



Women in Nuclear: Building Inclusive Career Pathways & Talent Pipelines

Reuters SMR & Advanced Reactor
May 2026



Workshop Facilitators



Nicole Hughes
U.S. WIN Professional
Development
Committee Chair,
Thomas Thor



Betsy Brunner
U.S. WIN Professional
Development
The Nuclear Company



Rebecca Salvadore
U.S. WIN Chair
Constellation Energy

MENTI

- Take out your phone
- Go to Menti.com
- Enter code: XXX



THE NUCLEAR WORKFORCE CHALLENGE

The Future of Advanced Nuclear Depends on People



“The future bottleneck for advanced nuclear may not be technology. It may be talent.”

3X

Global nuclear generation may need to triple by 2050

87,000+

Additional U.S. nuclear jobs projected this decade

63%

Nuclear manufacturers reporting hiring difficulty

20–25%

Women in the global nuclear workforce

24.6%

Women in STEM nuclear hires

28.8%

Women in nuclear new hires (2023)

RISKS IF WE FAIL

- Delayed SMR deployment
- Retirement-driven knowledge loss
- Technical labor shortages
- Reduced innovation capacity

OPPORTUNITIES IF WE LEAD

- Future-ready workforce pipelines
- Stronger retention & engagement
- Greater innovation & performance
- More resilient industry growth

Rapid Spark Lightning Insights



Breakouts

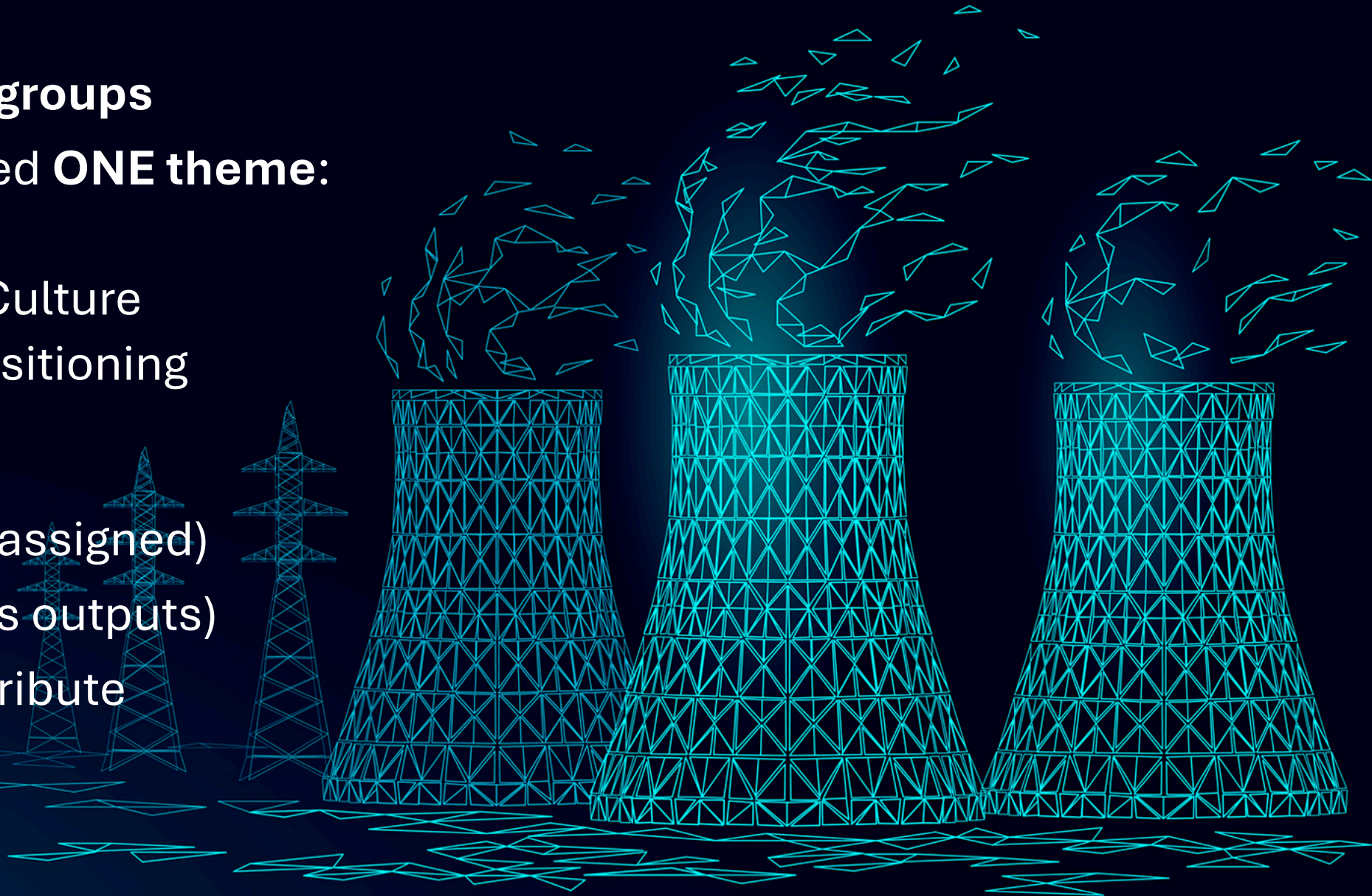
Divide room into **3 groups**

Each group assigned **ONE theme**:

- 1: Pipeline
- 2: Retention & Culture
- 3: Purpose & Positioning

Roles per table:

- 1 Facilitator (pre-assigned)
 - 1 Scribe (captures outputs)
 - Participants contribute
- 30 mins per group



What's the biggest barrier today?

What's one solution that could scale?

What should industry START doing in the next 12 months?



Breakout Brilliance

[Link to Menti](#)



Powering Progress: Turning Energy into Action



August 2–5, 2026

Seattle, WA

winus.org

- 3-Day Industry Leading Conference
- Technical, Development, Culture & Wellness Sessions
- 2 days of session programming
- Technical tours
- Optional professional development workshop
- 800-1000 attendees
- Participation across all industry sectors
- Early Bird Registration closes May 31st
- Register at **www.winus.org**



Additional Information



Workforce WINs – Pipeline



Know Your Power high school intern program: A program within YouthForce NOLA that empowers students to understand their strengths and interests while learning about their utilities company. [Know Your Power program - Entergy](#)



Energy curriculum and national certificates: Developed certifications and learning opportunities for high school students [Energy Industry Fundamentals 2.0 Curriculum- CEWD - Advance CTE](#)



Get Into Energy: Provides resources for careers in energy, including nuclear power. Educates prospective employees and students on purpose driven careers, the path to get there, and connects them with job opportunities [Home - Get Into Energy](#)

Workforce WINs - Pipeline



See it to Imagine It: A comprehensive toolkit for Nuclear Professionals, Industry Organizations, Parents, Teachers, Coaches, and Influencers to attract young women to the Nuclear Industry and STEM. Includes Nuclear Fact Sheets, Inspirational Videos, Experiments/Activities, and Choose your own adventure [See It To Imagine It](#)



Capstone course with Virginia Commonwealth University Master's students to determine bridge power solutions

Workforce WINs - Pipeline



Virginia 17th Energy Career Cluster: Worked with the Virginia Department of Education to add a 17th Energy Career Cluster, pathways, and elective courses. [VA 17th Energy Cluster Pathways](#)



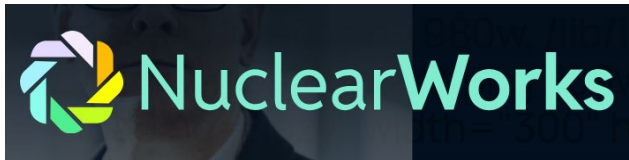
College Credits for In-house OJT / Apprenticeship

Programs. Dominion Energy's Training Center has partnered with several community colleges in Virginia to have our in-house on-the-job (OJT) and apprenticeship programs recognized for college credits. Employees who complete these programs earn credits toward associate's degrees.



Career Centers that offer comprehensive career coaching and resource centers designed to engage and empower employees to be active participants in their career development.

Workforce WINs - Pipeline



NuclearWorks tool: Interactive online tool designed to help people from diverse backgrounds understand how they fit into the nuclear workforce. [A Career in Nuclear Energy Starts with You](#)



What: Career readiness program: Partnership with historically black universities and colleges to develop soft skills development, resume and interview preparation, and mentoring.

Workforce WINs - Pipeline



Trades Pledge and Engagement: Quarterly Constellation Outage Job Shadowing and Nuclear Maintenance Training approved as national Registered Apprenticeship program
[Constellation + Union Partners Trades Pledge](#)



Powering Change Program: Constellation sponsors 7 flagship organizations receive charitable donations, along with targeted outreach and recruiting efforts. The INROADs programs recruits interns with pathways to full time employment. The HIRE360 EEI MASS Test Program assists prospective employees with test preparations. Vehicles for Change provides resources to students and employees who are in need of transportation to support education and employment.

Workforce WINs - Pipeline



Chris Crane High School To Work Program is a partnership with Joliet Junior College to launch a dual-credit training program for local high school seniors. Connect students with Constellation mentors, hosting monthly professional development sessions, provide in-person experiences in nuclear energy and skilled trades and prepare students for entry-level roles at Braidwood, Dresden, and LaSalle Clean Energy Centers once graduated with their Associates Degree



Youth Energy Summit: a weeklong program designed to inspire students by introducing them to clean energy careers through immersive experiences for students from Illinois, Maryland, New York, Pennsylvania and Texas [Constellation Y.E.S.](#)

Workforce WINs - Pipeline



Hire360 (MASS Test Prep) is a collaboration with Joliet Community College to create first of its kind Edison Electric Institute (EEI) Power Plant Maintenance Positions Selection System (MASS) test prep program for IL residents from underserved communities. Launched EEI MASS Test portal for all Constellation Maintenance Tech positions.



Outage Job Shadow Program provides opportunities to observe work activities during a refueling outage held at Braidwood, Ginna, Calvert Cliffs, and Limerick with Chicago Women in Trades, Urban League of Rochester, UNICON, Raising the Bar MC3 Pre-apprenticeship and Allied Power

Workforce WINs - Retention



Executive Level Leadership Development: 12-month immersive executive-level development program that provides an intimate network for ambitious leaders in the nuclear industry to learn and grow together.

[NEXT Program Overview](#)



Mid-Level Manager Development: program serving motivated women and men who are in front-line and mid-level management positions with potential to progress into more senior roles within the industry.

[NEXT Up Program Overview](#)



Student & Professional Development Mentoring provides personal & leadership development, connections and community within the mentoring network, builds self-confidence and self-awareness.

[GROW Program Overview](#)

Tools & Resources (Career Awareness)

- [Nuclear Energy Institute](#)
 - [Nuclear Works](#)
 - Interactive website for all levels (high school, Trade school, Community College, University, Military/Veteran, and Mid-Career professional) (Provides resources)
 - [Fact Sheets](#)
 - [Fissionary](#) – Nuclear Podcasts
 - Ask an Expert Series
 - [Growing the Nuclear Workforce](#)
- [U.S. Women In Nuclear](#)
 - ["See it to Imagine It"](#) NEXT23 Capstone Project
 - "A comprehensive toolkit for Nuclear Professionals, Industry Organizations, Parents, Teachers, Coaches, and Influencers to attract young women to the Nuclear Industry and STEM"
 - Includes: Nuclear Fact Sheets, Inspirational Videos, Experiments/Activities, and Choose your own adventure

Tools & Resources (K-12)

- ORAU
 - [ANS Educator Workshop](#)
 - [Extreme Classroom Makeover](#)
 - [Educational Grants](#)
 - ARC Appalachian STEM Academy at Oak Ridge (9-12th grade teachers)
 - ORAU Educators' Grant for educators in five East Tennessee counties—Anderson, Campbell, Morgan, Roane and Scott. Next opportunity Spring 2026.
 - [ORAU Museum of Radiation and Radioactivity](#)
 - [The DOE NE's Harnessed Atom middle school STEM curriculum](#)
- [Nuclear Science Week Educational Lesson Plans](#)
- [AMSE Educational Programs](#)

Tools & Resources (Technical & 2yr Schools)

- [The Regional Center for Nuclear Education & Training \(RCNET\)](#)
- IAEA recognized: [Wharton County Junior College's Nuclear Power Technology Program](#)
- [NEI Uniform Curriculum Program](#)
- [NEUP's scholarship program](#)
- [ANS Scholarship Program](#)

Tools & Resources (4-Year Schools)

- [ORAU-Directed Research and Development Grants \(ODRD\)](#)
- Internships
 - DOE Office of Environmental Management (DOE-EM)
 - Minority Serving Institutions Partnership Program (MSIPP)
 - [NEUP's scholarship program](#)
 - [ANS Scholarship Program](#)
- Student Organizations
 - [ANS Student Sections](#)

Tools & Resources (Retention & Development)

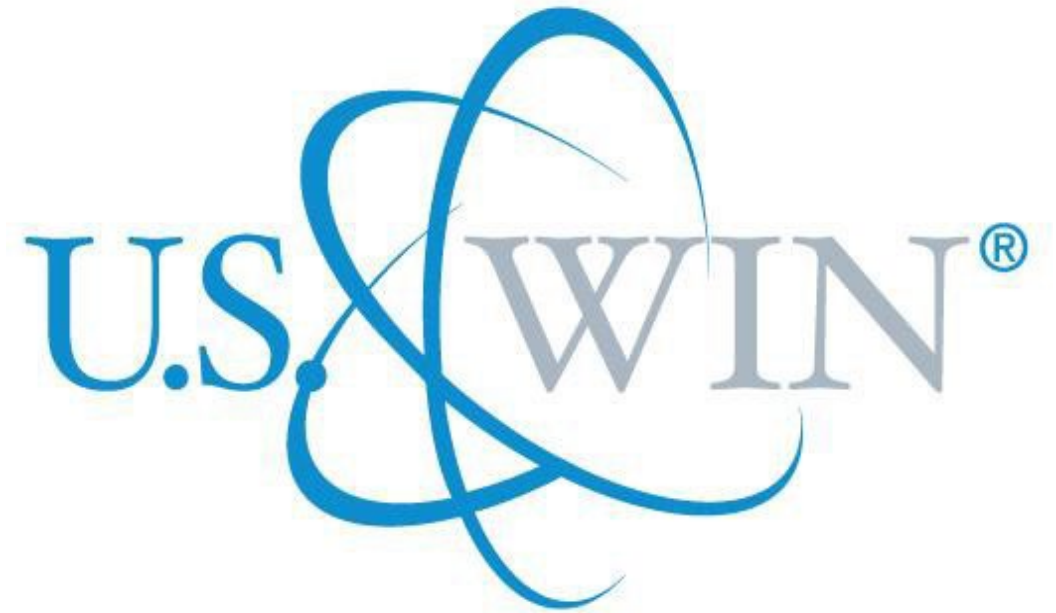
- Courses/Certificates
 - [ORAU Radiation Safety & Health Physics Training](#)
 - [ANS Nuclear 101 Certificate](#)
- Organizations for Emerging Talent and Young Professionals
 - [U.S. Women in Nuclear](#)
 - [ANS Young Members Group](#)
 - [North American Young Generation \(NAYGN\)](#)
 - [Energy, Technology, and Environmental Business Association \(ETEBA\) Young Professionals](#)
- Career-changers
 - [NEI's NuclearWorks](#)

Tools & Resources

- [Nuclear Energy Industry Workforce Strategic Plan](#) – NEI
- [2024 U.S. Energy & Employment Jobs Report](#) (USEER) - DOE
- [5 Workforce Trends in Nuclear Energy](#) – DOE
- [Strategy for a 21st Century Energy Workforce](#) - DOE
- [Nuclear Jobs Report 2025: Trends, Challenges, and Opportunities in a Transforming Industry](#) – Planet Forward
- [Nuclear Energy Academic Roadmap Synopsis](#) – ORAU's PNE



Workforce Development Strategic Focus





U.S. WIN's vision is aimed at positioning the United States for the future of nuclear energy and technology through the advancement of women and our members.

U.S WIN Strategic Objectives



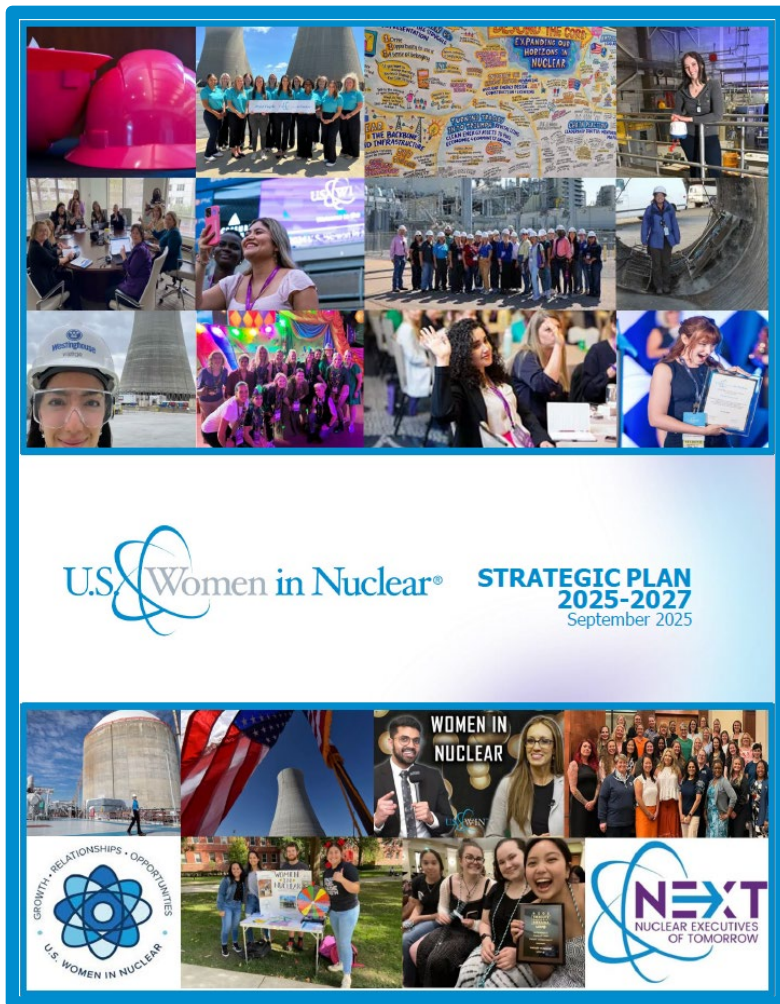
U.S. WIN Member Highlights

- Over 8000 members
- 90+ U.S. WIN Chapters
- 10+ Student Chapters

Partner Organizations

- Nuclear Energy Institute
- NAYGN
- American Nuclear Society
- WIN Global
- Center for Energy Workforce Development
- Industry Employers
- Labor Organizations
- Educational Institutions
- Department of Education
- U.S. National Laboratories

2025-27 Strategic Planning



2025-2027 Strategic Plan ([linked here](#))



Expanded focus on Industry Workforce Development efforts



Early outreach & education activities (K-12), career awareness & recruitment, partnership synergies with educational institutions and trades organizations



Aligned U.S. WIN Regional and Chapter leadership to focus efforts on workforce development and educational outreach



Leveraging U.S. WIN Chapter metrics to incentivize focus in these areas

Objective 1: Attract a Diverse Workforce

Attract a diverse workforce to pursue professions and trades in the nuclear sector through career awareness and promotion.

Increase visibility of career options in the nuclear sector

- 1.1 Promote NuclearWorks to Key Audiences* to raise awareness and compel interest in nuclear sector.
- 1.2 Conduct a Nuclear Career Awareness Campaign to tell our story and elevate the profile of nuclear sector careers.
- 1.3 Showcase nuclear industry thought leadership, tools, & resources to educate on nuclear sector careers at national, regional, and local events.
- 1.4 Create partnerships with national trades organizations to extend the visibility to Trades workers.
- 1.5 Increase members from trades through a targeted membership outreach program.
- 1.6 Create networking experiences for members in trades to increase engagement.

*Key Audiences

- Middle schools and parents
- High schools and parents
- Trade schools
- Colleges and Universities
- State education systems
- Community groups
- Veterans and military community
- Organized labor
- State/federal labor organizations
- State workforce boards

Objective 1: Attract a Diverse Workforce

Attract a diverse workforce to pursue professions and trades in the nuclear sector through career awareness and promotion.

Student outreach, engagement, and visibility

- 1.7 Amplify mentor programs to connect students and job seekers to nuclear professions.
- 1.8 Increase partnerships with educational institutions and expand reach to K-12, technical institutions and community colleges to commission student U.S. WIN chapters or U.S. WIN affiliations.
- 1.9 Host on-campus career fairs and informational sessions in each U.S. WIN region.
- 1.10 Introduce and Ambassador Program designed to increase student engagement.

Integrate U.S. WIN solutions and NEXT Capstones into educational curricula

- 1.11 Promote use of "See it to Imagine It" toolkit and introduce into educational curricula & NuclearWorks website.

Leveraging collaboration with all stakeholders (businesses, community, education) to drive action

- 1.12 Annual Webcast-panel session Building Bridges to Careers in Nuclear to educate and align all stakeholder groups on collaboration opportunities.



Sponsored Development Programs



U.S. WIN Development Programs



NEXT Executive Development Cohort Program



- **80+ NEXT Alumni continuing advancement since 2019**
- 75%+ promotion rate for NEXT Alumni
- 12-month immersive cohort-based program for leaders in succession for executive level positions within 1-3 years
- Includes blended personal growth experiences, professional networking, executive coaching sessions, in-person and virtual sessions with industry leaders and experts, and a capstone project
- Program runs July through July each year
- Nomination Period opens in January each year

2020 Cohort Capstone	2021 Cohort Capstone	2022 Cohort Capstone	2023 Cohort Capstone	2024 Cohort Capstone	2025 Cohort Capstone
<u>Nuclear Leadership Website</u>	<u>@NukeBoss, Nuclear Mentoring Instagram page</u>	<u>A Culture of Belonging Toolkit</u>	<u>See It to Imagine It ToolKit</u>	<u>Hype : Disrupt : Connect</u>	<u>Nuclear Connect</u>

U.S. WIN Development Programs (cont)



NEXT-Up Mid-Level Manager Program

- **100+ graduates since program start in 2023**
- Twenty-two 2025 Next Up graduates
- 2025 program open to male and female candidates
- Post-program effectiveness surveys provided favorable feedback
- Program runs July 2026 through August 2026
- **2026 Application Period opening April 2026**



GROW Mentoring Program

- **280+ GROW Mentor-Mentee Connections since 2021**
- 2024-2025 GROW with 86 Pairings
- 2025-2026 GROW with 52 Pairings
- Post-program surveys results continue to be highly favorable
- GROW Speed Mentoring Sessions at 2025 National Conference
- 2025-2026 GROW kicked off October 2025
- **2026-2027 Application Period opens in August 2026**

IDENTIFYING, DEVELOPING, AND CONNECTING FUTURE LEADERS

MISSION:

Welcome to a development program that provides **an intimate network for ambitious leaders** in the nuclear industry to learn and grow together.



Key elements of the program experience:



A professional and personal leadership development journey.



A focus on strategic industry engagement with industry leaders, and a capstone project designed to amplify real-world impact.



A peer network reflecting diversity in gender, professional background, and leadership styles.

CANDIDATE PROFILE:

Ideal candidates are known to exhibit leadership traits such as the ability to inspire and motivate, develop others, communicate with impact, shape culture and strategy, manage stakeholder relationships, demonstrate resilience and is **commitment to personal growth.**

CRITERIA

- Open to U.S. WIN members
- Within 1-3 years of advancement into executive level role
- Nominated by their CEO, CNO, or Senior Executive Leaders
- Committed to full participation in an immersive, year-long program

Inclusion in this program is highly selective with approximately 15-20 candidates selected per year. A key construct of the program is that it is a self-directed experience; the challenge for the participant is to negotiate competing priorities as they discover, grow, lean on their networks, and ultimately invest in themselves as leaders. Successful completion of the program is full immersion in the experiential journey.

LEARNING PHASES:

REDISCOVER ME:

Rediscover your full self. You know what success looks like and you've mastered the art of keeping all the balls in the air. Here, we'll pause, put the cape away, and explore the uniqueness of individual journeys; how our values, superpowers, and beliefs determine our experiences of surviving, adapting, and thriving.

RAISE MY VOICE:

Raise the bar and include your voice in the conversation. Dive into the business of your business and develop a passionate opinion worth sharing. Learn what it takes to get someone's attention, engage them through meaningful connection and then influence their perspective for new possibilities. Because your voice matters; now more than ever.

ENGAGE MY TRIBE:

Actively Engage with your community because you know you belong. Here you're not alone. You give, receive, and encourage support and collaboration because you know the meaning of your unique contribution to something bigger in the world. Here you're in alignment as an authentic leader in your industry.

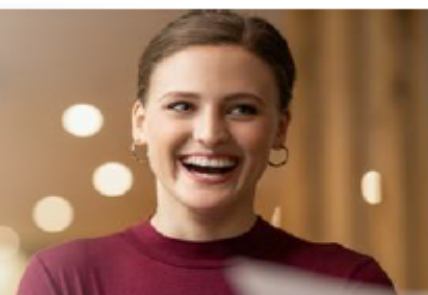
LEARNING OBJECTIVES:

- Learn about personal energy, your stressors and triggers
 - Uncover your personal core values and why they matter
 - Discover the balance of vulnerability, control, and choice
 - Declare your unique superpower; how to language it, use it, and when not to use it
 - Practice a new way to listen and hear what matters most
 - Hear from industry leaders as they share their own journeys
-
- Learn about personal energy, and your power to influence
 - Mindfully choose when to lead vs. manage
 - Practice curious questions to uncover different perspectives
 - Learn how to become a compelling nuclear advocate
 - Talk to policy makers on Capital Hill
 - Kick off your Capstone where you'll collaborate and develop an innovative industry idea
 - Spend quality time with the Executive Advisory Committee
-
- Learn about personal energy, and redefine what it means to Thrive
 - Identify and engage your tribe: Board of Directors, Sponsors, Mentors, Allies
 - Master your energetic skills that keep you connected to those you lead, support, and influence (listening, curious questions, shifting energy, influence vs. control)
 - Present your Capstone and become an industry thought leader

IDENTIFYING, DEVELOPING, AND CONNECTING FUTURE LEADERS

MISSION:

An inspired sub-brand of the NEXT Leadership Program. A **self-nominated experience for motivated professionals** in search of community and advanced studies in emotional intelligence.



Key elements of the program experience:



A focus on self that goes beyond emotional intelligence for the sake of professionalism and appropriateness alone.



Introduction, demonstration, and practice of new leadership-building tools that push boundaries.



A peer network reflecting diversity in gender, professional background, and leadership styles.

CANDIDATE PROFILE:

An offering with broader reach serving motivated women and men who are in **front-line and mid-level management** positions with potential to progress into more senior roles within the industry.

CRITERIA

- 1-3 years from a senior management position
- Applicant's resume
- A letter of recommendation from the applicant's manager with a short narrative as to why this person is a candidate for the NEXT•UP program

An open call and self-select opportunity for motivated professionals. Candidates must be supported by their management to participate in the program. Applicants will go through a selection process to ensure readiness and full engagement in the program. Only 40 participants will be selected for the experience.

Applications can be found on winus.org

LEARNING PHASES:

SELF-AWARENESS:

Become curious about how you engage in life, and the reasons why; without judgement, shame, defense or guilt, and become mindful of self-talk and the stories you tell yourself.

SELF-WORTH:

Identify your unique experiences and be curious of origin stories. Declare what you need to be okay in the face of daily demands and expectations. Embrace your unique voice.

SELF-VALUE:

Articulate what you want, why you matter, and how your story makes you a better leader.

LEARNING OBJECTIVES:

- Acknowledge **your voice** and how you engage in the world today
 - Address **fears** that are known and unknown and how they impact your choices, defense mechanisms, and drive to achieve
 - Uncover your **core values** and the alignment or misalignment in your life
 - Practice **Self Talk** as a tool when triggers threaten an autopilot reply
 - Practice and discuss the leadership qualities of **Courage** and **Vulnerability**
-
- Build **confidence** by understanding the difference of authenticity and false confidence, managing and leading, masculine and feminine energy
 - **Re-define resilience** by creating boundaries that make way for your best performance at work and at home
 - Learn tools for **self-care** that transcend weekends and time off
 - Practice and discuss the leadership quality of **Authenticity**
-
- Reveal your **superpowers** as the unique gift you share with the world
 - Articulate your **purpose statement** to help guide your next steps
 - Choose your **conscious value** that will stay with you when you are tested
 - Practice and discuss the leadership qualities of **Communication** and **Influence**

TESTIMONIALS:

"I am taking this with me as I watch how different people communicate. Also, I thought I was an empathetic person, but I realize now that most of the time I'm being sympathetic. I'm changing the way I deal with people coming to me with problems. I'm understanding that sometimes it is okay to let them sit with their emotion."

"The best part was – EVERYTHING! I literally cannot put into words how impactful this program has been for me."

"Recognize when I'm feeling flustered, the pause, name the feeling then decide the next logical action to take is very useful for me."

"As a result of this program, I have already noticed how I react to certain situations."



WHAT'S TO COME:

Program Experience:

3	virtual sessions	• July 29, 2026 • August 12, 2026 • August 19, 2026
1	in-person experience	• August 5, 2026

NEXT•UP 2026 Program Timeline:

NEXT•UP Candidate Enrollment Period:	April 27, 2026 – May 22, 2026
Candidate Screening, Selection, Acceptance:	May 22-29, 2026*
2026 Cohort Welcome:	June 17, 2026
Program Kick off:	August 5, 2026; at the U.S. WIN National Conference

NEXT•UP 2026 Program Tuition:

The one-time tuition program fee is \$925.00. Registration for the U.S. WIN Conference is separate and does not include program fees. (*Conference Early Bird Registration doses May 31, 2026)



For application guidance or more information, visit the [NEXT•UP website](#) or contact: **Tova Anderson** • andersts@westinghouse.com