



At Work 2025



**WORLD NUCLEAR
ASSOCIATION**

Foreword

The year 2024 was pivotal for the global nuclear industry, perhaps the most significant and exciting year this century so far. Throughout the year, concerns about energy security and independence, increasing realism about the attainability of decarbonization targets, as well as growing demand for clean, reliable, baseload power from technology companies and other large energy users, have all driven new commitments for additional nuclear capacity.

There are many motivations for the regained recognition of nuclear energy, but the common theme is a focus on access to clean and reliable energy to power socio-economic development and prosperity. A significant shift among policymakers has been the return to pragmatism, translating energy policies into actionable industrial strategies. The clear support for nuclear energy from both financial institutions and energy-intensive users highlights this pragmatic approach.

Throughout the year, World Nuclear Association continued to support the global nuclear industry as it works on delivering the full potential of nuclear energy. Interacting with an ever-growing number of external stakeholders, we have continuously updated them on the progress of the many ongoing nuclear projects, including financial aspects, costs, timelines, licensing and regulatory readiness, as well as supply chain and workforce needs. The widespread interest in nuclear energy across various global regions is reflected by the locations of the events to which we have been invited to contribute, including Poland, Singapore, South Africa, South Korea, USA, Uzbekistan, and many more.

The Association brought together the nuclear industry at a number of major nuclear industry events: World Nuclear Fuel Cycle and World Nuclear Spotlight, both in Kazakhstan in April; the fifth CORDEL workshop in South Korea in May; the first End Energy Users Panel Workshop in Paris, France in June; before returning to London, UK for World Nuclear Symposium in September.

In November 2024 at COP29 in Baku, Azerbaijan, the second largest COP meeting ever, we expanded the coalition of the ambitious, with six new countries – reaching a total of 31 – confirming their ambition to triple global nuclear capacity by 2050. The growing recognition for the essential role of nuclear energy in the

context of the climate change mitigation and adaptation conversations is highlighted by the countries' interest in the large range of applications of nuclear energy, its integration into carbon markets, and the opportunities to drive investment.

Looking ahead to 2025, our priorities are to increase the current momentum, encourage investment in the nuclear industry and capitalize on success stories.

We look forward to welcoming you to World Nuclear Fuel Cycle 2025 in Montreal, Canada in April; our new World Nuclear Supply Chain conference in Warsaw, Poland in May; and the 50th anniversary of World Nuclear Symposium in London, UK in September.

Celebrating our 50th Symposium year puts into perspective the story of nuclear energy, all our industry has achieved so far and what is yet to come. We are standing on the shoulders of giants, on more than five decades of major contributions to progress, development and clean energy – and now we must become giants in our own right, by working together to make the most of this unique historic opportunity to deliver the full potential of nuclear energy for people and planet.

As we said at World Nuclear Symposium 2024: *the time is now*. The opportunity is ours to seize, and we must continue to collaborate to deploy nuclear energy at the speed and the scale the world needs.



Sama Bilbao y León
Director General



Mohamed Al Hammadi
Chairman

World Nuclear Association today

World Nuclear Association is the international body that unites and represents the global nuclear industry, with over 230 member organizations active in 43 countries across all continents, covering every aspect of the nuclear value chain. In 2024, our membership grew by 8.5%. Our members comprise major reactor vendors, nuclear utilities, companies specializing in uranium mining, conversion, enrichment, and fuel fabrication, as well as in nuclear engineering, construction, and waste management. We also represent research organizations and businesses providing vital services to the industry in areas such as transport, law, insurance, and finance.

World Nuclear Association activities are fully aligned with creating the positive environment that empowers and enables our members, the global nuclear industry, to reach the ambition of at least tripling global nuclear capacity by 2050. The Association's global, whole-of-value-chain membership means that we have the expertise, connections and perspective needed to achieve this.

We advocate for nuclear's role in the energy mix in the global and regional forums that shape energy and industrial policy. Our interventions can help open up new opportunities and markets, so our members can capitalize on and develop connections with new partners.

Our collaboration platforms are unique in the breadth of our membership and the depth of their knowledge and ambitions. Our Working Groups provide an authoritative and respected voice on the realities facing the industry, and our nuclear industry intelligence and reports help shape the debate with international organizations and influential institutions.

The Association's Secretariat focuses its energy on the topics that matter most to our members. Everything we do is ultimately aimed at helping our members and the global nuclear industry to succeed.



We find tremendous value in the Working Groups. It really allows us to participate at a more granular, deeper level with other industry peers that care about the same causes we care about.

Amir Adnani

President, Chief Executive Officer and
Director, Uranium Energy Corp;
Member of the Board,
World Nuclear Association

World Nuclear Association's strategic objectives are to:



CONNECT leaders and experts across all aspects of the nuclear value chain to enable them to conduct research, develop best practices and shape joint positions.



REPRESENT the nuclear industry in major global forums that influence the development, deployment and operation of nuclear facilities.



INFORM key audiences on nuclear energy in an authoritative, comprehensive and accessible manner.



INFLUENCE decision-makers, organizations and media to position nuclear energy as an essential contributor to sustainable development.

Join the Association

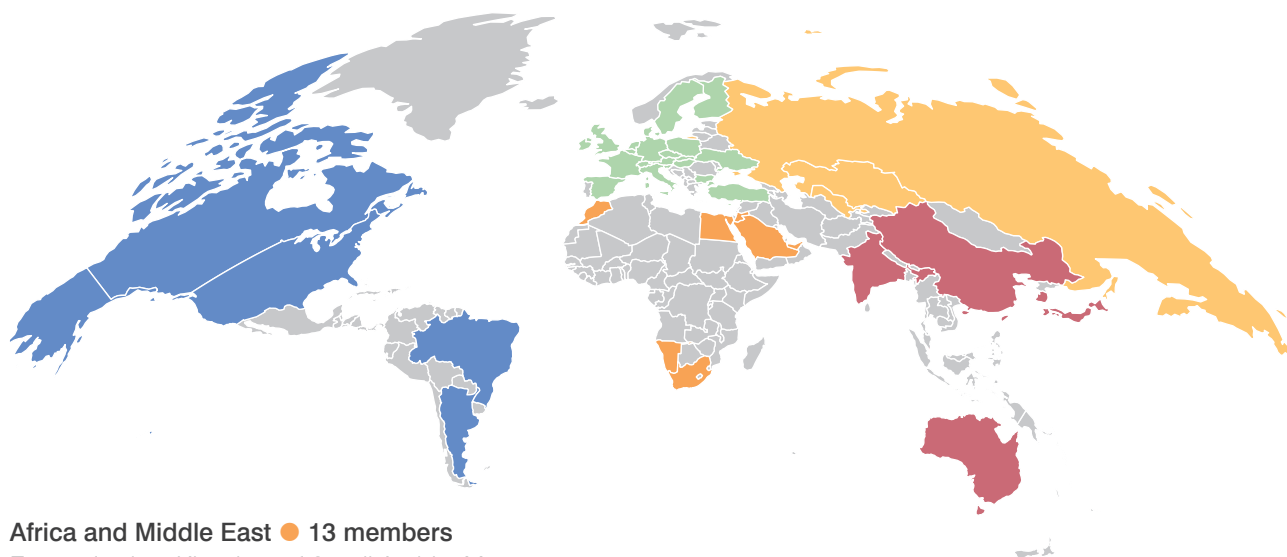
Becoming a member of World Nuclear Association connects you to a dynamic international network that is shaping the future of nuclear energy. We provide unique opportunities to help your company reach its full potential.

High-level benefits:

- Become an active participant in the conversations that are driving the future of clean energy.
- Network with industry leaders, technical experts, policymakers, financiers, and large energy users from around the world and from across the nuclear value chain.
- Forge valuable connections to unlock new business and investment opportunities.
- Raise your company's profile in the fast-growing international nuclear market.
- Obtain privileged access to the latest industry data and trends.
- Influence decisions on strategic topics that are shaping nuclear development and growth.
- Play an active role in the development of industry positions, guidance and best practice.

You will also benefit from:

- Ability to participate in members-only Working Groups that provide valuable insights into the latest industry trends and networking opportunities with a diverse range of international customers and suppliers.
- Exclusive access to our members website, containing proceedings from Working Group meetings, contact directories and insightful members-only topic briefings.
- Free access to market reports, such as *The Nuclear Fuel Report* and *The World Nuclear Supply Chain*.
- The opportunity to contribute to meetings that set international standards and nuclear policy, through the Association's observer status at intergovernmental organizations such as the International Atomic Energy Agency (IAEA), OECD Nuclear Energy Agency (OECD-NEA) and International Commission on Radiological Protection (ICRP).
- Substantial discounts on our conferences and on courses offered by our leadership development organization, World Nuclear University.



Africa and Middle East ● 13 members

Egypt, Jordan, Kingdom of Saudi Arabia, Morocco, Namibia, South Africa, United Arab Emirates

Americas ● 66 members

Argentina, Brazil, Canada, USA

Asia-Pacific ● 48 members

Australia, China (Mainland and Taiwan), India, Japan, Singapore, South Korea

Europe ● 94 members

Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Finland, France, Germany, Hungary, Ireland, Italy, Luxembourg, Netherlands, Poland, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, Ukraine, UK

Russia and Central Asia ● 11 members

Kazakhstan, Russia, Uzbekistan

Connect

Industry cooperation through Working Groups

The Association provides extensive opportunities for its members to interact and collaborate.

One of the ways in which World Nuclear Association connects members is through our Working Groups. The groups are exclusive forums where our members can inform and influence the work of the Association, share best practices, conduct analysis, and develop consolidated positions on a wide range of industry issues. These groups act as the interface between the nuclear industry and external organizations that set the policy framework for nuclear power, such as the International Atomic Energy Agency (IAEA) and the International Commission on Radiological Protection (ICRP). Others set global policy frameworks for energy, climate change, finance, or resource management, such as the International Energy Agency (IEA), the World Bank, the International Financial Reporting Standards (IFRS) Foundation, the UN Framework Convention on Climate Change (UNFCCC), the UN Economic Commission for Europe (UNECE), ASEAN Center for Energy and African Union.

Each Working Group is made up of experts from member companies, chaired by one of these experts, and has a Board member assigned as a mentor. Advisory Groups support the Secretariat in identifying opportunities and challenges for the global nuclear industry and the Association. In 2024, in-person Working Group meetings took place in January, April (alongside the World Nuclear Fuel Cycle conference), and September (alongside World Nuclear Symposium).



Working Group Structure

Fuel Cycle WGs

Fuel Report

Co-Chair for Utilities: Cécile Gregoire-David (EDF)
Co-Chair for Suppliers: Malcolm Critchley (ConverDyn)
Staff Director: Kaajal Desai

Used Fuel Management

Chair: Cécile Evans (Orano)
Deputy Chair: Anders Sjöland (Vattenfall)
Staff Director: Sameh Melhem

Transport

Chair: Mark Campbell (ALARA Logistics)
Deputy Chair: Anne Presta (Orano)
Staff Director: Allarakha Vora

International Network for Safety Assurance of Fuel Cycle Industries (INSAF)

Chair: Oscar Zurrón Cifuentes (ENUSA)
Vice Chair: Viacheslav Kozlov (TVEL)
Staff Director: Allarakha Vora

Nuclear Deployment & Value Chain WGs

Cooperation in Reactor Design Evaluation and Licensing (CORDEL)

Chair: Michelle Catts (GE Hitachi)
Vice Chairs: Peter Hastings (Kairos Power)
Karel Deknopper (NUWARD)
Staff Director: Ronan Tanguy

Supply Chain and Long-Term Operation

Chair: Laurent-Olivier Coudeyre (EDF)
Deputy Chairs: Rich Everett (Rolls-Royce SMR)
Tim Check (GE Hitachi Nuclear Energy)
Staff Director: Nathan Paterson

Decommissioning

Chair: Michel Pieraccini (EDF)
Staff Director: Allarakha Vora

Economics, Law and Finance

Chair: Milton Caplan (MZ Consulting)
Co-Chairs: Elina Teplinsky (Pillsbury)
Irina Skvortsova (Rosatom)
Staff Director: Dongmin Kim

Cross-Cutting WGs

Radiological Protection

Chair: Peter Bryant (Sizewell C)
Deputy Chairs: Josip Zic (McMaster University)
Staff Director: Sameh Melhem

Security

Chair: Robert Rodger (UK National Nuclear Laboratory)
Deputy Chair: Sam Stephens (Amentum)
Staff Director: Ronan Cavellec

Workforce & Talent Development

Chair: Callum Thomas (Thomas Thor Associates)
Vice Chairs: Jaana Isotolo (TVO)
Li (Jerry) Li (Sanmen Nuclear Power Company)
Staff Director: Isis Leslie

ESG

Chair: Kristin Bruce-Welsch (Cameco)
Deputy Chairs: Martin Račan (CEZ)
Hanoof Al Hammadi (ENEC)
Staff Director: Qi Zhao

Advisory Groups

DG Advisory Council

Chair: Clark Beyer (Global Fuel Solutions)
Staff Director: Virginie Ryan-Taix

Communication Group

Chair: Rebecca Astles (Urenco)
Vice Chair: Rory O'Neill (Westinghouse)
Staff Director: Kristina Valen

Innovation Panel

Staff Director: Nathan Paterson

End Energy Users Panel

Chair: Ximena Vásquez-Maignan (White & Case)
Staff Director: Ian Yan

Cooperation Forum for Nuclear Technology Associations

Staff Director: Sameh Melhem

Emerging Markets Panel

Chair/Staff Director: TBC

Members' Forum

Staff Director: Tomohiro Kosugi

Connect

Key achievements and activities of the Association's Working Groups in 2024



Radiological Protection

The Radiological Protection Working Group (RPWG) promotes leading practice, shares knowledge and ideas to ensure that industry expertise and perspectives are fully considered in the setting of radiological protection standards – standards that have global implications for nuclear commerce and operations. The Group channels the global industry's voice on radiological protection (RP) questions as it interfaces with international organizations including the International Commission on Radiological Protection (ICRP), the International Commission on Radiation Units (ICRU) and the International Atomic Energy Agency's (IAEA's) Radiation Safety Standards Committee (RASSC).

The ICRP has initiated a process for the review of the system of radiological protection which is likely to lead to a new set of General Recommendations. The RPWG engages with the ICRP and other international organizations to ensure due consideration is given to practicality and proportionality in relation to any changes in the system for radiological protection. In this regard, the RPWG participated in the following events and activities to highlight the industry key RP messages:

- The Group participated in the UK Society for Radiological Protection Annual Conference on 14-16 May 2024 in Eastbourne, UK. In the plenary

session on the role of the ICRP in the UN Sustainable Development Goals (SDGs), the Association highlighted the critical role of radiation protection in achieving net zero emissions, fostering innovation, and driving climate action.

- RPWG members gave several presentations at the 16th International Radiation Protection Association (IRPA) World Congress that took place on 7-12 July 2024 in Orlando, Florida, USA: the industry's view on the future development of the optimization principle; stakeholder engagement and individual sensitivity; as well as decision-making at low doses.
- Alongside the IRPA Congress, the Chair of the RPWG participated in a plenary session highlighting the importance of the radiation protection workforce to meet the world's future nuclear ambitions.
- In September 2024, the Working Group submitted a pre-consultation response to the ICRP regarding the ICRP Task Group 91 draft report on Scientific Evidence Relevant to the Assessment of Solid Cancer Radiation Risk at Low Dose and Low Dose Rate.
- The RPWG has recently presented the industry position regarding the ICRP-ICRU joint report on the new operational dose quantities for external exposure at the recent IAEA RASSC and technical meetings. As a result, industry key messages and concerns were well reflected in the IAEA paper on the implications of the ICRU report on operational dose quantities for external radiation exposure.

In addition, the RPWG hosted and jointly organized with the ICRP commission a series of workshops, webinars and meetings with industry representatives and ICRP Special Liaison Organizations (SLOs) to explain industry positions and ensure that industry perspectives are considered in the upcoming General Recommendations.

The Group will continue to actively engage in the revision of the system of radiological protection to ensure industry

perspectives are understood and discussed. The RPWG is planning, in collaboration with the ICRP, McMaster University, Canadian Nuclear Association and Bruce Power, to organize a workshop on Enabling Sustainable Development through the System of Protection: Practical and Alignment, which will take place in Hamilton, Canada. The workshop will once again address the concerns of the nuclear industry regarding the proposed review and revision of the system of radiological protection and in enabling sustainable development.

End Energy Users

The End Energy Users Panel (EEUP) is a platform that connects energy-intensive industries with the nuclear sector to address their energy needs. It facilitates discussions on how nuclear energy can meet demand from large energy users and explores models for financing, investment and ownership, as well as cogeneration and non-traditional energy production.



In June 2024, World Nuclear Association and White & Case LLP held the End Energy Users Panel workshop on *Decarbonizing with Nuclear: Bridging Perspectives between the Nuclear Industry and End Energy Users* in Paris, France. A total of 80 experts from energy-intensive industries (including technology, steel, chemical and aviation), nuclear vendors, nuclear fuel cycle companies, financial institutions and law firms explored how to use nuclear electricity and heat to help decarbonize energy-intensive industries.

According to the United Nations Economic Commission for Europe (UNECE), energy-intensive industries are responsible for about 25% of global carbon dioxide emissions. This has led to an increased focus on nuclear energy as a solution to help these sectors decarbonize. Current nuclear power plant designs can already be configured for cogeneration of electricity and heat, and ongoing developments in small, advanced reactor technologies offer potential for further market adaptability. These advances could expand nuclear energy applications across industries such as ammonia, cement, hydrogen, steel, and chemical production,

as well as desalination and powering data centres. Members of the EEUP play a crucial role in shaping the future of this emerging opportunity and their work is helping gain insights into the innovations transforming the nuclear industry.

Transport

International transport of nuclear material presents challenges due to complex regulation, perception of risk associated with the cargo, and a limited number of routes available. The Transport Working Group dates back to the mid-1990s, and draws participation from producers (shippers), transport specialists (freight forwarders) and utilities. The Group is represented on the IAEA's Transport Safety Standards Committee (TRANSSC) and Denial of Shipment Working Group, as well as on the Nuclear Energy Agency's Working Party on Nuclear Liability and Transport. The Group enjoys strong reciprocal relations with the World Nuclear Transport Institute (WNTI).

The Group spearheaded efforts that led to the establishment of the IAEA's Denial of Shipment Working Group, and World Nuclear Association was invited to chair the inaugural meeting that set its action plan.

One of the significant milestones of the Denial of Shipment Working Group is the appointment of 71 National Focal Points (NFPs). The Working Group organized the IAEA workshop, *Addressing the Denial of Shipments: A Key Step for Safe and Secure Transport of Radioactive Material*, to provide training to new NFPs. At this meeting, our Director General, Sama Bilbao y León, emphasized the critical role of NFPs in addressing shipment denials amid global geopolitical challenges and the push to triple nuclear energy capacity by 2050.

In January 2024 the Transport Working Group jointly organized with WNTI and the International Nuclear Law Association a workshop on nuclear liability, insurance and key contractual considerations for nuclear material transport. The event brought together over 100 nuclear transport experts and representatives of law and insurance firms.

A key topic of discussion within the Transport Working Group has been the use of nuclear power in the shipping industry. In 2025, the Transport Working Group looks forward to collaborating closely with Nuclear Energy Maritime Organization (NEMO), and the IAEA on the ATLAS (Atomic Technology Licensed for Applications at Sea) project, which aims to establish a robust framework for the deployment of civil nuclear applications at sea.

Connect



Communication

The **Communication Advisory Group** serves as a dynamic forum bringing together senior communication professionals and industry experts to tackle the most pressing opportunities and challenges in the communication landscape. The Group fosters the exchange of innovative ideas, shares best practices, and drives forward-thinking strategies to elevate the nuclear industry's approach to communication. It plays a crucial part in shaping global media narratives, ensuring that nuclear energy is prominently and accurately portrayed in the press.

In addition, the Group plays a vital role in bridging members' communication priorities with the Association's Communication & Marketing department, ensuring a seamless flow of insights and collaboration across all levels.

Throughout 2024, the Communication Group convened three times, aligning on a series of strategic initiatives designed to further both the Group's objectives and the broader industry's goals. The Group is driving several exciting initiatives to strengthen how our industry is seen and heard. We're setting the stage for impactful research into how nuclear is currently portrayed across media and social platforms — insights that will help shape our future messaging. We're also refreshing the Talking Points booklet to ensure our community can speak with clarity, accuracy, and consistency in response to public and media interest. Looking ahead, we're exploring opportunities to spotlight these efforts at the World Nuclear Symposium 2025 through a dedicated communications session. ■

Impactful events that unite

World Nuclear Association's programme of global, high-impact events offers our members exclusive opportunities to engage with industry thought-leaders, shape the debate and access unparalleled networking opportunities with top-tier professionals. The Association 2024's programme of activity was anchored around the World Nuclear Fuel Cycle conference and World Nuclear Symposium, which once again took centre stage for the discussions shaping the future of the industry, and were the top opportunities in the nuclear calendar to create valuable connections.

World Nuclear Symposium 2024 key statistics

49

Countries

>800

Delegates

2.1k

Mentions

e the global nuclear industry



World Nuclear Symposium

World Nuclear Symposium, held in September in London, UK, is the most influential annual gathering of the global nuclear community. In 2024, the event brought together a record number of over 800 delegates from 49 countries, including policymakers, financiers, large energy users and of course the thought-leaders of the nuclear sector. As ever, it was a hub for our members to celebrate their successes and chart their future strategy.

The 2024 Symposium opened with significant industry announcements, including ENEC's confirmation that unit 4 of the UAE's Barakah nuclear power plant had entered commercial operation; and Orano's selection of Oak Ridge, Tennessee as the preferred site for a multi-billion-dollar US uranium enrichment facility.

Under the theme *Turning Momentum into Energy*, the Symposium brought together CEOs, nuclear industry experts and speakers from the financial and energy communities to seek solutions and create impetus in areas crucial to the ambition of tripling global nuclear capacity by 2050, including securing private finance, rebuilding the global supply chain, and the actions needed to accelerate nuclear deployment.

The event was opened with a rousing call to action by Lord Hunt, UK Minister for Energy Security and Net Zero, who confirmed the new government's backing for nuclear. Demonstrating Symposium's ever-broadening appeal, senior leaders from the government of India, the government of Sweden, Microsoft and Shell, were among the speakers.

Nuclear's growing profile, and Symposium's increasing relevance for attendees beyond the direct nuclear sector, was underlined by the presence of some of the highest profile names from the world of finance, including speakers from BlackRock, HSBC and UBS.

Symposium's sold-out networking events and exhibition space all provided fantastic opportunities to connect with the most influential companies and leaders in the nuclear energy industry, at some of London's most iconic venues.

September 2025 will mark the 50th anniversary of World Nuclear Symposium. You don't want to miss it!



We've seen governments from around the world waking up to nuclear's incredible potential to decarbonize and secure energy supplies, and all while supporting huge skill bases, tens of thousands of well-paid jobs. And I make no apology for describing this as a great nuclear renaissance.

The Rt Hon Lord Hunt of Kings Heath OBE
Minister of State (Minister for Energy Security and Net Zero of the Government of the United Kingdom)

Connect



World Nuclear Fuel Cycle Conference

The World Nuclear Fuel Cycle (WNFC) conference, organized annually in collaboration with the Nuclear Energy Institute, is the premier international forum to analyse and address issues affecting the nuclear fuel cycle, such as security of supply, international trade and uranium market dynamics. In April 2024, a total of 260 delegates attended WNFC, in Almaty, Kazakhstan, the world's largest uranium producer and exporter. The event highlighted the need for the global nuclear industry to work collaboratively to deliver the growing requirements for nuclear fuel across regions.

WNFC moves around the world each year. This broadens access for potential delegates wherever they are based and also ensures that the conference provides a truly global outlook, with different regional perspectives. The event also offers fantastic technical and cultural tours for all delegates.

World Nuclear Spotlight Kazakhstan

Ahead of a national referendum on the use of nuclear energy in Kazakhstan and in collaboration with the country's Ministry of Energy, the Association organized a World Nuclear Spotlight event in Almaty on the sidelines of WNFC. The Spotlight format is designed for countries in the early stages of deploying a nuclear energy programme seeking international expertise to inform their future nuclear energy strategy. It allows the government of the host country to capitalize on the experience of the Association and our members.

Over 180 delegates heard from key figures from the Ministry of Energy, Kazakh nuclear energy companies and the National Nuclear Center of the Republic of Kazakhstan, and contributed to the national debate in support of restarting the country's civil nuclear power programme.

Later in 2024, more than 70% of the Kazakhstani people voted in support of the referendum motion, and Kazakhstan has since become a signatory of the declaration to triple nuclear capacity by 2050.



CORDEL Workshop in South Korea

Our fifth Cooperation in Reactor Design Evaluation and Licensing (CORDEL) Regional Workshop: *Accelerating nuclear deployment through international cooperation*, took place on 21-23 May 2024 in Busan, South Korea, bringing together over 180 delegates.

Hosted by Korea Hydro & Nuclear Power (KHNP) and KEPCO E&C, and in association with the Korea Nuclear Association (KNA), the workshop concluded with a bold call to action from nuclear regulators and industry alike, challenging the status quo and encouraging results-oriented collaboration and fresh mindsets to optimize licensing and regulatory regimes to reach cost-effective and timely deployment. Delegates enjoyed valuable networking opportunities during a welcome reception and gala dinner with memorable live performances, as well as technical tours showcasing KHNP's Saeul nuclear power plant and the Doosan Enerbility facility.

Mark your calendar for 2025

20-21 May

World Nuclear Supply Chain 2025
Warsaw, Poland

1-3 September

Working Group meetings
London, UK

3-5 September

World Nuclear Symposium 2025
London, UK

Connect

Empowering the next generation of nuclear leaders through World Nuclear University

The Association has ramped up efforts in workforce attraction, development, retention, and knowledge exchange, helping the industry rebuild its delivery capacity. For more than 20 years, World Nuclear University (WNU) stands at the forefront of nuclear leadership training and skills enhancement, developing and delivering innovative, world-class programmes that drive equity, inclusion and diversity of thought. We are proud of the more than 1600 WNU alumni that are now leading many companies in our industry, trailblazing the delivery of the full potential of nuclear energy.

At the same time, and with the guidance of the newly established Talent and Workforce Development Working Group, the Association is actively gathering intelligence and best practices to identify gaps and opportunities for revitalizing and transforming the global nuclear workforce. In 2024, the Group compiled best practice documents on key workforce topics, including attraction, recruitment, retention, and future workforce development. Its efforts then shifted to creating a streamlined, accessible information library on workforce development.



WNU Summer Institute 2024: Brazil

The Summer Institute is a leadership development programme for mid-career professionals in the nuclear energy industry, who are seeking to develop their leadership capabilities, strengthen their communication skills, and become drivers of innovation. Through a mix of taught lectures, mentored group work, intensive industry-focused projects, and technical site visits in the host country, participants gain valuable learnings and once-in-a-lifetime experiences.

In 2024 the Summer Institute took place on 2 June - 6 July in Rio de Janeiro, Brazil. The programme featured an impressive lineup of inspiring speakers, many of whom shared their personal leadership journeys.

- 70 fellows from 29 different countries from every region around the world.
- Cohort representation: 32% female 68% male.
- 55+ speakers.
- 10 mentors supporting the fellows' leadership development.
- Technical tours to several nuclear facilities, ranging from uranium processing through heavy component manufacturing to nuclear plant operation.

By immersing fellows in cutting-edge insights, best practices, and global perspectives, anchored by WNU's ICARE values (inclusion, curiosity, accountability, respect, and empathy), the Summer Institute is shaping the next generation of nuclear leaders. Empowered to take on greater leadership responsibilities, these fellows will drive positive change within the industry.

Tsinghua University Week

World Nuclear Association Tsinghua University Week 2024 was held in Sanmen county in Zhejiang province, China on 14-19 July. The event gathered 111 fellows from 32 universities, including 21 international fellows, and was sponsored by World Nuclear Association, the Institute of Nuclear and New Energy Technology of Tsinghua University, and the Chinese Nuclear Society. It was hosted by Sanmen Nuclear Power Co.

Alumni Board

World Nuclear University proudly introduced its Alumni Board in 2024, bringing together an exceptional group of eight distinguished leaders. Serving through 2027, this esteemed cohort of senior alumni will play a pivotal role in shaping the future of WNU. As a driving force of strategic vision and governance, the Alumni Board ensures that our programmes and initiatives remain cutting-edge, impactful, and deeply connected to the evolving needs of the global nuclear industry.

Annual September Alumni and Key Supporters Networking Event

The Association has established an annual networking event to strengthen relationships, expand professional networks, and facilitate connections across generations and roles within the Summer Institute alumni network. Last year, the inaugural September networking event was hosted in London, UK. The guestlist comprised industry leaders, Summer Institute alumni, mentors, speakers and key supporters.



Launch of LEAD Programme in 2024

In December, World Nuclear University launched its LEAD Programme (formerly known as Winter Camp), a four-day leadership enhancement programme in Ontario, Canada, open to Summer Institute alumni. The programme offered expert insights and interactive sessions. Participants gained valuable lessons on strategic vision development for the nuclear industry, high-performance leadership, and fostering collaboration through coaching. They received the necessary skills to lead high-performing teams, develop actionable strategies, and drive impactful transformation within their organizations.

- 25+ representatives from nine countries.
- Cohort representation: 37% female 63% male.
- Technical tours to OPG's Darlington Nuclear Generating Station and Cameco's Port Hope facility.

Looking forward to 2025

1 June - 5 July 2025, Shanghai, China

World Nuclear Summer Institute 2025 – our immersive leadership development programme will feature technical tours to Shanghai Electric, Qinshan nuclear power plant, and China National Nuclear Corporation's Southwestern Institute of Physics, along with guided tours of fuel fabrication and enrichment facilities.

1-5 December 2025, Stockholm, Sweden

LEAD Programme – building on the foundational learnings of the Summer Institute, this programme focuses on advanced leadership development centred around four key topics – awareness, performance, strategy and transformation – to facilitate continued professional growth.

Represent

Representing the best interests of the global nuclear industry at all relevant forums

International Atomic Energy Agency

World Nuclear Association contributes to the work of International Atomic Energy Agency (IAEA) safety standards committees, technical working groups and other initiatives. These include:

- Emergency Preparedness and Response Standards Committee (EPRaSC)
- Waste Safety Standards Committee (WASSC)
- Nuclear Safety Standards Committee (NUSSC)
- Radiation Safety Standards Committee (RASSC)
- Transport Safety Standards Committee (TRANSSC)
- Technical Working Group on Small and Medium Sized or Modular Reactors (TWG-SMR)
- Technical Working Group on Nuclear Power in Low-Carbon Energy Systems (TWG-NPLCES)
- Technical Working Group on Nuclear Fuel Cycle Options and Spent Fuel Management (TWG-NFCO)
- Technical Working Group on Radioactive Waste Management and Technologies (TWG-WATEC)



SMR Regulators' Forum

World Nuclear Association is a permanent observer to the SMR Regulators' Forum, a group of 12 experienced regulatory bodies from SMR technology-holder countries and countries that have firm plans to license SMRs. In recent years, the Forum's working groups have been focusing on topics including licensing issues, design and safety analysis, and manufacturing, construction, commissioning and operation issues. The Association's participates to provide input and feedback on activities and reports to ensure the view of industry is incorporated.

Nuclear Harmonization and Standardization Initiative (NHSI)

World Nuclear Association promotes the views of the nuclear industry by being an active participant in both the Industry and Regulatory Tracks of the IAEA's Nuclear Harmonization and Standardization Initiative (NHSI), which brings together policymakers, regulators, designers, vendors, and operators to develop common regulatory and industrial approaches to small modular reactors (SMRs).

In 2024, the Association's Cooperation in Reactor Design Evaluation and Licensing (CORDEL) Working Group continued its close collaboration with the IAEA, ensuring that the global nuclear industry's interests were effectively represented within the NHSI, and advocating for outcomes that would drive progress towards the industry's nuclear deployment targets.

CORDEL has contributed to numerous NHSI workshops throughout since the launch of the initiative and leads the work within NHSI Industry Track Topical Group 2 on engineering standards for the design and construction of SMRs. This work aims to identify similarities, differences, overlaps, and gaps between national nuclear codes and standards across engineering disciplines.



Brussels Nuclear Energy Summit 2024

In March, at the Brussels Nuclear Energy Summit 2024 – jointly organized by the Belgian government and the International Atomic Energy Agency (IAEA) – Director General Sama Bilbao y León, along with representatives from six national and regional nuclear trade associations, presented an industry statement to IAEA Director General Rafael Grossi. The summit concluded with a landmark Nuclear Energy Declaration endorsed by 32 countries. This reaffirmed a strong commitment to nuclear energy as a key component of global strategies to reduce greenhouse gas emissions, ensure energy security, and promote sustainable development. The signatories emphasized the need for enhanced cooperation with countries developing civil nuclear capacities and called for increased support from international financial institutions for all low-emissions energy sources.

Represent

68th IAEA General Conference

In September, the Association represented the global nuclear industry at the 68th IAEA General Conference in Vienna, Austria, where we held numerous bilateral meetings with country representatives, international organizations, and industry leaders. Our formal participation included presenting the industry's perspective at the IAEA's Senior Safety and Security Regulators' Meeting and addressing an ICRP side event focused on the importance of the radiological protection system.

In collaboration with the IAEA, we co-organized the event *Leaders in Nuclear: Building Effective Leadership Skills in the Nuclear Sector*, addressing the critical role of leadership in advancing the industry's ambitions. In front of a packed audience, Sama Bilbao y León, Margaret Doane (IAEA), Rumina Velshi and Daniel Westlén (the government of Sweden) shared their insights on fostering a strong global nuclear leadership culture across all sectors of the industry.

International Conference on Small Modular Reactors

In October, the Association had a prominent presence at the IAEA International Conference on Small Modular Reactors and their Applications, which took place in Vienna, Austria. At the Industry Night event, which we co-organized with the IAEA, over 20 leading global SMR developers showcased their projects, ranging from conceptual designs to construction and operational phases. The conference also featured discussions on key topics including: SMR design, technology, and the fuel cycle; regulatory frameworks; safety, security, and safeguards; and strategies to facilitate SMR deployment.

IAEA Ministerial Conference on Nuclear Applications

In November, the Association took part in a high-level panel on climate change mitigation during the IAEA Ministerial Conference on Nuclear Science, Technology and Applications and the Technical Cooperation Programme. The conference brought together ministers and senior officials from IAEA member states to discuss the role of nuclear science and technology in addressing global challenges, including health, food security, water resource management, and climate change. In the panel, Sama Bilbao y León discussed the mechanisms needed for sufficient finance to be channelled to the nuclear energy

sector, and the industry's plans to ensure a sufficient skilled workforce is in place to support nuclear expansion.

Partnering with the IAEA to bring more women into nuclear careers



To mark International Women's Day (IWD) in March, World Nuclear Association signed an agreement with the International Atomic Energy Agency (IAEA) to help the IAEA find suitable industry internship opportunities for women undertaking the Marie Skłodowska Curie and Lise Meitner fellowship programmes.

OECD Nuclear Energy Agency

Throughout 2024, the Association continued its contribution to the work of the OECD Nuclear Energy Agency (OECD-NEA).

The Association represents the nuclear industry at working groups of the Committee on Nuclear Regulatory Activities (CNRA), notably the Vendor Inspection Cooperation Working Group (VICWG) and the Working Group on Codes and Standards (WGCS). We also contributed to the work of the Nuclear Development Committee (NDC), notably to the development and review of the *Red Book*, as well as to the Committee on Radiological Protection and Public Health (CRPPH), the Committee on Decommissioning of Nuclear Installations and Legacy Management (CDLM) and the Radioactive Waste Management Committee (RWMC).

In March, we jointly held the *2024 Workshop on Nuclear Supply Chain: Assurance Today, Confidence Tomorrow* with the OECD-NEA in Paris, France. The workshop addressed the latest challenges and opportunities related to supply chain oversight as the nuclear industry ramps up its capabilities to meet the expected global nuclear capacity growth.

Roadmaps to New Nuclear



In September, the Association stood side by side with representatives of the nuclear industry from OECD nations in issuing a communiqué at the government-industry Roadmaps to New Nuclear 2024 conference organized by the OECD- NEA in Paris, France. The communiqué reinforces commitments between government and the industry to expand nuclear capacity in line with the COP28 declaration to triple nuclear capacity, as well as calling on multilateral financial institutions to support investment in nuclear projects.

At a plenary session, Sama Bilbao y León laid out energy and industrial policy actions that would accelerate the strengthening of the nuclear supply chain, build up industrial capabilities and attract workforce. The Association also contributed to side events on gender balance, the nuclear supply chain and workforce development.



The goal to triple global nuclear capacity has been embraced by the industry, and through the Net Zero Nuclear initiative, the collaboration between governments and industry has been highlighted as absolutely essential to achieve this ambitious target. The time is now, and urgent action is needed to expand nuclear capacity and provide abundant affordable 24/7 clean energy for everyone.

Sama Bilbao y León

Director General, World Nuclear Association

International Radiation Protection Association (IRPA) World Congress

In July, the Association joined a panel discussion at the International Radiation Protection Association (IRPA) World Congress in Orlando, USA, alongside the IAEA, IRPA, and OECD Nuclear Energy Agency. The discussion highlighted the critical role of the radiation protection workforce in supporting the world's future nuclear ambitions. At the conference, which attracted over 1000 radiation protection professionals from around the world, the Association presented the industry's perspective on the future development of the ALARA ('as low as reasonably achievable') optimization principle, and decision-making at low doses.

International Energy Agency

Our collaboration with the International Energy Agency (IEA) intensified in 2024, as we increasingly contributed our data and expertise to the IEA's reports featuring nuclear energy.

In February, we participated in the International Energy Agency's (IEA's) 50th Anniversary Ministerial in Paris, France, and the 14th IEA - International Energy Forum - Organization of the Petroleum Exporting Countries (IEA-IEF-OPEC) Symposium on Energy Outlooks, in Riyadh, Saudi Arabia. In both meetings, amongst high-level speakers from the energy sector, World Nuclear Association was the only voice discussing the role of nuclear energy in the clean energy transition. It was the first time nuclear energy was meaningfully included in these events, and it provided a great opportunity for the Association to represent our industry.

The Path to a New Era for Nuclear Energy

In December, we contributed expert input to the IEA's report titled *The Path to a New Era for Nuclear Energy*. Following the report's release in January 2025, Sama Bilbao y León said: "World Nuclear Association agrees with the IEA that the outlook for the global nuclear industry is very positive. Indeed, our own analysis is even more optimistic, given the higher levels of ambition that increasing numbers of governments are now showing."

"Those countries that opt to use nuclear energy or support its use recognize its potential as a clean energy source that can reduce dependence on fossil fuels, to address the climate crisis and improve global energy security," a ministerial communiqué said.

Represent

Championing nuclear in the global energy dialogue

World Nuclear Association plays a leading role in ensuring nuclear energy is prominent in global discussions on clean energy, energy security, and sustainable development.

Africa

Throughout 2024, World Nuclear Association actively engaged in discussions and advocacy for the expansion and development of nuclear energy in African countries.

In May, the Association took part in the Invest in Africa Energy Conference 2024 held in Paris, France, where Sama Bilbao y León underlined the critical role nuclear can play to help Africa leapfrog from energy poverty to cost-effective clean and reliable energy systems that drive socio-economic development and prosperity.

In November, we continued expanding our strategic engagement with African energy leaders at African Energy Week (AEW) in Cape Town, South Africa. King Lee, Head of Policy and Industry Engagement, participated in the 3rd Africa Energy Leadership Dialogue, where he highlighted nuclear energy's role in supporting economic development opportunities for the growing population of African countries on a path to a low-carbon economy. In addition, we contributed to the nuclear chapter of the African Energy Chamber's *State of African Energy 2024 Outlook report*, providing key insights on the role of nuclear energy in the continent's energy future. This is the first time the report includes nuclear energy.



Asia

Rising interest in nuclear energy in Uzbekistan

In May, World Nuclear Association made the case for the role of nuclear energy in a sustainable energy system at the Uzbekistan Energy Forum in Tashkent. Together with Shokhrukh Karabayev, Deputy Director of the Project Office at the Ministry of Energy of Uzbekistan, and other industry leaders, King Lee discussed the expansion of clean energy sources in the country and their integration into the national energy mix. King highlighted nuclear energy as a low-carbon energy source to reduce Uzbekistan's carbon emissions, and discussed advanced nuclear technologies and their applications, which could help decarbonize the country's entire economy.

In December, Sama Bilbao y León signed a memorandum of understanding with Uzatom, Uzbekistan's atomic energy agency, to promote bilateral cooperation in the nuclear energy sector, focusing on information exchange, collaborative research, and nuclear energy education. She also participated in the inaugural conference on the Use of Nuclear Energy for Peaceful Purposes in Sustainable Development of the Organization of Islamic Cooperation Member States in Samarkand, Uzbekistan.



Singapore International Energy Week

In October, the Association played a prominent role at Singapore International Energy Week (SIEW), an annual conference addressing energy issues not only in Singapore, but across Southeast Asia. Along with many other ASEAN countries, Singapore is currently evaluating the potential for nuclear energy to help meet its energy needs. On the Financing of Clean Energy plenary panel, alongside the Asian Development Bank and Infrastructure Asia, the Association explained how access to finance can unlock nuclear projects across Asia.

Europe

Nuclear's inaugural inclusion in London events

In February, the Association took part in London Energy Forum 2024, organized by S&P Global, and presented on the *Role of Nuclear – Technology and Cost Developments within the European Power and Gas Outlook*. This was the first time nuclear energy was featured at the London Energy Forum and also the first time there was the opportunity to highlight nuclear's sustainability and economic credentials to a broader energy sector audience.

Also in February, and in another first, nuclear featured on the agenda at International Energy Week in London. During a session on *The Role of Renewable Energy, Hydrocarbons, Nuclear and Fusion in Power*, Sama Bilbao y León highlighted the importance of assessing whole system costs and nuclear's role not just in providing baseload electricity but decarbonization of hard-to-abate sectors.

Nuclear energy in Poland

In June, the Association had an active role at the Energy Regulators Regional Association's (ERRA's) first Nuclear Energy Regulatory Forum, in Warsaw, Poland. The Association was a keynote speaker on low-carbon systems and a panel moderator on sessions about new

nuclear technologies. ERRA is an association of energy market and economic regulators, consisting of 47 organizations in 43 countries.

Later in November, we participated in the opening day of the 25th Nuclear Inter Jura Congress in Warsaw, Poland, organized in collaboration with the International Nuclear Law Association (INLA) and Polish energy think tank DISE Energy, and discussed the role of nuclear in Poland's future energy mix.

World Economic Forum

As part of the World Economic Forum's newfound interest in nuclear energy, the Association took part in November in a senior executive meeting on Clean Power, Grids and Electrification held at the World Economic Forum HQ in Geneva, Switzerland, in which Sama Bilbao y León joined other energy industry leaders. The meeting discussed the global landscape for nuclear, the requirements to grow the supply chain and workforce, as well as finance and investment. This event has also created new opportunities for collaboration between the WEF and the Association, with exciting joint initiatives coming up.

Inform

Delivering the latest and most authoritative information on nuclear energy to the industry, governments, financial institutions, media, and academic bodies

World Nuclear Association provides factual, timely information through our web-based Information Library, Reactor Database, World Nuclear News, social media, and landmark industry reports. In 2024, we launched three new websites, enhancing efficiency and user experience with high-quality visuals, advanced search capabilities, and expanded member features.

The Information Library

The Information Library hosts over 180 detailed papers on nuclear science and technology and the nuclear industry, serving policymakers, journalists, scholars, and the public. In 2024, we added the Small Modular Reactor Global Tracker, an interactive map of global SMR projects and agreements.

Reactor Database

The Reactor Database offers a global dashboard with the latest construction starts, grid connections, and reactor performance data, using IAEA's PRIS database and our own research to highlight nuclear energy's global impact.

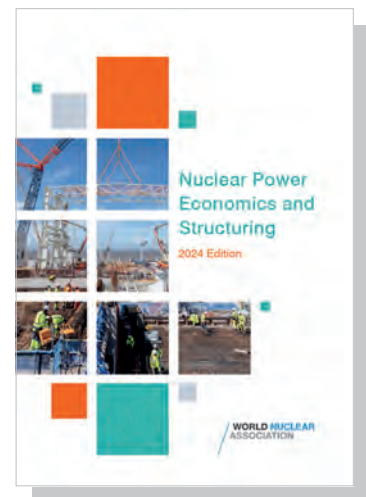
Global trends report

In 2024, the Association released the ninth edition of its annual *World Nuclear Performance Report*, which provides an up-to-date picture of the nuclear power sector, both for the generation of electricity from reactors in operation today and reactors currently under construction. The report is released every August and is available on the Association's website. The report's headlines include:

- Global nuclear electricity generation increased in 2023 to 2602 TWh, providing 9% of the world's electricity – second only to hydropower among clean energy sources.
- 64 reactors in 15 countries under construction and over 20 new entrant countries, including Ghana, Poland and the Philippines, at various stages of developing policies to enable construction of their first nuclear plants.

Our biennial reports, published in 2023, remain available:

- *The Nuclear Fuel Report: Global Scenarios for Demand and Supply Availability 2023-2040*, published in September 2023, is the 21st edition of the World Nuclear Association's biennial report on the outlook for nuclear power and fuel.
- *World Nuclear Supply Chain 2023*, now in its fifth edition, provides a market-oriented view of the status, opportunities and challenges of the supply chain for nuclear power plants.



Other industry reports

In April World Nuclear Association's Economics, Law, and Finance Working Group released the 2024 update of the *Nuclear Power Economics and Structuring report*. Since the publication of the previous edition of this report in 2017 there have been significant developments affecting the economics and prospects of the energy sector. Overall, nuclear power not only remains a competitive source of low-carbon generation, but also its environmental and energy security advantages are being increasingly recognized.



In the international press

- Nuclear Power Was Once Shunned at Climate Talks. Now, it's a Rising Star (15 November 2024) in *The New York Times* featured our Director General for the first quote when interviewed on the sidelines of COP29.
- Both *Financial Times* (World's biggest banks pledge support for nuclear power) and *S&P Global* (Government, business leaders seek innovative finance structures to advance nuclear power) covered the story of 14 major banks pledging support of tripling nuclear capacity by 2050 at Climate Week NYC (23 September 2024).
- Our data was utilized in the BBC article Why Canada could become the next nuclear energy 'superpower' (14 November 2024) and *The Economist* used our data for its visual graphics in Big tech is bringing nuclear power back to life (9 October 2024).

World Nuclear News

World Nuclear News (WNN) delivers daily coverage of the nuclear sector, brought to you by industry specialists. It features expert analysis, background insights, and links to trusted sources. Its free WNN Daily and WNN Weekly email newsletters reach 32,000 subscribers worldwide. The WNN podcast takes a deeper dive into major developments, with episodes released in 2024 downloaded more than 30,000 times.



Influence

Strengthening ties with key international organizations and extending outreach to emerging regions

G7

In April, representatives of the nuclear industry presented a statement to Gilberto Pichetto Fratin, Minister of the Environment and Energy Security, Italy at an event held alongside the G7 Ministerial Meeting on Climate, Energy and Environment in Turin, Italy. The industry statement is a consolidated declaration by international nuclear energy associations calling for the continued support of the G7 countries for nuclear energy, including on efforts to secure financing avenues for new nuclear projects. The statement was presented by World Nuclear Association, Associazione Italiana Nucleare (AIN), Canadian Nuclear Association (CNA), Groupement des Industriels Français de l'Energie Nucléaire (Gifén), Japan Atomic Industrial Forum (JAIF), Nuclear Energy Institute (NEI), Nuclear Industry Association (NIA), and Nucleareurope.

The Association contributed to two high-level events that took place in Turin during G7 Planet Week prior to the G7 Ministerial meetings on stakeholder cooperation for accelerated sustainable nuclear deployment, and the role of nuclear energy in the energy transition.



ASEAN Centre for Energy

In June, the Association took part in an Association of Southeast Asian Nations (ASEAN) Nuclear Energy Cooperation gathering hosted by the Department of Energy of the Philippines for senior energy officials of ASEAN countries to discuss the priorities for nuclear energy cooperation. Head of Policy and Industry Engagement King Lee contributed to new proposals for the ASEAN Plan of Action for Energy Cooperation (APAEC) from 2025, and presented on the progress made on advanced nuclear technologies at the *ASEAN Workshop on Nuclear Technology Trends and Policies in the Low-carbon Future for Embarking Countries*.



Influence in the media

The year 2024 was an extraordinary year for nuclear energy in the news. Announcements from technology giants such as Amazon, Google and Microsoft of their plans to purchase and develop nuclear energy; 14 leading global banks confirming their support at New York Climate Week for the goal of tripling global nuclear capacity by 2050; and how nuclear energy was viewed as an essential part of the future clean energy mix in the conversations at COP29 in Baku, Azerbaijan. Throughout these moments, when the global spotlight was on nuclear, the Association provided consistent, well-researched input to the stories that mattered. We were also featured in the global media including sourcing of our data, providing quotes and interview appearances including The New York Times, the Financial Times, Bloomberg, BBC, CGTN, CNBC, S&P Global, and The Economist.

Influence

Net Zero Nuclear and COP29

In March, World Nuclear Association participated in the 26th World Energy Congress (WEC) in Rotterdam, Netherlands, showcasing our work and the Net Zero Nuclear initiative. Together with the United Nations Economic Commission for Europe (UNECE) and Electric Power Research Institute (EPRI), we organized a side event exploring emerging challenges to electricity system security and the financing of low-carbon, resilient electricity systems.

In September, during New York Climate Week (Climate Week NYC) and coinciding with the United Nations General Assembly, 14 global financial institutions expressed their support for tripling global nuclear energy capacity by 2050. World leaders and senior figures from major banks and the nuclear industry joined forces at the Financing the Tripling of Nuclear Energy leadership event in the Rockefeller Center, and the Net Zero Nuclear Forum that followed, creating new channels of cooperation and sending an important signal ahead of COP29.





Net Zero Nuclear at COP29

- World Nuclear Association represented the global nuclear industry at COP29 in Baku, Azerbaijan. The Association has been an official observer to the UN climate conference for the past 20 years, informing and influencing key decision-makers about the role of nuclear energy in climate mitigation and adaptation.
- The Net Zero Nuclear Blue Zone pavilion hosted a series of panel discussions and interviews, with prominent leaders from governments, industry and civil society, and offered many opportunities to interact with national delegates and other observers.
- COP29 saw six more countries (El Salvador, Kazakhstan, Kenya, Kosovo, Nigeria and Turkey) sign the historic declaration to triple global nuclear capacity by 2050, bringing the total of endorser countries to 31. Discussions around nuclear energy also expanded beyond electricity. Nuclear is now recognized for its potential to provide baseload energy solutions – not just electricity but also heat – making it a versatile tool for decarbonizing entire economies. This shift has gained interest from new industries and countries eager to explore how nuclear can support their transition to net-zero emissions.
- COP29 saw bilateral agreements on nuclear energy being signed by the USA and Ukraine on small modular reactor (SMR) development, the USA and UK on Generation IV reactors, as well as Canada, Romania and the USA on new large reactors. The conference also saw the announcement by the US government of its roadmap to add 35 GWe of new nuclear capacity by 2035, and 200 GWe of new capacity by 2050, which would lead to a domestic tripling of nuclear capacity by 2050, as well as announcements from Indonesia and Vietnam.



Our collective mission is clear: nuclear energy is clean energy, and if we are to ensure a liveable planet, build secure, sustainable supply chains for clean energy and bolster prosperity around the world, we need to make sure that nuclear energy does its part. I know we can make it happen – as long as we work together.

John Podesta

Senior Advisor to the President for Clean Energy Innovation and Implementation (September 2024)

Governance and Organization

The Director General of World Nuclear Association, Sama Bilbao y León, leads the Secretariat, delivers on the mission and vision of the Association and is ultimately accountable to the Association's Board of Management. The Board holds final approval on proposals made by the Director General, including strategic and budgetary decisions. In 2024, Mohamed Al Hammadi, Managing Director & CEO, Emirates Nuclear Energy Corporation (ENEC), served as Chairman of the Board, and Bohdan Zronek, Chief Nuclear Officer, ČEZ, held the position of Vice-Chairman.

The Board of Management

The Board comprises senior executives from member companies who meet at least twice a year and serve for two years. Every two years a new Vice-Chairman is appointed. After one year's service, the Vice-Chairman takes on the role of Chairman for the next two years, before serving again as Vice-Chairman in the fourth year. The Board fulfils all statutory duties pertaining to the Association's governance and sets policies and strategic objectives acting on proposals from the Director General. To ensure balance, elected members of the Board represent the various sectors in the nuclear value chain, different geographic areas, as well as a range of organization sizes. Board members function as mentors for the various Working Groups. This enables the Board to link the strategy of the Association and the priorities of the global nuclear industry with the programme of the Working Groups and to shape their overall agenda. In 2024 the Board met on 16 April in Almaty, Kazakhstan and on 4 September in London, UK.

There are also two Board subcommittees, whose members serve two-year terms and report directly to the Chairman of the Board:

- The Governance and Nominations subcommittee oversees appointments to the Board and manages Director General and senior staff succession planning.
- The Audit and Finance subcommittee conducts regular reviews of the financial health of the Association and holds in-depth dialogue with the auditor during the preparation of the annual accounts.

Audit

In March 2024, an independent review of the 2023 Annual Report and Accounts was conducted by Taylor Viney Marlow Ltd (TVM). TVM concluded that the 2023 Annual Report and Accounts give a true and fair view of the state of the Association's affairs on 31 December 2023 in accordance with UK generally accepted accounting practice (GAAP) and they were subsequently approved and signed off by the Chairman and Board of Management on 16 April 2024.

The 2023 Annual Report and Accounts were presented at the annual general meeting (AGM) held in London on 4 September 2024.

Membership meetings

There is one Annual General Meeting (AGM) during which members are updated on the operations of the Association and can ask the Chairman and Director General questions. At the AGM, the accounts are presented for approval and any fee changes or alterations to the fee structure are put to a vote. Immediately after the AGM, the Members Council takes place, during which significant developments in the Association are presented to the members.

Board members

from April 2025

Chairman



Mohamed Al Hammadi
Managing Director & CEO, Emirates Nuclear Energy Corporation

Vice-Chairman



Johan Svenningsson
Country Chairman, UNIPER Sweden



Amir Adnani
President, Chief Executive Officer & Director, Uranium Energy Corp



George Borovas
Partner, Hunton Andrews Kurth



Malcolm Critchley
President & Chief Executive Officer, Converdyn



Dr Mohamed Saad Dwidar
Chairman of the Board, Nuclear Power Plants Authority of Egypt



Tim Gitzel
President & Chief Executive Officer, Cameco



Bryan Hanson
Executive Vice President & Chief Generation Officer, Constellation Energy



Mingang Huang
Chief Economist, China National Nuclear Corporation



Raul Lycurgo
President, Eletronuclear



Nicolas Maes
Chief Executive Officer, ORANO



Hitoshi Mizuta
Executive VP & Deputy Chief Nuclear Officer, Kansai Electric Power Company



Teppei Narita
General Manager, Nuclear Fuel Dept. Marubeni Corporation



In-sik Park
Executive Vice President of Overseas Business Division, KHNP



Jean-Michel Quilichini
Director of Nuclear Fuel Division, EDF



Craig Ranson
President & CEO, GE Hitachi Nuclear Energy



Andrey Rozhdestvin
Director General, Rosatom Energy Projects Company



Boris Schucht
Chief Executive Officer, Urenco



Xianfeng Wang
General Manager, CGNPC - Uranium Resources Co. Ltd



Meirzhan Yussupov
Chief Executive Officer, Kazatomprom



Liudmila Zalimskaya
Chairman of the Board of Directors, TENEX



Mingguang Zheng
Senior Vice President, SNPTC



Bohdan Zronek
Chief Nuclear Officer, ČEZ

Honorary



Hans Blix
Director General-Emeritus, International Atomic Energy Agency



Gerald Grandey
Former CEO, Cameco; Chairman-Emeritus, World Nuclear Association

Secretariat

World Nuclear Association's international Secretariat consists of 48 individuals with a broad range of expertise and experience who are responsible for coordinating the work that the Association does on behalf of its members. Most of the Secretariat is based in the London office, with Secretariat presence in India and China. The Secretariat is led by Director General Sama Bilbao y León.

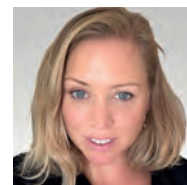
The Association is divided into five departments: Communication and Marketing; Leadership and Capacity Development; Membership and Business Development; Operations; and Policy and Industry Engagement.



Sama Bilbao y León
Director General



Vivien Lotasz
Executive Assistant to the DG



Rebecca Oakley
Executive Assistant to the DG (maternity cover)

Leadership & Capacity Development



Isis Leslie
Head of Leadership & Capacity Development



Raquel Heredia-Silva
Senior Programme Lead, Leadership & Capacity Development



Karyna Zamani
Supporting Programme Lead, Leadership & Capacity Development

Policy and Industry Engagement



King Lee
Head of Policy & Industry Engagement



Ronan Cavellec
Senior Advisor and Programme Lead, Security



Jonathan Cobb
Senior Programme Lead, Climate



Kaajal Desai
Senior Programme Lead, Fuel Cycle



Dongmin Kim
Visiting Research Officer



Tomohiro Kosugi
Visiting Research Officer



Byungho Lee
Visiting Research Officer



Sameh Melhem
Programme Lead, Radiological Protection



Nathan Paterson
Senior Programme Lead, Supply Chain



Leon Tang
Visiting Research Officer



Ronan Tanguy
Programme Lead, Safety & Licensing



Caitlin Touhey
Programme Lead, Fuel Cycle



Allarakha Vora
Programme Lead, Fuel Cycle



Ian Yan
Visiting Research Officer



Qi Zhao
Programme Lead, Sustainability

Membership & Business Development



Serge Gorlin
Head of Membership & Business Development



Alexine Bousquier
Membership & Business Development Manager



François Morin
Director - China



Shah Nawaz Ahmad
Senior Advisor, India, Middle East and South-East Asia



Ana Rodriguez
Membership Engagement Coordinator

Communication & Marketing



Daniel Walpole
Head of Communication & Marketing



Cat Davies
External Campaigns & Communications Manager



Pippa Eames
Communications Consultant



Alex Hunt
Managing Editor, WNN



Claire Maden
Consultant Editor, WNN



Alec Mitchell
Senior Manager, Research & Analysis



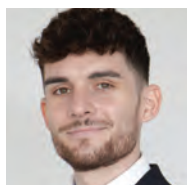
Warwick Pipe
Deputy Editor, WNN



Henry Preston
External Communication & Media Manager



Kristina Valen
Marketing Manager



Joel Watkins
Writer & Analyst

Operations



Virginie Ryan-Taix
Head of Operations



Jennifer Corander
Events Manager



Joseph Gould
Events Registration Coordinator



Nicole Hemmings
Office & HR Administrator



Paul Kidman
Director of Finance



Eleonora Manfredi
Events Coordinator



Brigita Mammetti
Visual Communication Manager



Michael Ocansey
IT Manager



Richard Petrie
Graphic Designer



Binita Shah
Finance Assistant



Stephen Tarlton
Senior Editor



Cedric Thenard
Website Manager



Nicola Williams
HR Manager

Membership

A

ABDAN
Accenture
Adani Power Ltd
ALARA Logistics
Alleima Tube AB
Allweld Nuclear & Industrial (Pty) Ltd
Alpiq Suisse S A
Amentum
American Lithium Corp.
apollo plus GmbH
ARAO-Agency for Radwaste Management
ARMZ Uranium Holding Co
(JSC Atomredmetzoloto)
Assystem Engineering & Operations
Services
Aura Energy Ltd
Australia Nuclear Science and Technology
Organisation
AXIA Power FZE
Axpo Power AG

B

Bangor University
Bannerman Energy Ltd
BHP Billiton
BKW Energie AG
Blue Energy Global Inc.
Boss Energy Ltd
Buhlmann Rohr-Fittings-Stahlhandel
GmbH + Co. KG
Bureau Veritas Services
Burgess Salmon

C

C5 Capital
Cameco Corporation
Canadian Nuclear Association
Canadian Nuclear Laboratories
CANDU Energy Inc. AtkinsRealis
Central Research Institute of Electric
Power Industry
CEZ a s
CGNPC Uranium Resources Co Ltd
China National Nuclear Corporation
Chubu Electric Power Co.,Inc.
Chugoku Electric Power Co Inc
CIS Navigation
CLP Power Hong Kong Limited
Cogent Skills
Constellation Energy Generation, LLC
Conuar SA
ConverDyn
Core Power (UK) Limited
Curtiss-Wright
Curzon Uranium
Czech Nuclear Association

D

Daya Bay Nuclear Power Operations and
Management Co Ltd
Deep Atomic AG
Deep Geo Repository Inc.
Deep Isolation Inc
Deep Yellow Limited
Denison Mines Corporation
DMS s.r.o.
Doosan Enerbility

E

Edlow International Company
Electric Power Development Co Ltd
(J-POWER)
Electricite de France
Eletronuclear
ELINI - EUROPEAN Liability Insurance for
the Nuclear Industry
Emirates Nuclear Energy Corporation
Empresarios Agrupados Internacional SA
Energoatom
ENUSA Industrias Avanzadas SA
EPZ
Euratom Supply Agency
European Mutual Association for Nuclear
Insurance

F

FinNuclear Association
Fluor BWXT-Portsmouth
Forgiatura A.Vienna
Forsys Metals Corp.
Foster + Partners
Framatome SAS
Franchini Acciai S.p.A.
Fuel Link Limited

G

GD Energy Services, S.A.U.
GE Hitachi
Global Atomic Corporation
Global Fuel Solutions
Global Laser Enrichment LLC
Global Nuclear Associates
GoviEx Uranium Inc.
Great British Nuclear
GSG Corporate Ltd

H

H. Butting GmbH & Co. KG
Heathgate Resources Pty Ltd
Hitachi GE Nuclear Energy Ltd
Hokkaido Electric Power Co Inc
Hokuriku Electric Power Co Inc
Hunton Andrews Kurth LLP
HZC International

I

Iberdrola Generacion S.A.
Idaho National Laboratory
IHI Corporation
Industrias Nucleares Do Brasil S.A.
International Institute of Nuclear Energy
(I2EN)
Interweld Nuclear Services Limited
Interweld Nuclear Services Polska SP. z o.o.
Invalorem PTY Ltd
IsoEnergy Ltd
ITOCHU Corporation

J

J. Poulsen Shipping A/S
Japan Atomic Power Co, The
Japan Nuclear Fuel Ltd
Japan NUS Co., Ltd
Japan Steel Works, The
Jordan Atomic Energy Commission
Joule LLC
JSC Atomenergomash
JSC Atomstroyexport

K

K&D III LLC
Kairos Power LLC
Kansai Electric Power Co Inc
KAZATOMPROM
KEPCO E&C
KEPCO Nuclear Fuel Co., Ltd.
Kernkraftwerk Gösgen-Däniken AG
Kernkraftwerk Leibstadt AG/KKL
King Abdullah City for Atomic and
Renewable Energy (KACARE)
King's College London (KIAS)
Korea Electric Power Corporation (KEPCO)
Korea Hydro & Nuclear Power Co
Kyushu Electric Power Co

L

Laramide Resources Ltd.
Last Energy
Lightbridge Corporation
LIS Technologies Inc.
LRQA Group Limited

M

Mammoet
Marmen Inc.
Marubeni Corporation
McMaster University
Merrill Lynch Canada Inc.
Miller Insurance Services LLP
Mitsubishi Heavy Industries Ltd
Mitsui & Co. Energy Ltd
Mozweli (PTY) Ltd t/a Mozweli Nuclear
Engineering
MVM Plc
MZ Consulting

N

NAC International
Namibian Uranium Association
Nano Nuclear Energy Inc.
National Nuclear Laboratory
Navoiyuran State company
newcleo Ltd
NewMOX SAS
NexGen Energy Ltd
North West University
Nuclear Electric Insurance Limited
Nuclear Fuels Corporation
Nuclear Industry Association (NIATR)
Nuclear Power Plants Authority (NPPA)
Nuclear Risk Insurers Limited
Nuclear Transport Solutions (NTS)
Nuclear-21
Nucleoeléctrica Argentina S.A.
NuScale Power Corporation

O

OKG Aktiebolag
Oklo Inc.
Ontario Power Generation
Ontario Tech University
Orano
Orascom Construction
ORLEN Synthos Green Energy

P

PA Consulting
Pacific Gas & Electric
Paks II Nuclear Power Plant Private
Company Limited by Shares
PFYN Capital AG
Pillsbury Winthrop Shaw Pittman LLP
Polskie Elektryczne Jądrowe sp z o.o.
PPA Controll, a.s.

R

Radiant Energy Group
Rio Tinto Services Limited
Rockett Science Inc.
Roland Berger LP
Rolls-Royce SMR Limited
ROSATOM State Atomic Energy
Corporation
Rosca Solutions
Rosenergoatom Concern
RSB Logistic GmbH
Rullion Ltd
Rusatom Overseas
Rusatom Service

S

SAIHEAT Limited
Saltfoss Energy ApS
Segra Capital Management LLC
Sellafeld Ltd
Shikoku Electric Power Co Inc
Sibanye Stillwater Limited
Siemens Energy Global GmbH & Co. KG
Silex Systems Limited
Sojitz Corporation
South African Nuclear Energy Corporation
(Necsa)
Southern Nuclear Operating Company, Inc.
State Power Investment Company (SPIC)
Studsvik AB
Sumitomo Corporation
swissnuclear
SYNATOM SA

T

Taiwan Power Company
TAM International Inc
Techsnabexport (TENEX)
Tectubi Raccordi S.P.A.
Tema India Limited
Tennessee Technological University
Teollisuuden Voima Oyj (TVO)
Terrestrial Energy Inc
The University of Manchester
Thomas Thor Associates
Tohoku Electric Power Co Inc
Tokyo Electric Power Company Holdings, Inc.
Tractebel Engineering S.A.
TradeTech, LLC
Transmutex SA
TÜV SÜD Energietechnik GmbH
Baden-Württemberg
TVEL Corporation

U

Ubaryon Pty Ltd
UBS AG
Uniper (Sydkraft Nuclear Power AB)
Uranext
Uranium Energy Corp.
Urenco Limited
UxC, LLC

V

Vattenfall
Velan GmbH

W

Welland & Tuxhorn AG
Westinghouse Electric Co
White & Case LLP
WMC Energy
World Institute for Nuclear Security - WINS

X

X-energy, LLC

Z

Zwilag AG / Zwischenlager Würenlingen AG

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