through “SMART” (specific, measurable, attainable, relevant, and timely) commitments to improving gender equity.

GCNP’s network is a cross section of the nuclear policy community. Its more than 50 member organizations include academic institutions and

## A Strong Network and Growing



## Composition of the GCNP Network



“We feel the pledge to gender-blind recruitment has enriched both the pool of applicants and the way we think about our assistant researchers’ program. We found that prospective applicants, mainly female, were encouraged by their applications being judged for their quality, with minimized gender bias. Our board of directors has been following our progress towards our pledges with great interest and been supportive in all the work we have been doing in working towards more inclusivity.”

#### RIDGEWAY INFORMATION

research centers, foundations and philanthropies, grassroots advocacy networks, professional associations and networks, non-governmental organizations and think tanks, government contractors, federally funded research and development centers, and private-sector research and consultancy companies.

The diversity of organizations in the GCNP network speaks to the complex and multifaceted nature of the nuclear policy community and is one of the initiative’s greatest strengths.

Expansion remains a core goal of the initiative, both to increase the size of the network and to include new sectors of the nuclear policy community. Broadening and deepening the network will help bring about cultural change across the entire nuclear security community. Mainstreaming the discussion of gender equity in nuclear policy and making ambitious progress a priority will help lead to change in practice and attitudes.

## WHY GENDER EQUITY?

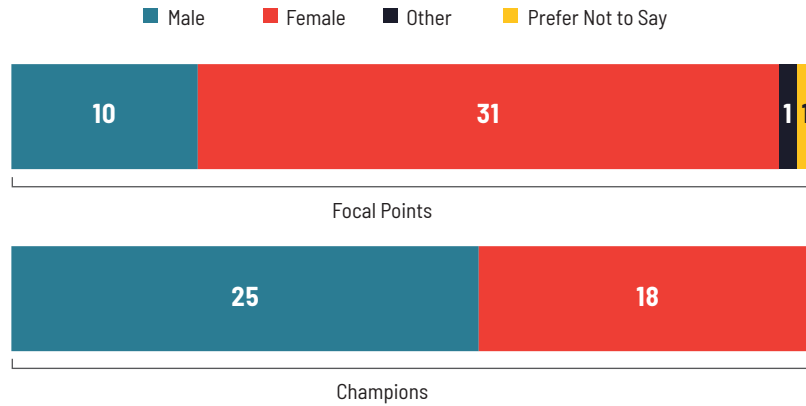
**The absence of gender equality in the nuclear policy community arises from a lack of gender equity—fairness of treatment for individuals regardless of gender.** Women face unique challenges in entering the field of nuclear policy, in remaining in the field, and in accessing opportunities for advancement. These obstacles are an outcome of gender inequity and actively prevent the field from reaching a state of gender equality.

Gender equality is necessary not only from the perspective of democracy and justice; it is essential to achieve and maintain peace and security. Research has repeatedly shown that diverse teams generate the best outcomes and that women’s presence and contributions to peace and security discussions add value and contribute to the sustainability of policies and impact. As an example, peace processes involving civil society organizations, including women’s organizations, are 64 percent less likely to fail, and resulting agreements are 35 percent more likely to last at least 15 years—yet only one woman has ever signed a peace accord as chief negotiator.\* Every facet of the nuclear policy community grapples with mission-critical challenges that concern the present and future of humankind, and in seeking solutions, we cannot afford to leave half of humankind outside the room.

GCNP promotes gender equity by advocating for greater representation of women in the field, working to elevate women’s voices on nuclear security and to create more opportunities for entry into the field, as well as to promote retention and advancement. The need for these goals reflects a legacy of gender imbalance that has resulted in male-dominated leadership across the community. Recent efforts have proven successful in developing professional pipelines to attract new talent to the field, but without top-down change, new talent will be trapped in an old system. And Gender Champions generate momentum at the highest levels to catalyze cultural change—our best hope for reaching gender equality.

\* <https://www.cfr.org/interactive/womens-participation-in-peace-processes/>.

## Gender Identity of Gender Champions and Focal Points



*Michelle Dover, programs director of Ploughshares Fund and GCNP co-founder, introduces panelists at the launch of Gender Champions in Nuclear Policy*

### GCNP's Gender Balance

Reflecting the nuclear policy community itself, most Champions (who serve as heads of their organizations) identify as male, and those selected as Focal Points (typically midlevel staff, selected by their Champions with no input from GCNP, who are responsible for implementing commitments made) overwhelmingly identify as female.

The gender balance within these two roles likely stems from three factors: the relatively large number of women in midlevel management positions (especially compared with senior leadership positions), a higher level of interest in GCNP among staff who identify as female, and the tendency of Champions to involve staff whom the initiative most affects. This dynamic has been the focus of an ongoing conversation within the GCNP network because it may have the unintended effect of positioning female staff to carry an outsize burden in promoting gender equity. Creating the expectation that men in positions of leadership become allies and advocates for gender equity should help shift the burden of promoting diversity, making the challenges around doing so a community concern, regardless of gender identification.

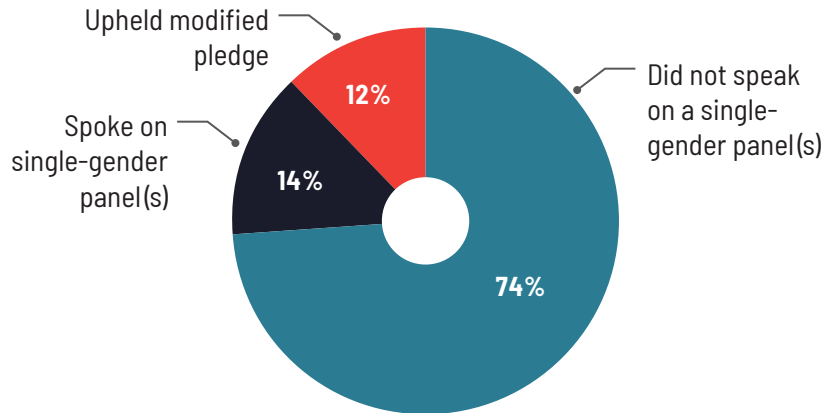
# RESULTS: The Panel Parity Pledge

Among the 43 organizations that contributed to this report, the Panel Parity Pledge has already had a significant positive impact in public representation of women on expert panels: the majority of Gender Champions (74 percent) were successful in upholding their common commitment to avoid speaking on single-gender panels. This simple act shows that with directed intent, it's possible to stop the practice of hosting and joining single-gender panels. An additional five Champions (12 percent), whose work focuses on women's issues and who may appropriately appear on all-female panels, upheld a modified pledge.

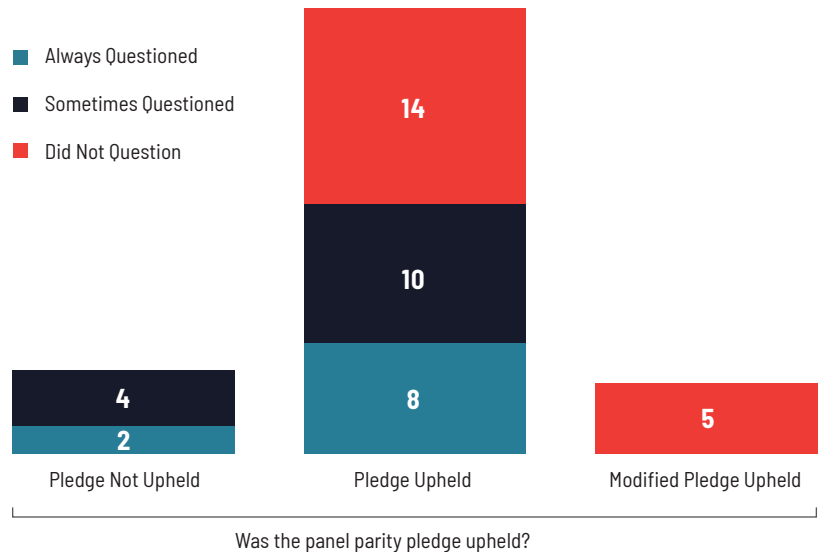
Several Champions said they could not avoid speaking on single-gender panels. GCNP's approach encourages leaders to discuss the issue with event organizers, whether they are invited to participate in a single-gender panel or not. Champions were asked to report on whether they had questioned event organizers about why a panel was single-gender; they were likely to have done so.

Questioning event organizers plays a critical role in countering the tendency to host single-gender panels by challenging assumptions and creating space for introspection. It also can create an opportunity to promote diversity in other ways, such as offering lists of female subject matter experts or toolkits and guidelines for planning inclusive events.

## Success Upholding the Panel Parity Pledge

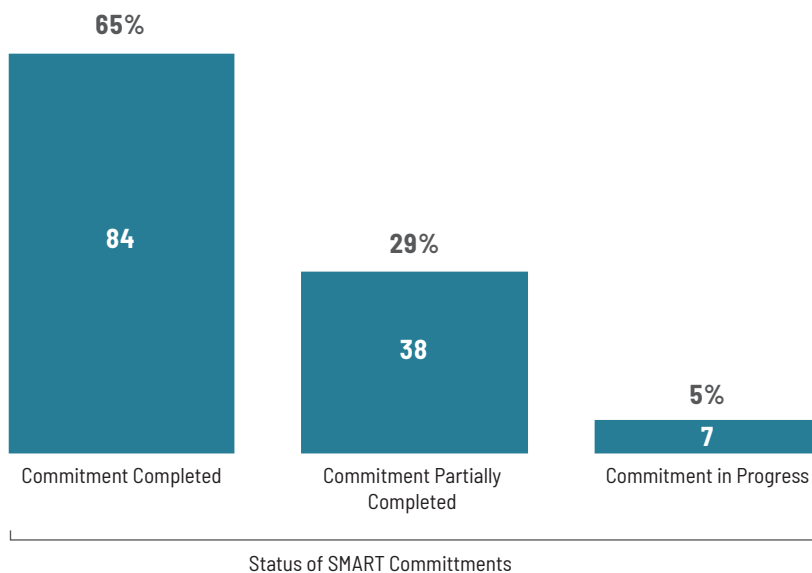


## Upholding the Panel Parity Pledge and Questioning Event Organizers



# RESULTS: Voluntary SMART Commitments

## Progress on Implementation of 129 SMART Commitments



**Voluntary SMART (specific, measurable, attainable, relevant, and timely) commitments allow Champions to define specific gender equity targets within their organizations.** Implementation of these commitments is supported by GCNP’s underlying structure. Defining the roles of Gender Champions and Focal Points creates stakeholders within an organization, maintaining the priority of diversity and reducing reliance on ad hoc approaches to achieving it. Both Focal Points and Gender Champions are supported by their peers in the GCNP network and can request feedback and guidance when challenges arise. Through effectively leveraging these tools, Gender Champions and Focal Points have seen significant return on their investment of time and effort. As commitments become more ambitious in future years, however, maintaining a high level of successful implementation may become more challenging.

Among the 43 organizations that reported data for this report, a collective 129 voluntary SMART commitments were made. Of these, almost two-thirds (65 percent) were completed in 2019. This level of aggressive progress distinguishes GCNP from other diversity initiatives whose results are not so easily quantified.

## Types of Commitments

**Each Gender Champion was required to make three SMART commitments in 2019,** which addressed issues ranging from parental leave policies and changing hiring practices to diversifying board of director candidates and providing toolkits and resources to engage their own networks. Several Gender Champions chose to extend the Panel Parity Pledge to their entire staff (indicated on the graph on page 9 as “Panel+”). Interestingly, the vast majority of Champions focused on representation of female voices—through, for example, participation in their organizations’ programming, sole authorship of publications, or composition of expert panels.

Of the 129 commitments made by 43 organizations, 65 percent were completed, 5 percent are still in progress without signs of completion, and 29 percent have been partially completed. Some commitments were more difficult to implement than others. Producing toolkits and resources was the most challenging—only 17 percent of these commitments were fully completed, and 67 percent partially completed. Fulfilling commitments to host events specifically related to gender issues also proved challenging, with 40 percent of these commitments reaching completion, 40 percent seeing partial completion, and 20 percent still in progress.

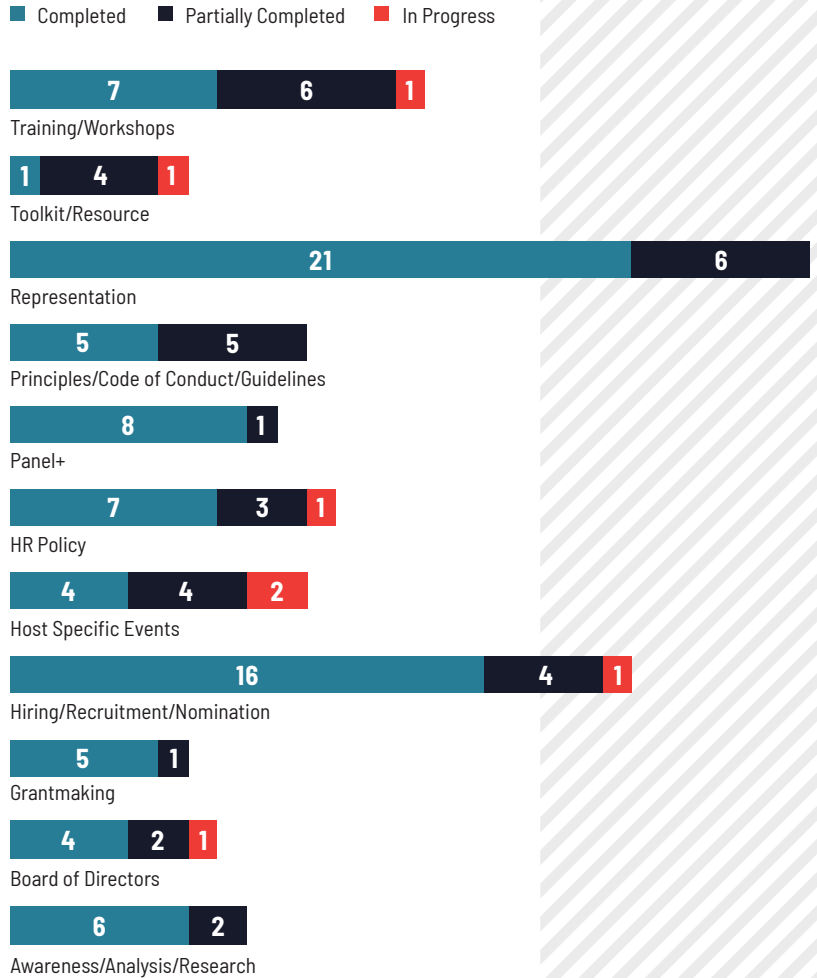


“On problems this consequential, organizations working in the nuclear security space cannot afford to draw from only one part of our collective talent pool. Carnegie Corporation of New York has sought ways to reduce gender inequities within our grantee community, but without additional data inputs, we—along with others in philanthropy—have been flying blind. The McKinsey report notes that these blind spots are especially pernicious because ‘we can’t solve problems that we don’t see or understand clearly.’”

**CARNEGIE CORPORATION OF NEW YORK**

Other areas where leaders found commitments difficult to implement include providing training or workshops to staff and developing codes of conduct for responsible behavior. Both of these commitments saw overall completion rates of 50 percent. Tellingly, both require a significant investment of time and careful consideration of the risks involved in mismanagement of the process—and, often, input from outside experts. As the GCNP network grows, new Champions can benefit from the experience and recommendations of their peers, which should help result in better defined and achievable commitments.

**Completion of SMART Commitments by Type**





Laura Holgate, NTI vice president for Materials Risk Management and GCNP co-founder, interviews NTI co-chair and CEO Ernest J. Moniz at the launch of Gender Champions in Nuclear Policy

## Internal Policies and Public-Facing Efforts

Creating culture change in an organization requires considering both internal policies and public-facing efforts. Most SMART commitments made by the 43 organizations reporting data were directed toward internal policies (55 percent). Champions found it slightly more difficult to change public-facing activities, such as developing new resources or hosting tailored events, than to change internal policies. While 34 percent of internally focused commitments were not fully complete, 36 percent of public-facing commitments were not fully complete.

## Organizational Structure and Mainstreaming

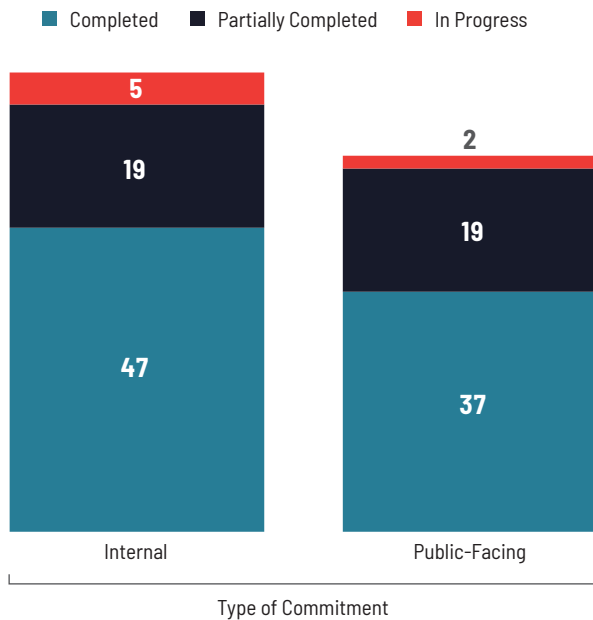
Mainstreaming of gender issues long has been identified as key to a successful strategy for advancing gender equity.<sup>1</sup> Larger organizations typically face a tougher challenge in mainstreaming gender issues because existing structures must be adapted to meet new and changing goals, and broad buy-in by staff and leadership is essential. These trends are reflected in rates of completion of the three commitments:

- ▶ Organizations with 0–5 personnel completed 56 percent.
- ▶ Organizations with 6–10 personnel completed 40 percent.
- ▶ Organizations with 11–20 personnel completed 22 percent.
- ▶ Organizations with 21 or more completed 33 percent.

Larger organizations clearly have a harder time fully implementing commitments—but the impact of changes they do make will be greater, given the number of staff they affect and their public visibility.

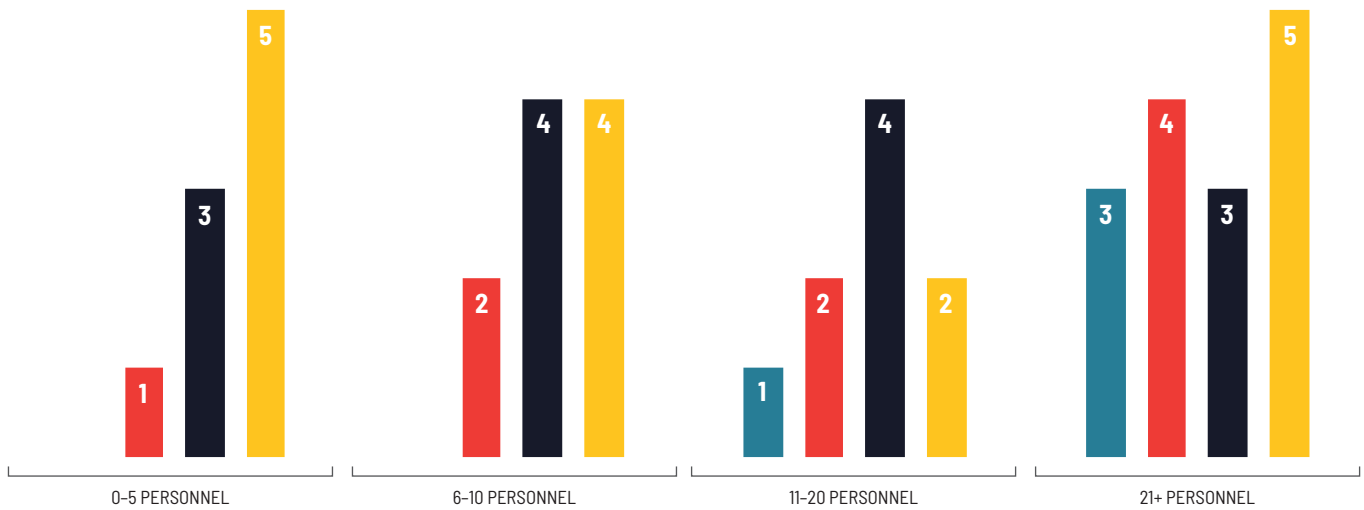
<sup>1</sup> <https://www.unwomen.org/en/how-we-work/un-system-coordination/gender-mainstreaming>.

## Completion of Internal vs. Public-Facing Commitments



## Completion of SMART Commitments by Organization Size

■ 0/3 ■ 1/3 ■ 2/3 ■ 3/3

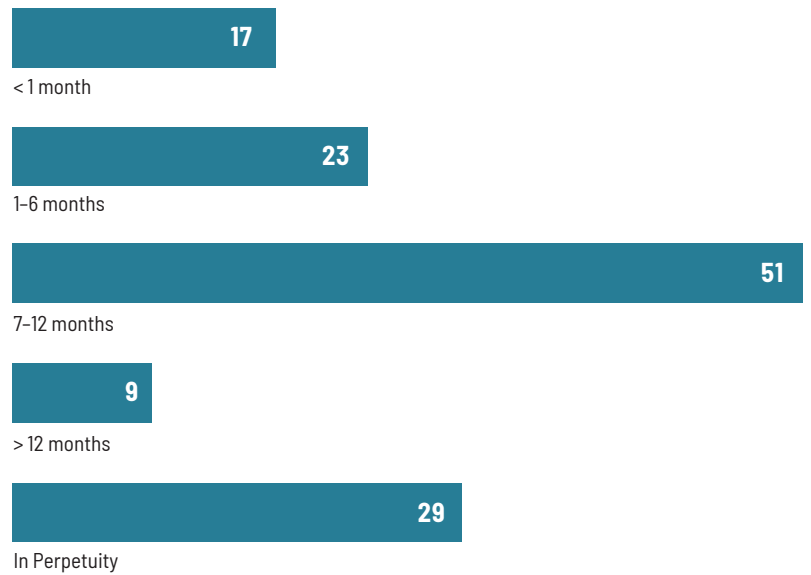


## Progress Takes Time

Changing an organization’s behavior and culture takes time—how much depends on a variety of factors (including operational focus, management structure, and staff capacity). Within GCNP’s one-year reporting period for implementation of SMART commitments, the largest share of organizations (40 percent) took seven to 12 months to implement voluntary commitments, while the second largest share (22 percent) indicated that implementation of commitments would be a permanent, ongoing process (described as “In Perpetuity” on the chart at right)—for example, ensuring gender balance among contributing authors in a regular publication.

Changes often required significant time to implement, but many produced permanent and important adjustments to policies and procedures, such as developing paid internship programs or rethinking hiring processes. Respondents self-reported on implementation of commitments and applied their own sense of completion to these questions, making these categories somewhat subjective—but voluntary commitments appear to be a successful model for creating durable change.

## Time Taken to Implement Smart Commitments





Ambassador Pamela Hamamoto, founder of International Gender Champions and Ploughshares Fund board member

“I’m grateful for this initiative and think it was a terrific first step. But we can and should commit ourselves to bolder transformation of our organizations and the nuclear policy field writ large. We got our feet wet this year; it’s time to take the plunge. ... We’ll know we’re succeeding when this initiative creates discomfort—because that’s where the real growth happens.”

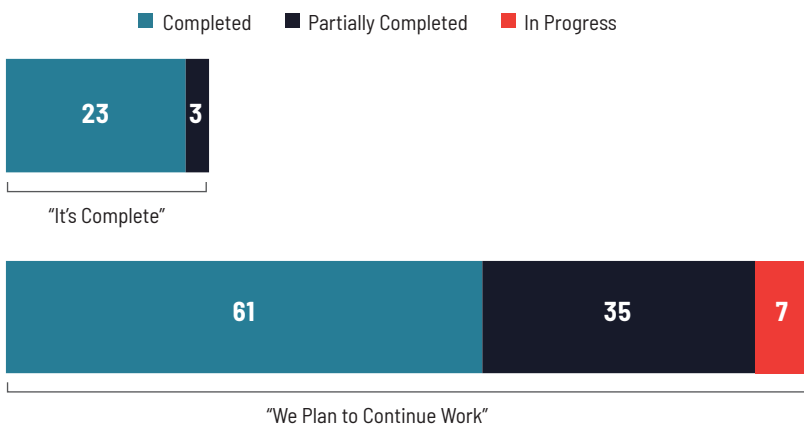
**GLOBAL ZERO**

**Committed to Creating Long-Term Change**

Champions and Focal Points were asked whether they considered their commitments entirely fulfilled or whether they planned to continue work on implementation. Of the 129 pledges made by 43 organizations, an overwhelming majority (80 percent) were marked, “We plan to continue work.” The majority of voluntary commitments are not “box-checking” exercises but represent permanent change in the operations and thinking of organizations. For example, an organization committed to redeveloping its hiring process to reflect principles of diversity, equity, and inclusiveness would merit a “complete” response on this measure once the process was revised, but management of the new process would require continued work.

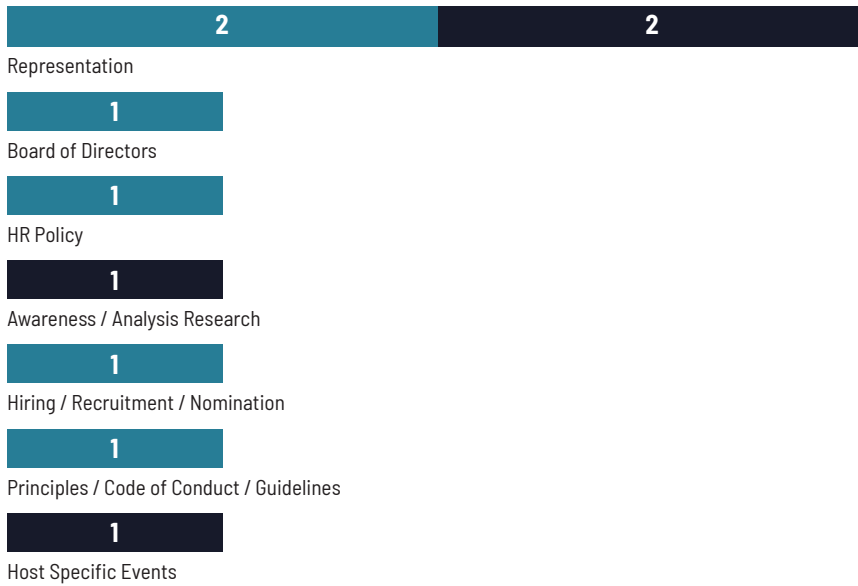
Above all else, these results speak to the effectiveness of voluntary commitments. When Champions identify their own needs and define their own goals, it catalyzes introspection, changing perceptions and setting the stage for durable, scalable change. As the number of commitments requiring continuous implementation and ongoing work grows year by year, cultural change will follow.

**Completed Commitments Require Continuous Implementation**



## Completion of Additional SMART Commitments

■ Completed ■ Partially Completed ■ In Progress



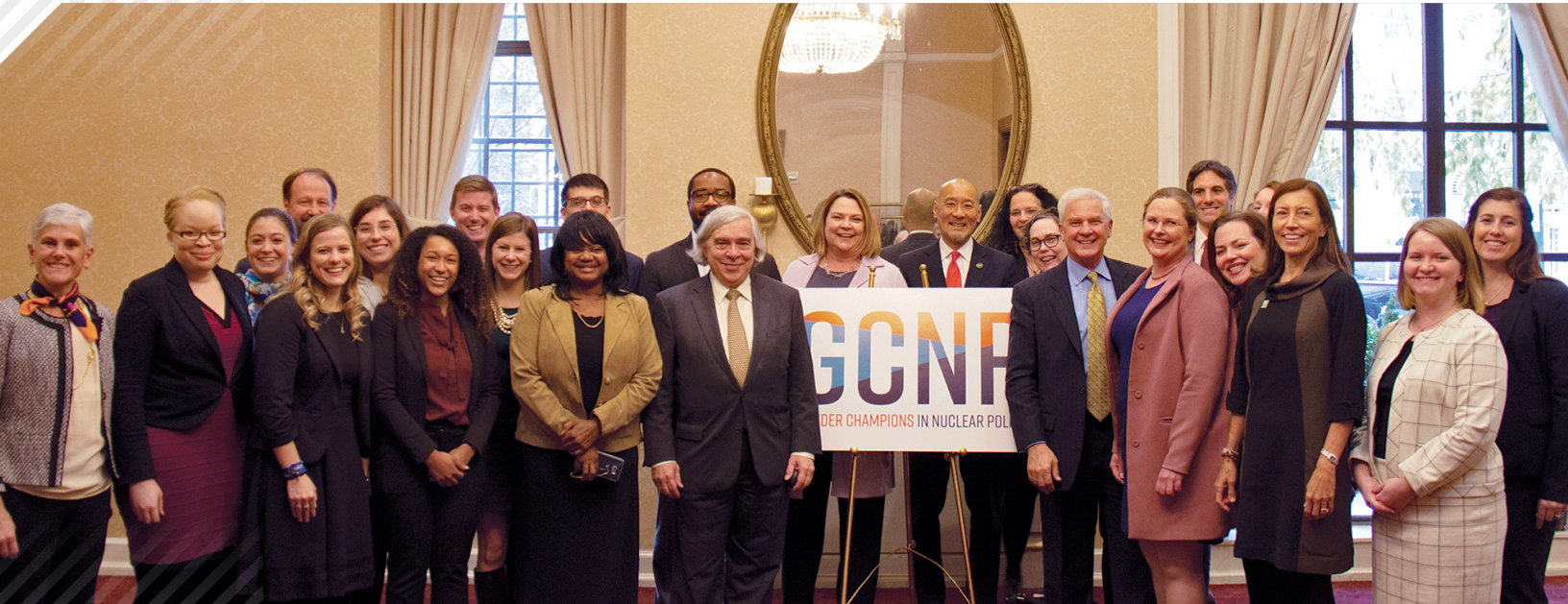
## Above and Beyond: Additional Commitments

GCNP requires Champions to make three SMART commitments per year. In 2019, six Champions opted to make a collective 10 additional commitments, which were not included in the tracking of the 129 commitments discussed above. Like other SMART commitments, most focused on representation. Most (60 percent) were seen through to completion, with the remaining 40 percent deemed partially complete. Champions' willingness to use GCNP's system of voluntary commitments as an accountability tool allows organizations to codify approaches to diversity that would otherwise remain ad hoc.

## CREATING CULTURAL CHANGE

GCNP strives to catalyze cultural change in the nuclear policy community by creating opportunities for action and provoking introspection and dialogue. In this context, whether Champions successfully complete their annual voluntary commitments is only one of several important questions; another is whether the process of working toward these commitments brings the community into alignment with our common vision of gender equality. It may be too soon to tell, but Champions and Focal Points report that participation in GCNP has had an impact on their own outlooks, organizational policies, and staff. Voluntary commitments have become a tool for expression of intent and vision. In its first year, the initiative has elevated the voices of women who would not otherwise be heard.

# THE WAY FORWARD



*Gender Champions gather to celebrate the launch of Gender Champions in Nuclear Policy*

Between its founding in November 2018 and the collection of data for this report in early 2020, GCNP has grown and matured. Champions and Focal Points have developed stronger bonds over shared values, and honest dialogue has been opened around priorities, goals, and the need for shared strength. Participants have leaned in to change and have become ambassadors for the value and importance of promoting diversity within the community.

In the longer term, the success of GCNP hinges on several factors. Perhaps most important among them is the network's continued expansion, in pursuit of reaching critical mass within the nuclear policy community. GCNP's network is a broad cross-sector sampling of organizations, but significant work remains to be done in accessing harder-to-reach corners of the community. As is usually the case with early adoption, initial recruits are the easiest to access and require the least convincing.

Gender Champions and Focal Points have expressed a desire to be more ambitious in

their goal setting and the design of their SMART commitments. Supporting their ambitions, amplifying their successes, and shoring up their ability to address challenges are all crucial to GCNP's success and growth. As Champions and their respective organizations are able to successfully implement voluntary commitments, it will become increasingly clear that concerted, directed effort does produce results. As the network grows and develops, its ability to become a self-supporting instrument for sharing of knowledge and resources will strengthen exponentially. Champions who successfully advance gender equity within their organizations advance the goals of the network at large and strengthen the resolve of their peers and allies to do the same.

To be truly successful, GCNP must enter spaces where it is not welcome, educate and recruit those who are not natural allies, and create a shared understanding where one does not yet exist.

# GENDER CHAMPIONS

**Jamal Abdi**

National Iranian American Council

**Andrew Albertson**

Foreign Policy for America

**Jenna Ben-Yehuda**

Truman Center, Truman Project, and Women's Foreign Policy Network

**Sebastian Brixey-Williams**

BASIC

**Matthew Bunn**

Project on Managing the Atom

**Ambassador William J. Burns**

Carnegie Endowment for International Peace

**Jeff Carter**

Physicians for Social Responsibility

**Joe Cirincione**

Ploughshares Fund

**Marissa Conway**

Centre for Feminist Foreign Policy

**Jonathan Cowan**

Third Way

**Cary Crawford**

Institute of Nuclear Materials Management

**Lynn Fahselt**

ReThink Media

**Maggie Feldman-Piltch**

Unicorn Strategies

**Brian Finlay**

The Stimson Center

**Ellen Friedman**

Compton Foundation

**Nancy Gallagher**

Center for International and Security Studies at Maryland

**Vartan Gregorian**

Carnegie Corporation of New York

**Erika Gregory**

N Square Collaborative

**Stephen B. Heintz**

Rockefeller Brothers Fund

**Roger Howsley**

World Institute for Nuclear Security

**Ambassador Bonnie Jenkins**

Women of Color Advancing Peace and Security

**Derek Johnson**

Global Zero

**Chantal de Jonge Oudraat**

Women in International Security

**Al Jubitz**

Jubitz Family Foundation

**Jhansi Kandasamy**

U.S. Women in Nuclear

**Joanna Kidd**

Ridgeway Information

**Daryl Kimball**

Arms Control Association

**Kenneth Kimmell**

Union of Concerned Scientists

**Maria Korsnick**

Nuclear Energy Institute

**Marilyn Kray**

American Nuclear Society

**Valerie Lincy**

Wisconsin Project on Nuclear Arms Control

**Kristina Lunz**

Centre for Feminist Foreign Policy

**Thom Mason**

Los Alamos National Laboratory

**Marion Messmer**

BASIC

**Stephen Miles**

Win Without War

**Ernest J. Moniz**

Nuclear Threat Initiative

**Matthew Moran**

King's College London

**Ali Nouri**

Federation of American Scientists

**John Palfrey**

John D. and Catherine T. MacArthur Foundation

**Nancy Parrish**

Women's Action for New Directions

**Mark Peters**

Idaho National Laboratory

**Keith Porter**

The Stanley Center for Peace and Security

**William Potter**

James Martin Center for Nonproliferation Studies

**Laura Rockwood**

Open Nuclear Network

**Joan Rohlfing**

Nuclear Threat Initiative

**Elena Sokova**

Vienna Center for Disarmament and Non-Proliferation

**Cecili Thompson Williams**

Beyond the Bomb

**Sir Adam Thomson**

European Leadership Network

**John Tierney**

Center for Arms Control and Non-Proliferation

**Alexandra Toma**

Peace and Security Funders Group

**Penny Fujiko Willgerodt**

The Prospect Hill Foundation

## BECOME A GENDER CHAMPION

Are you the head of an organization or institution involved in any aspect of nuclear policy? Do you know someone who is? Do you wish your boss would do more to promote gender equity in your nuclear policy organization? You, or they, can become a Gender Champion in Nuclear Policy! Each Champion is expected to uphold the Panel Parity Pledge, to empower a Focal Point to contribute to drafting and implementation of three SMART commitments, and to uphold the values of Gender Champions in Nuclear Policy. Gender Champions are featured on the Gender Champions in Nuclear Policy website. For more information about becoming a Gender Champion, visit the GCNP website or contact us:

[www.gcnpolicy.org](http://www.gcnpolicy.org)

[@gcnpolicy](https://twitter.com/gcnpolicy)

[gcnpolicy@gmail.com](mailto:gcnpolicy@gmail.com)



---

**PLOUGHSHARES FUND**

---