Diversity and Inclusion Annual Report 2019

OUR ONGOING COMMITMENT
All-in On Diversity

Giedrimas Jeglinskas
Assistant Secretary General, Executive Management

In our world of complexity, Diversity and Inclusion are a crucial hot-button issue for organisations. As a multi-faceted challenge, Diversity and Inclusion are directly linked to equality and transparency campaigns promulgated by modern grassroots movements. Though some may concentrate on the risks these challenges pose to traditional institutional structures era.

At NATO, we can choose how to tackle this. We can look at these forces and play the business-as-usual game, slightly tweaking the policies, sounding out support to under-represented minorities, etc. OR we can go all-in by channeling our energy to completely rethink the way we do business by focusing on the people element of the Organization.

Those at Executive Management (EM) are well aware of my intent to position EM as an enabler of NATO's relevance by becoming a division, which thrives in a complexity-conscious world and is a people-positive institution. All this means that we have a trust-based, open culture where people can fulfil their potential. This culture we seek to cultivate, by definition, is a culture that embraces diversity.

Diversity is good for business not for the sake of having a diverse workforce, but because different people contribute with different (read: innovative) insights. This may sound controversial for some, but diversity is not a goal in and of itself. NATO's goal is to remain relevant and fit-for-purpose, yet this goal can only be achieved if our people can generate innovative ideas and insights, which, in turn, best happen within a diverse culture. Such a culture is what I want to emerge at NATO, as a whole. But how do we get there?

The carrot-and-stick approach may work. Accountability is here to stay; there is nowhere to hide for those in power. In a similar fashion, at NATO we can institute policies, which will hopefully tilt the organisational culture toward more diversity, inclusivity, and transparency.

"At NATO, we can choose how to tackle this. We can play the business-as-usual game, slightly tweaking the policies, sounding out support to under-represented minorities, etc. OR we can go all-in by channeling our energy to completely rethink the way we do business by focusing on the people element of the Organization."

A harder, but intuitively right way, is to lead by empowering people to ensure that they are properly prepared in today's complex and volatile world. This also means expanding every manager's duties to cultivate diversity within their teams. Not because the Secretary General or the nations tell them to, but because in a culture of diversity people will come up with the best and most innovative insights, which, subsequently serve as the fundamental building blocks to NATO's relevance.

And we will lead. Executive Management accomplished several initiatives in 2019 to raise Diversity and Inclusion as an agenda item for all parts of the Organization and to encourage a mindset of Inclusion. Again, not as a goal, but as a condition to ensure NATO remains relevant and fit for purpose.

INCLUSION FIRST

The ultimate goal of a diversity and inclusion programme is to enable all of us to thrive on our differences and develop a sense of belongingness.

Despite our (many) differences, all of our staff members must feel that they are treated fairly and respectfully. They need to feel confident that their perspective (no matter how different compared with the others) is valued and that they are given equal access to opportunities and resources. We should all feel that we are safe and have confidence to constructively voice our ideas or express concerns, without fearing any negative consequences, and knowing that our team and management will fairly and transparently consider and address them. Then only, can all of us can thrive on our differences and develop a sense of belongingness; which is the ultimate goal of diversity and inclusion.

Berna Cogun
Head of Diversity and Inclusion
Officer, Human Resources
International Staff

NATO-wide, 2019 was a year of "engagement, communication and collaboration". We recognized and began communicating openly about our unconscious biases and creating a 'safe space' where previously unexplored topics, such as breastfeeding or LGBTQ+ perspectives, could be discussed. In addition, as a part of NATO IS' inclusive approach, various initiatives in close collaboration with NCIA, SACT and CMRE were designed and delivered.

2019 was also a prolific year for the International Staff. All HR Sections began to rethink how they could weave diversity and inclusion into the fabric of their work and identify barriers which may exist in their processes or programmes. HR was not alone in this work. IS managers also participated in an inclusive management training, where each participant committed to actionable Diversity and Inclusion objectives. This was followed by an Inclusive Leadership workshop where Diversity and Inclusion Champions at the Senior Leadership level were identified.

" Despite our (many) differences, all of our staff members must feel that they are treated fairly and respectfully. They need to feel confident that their perspective (no matter how different than the rest of the others) is valued and that they are all given equal access to opportunities and resources. Then only all of us can thrive on our differences and develop a sense of belongingness"

And, the results followed. This is the first year since the Diversity and Inclusion Programme was launched in 2002 that NATO has observed notable progress, not only within the International Staff, but in other NATO entities too. I hope the 2019 Annual Report will be able to highlight our commitment to Diversity and Inclusion, the progress we have made and the key challenges we have identified that are ahead of us.

INTRODUCTION

The purpose of this Annual Diversity and Inclusion Report is to highlight the progress that NATO has made throughout 2019 in terms of Diversity and Inclusion. The main focus areas of the report are:

- policy development and implementation,
- inclusive leadership and its enablers,
- talent acquisition,
- talent development,
- communication and creating awareness,
- monitoring and reporting.

The report is divided into four parts:

- **Part 1** highlights the achievements made NATO-wide during 2019 and provides an update on the Council-approved 2019-2023 Diversity and Action Plan for the International Staff.

- **Part 2** provides NATO-wide statistical background and analysis of 2019 diversity data by gender, grade, nationality, and age.

- **Part 3** provides the statistical background and analysis of 2019 diversity data by gender, grade, nationality, and age for NATO International Staff.

- **Part 4** provides the statistical background and analysis of 2019 diversity data by gender, grade, nationality, and age related to the civilian staff working for the International Military Staff (IMS).

NATO defines Diversity as, *"the key elements that make us individuals, and thus different (e.g., nationality, gender, age, race or ethnic origin, religion or belief, cultural background, sexual orientation or disability). Inclusion is defined as a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the Organization's success."*

The NATO-wide data includes the international civilian staff, as described in the Preamble of the Civilian Personnel Regulations, as well as military staff data. The data does not include, temporary staff, consultants, interns or Voluntary National Contributions.

EXECUTIVE SUMMARY

1.   Diversity and Inclusion has historically been perceived as a standalone effort by Human Resources which has not been mainstreamed with other core initiatives. But the value of mainstreaming Diversity and Inclusion within every aspect of our work has proven benefits, and can no longer be approached as solely an HR initiative. Fostering a diverse and inclusive workplace is everyone's responsibility and to our mutual benefit. Our collective accountability plays a very important role in supporting Organizational Diversity and Inclusion goals.

2.   In 2019, to strategically weave diversity and inclusion deeper into the fabric of the Organization, NATO IS established a Working Group in Diversity and Inclusion, which examined regularly, HR processes, projects, and policies within the framework of the new DIVERSITY AND INCLUSION Action Plan for 2019-2023, and beyond. The Working Group also created a forum to develop initiatives to further engage the Divisions and Independent Offices. The efforts and outcomes of the Working Group are monitored and championed on a regular basis by Assistant Secretary General, Executive Management and Deputy Assistant Secretary General, Human Resources.

3.   Noteworthy accomplishments of the Working Group in Diversity and Inclusion in 2019 were mainly in the fields of policy development and implementation, leadership and management, talent development, talent acquisition, developing employee networks for inclusion, cultural engagement and raising awareness, supporting families and work-life balance, and facilities and service improvements.

4.   **Policy Development and Implementation:** NATO has several Diversity and Inclusion friendly policies and programmes (Appendix I). 2019 was a significant year in terms of revising some of the existing policies with a focus on Inclusion and laying the foundation to develop a NATO-wide Disability and Reasonable Adjustments Policy.

The outcomes related to Policy Development and Implementation are:

- A revised and modernized Equal Employment Opportunity Policy which was adopted NATO-wide with an emphasis on "Inclusion".
- The revision of the NATO Policy on the Prevention, Management and Combatting of Harassment, Bullying and Discrimination. The initiative aims to further clarify the scope, definitions and procedures, strengthen the investigative process, reinforces the accountability of managers, and strengthens the mechanisms for monitoring and reporting.
- A finalized initial draft of a NATO-wide policy on Disabilities and Reasonable Adjustment which is ready for submission to relevant Committees and the Advisory Panel on Administration in 2020.

5.   **Leadership and Management:** The Gender Balance Task Force was reconvened after a long pause in Senior Leadership Format. Deliberations provided insights into focus areas for 2020 and beyond.

6.   **Training and Development:** The International Staff designed and delivered an Inclusive Management training, with a particular focus on Unconscious Bias. The training initiated a dialogue over what Diversity and Inclusion truly means, and what measures managers can take to further contribute to a more Diverse and Inclusive NATO IS. In 2019, 75% of NATO

IS managers completed the training with the remaining 25% due to complete in 2020. Experts from other NATO bodies were invited as observers for potential implementation of similar training in their respective entities.

7. The Mentoring Programme, which was initially designed only for women, was expanded in 2019 to include professionals younger than 35 years old, independent of gender, and to Interns. This year, mentees from Nations whose presence in the IS should increase were also given priority access to the Programme and mentors from other NATO bodies, including the military staff were actively engaged in the Programme. Over 80 staff members completed the Programme, the largest group since inception.

8. **Talent Acquisition:** NATO International Staff initiated a revision of the Talent Acquisition Guidelines. One of the work strands of the revision was to identify the potential barriers to Diversity and Inclusion in our recruitment practices, and to implement measures to remove or prevent the barriers.

9. A NATO-wide Young Professional Programme (YPP) was designed to allow highly talented entry-level staff to gain experience in different NATO bodies and will help the Alliance to remain "fit for the future". The Programme received full support from the Nations. The YPP aims to be a 'best-in-class' programme and its participants are expected to become change agents in cultural and operational aspects, aiming at enhancing coherence, innovation and effectiveness in critical functional areas of the Alliance.

10. Recruitment trends and application success rates per Nation for 2016-2019 were analyzed based on recruitment data in order to provide specific statistical advice to those Nations that express an interest for increasing their presence in the IS.

11. **Developing Employee Networks for Inclusion:** The first seeds of establishing Employee Resource Groups[1] were planted. With the participation of volunteers from IS, NCIA, delegations and military staff, the informal group, **PROUD@NATO** was formed to further LGBTQ+ perspectives at NATO.

12. **Raising Awareness and Cultural Engagement:** Cultural Awareness & Engagement (CA&E) plans and programmes are intended to promote the many dimensions of diversity and encourage a mindset of inclusion. Calendar year 2019 was eventful and the CA&E programmes supported the advancement of the diversity and inclusion agenda and increased awareness to promote a culture of inclusion. In support of new mothers, lactation related initiatives were on the top of our agenda in 2019. NATO Headquarters' first Lactation Programme was established and widely communicated. Other observances include:
- Women's International Day;
- La Journee de La Francophonie;
- Celebration of National Breastfeeding Awareness month; and
- Global Career Fair for Women.

---

[1] Employee Resource Groups (ERGs) are voluntary based communities within an organisation where members share common characteristics or interests. The aim of ERGs is to foster a diverse and inclusive workplace aligned with the Organization's objectives they serve. ERGs provide opportunities for personal and professional development through mentoring, networking, and community involvement. They also deliver cultural engagement events to raise awareness. Most common ERGs are for LGBTQ+, Women, Disability, and Working Parents.

13.   **Facilities and Services Improvement:** Many actions have been taken to accommodate people with reduced mobility in the new NATO Headquarters, with contemporary solutions in place to improve general access (external and internal). A shuttle-service is in place to assist personnel arriving at the site needing assistance to the VIP entrance, motorising doors at all entrances to the building, adjusting the time delay of door closing in all elevators, bathrooms with wheelchair access; etc.

14.   **NATO-Wide Gender Diversity:** The data for 2019 has shown that the percentage of women employed in the civilian staff posts has remained at 26%, unchanged since 2018. The percentage of women employed in senior leadership positions, however, shows some progress since 2017; i.e. 13% in 2017, 15% in 2018 and 17% in 2019.

15.   **NATO-Wide Geographic Diversity:** In comparison to 2018, the following were observed in 2019:

- Staff from 12 nations (Albania, Bulgaria, Croatia, Czech Republic, Estonia, Iceland, Latvia, Lithuania, Montenegro, Norway, Slovakia, and Slovenia) each occupy fewer than 1% of posts.
- A noteworthy increase in staff with a nationality of Albania, Croatia, Czech Republic, Lithuania, and Slovenia.
- NATO civilian staff are employed from all member nations.

16.   **NATO International Staff Diversity:** 2019 was the first year ever NATO International Staff observed progress in terms of gender, nationality and age diversity. The number of women in Senior Leadership positions increased, the number of Nations with fewer than 1% presence decreased, and the average age of staff dropped to 47.2. Initial indicators for 2020 show that this progress will continue.

17.   **NATO International Staff Gender Diversity:** In comparison to 2018, the following were observed in 2019:

- the percentage of women employed in senior leadership positions reached 27%, which is the highest level since 2002 when the diversity programme began;
- the percentage of women has remained stable at 40%; and
- the overall percentage of female applicants to the IS has decreased from 44% to 42%.

18.   **NATO International Staff Geographic Diversity:** In 2016, 2017 and 2018, NATO IS observed that the numbers of staff with a nationality that occupied fewer than 1% of IS posts had been steadily increasing (from 12 nations in 2017 to 14 nations in 2018). In 2019, this trend was reversed:

- Compared to 2018 staff from Nations whose presence is in IS amounted to fewer than 1% decreased from 14 to 12. While staff with nationalities of Albania, Bulgaria, Croatia, Estonia, Iceland, Latvia, Lithuania, Luxembourg, Montenegro, Norway, Slovakia, and Slovenia continue to occupy fewer than 1% of the posts, increases were seen in staff with nationality Czech Republic and Hungary.
- Hungary and Czech Republic are no longer focus Nations.
- The number of staff with nationality from Lithuania and Slovenia are also on an upwards trend and are on the margins of having higher than 1% presence.

- The number of staff with Turkish nationality is on a downward trend and is on the margins of becoming a Focus Nation.
- Just as in 2018, staff from 27 out of 29 nations were present in the IS, with the exception of Montenegro and Iceland;
- Candidates from seven 2018 Focus Nations were selected for posts in 2019 (Albania, Croatia, Czech Republic, Estonia, Hungary, Lithuania, Slovenia).

19. **International Staff Age Diversity:** The data for 2018 revealed that most NATO-wide civilian staff are aged 46-55, the average age being 48. ACO and Other military entities tend to have more mature staff, whereas staff in IS, NCIA and NSPA tend to be younger. The IS particularly has observed a decline in staff average ages, from 48 in 2018 to 47.2 in 2019, which notably is related to an increased number of retirements.

PART I: NATO-WIDE DIVERSITY AND INCLUSION

NATO International Staff

20.   In 2019, the Council approved the new IS Diversity and Inclusion Action Plan for the period of 2019-2023. The new Action Plan is ambitious, comprehensive and is built on the premise that real change can only happen if every staff member buys into the value of diversity and cultivates a sense of belonging – both intellectually and emotionally.

> **In October 2019, the Deputy Assistant Secretary General, Executive Management, Patrice Billaud-Durand, established the Diversity and Inclusion Working Group to manage the implementation of the Diversity and Inclusion Action Plan 2019-2023 in a coordinated manner and to share and collect ideas on initiatives underway. This action is indeed a "diversity-focused moment" for us to celebrate!**

21.   Managers across Human Resources convened to **form** a **DIVERSITY AND INCLUSION Working Group** which met regularly in 2019. The Working Group sparked **creative and open-minded exchanges** to look into how we can improve HR processes, tools and initiatives in addition to **monitoring the progress** made in relation to the Action Plan. To keep Diversity and Inclusion as a priority, the WG will continue to convene beyond 2019. The following section presents the achievements in relation to the Action Plan. A separate and detailed update will concerning the Action Plan will be provided during the first quarter of 2021.

DIVERSITY AND INCLUSION ACTION PLAN UPDATE

PILLAR I: INCLUSIVE LEADERSHIP AND ITS ENABLERS

22.   **The Gender Balance Task Force** was reconvened after a long pause in Senior Leadership Format. Deliberations provided insights into focus areas for 2020 and beyond.

23.   2019 **was** a **prolific** year concerning the **development and revision of policies** to lay the foundations of a more diverse and inclusive International Staff where employees feel valued and respected, are given the opportunity to voice their perspectives, and can thrive on their uniqueness. The policy work which supported the principles of Diversity and Inclusion in 2019 were:

- The NATO-wide **Equal Opportunities Policy** was revised with a focus on Inclusion for all diversity groups.

- In 2019, NATO IS initiated improvement measures to ensure that our policies and practices related to the prevention, management and combatting of harassment, bullying and discrimination are fit for purpose and consistent with best practice and recent evolutions in societal norms., i.e.:
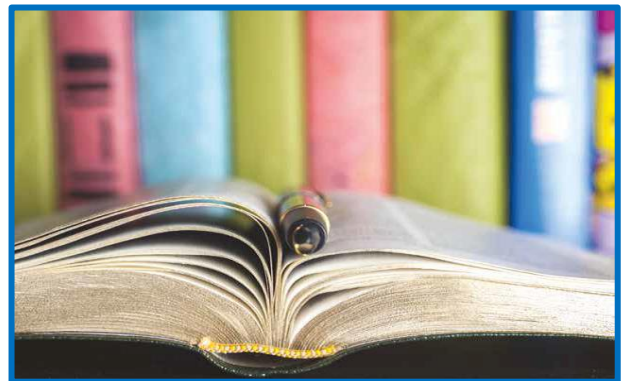
    ✓   improving the written policy by clarifying scope, definitions and procedures, as well as strengthening the investigative process for fact-finding in harassment cases;
    ✓   reinforcing the accountability of staff, particularly managers, with respect to their roles and responsibilities under the policy, through training and a communication strategy; and
    ✓   strengthening mechanisms for monitoring the incidence of harassment, so that there may be effective reporting and to provide oversight of how instances of harassment, bullying or discrimination are systematically addressed.

24.   An initial draft of a **NATO-wide policy on Disabilities and Reasonable Accommodation** was completed and is prepared for submission to relevant Committees and to the Advisory Panel on Administration.

DIVERSITY AND INCLUSION ACTION PLAN UPDATE

PILLAR II: Talent Acquisition

25.   Following the approval of the 2019-2020 Diversity and Inclusion Action in July 2019, the HR team started exploring **how we can reengineer our recruitment process, work on NATO's branding, improve our outreach** and put in place systems to have more diversity. Basically, to work on every aspect of the talent acquisition process.

26.   *What's Next?* Based on this review, in 2020, the following will be NATO IS' priority areas for Talent Acquisition:

- **Review the Recruitment Guidelines** to remove and prevent barriers to various diversity groups which may exist and develop monitoring systems to increase diversity;
- **Improve NATO's branding** to become more attractive to larger pools of qualified candidates;
- **Explore third party providers and networks** to achieve a wider outreach and better leverage of social media; and
- **Adapt the vacancy advertisements**, particularly for the Senior Leadership level vacancies, to make sure that Inclusive Leadership and Championing Diversity and Inclusion appear as requirements in our vacancy advertisements.

 27.   **Recruitment trends and application success rates per Nation for 2016-2019** were analyzed in order to provide statistical advice to those Nations that express an interest for increasing their presence in the IS.

28.   *What's Next?* Share the data with Nations interested in increasing a staff presence or in increasing the diversity within the applications from candidates and to develop targeted outreach programmes with the support of the Nation.

PILLAR II: Talent Acquisition

29.   **A NATO-Wide Young Professionals Programme (YPP)** was designed to allow highly talented entry-level staff to gain experience in different NATO bodies that will help the Alliance remain "fit for the future". The Programme received full support from the Nations. The YPP aims to be a 'best-in-class' programme and its participants are expected to become change agents in cultural and operational aspects, aiming at enhancing coherence, innovation and effectiveness in critical functional areas of the Alliance, and thus embody the "One NATO" principle.

30.   **What's Next?** In 2020, YPP will be implemented and NATO will welcome Young Professionals beginning of 2021. The YPP team is strongly committed to advance measures to increase diversity at all levels. Concrete examples are:

- **Branding and outreach** via social media in order to make sure that NATO attracts a diverse pool of candidates;
- **Partially anonymizing applications** in order to make the process fully merit-based;
- **Promoting an inclusive on-boarding system** NATO-wide; and
- **Developing a coaching and mentoring strategy** for the Young Professionals by bringing together different generations of professionals to work on NATO-wide projects.

DIVERSITY AND INCLUSION ACTION PLAN UPDATE

PILLAR III: Talent Development

31.   In 2019, Human Resources hosted the first of many Diversity and Inclusion initiatives, including a half-day engaging and practical **"Inclusive Leadership" workshop** that aimed to build a common understanding of what diversity and inclusion mean for NATO, why it is important, and how to manage it effectively in a diverse work environment.

32.   This workshop was designed to help prepare managers in the International Staff, in particular, to effectively manage growing diversity, embrace it, and understand how to turn it into a resource for NATO. Eight sessions were delivered, between October to December 2019, and 75% of staff with management responsibilities participated in the workshops and identified actionable items.

33.   **What's Next?** A session of the Inclusive Leadership workshop was dedicated in February 2020 to NATO IS Senior Leadership. The workshop will focus on:

- ✓ Building understanding and alignment of what Diversity and Inclusion mean for NATO IS and why it is important;
- ✓ Recognising and celebrating the different facets of our diversity;
- ✓ Understanding and challenging our unconscious biases;
- ✓ Identifying critical areas to focus on to improve Diversity and Inclusion at NATO IS; and,
- ✓ Defining actionable items for their respective Divisions/Independent Offices.

PILLAR III: Talent Development

34.   **A new and more comprehensive Mentoring Programme** was delivered in 2019. One of the primary measures in the Diversity and Inclusion Action Plan is to establish HR programmes that improve diversity in the areas of nationality, gender and age. With this in mind, the Mentoring Programme was re-designed to reach out to these three diversity groups to:

- **remove structural barriers** that may exist and build bonds and connections across individuals irrespective of their division, professional background, grade, nationality, or gender;
- **create a sustainable organisational culture** that is open, inclusive, and non-discriminatory;
- motivate mentees by providing them with **support and guidance** to successfully navigate and advance their career, improve their essentials skills, and develop professionally and personally; and,
- allow experienced mentors to **expand their leadership and interpersonal skills and gain new perspectives and ideas** while sharing their key insights, and experiences.

35.   To reach out to the diversity groups whose presence in the IS must be increased, in November 2019, EM (HR) launched a more comprehensive Mentoring Programme focused on "women, staff under the age of 35 (regardless of gender), and interns".

36.   The Programme was well received by staff and **received over 100 applicants**. The next cycle of the programme, given the constraints related to Covid 19, is planned to start in June 2021 and we hope to further increase the number of staff who would like to participate in the programme as mentors to offer a place to all applicants.

37.   **What's Next?** The focus of the next Mentoring Programme will be to **engage more with other NATO entities** to recruit mentors to the programme in the IS.

DIVERSITY AND INCLUSION ACTION PLAN UPDATE

PILLAR IV: Communication and Awareness

38.   Creating awareness of Diversity & Inclusion policies and programmes at NATO, both internally and externally, can positively impact the organisational culture and shape perceptions that reflect NATO's core values. Therefore, in 2019, the IS not only delivered new communication and engagement initiatives, but also developed a more comprehensive Cultural Engagement and Communication Agenda for 2020. Here are the events IS delivered in 2019:

International Women's Day

39.   On 8 March 2019, NATO's celebration of International Women's Day was hosted by the Office of Women, Peace and Security (WPS) and started with a presentation to the North Atlantic Council (NAC) by Ms Mariam Safi, the founder of the Organisation for Policy Research and Development Studies (DROPS) in Kabul, Afghanistan. Ms. Safi's message focused on the inequality conditions of Afghan women and girls and working collectively in finding solutions, to the disproportionate effects that conflict continues to have on women's lives.

40.   Following a presentation to the NAC, WPS facilitated a panel discussion on the role of women in conflict areas. The panel discussion was open to the public and guest speakers included:

•   Ms Mariam SAFI, DROPS, Kabul, Afghanistan;
•   Ms Visare GASHI, Senior Gender Advisor in the United Nations Assistance Mission in Afghanistan (UNAMA); and
•   Dr. John MANZA, Assistant Secretary General of the Operations Division at NATO HQ.

41.   Afterwards, the Deputy Secretary General presented certificates to course participants of the Gender Focal Points Training Programme, and presented the Gender Integration Award to the Emerging Security Challenges Division, International Staff, which demonstrated the most progress in Women, Peace and Security in 2018.

PILLAR IV: Communication and Awareness

International Francophonie Day

42.   Since 1990, the International Francophonie Day on March 20th is a day when the international community celebrates the French language and culture. It is also a day to promote multilingualism as a tool for dialogue and cooperation. French is one of the two official working languages at NATO and plays an important role in diplomacy and effective dissemination of information.

43.   18 March 2019 marked the beginning of the first week-long celebration of the International Francophonie Day at NATO. NATO organised a week of events showcasing the bilingual and culturally diverse nature of our Organization, to include:

- French conversation tables facilitated in the Starbucks Café at NATO HQ, to encourage staff efforts to learn or improve their French language skills regardless of proficiency levels.
- IS Translation Service challenges, a series of quizzes to test one's knowledge of the French language.
- Exhibitions in the Public Square organised by both the Croatian and Slovak delegations.
- Presentation of the film – "*Les* Cavaliers *afghans, sur les traces de Joseph Kessel en Afghanistan*" in the Press Briefing Room, and more.

44.   What's Next? In 2020, the Language Policy will be revised by a cross-functional team in HR to enhance linguistic diversity at the International Staff. Related policy and implementation changes will be finalized before the first quarter of 2021.

PILLAR IV: Communication and Awareness

Breastfeeding Awareness Month

45.　　　August is National Breastfeeding Awareness Month. It commemorates the Innocenti Declaration signed in August 1990 by government policymakers, such as the World Health Organisation, World Alliance for Breastfeeding Action, and other international organisations to protect, promote and support breastfeeding.

46.　　　In recognition of this month, digital signage was displayed in the AGORA to demonstrate NATO's commitment to fostering a positive work environment that supports nursing mothers and to promote work-life balance.

"I believe that NATO HQ's support of breastfeeding awareness, and the actions being taken to make it easier for women to be both mothers and professionals, demonstrates NATO's commitment to diversity and inclusion. Promoting awareness extends beyond mere words and casual conversations – it's about changing the way we do business".

Stephen Hanson
Defence Investment Division

"Such programmes benefit employers in a number of ways, including improving productivity, loyalty, employee satisfaction and morale. In addition, these programmes can be an important recruitment tool for women who plan to have children".

Amanda Burks
United States Mission

Did you know? Employees are more likely to return to work after childbirth when their workplace provides a supportive environment for continued breastfeeding.

PILLAR IV: Communication and Awareness

Girls in Aviation Day

47.   On 5 October 2019, NATO partnered with EUROCONTROL Headquarters (Brussels) and the Women in Aviation International, the Netherlands Chapter (WAI-NL), to host its first Girls in Aviation Day at EUROCONTROL Headquarters. It was the fifth year in a row that Women in Aviation International has organised this type of event, held around the world in over 80 different locations each year.

48.   In Europe for the first time, Women in Aviation International (WAI) welcomed 54 young girls, aged 15 to 18, at EUROCONTROL to teach them about the exciting world of aviation and the fascinating and challenging careers available within the aviation community. WAI-NL is a non-profit organisation that encourages the advancement of women in all aviation career fields and interests. It was formally established in February 2019 as a chapter of WAI.

49.   During this event, participants accessed EUROCONTROL's Operations Centre to get a live preview of how its staff manages light-planning activities; met incredible women experts actively working in the field, engaged in a drone flying contest, and much more.

DIVERSITY AND INCLUSION ACTION PLAN UPDATE

PILLAR V: INCLUSION

"In my earlier messages, I have consistently underlined the importance of a people-positive culture. After all, NATO has at its core a culture of diversity, meaning we have people from 29 nations and from all walks of life. And it is a culture of inclusion, meaning that we work together with clear goals and objectives but without the burdens of pressure or discomfort. It is a culture of respect without diminishment, repression, discrimination or bullying."

Giedrimas Jeglinskas
Assistant Secretary General, Executive Management

50.   The first seeds of establishing Employee Resource Groups were implanted in 2019. With the participation of volunteers from IS, NCIA, delegations and military staff, an informal group, PROUD@NATO was formed to further LGBTQ+ perspectives at NATO.

51.   What's Next? The first initiative the group of volunteers will deliver with the support of Executive Management is a conference on "Unconscious Bias, a new generation and the quest for an inclusive NATO".

52.   In addition, in 2020, the International Day against Homophobia, Transphobia and Biphobia will be marked on 17 May by the Secretary General, ASG Executive Management and NCI Agency to emphasize NATO's commitment to a diverse and inclusive workforce.

PILLAR V: INCLUSION

53.   The facilities and services adaptation support the work undertaken in the framework of the NATO-wide Human Resources Strategy that aims to deliver on NATO's commitment to be a responsible employer which cares about staff and seeks to accommodate their needs as far as possible.

54.   Many actions have been taken to accommodate people with reduced mobility in the new NATO Headquarters, with contemporary solutions in place to improve general access (external and internal). Access to the building and inside the building has been improved by the following efforts:

- Vehicle service to assist personnel arriving at the site needing assistance to the VIP entrance;
- Motorised doors at all entrances to the building;
- Time delay to door closing on all elevators;
- Individual solution in place for providing support when attending session in the Conference Center; and,
- Clear markings of disabled parking spots.

EMBEDDING   DIVERSITY AND INCLUSION AT NCI AGENCY

55.   Throughout the course of 2019, the NCI Agency launched a series of initiatives to integrate Diversity and Inclusion in all Agency tasks, functions and incorporate culture and continued to mainstream Diversity and Inclusion within the Agency's policies, programmes and projects. **The adaptation of the NCI Agency's recruitment policy** to attract more women to the cyber and tech workforce, **the establishment of a Person in Confidence** mechanism to tackle issues such as harassment, the launch of the "IT is not only a Men's World" campaign represent important initiatives in this area. A specific effort was devoted to **tackle unconscious bias** and to **revise the language of the Agency's job descriptions** to ensure gender-neutral language.

56.   An initial **Action Plan** on Enhancing Diversity, Inclusion and Women, Peace and Security (WPS) Agenda for 2020 – 2022 was developed to embed this collective effort. This Action Plan complements and builds a synergy with NATO's Diversity and Inclusion and WPS efforts, recognizing the specificities of the tech field. In parallel, a Diversity and Inclusion focal points network was established covering all NCI Agency business elements and locations. The development of the Action Plan has been an inclusive and collaborative effort, incorporating inputs from NATO IS and NCI Agency Diversity and Inclusion focal points and champions. The Action Plan, to be approved in 2020, is based on three

"NCI Agency's Action Plan is based on three pillars 1) Include, 2) Communicate, 3) Connect, Embed and Amplify."

pillars: 1) Include, 2) Communicate and 3) Connect, Embed and Amplify.

57.   The NCI Agency continues to organize its **flagship events**, which focus on gender, diversity and inclusion themes that are at the heart of discussion among NATO and external stakeholders. This has contributed to enhancing internal/external Agency dialogue and sharing lessons learned and best practices in implementing Diversity and Inclusion with other International Organizations and the private sector. Of particular relevance, on 22 October, the Agency organized a high-level breakfast discussion with the European Commission, Uber and Microsoft on **the impact of emerging technologies, including artificial intelligence (AI), on gender and ethical AI**, a current theme that is being debated the tech sector.

58.   **Numerous internal and external communication campaigns** promoted Diversity and Inclusion topics, addressing both the Agency staff and the public. These communications include the marking of International Women's Day, promoting the NCI Agency Internship Programme as well as a staff volunteering initiative to deliver a club focused on

Science, Technology, Engineering and Mathematics (STEM) topics that currently engages with a group of science-inclined pupils at the British School of the Netherlands. Through the club, the staff members hope to inspire a new generation of students to study science and engineering.

59.   Diversity and Inclusion themes were also integrated into the agendas of the NCI Agency's flagship events – NITEC and NATO Information Assurance Symposium (NIAS). At NITEC, the audience benefited from an inspirational industry keynote focused on **how Culture, Diversity, and Inclusion improve cybersecurity with machine learning (ML) and AI**. During NIAS held in Mons, Belgium in October 2019, the Agency organized the fourth Women in Cybersecurity Forum high-level panel discussion. Chaired by the NATO Special Representative for WPS, Clare Hutchinson, the panel was dedicated to ethical AI, its gender perspective and ethical challenges of AI application in cybersecurity. The Forum brought together different perspectives from senior managers and cyber defenders with a range of experience levels from private, public and academic settings. NIAS19 also featured a plenary discussion dedicated to how can organizations build and nurture a tech-savvy workforce.

60.   In 2019, the Agency organized five of its **Induction Bootcamps**, during which all Agency newcomers – Civilians and Military personnel – were presented an Induction Module on Diversity and Inclusion and were given an opportunity to reflect on this topic. The Agency Induction Bootcamps have also encouraged newcomers to become more aware of their behavioural preferences and to address diversity within teams, including from a gender perspective. Since July 2018, more than 400 newcomers have attended the Agency Induction Bootcamps and, in September 2019, we extended this initiative to all 120 staff at the NCI Academy that recently relocated from Latina, Italy to Oeiras, Portugal.

61.   In July 2019, the Agency launched a **Staff Survey**, which got a participation of some 2112 staff (participation rate of 74% on average). The NCI Agency staff declared a positive sentiment towards Diversity and Inclusion related statements, and provided many constructive comments on this matter in the open questions, revealing the extent to which Diversity and Inclusion has become a reality within the Agency.

62.   In addition, for the first time, an Agency delegation, composed of eight women, participated in the **Women in Technology Conference** on 26-27 November 2019 in Amsterdam, bringing a unique NATO Tech perspective to the largest European Women in Tech forum.

63.   On 8 March 2019, NATO's Supreme Allied Commander Transformation (SACT) Headquarters marked the **International Women's Day** during an **Innovation Thru Inclusion Conference**.

64.   General Andre Lanata, SACT, provided opening remarks for the event, highlighting the importance of doing more for women in the workplace and throughout NATO. He emphasized that women are underrepresented in the fields of science and technology, and women, like men, must be afforded the same opportunities in order to equally contribute to the Alliance's innovation efforts for defensive capabilities. Inclusion helps ensure innovation in diverse organisations like NATO.

"Women, like men, must be afforded the same opportunities in order to equally contribute to the Alliance's innovation efforts for defence capabilities."

General Andre Lanata

SACT

65.   The Innovation Thru Inclusion Conference welcomed several guest speakers, including Dr. Christine Darden, an American mathematician, data analyst and aeronautical engineer who was featured in the book "Hidden Figures: The American Dream and the Untold Story of the Black Women Mathematicians Who Helped Win the Space Race" (2016) by Margot Lee Shetterly. Additional speakers included the NATO Defense College Commandant, Lt. Gen. Chris Whitecross, the Dean of Old Dominion University's Frank Batten College of Engineering and Technology, Dr. Stephanie Adams, and NATO Allied Command Transformation Chief of Staff, Vice Adm. Paul Bennett.

66.   During the panel discussion, the four members provided **perspectives on challenges women face in civilian and military work environments, especially with regards to work-life balance and raising a family**. Conversations touched on the importance of collaboration between both men and women, and how inclusivity improves innovation and problem solving.

- Dr. Darden introduced her "Four Ps" and how perceiving, planning, preparing and persisting helped drive personal and team initiatives throughout her 40-year career in aerodynamics at the National Aeronautics and Space Administration (NASA).
- Lt. Gen. Whitecross, as the most senior military woman in the Canadian Military Engineers, emphasized how women must embrace the fact that there are women in all career fields. Women who are more experienced need to inspire, guide and listen, as well as encourage women to be authentic and to be themselves.

- Dr. Adams stressed that women today need to continue to be bold and empower the next generation of women. All women should understand their "fight" and join together to strengthen the future of women.

- Vice Adm. Bennett addressed NATO's Diversity and Inclusion policy and articulated its impressive framework for the NATO workplace. NATO, as well as many organisations, needs to be willing to change in order to adapt and embrace inclusiveness.

PART II: STATISTICS

NATO WIDE

NATO Entity	% of Total Civilian Staff
NATO Headquarters	
NATO IS	17%
NATO IMS	1.3%
Other	1.3%
	20%
Strategic Commands and Other Entities	
ACT	4%
ACO	7%
Other Military Entities	9%
	20%
Agencies	
NCIA	27%
NSPA	22%
Other Agencies	11%
	60%

67.   The following section breaks down and compares civilian diversity data by gender, grade, nationality, and age between NATO HQ[2], the Strategic Commands (ACO and ACT) and other military entities, and the NATO Agencies[3]. The data reflects the situation on 31 December 2019. All abbreviations are listed in Appendix IV. The NATO-wide data includes the international civilian staff, as described in the Preamble of the Civilian Personnel Regulations, as well as military staff data. The data does not include, temporary staff, consultants, interns or Voluntary National Contributions.

68.   It is important to note that the number of NATO civilians employed in each NATO body entity varies greatly, a factor which should be taken into consideration when comparing data on diversity and statistics on female senior leadership[4]. For example, the proportion of female A grade civilians in ACT and ACO respectively are 24% and 36% whereas compared to the total number of civilians NATO-wide it is only 4% and 7%.

69.   It should be noted that civilian staff employed by the International Military Staff (IMS), as well as in the NATO Command Structure are an 'exception-to-the-rule' and only very rarely hold leadership positions. Leadership positions in the NATO Command Structure and in the IMS are held by military personnel, with NATO Civilian personnel normally employed when specific expertise cannot be found within the military structure. A degree of caution is therefore required when comparing the NATO Command Structure and the predominantly civilian NATO IS and the NATO Agencies. The data which has been provided should be seen as informative only and used to create more awareness of how diversity data varies.

70.   It is also relevant and important to note that the NATO entities NAGSMA, NAHEMA, NAMEADSMA, NAPMA, and NETMA largely employ staff who are seconded from and nominated by the national authorities which participate in specific programmes. It is not possible, therefore, to attain geographical diversity from all 29 nations in such entities. Greater staff diversity, with a focus on improving the gender mix might be considered by the sending nations when proposing personnel to participate in these programmes.

---

[2] For the purposes of this Report, 'NATO HQ' refers to the International Staff (IS), International Military Staff (IMS), FORACS, NSO, MSIAC, BICES Group Executive, New Headquarters Project Office.
[3] NCIA, NSPA, NAGSMA, NAMEADSMA, NAHEMA, NAPMA, NETMA and STO.
[4] For the purpose of this analysis, 'Senior Leadership' is defined as grades U1-U4, A5-A7 (and L-grade equivalents).

NATO-WIDE ANALYSIS BY GENDER AND GRADE

71.	In 2017, 2018 and 2019, the percentage of female staff remained stable. Out of 6,041 NATO Civilian staff members employed[5], women represent, 26% of staff overall. Table 2 illustrates the percentage of female NATO civilian staff in each NATO entity as well as the percentage of female leadership.

Gender Distribution by Entity					
	Male	Female	Tot	% Female	# of Sr Leaders	% of Women Senior Leaders
IS	621	418	1039	40%	104	27%
IMS	42	36	78	46%	4	0%
Other	56	23	79	29%	2	0%
				40%	110	25%
NCIA	1363	279	1642	17%	32	22%
NSPA	942	382	1324	29%	30	13%
NETMA	215	33	248	13%	39	8%
STO	134	47	181	26%	7	14%
NAPMA	90	23	113	20%	12	0%
NAHEMA	61	8	69	12%	12	
NAGSMA	21	10	31	32%	4	
				22%	136	11%
ACO	271	152	423	36%	20	20%
ACT	184	59	243	24%	7	0
HQ NAEW & C FORCE GK	403	56	459	12%	3	0
NDC	22	29	51	57%	1	0
CAOC and DACCC	5	1	6	17%	0	0
NCISG	53	2	55	4%	1	0
				24%	32	20%
Overall	**4483**	**1558**	**6041**	**26%**	**278**	**17%**

72.	The NATO entities with the highest proportion of NATO civilian female staff are:
- NATO HQ (mainly IS and IMS);
- ACO; and
- NATO Defense College.

73.	The NATO entities with the lowest proportion of NATO civilian female staff are:
- NAHEMA, NETMA, and NCIA;
- HQ NAEW and C Force GK; and
- NATO Signals Battalions.

---

[5] This figure represents personnel on the payroll (31 December 2019) and does not reflect vacant posts. The number of Staff NATO-wide has increased from 5,881 in 2018 to 6,041 in 2019.

74.   In comparison to 2018, the following changes in the proportion of women has been observed:

- increased slightly in ACO and NATO Defense College;
- increased slightly in CAOC and DACCC, and in NAGSMA because of the decrease in the number of male civilians;
- decreased in NETMA and NAPMA;
- remained unchanged in the IS, NCIA, and NSPA.

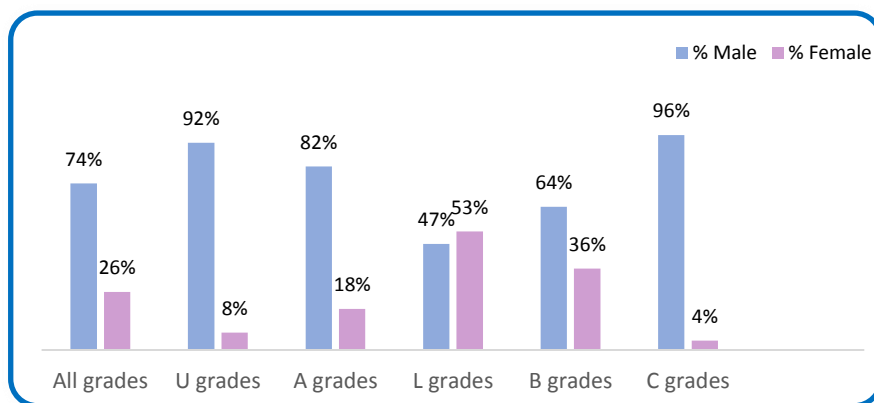75.   In terms of gender distribution per grade, as Figure 1 illustrates, the majority of female civilian staff are employed in B or L-grade level posts.

Figure 1: NATO-Wide Civilian Staff by Gender and Grade

76.   The NATO entities with the highest proportion of A-grade civilian female staff are at NATO HQ and ACO.
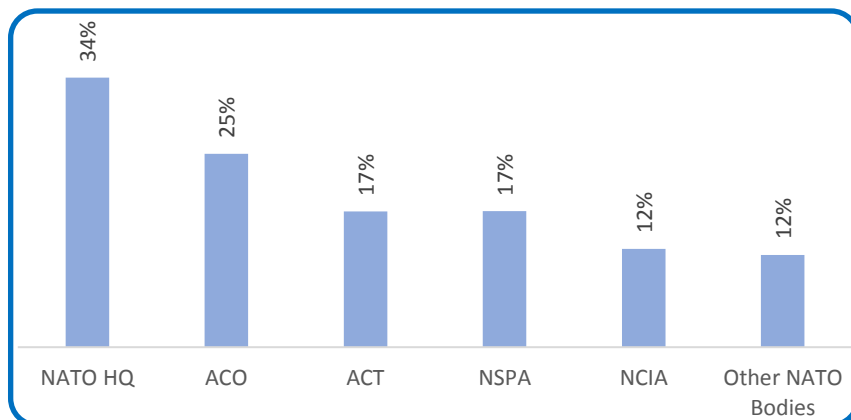
Figure 2: NATO-Wide Civilian Staff by Gender and Grade

NATO-WIDE ANALYSIS GENDER AND SENIOR LEADERSHIP

77.   The percentage of women in senior leadership posts NATO-wide has shown a slight increase to 17% . This is mainly due to increases in women employed in leadership positions in the IS, NCIA, and NSPA.
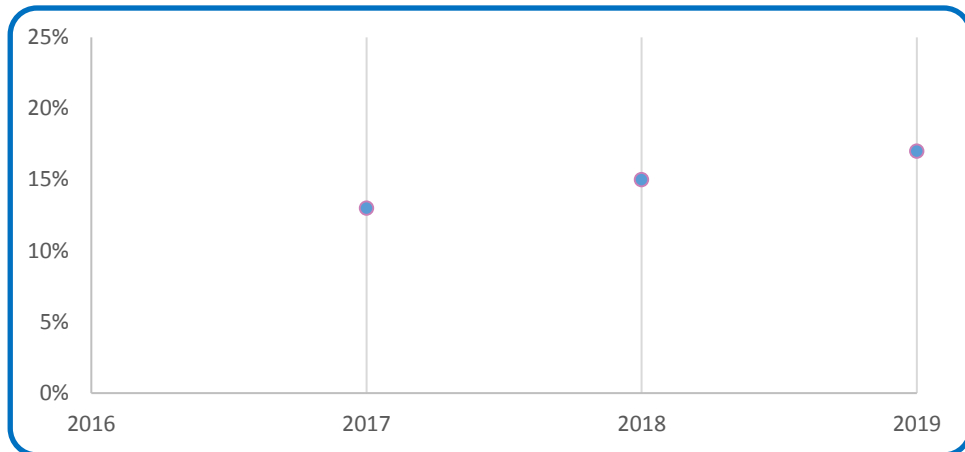
Figure 3: Percentage of Female Civilian Staff per grade NATO-Wide since 2017

78.   Figure 4 illustrates the percentage of female and male senior leadership by NATO entity[6]. NATO HQ has the highest level of female leadership (27%), followed by NCIA (22%), ACO (20%) and NSPA (13%). ACT, NAPMA, NAHEMA, NDC, IMS and the HQ NAEW and C Force GK do not have female NATO civilian staff in senior leadership positions.
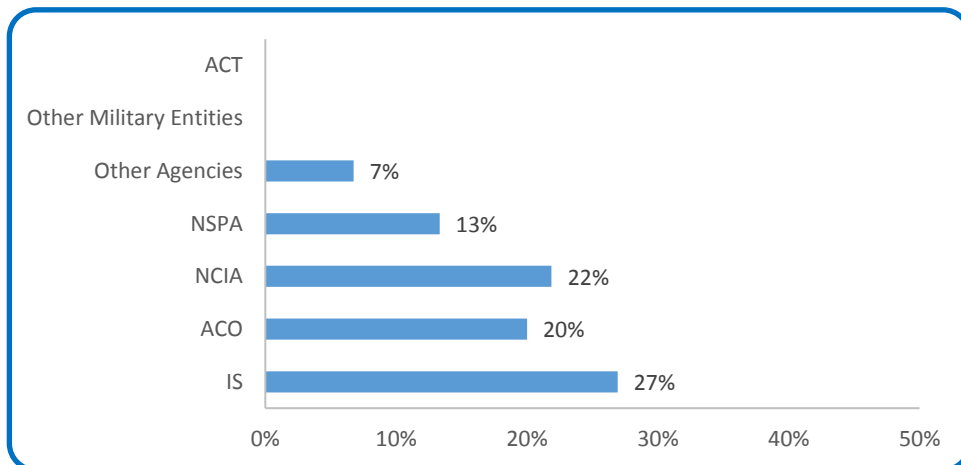
Figure 4: Percentage of NATO-Wide Civilian Women in Senior Leadership Roles

---

[6] While reviewing the data in Figure 4, paragraphs 28-29 of this document should be taken into consideration.

NATO-WIDE ANALYSIS BY NATIONALITY AND GRADE

1%=60 Staff Members NATO-Wide

79.   The percentage distribution of staff by nationality at the NATO-wide level has not changed significantly since 2013. At the NATO-wide level, different from 2018, NATO civilian staff are employed from all member nations. Figure 4 illustrates the percentage distribution of civilian staff NATO-wide by Nationality. **12 nations (Albania, Bulgaria, Croatia, Czech Republic, Estonia, Iceland, Latvia, Lithuania, Montenegro, Norway, Slovakia, and Slovenia) each occupy fewer than 1% of posts.**
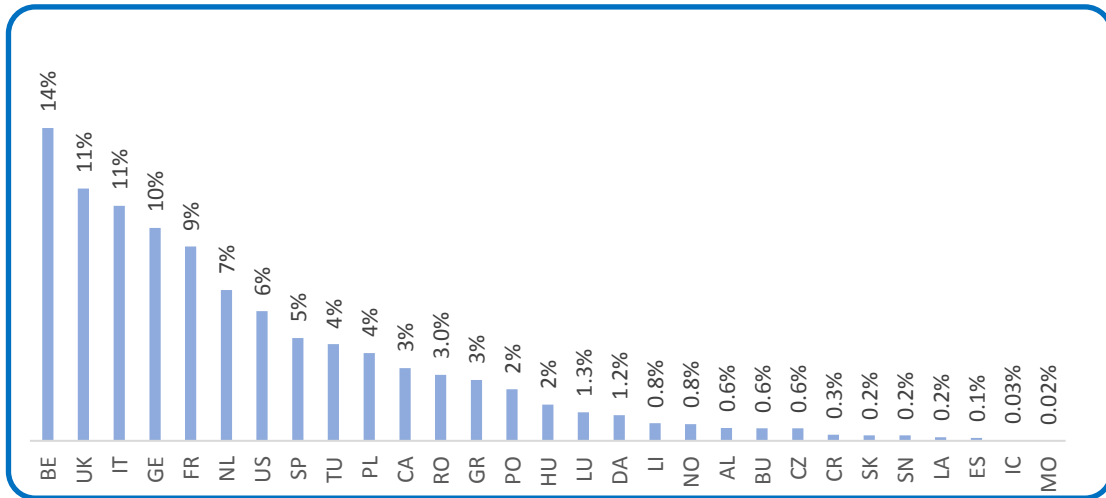
Figure 5: NATO-Wide Percentage Distribution of Staff by Nationality

80.   Figure 6 illustrates, the number of civilians employed NATO-wide from countries with fewer than 1% presence. **Albania, Croatia, Czech Republic, Lithuania, and Slovenia have observed a noteworthy increase compared to 2018.**
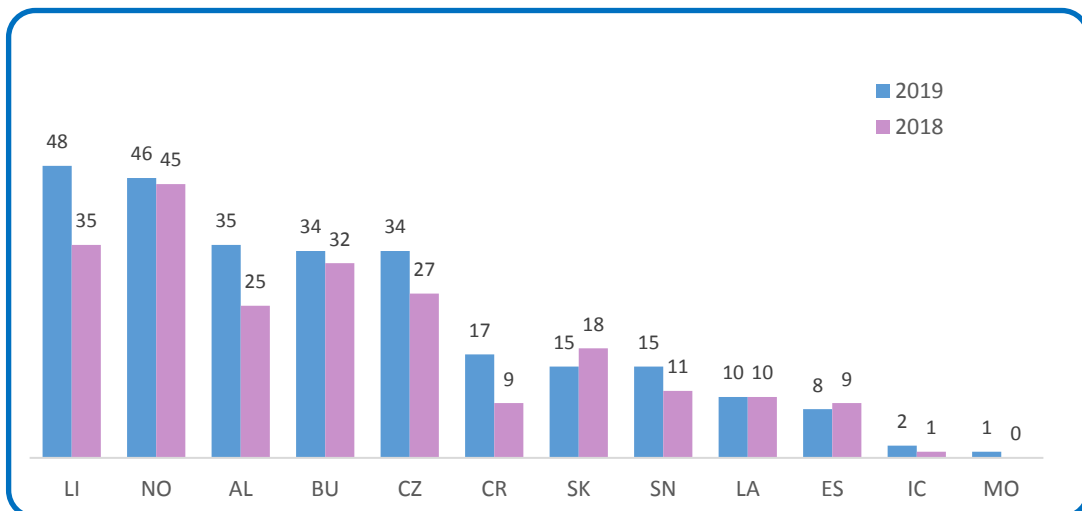
Figure 6: 2018 vs 2019 Comparison of NATO Civilians from Nations That Have Fewer than 1% Presence

81.	In terms of nationality distribution NATO-wide for A-grade level and above posts as illustrated below, the United Kingdom has the highest percentage. Italy, Germany, Belgium, the United States and Turkey have a high presence as well at A grade level posts.
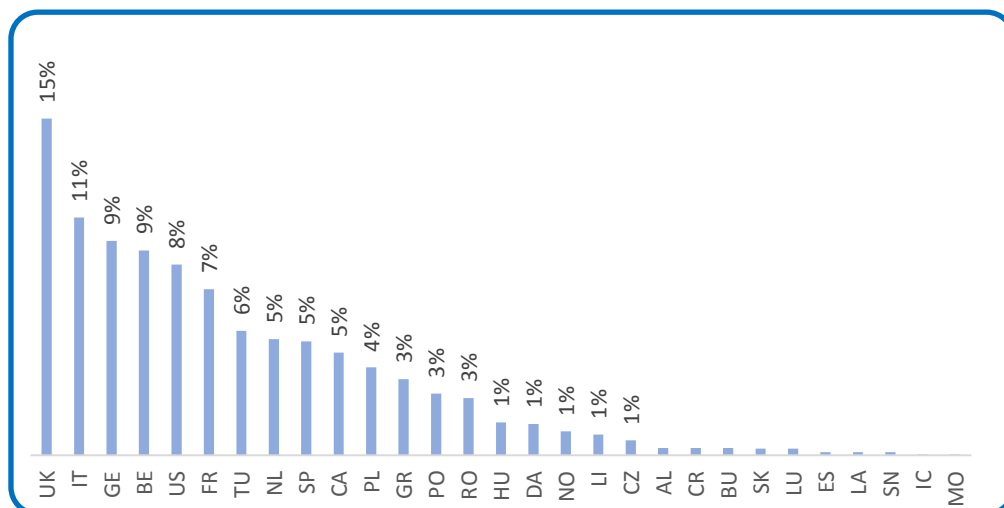

Figure 7: NATO-Wide Percentage of A-grade Level and Above Civilian Staff by Nationality in 2019

82.	In terms of the NATO-wide percentage of female employees at A grade, it is noteworthy that the highest proportion of female staff have a nationality that has a low presence NATO-wide (i.e., Albania, Bulgaria, Estonia, Latvia, Croatia, Lithuania).
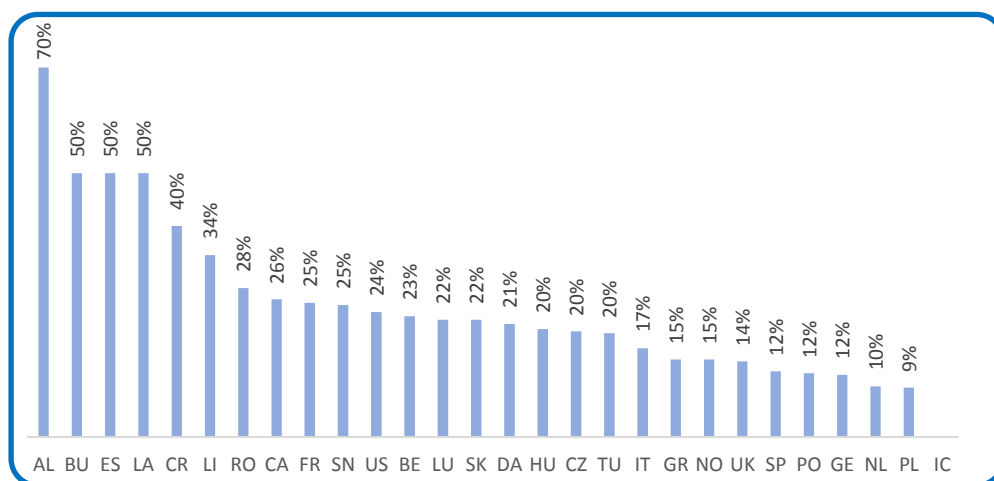
Figure 8: NATO-Wide Proportion of Female to Male Civilians by Nationality in 2019

-31-

NATO-WIDE ANALYSIS BY AGE

83.   The age distribution of NATO-wide NATO civilian staff is shown in Figure 9. The majority of staff in NATO are aged 40-60. Military entities and ACO have more staff in the older age demographic as compared to NSPA, NCIA and IS.
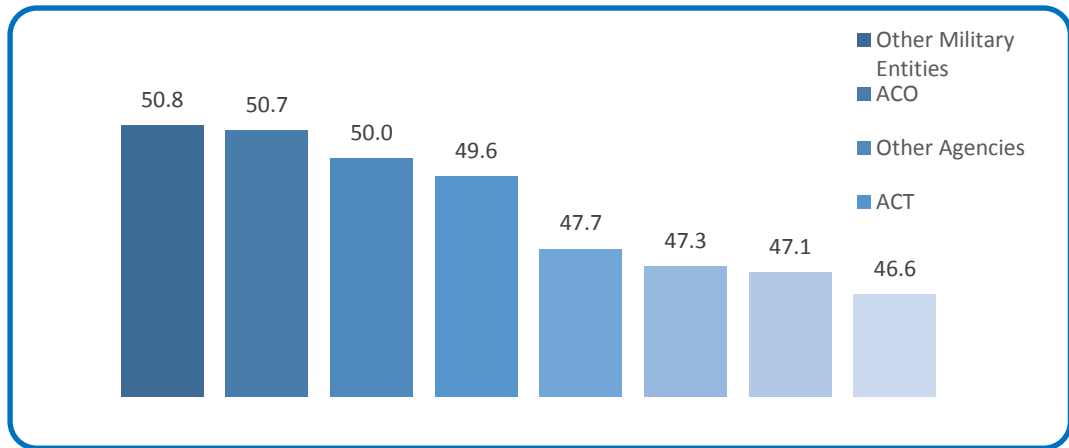

Figure 9: Distribution of Civilian Staff by Age Group

PART III: STATISTICS- INTERNATIONAL STAFF ANALYSIS

INTRODUCTION

84.   During the Prague Summit in 2002, nations requested that the International Staff (IS) provide yearly diversity monitoring reports. The IS includes civilians employed at the NATO HQ who directly support the Secretary General. The data for the IS refers to those NATO Civilians who were employed on 31 December 2019. The analysis compares diversity indicators which include gender, nationality, and age.

85.   The 2019 recruitment statistics of the International Staff are also reflected in the report in Appendix II. The data presented should be interpreted cautiously as there is not a direct link with the numbers of applications in 2019 with the number of candidates selected in 2019. The recruitment process can span over a two-year period.

GENDER AND GRADE[7]

86.   The proportion of women in the IS has not changed compared to 2018 and has remained at 40% in 2019. However, the percentage of women in A grade level roles increased from 35% in 2018 to 37% in 2019.

> **In 2019, IS had the highest representation of women in A grade level posts (37%) since Gender Balance and Diversity monitoring began in 2002.**

87.   As Figure 10 illustrates, women's presence is still not evenly distributed by grade. There continues to be more women represented in B and L grade posts than are employed in category A, C, and U grade posts.
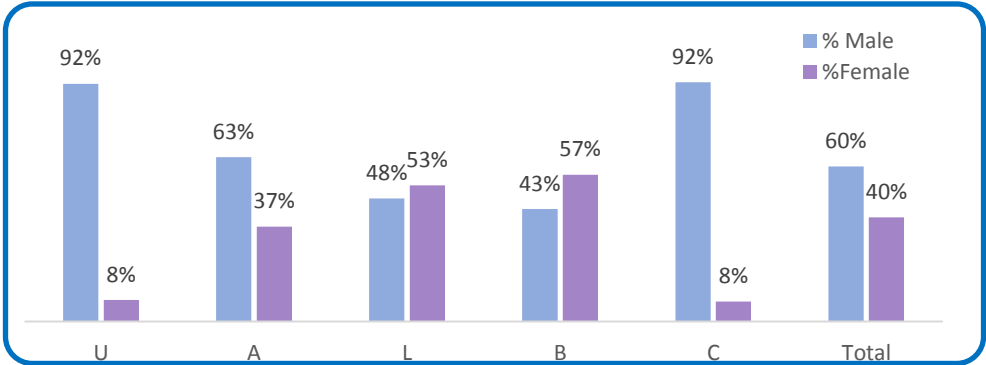

Figure 10: Percentage by Gender and Grade in 2019

88.   Figure 11 shows the percentage of women employed in A-grade level positions in the IS. Although there is still significant progress to make in terms of Gender Balance, Diversity and Inclusion, it is worthwhile noting that compared to 2018, the percentage of women in A5 to A7 grade level increased by 2% in 2019, and gender parity has been reached at A1 and A3-grade level in 2019.

---

[7] Members of the staff holding the most senior posts are designated unclassified. Other members of staff are recruited into one of four categories, A, L, B and C. Category A covers posts ranging from director to junior administrative assistant. Category L covers posts held by linguistic personnel. Category B covers the posts held by technical, clerical and office staff. Category C covers ancillary, operative, mechanical, manual or custodial personnel.

GENDER   **AND**
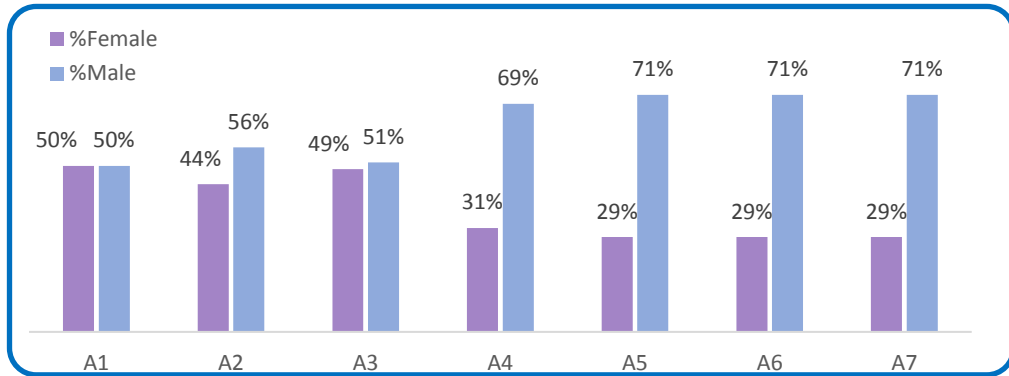**SENIOR LEADERSHIP**

Figure 11: Percentage by A-Grade and Gender in 2018

89.   Women represented 27% of the IS senior leadership which reflects a 2% increase compared to 2019. This represents the highest percentage of women in senior leadership positions in NATO IS since 2002 when the Diversity and Inclusion programme monitoring began

> **In 2019, the International Staff had the highest representation of women in Senior Leadership level posts (27%) since Gender Balance and Diversity monitoring began in 2002.**

90.   As Figure 12 illustrates, in 2002, when the diversity programme began at NATO, the proportion of women in senior leadership positions in NATO IS was only 11%. Although a steady decrease was observed in 2014 onwards, the proportion has steadily increased to 27% in 2019.
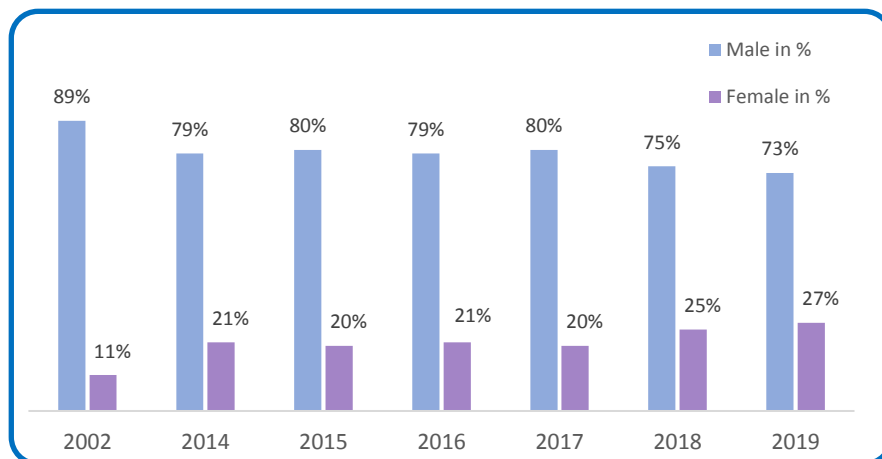

Figure 12: How the Percentage of Women in Senior Leadership in the Figure 12. International Staff Has Evolved Since 2002

NATIONALITY AND GRADE

91.   As Figure 13 illustrates, in 2018, out of 29 nations, 27 were employed in the IS, the exceptions being the nationalities of Montenegro and Iceland. **Compared to 2018 staff from Nations whose presence is in IS were fewer than 1% has decreased from 14 to 12.** Albania, Bulgaria, Croatia, Estonia, Iceland, Latvia, Lithuania, Luxembourg, Montenegro, Norway, Slovakia and Slovenia, each occupy fewer than 1% of the posts.
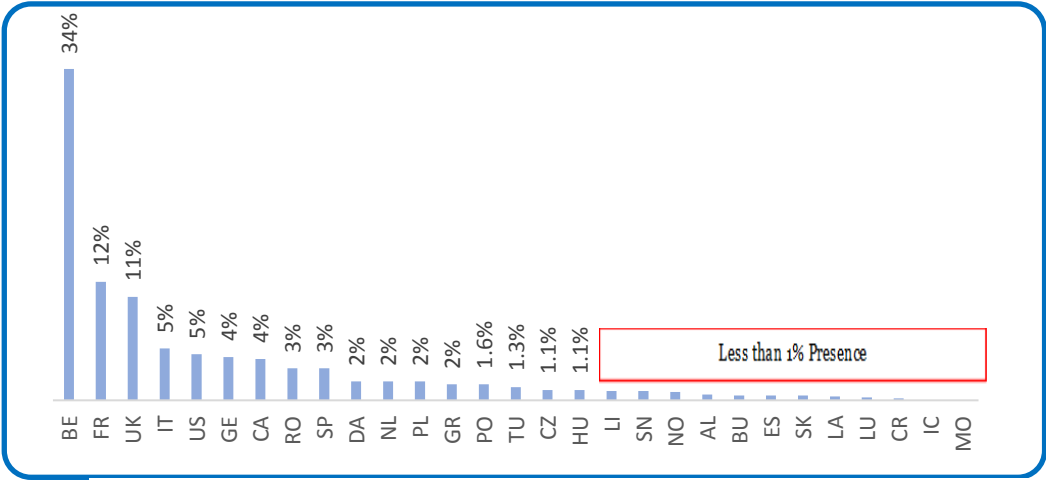

Figure 13: Nations presence in the IS

92.   The figure below shows the number of staff from Nations whose presence was fewer than 1% in the IS in 2018 or in 2019. Some observations are:

- Czech Republic and Hungary are no longer focus Nations.
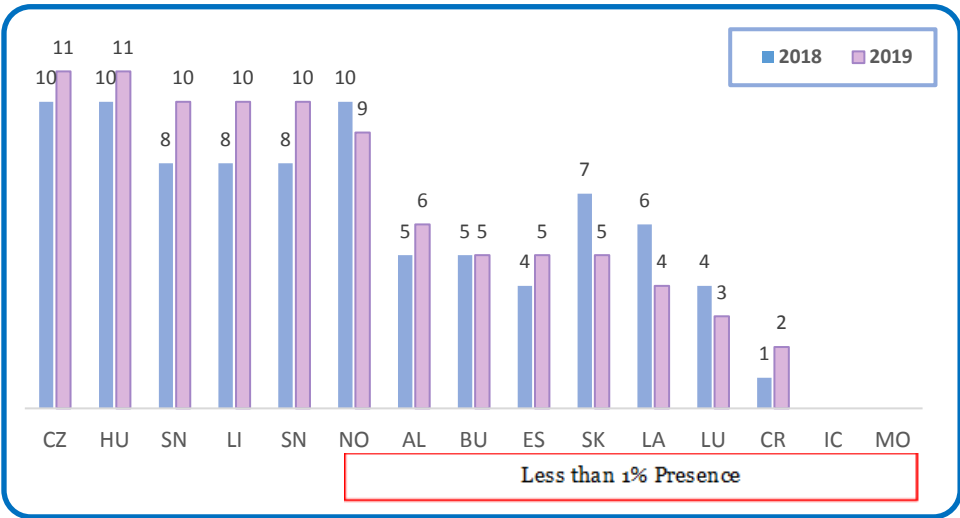- Lithuania and Slovenia are on an upwards trend and are on the margins of having 1% presence.

Figure 14: Nations presence in the IS

93.   In terms of nationality distribution for A-grade posts, as illustrated in Figure 15, staff with nationalities from Belgium, the United Kingdom, France, and the United States, Germany, Canada and Italy have the highest presence in the International Staff. For detailed information concerning nationality distribution per grade, please refer to Appendix III and Appendix IV.
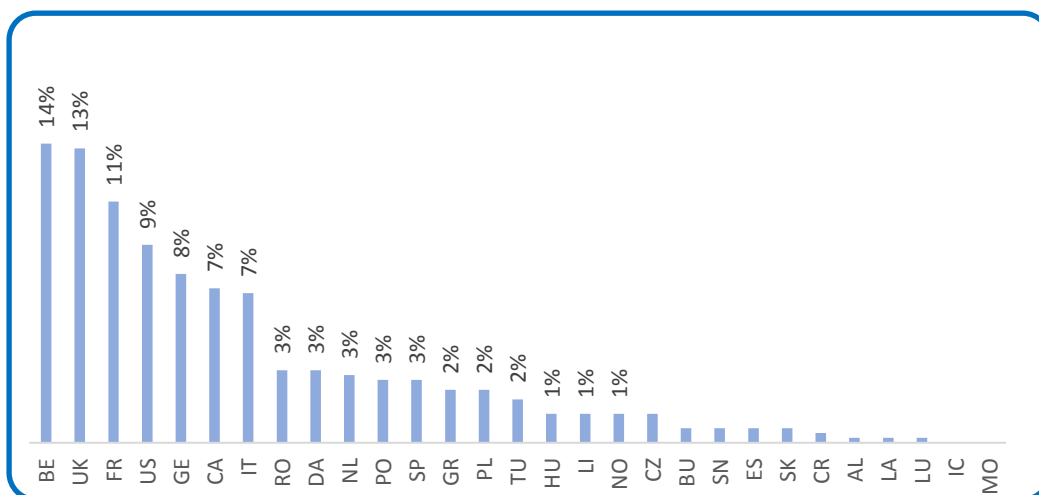

Figure 15: Percentage of A-grade Level Staff by Nationality in the IS in 2019

94.   As Figure 16 illustrates, staff from the United Kingdom and the United States hold the highest proportion of senior leadership positions (A5 grade level and above).

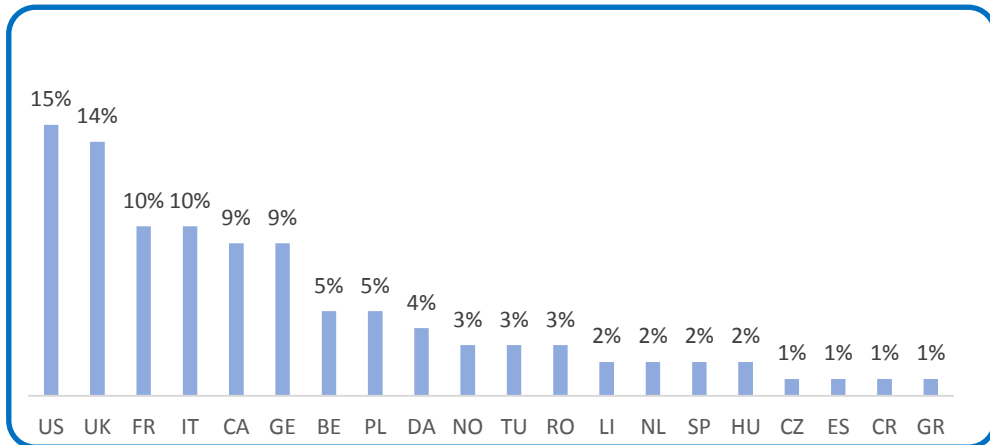*Figure 16: Distribution of A5 Grade Level and Above Posts by Nationality*

95.   As Figure 17 illustrates, staff from the United States and Germany hold the highest proportion of A6 grade level posts and above.
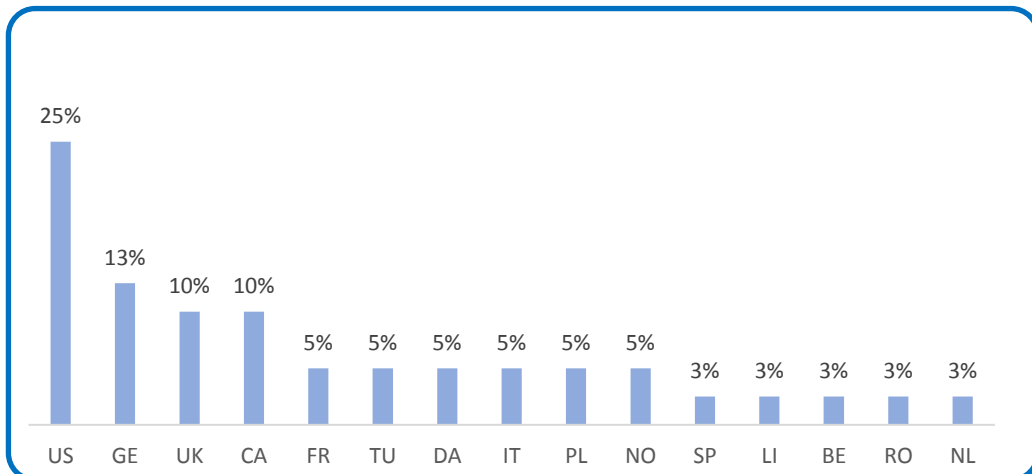

Figure 17: Distribution of A6 and above posts by Nationality

---

[8] For detailed information concerning nationality distribution in senior leadership posts, please refer to Appendix III.

AGE GROUP AND GENDER

96.   As Figure 18 shows, 58% of International Staff are aged 46-65, the average age being 47,2 (48 in 2018). The decline in the average age is explained with increased number of retirements in 2017 and 2018.
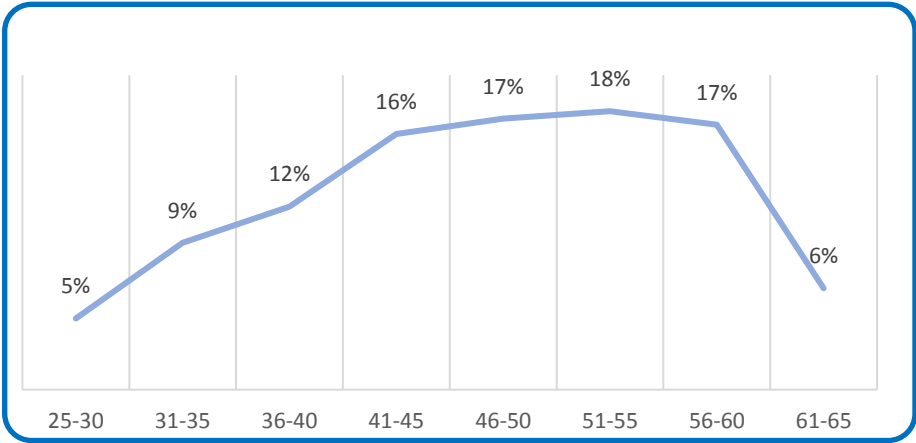
Figure 18: Age Distribution in the International Staff

97.   Figure 19 shows that the proportion of female staff is higher in the younger age groups (age 26-30 and 31-35) and steadily declines as age increases. The decline is more significant until the age group 51-55. The reverse trend is seen for male employees, however, who are less present in younger age groups but are employed as a higher percentage in older age groups.
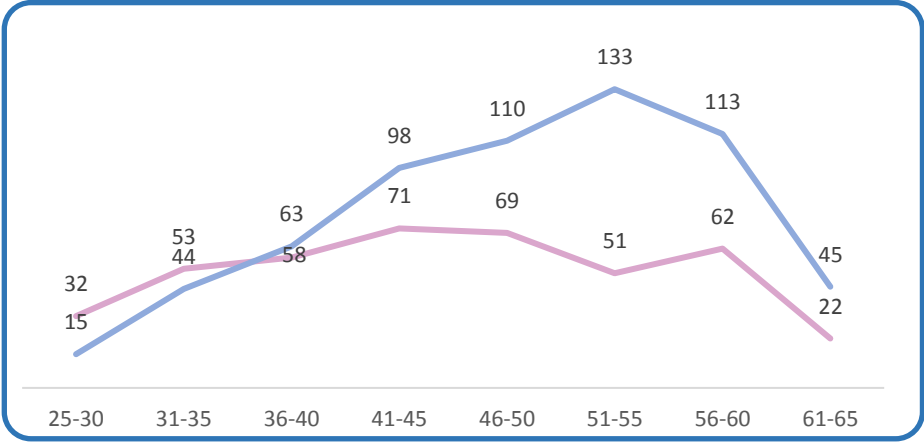
Figure 19: Number of staff by Gender and Age Bracket in 2019

TALENT ACQUISITION DATA

98.   In 2019, in terms of the percentage of female applicants to vacant posts NATO International Staff observed a decline from 44% in 2018 to 40% in 2019. The percentage of female candidates selected was 47% in 2019. Figure 20 shows the percentage of female candidates selected per grade in 2019. Despite the decline in the applications, the percentage of women hired in 2019 did not decrease as compared to previous years.
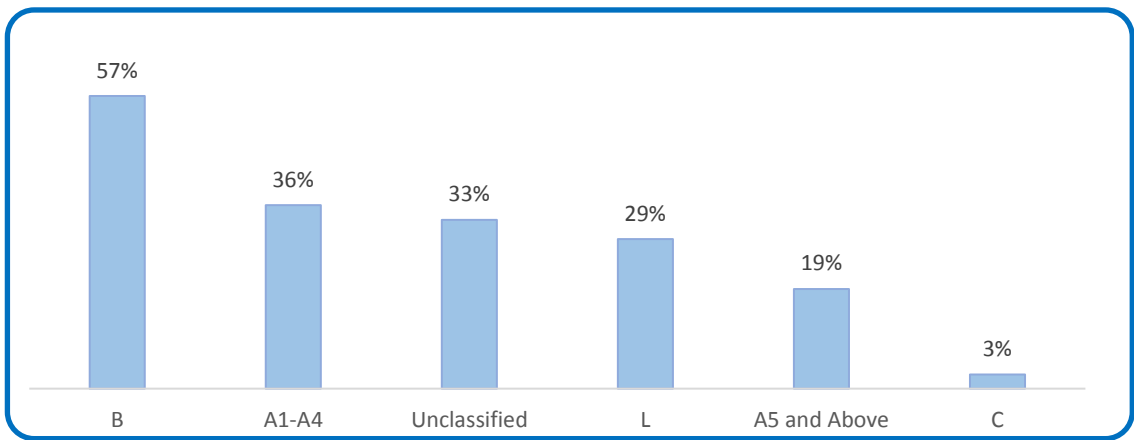
Figure 20: Percentage of Female Applicants per Grade in 2019

99.   The majority of the applications NATO International Staff received were from Belgium, Italy, United States, France and Romania as depicted in Figure 21. **Around 8 % of all applications were received from candidates from Nations with fewer than 1% presence in the IS.**
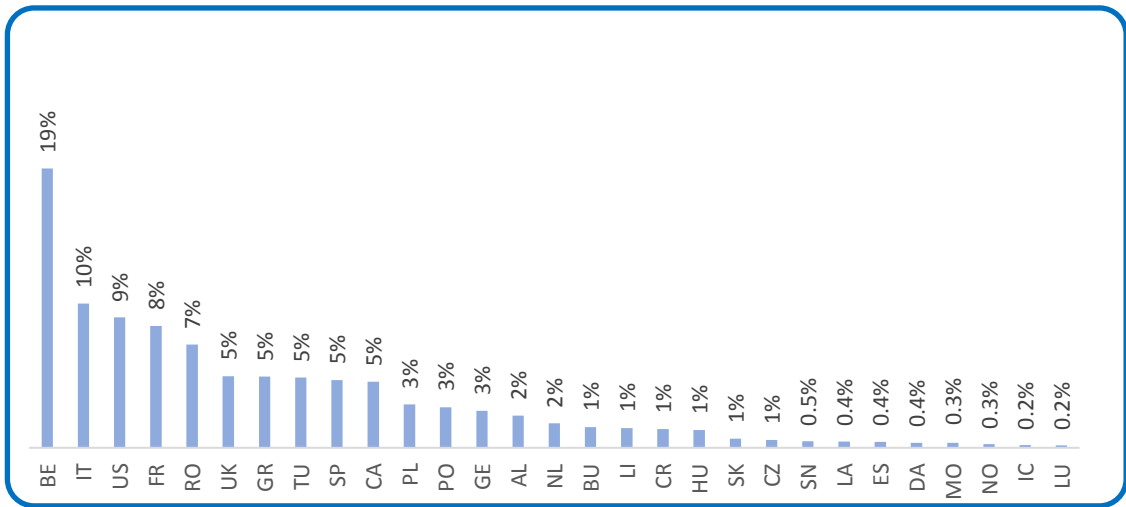
Figure 21: Percentage of Applications Received by Nation in 2019

PART III: STATISTICS- INTERNATIONAL MILITARY STAFF
NATO CIVILIAN STAFF STATISTICS

Introduction

100.   During the Prague Summit in 2002, Nations requested the IS to provide yearly diversity monitoring reports as part of the Gender Balance and Diversity Task Force deliverables. The International Military Staff (IMS) participated in this Task Force as one of the key stakeholders and continues to contribute to the reporting on diversity data.

101.   The data for the IMS was collected from the PMIS and from the IMS HR Manager and refers to NATO civilians employed in IMS on 31 December 2019. The analysis compares diversity indicators which include gender, grade, nationality and age.

INTERNATIONAL MILITARY STAFF, NATO CIVILIAN STAFF ANALYSIS BY GENDER AND GRADE

102.   Currently, 46% of the IMS NATO civilian workforce is female. In comparison to 2018, the percentage of female staff remained stable. Most female IMS NATO civilian staff are employed in B-grade positions and three staff are employed in L grade positions as Translators as seen in Figure 22.
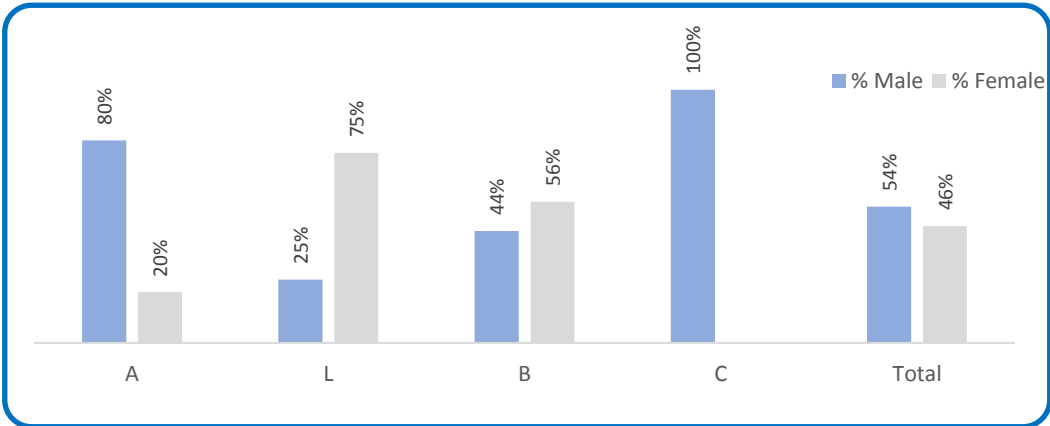
Figure 22: Percentage of NATO IMS by Gender and Grade in 2019

INTERNATIONAL MILITARY STAFF, NATO CIVILIAN STAFF ANALYSIS BY NATIONALITY AND GRADE

103.   Within the IMS, in comparison to 2018, the span of civilian staff nationalities increased from 17 to 19 nations, with 41% of the IMS civilian staff coming from Belgium and the United Kingdom. It is important to note that NATO civilians in the IMS represent approximately fewer than 1% of civilians employed NATO-wide.
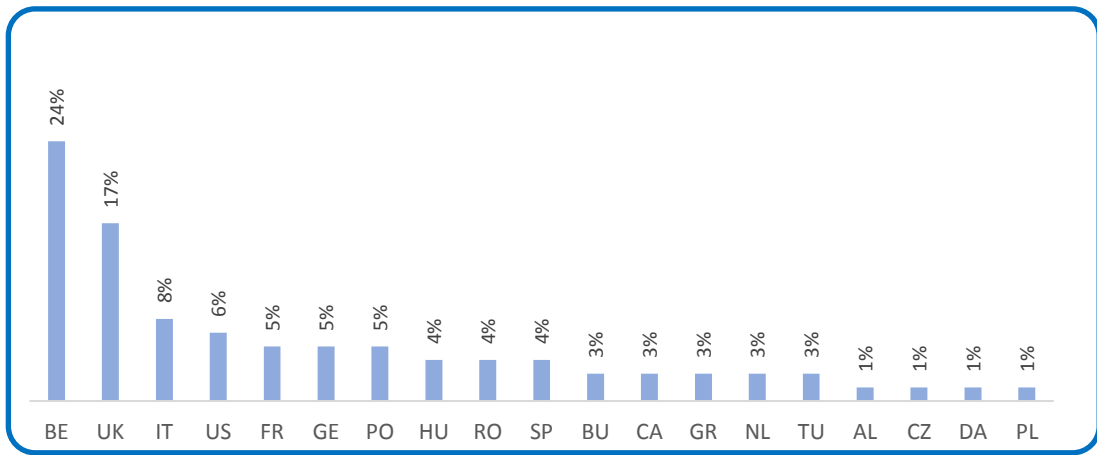
Figure 23: Percentage of NATO IMS by Nationality in 2019

104.   As Figure 24 shows, 30% of A Grade Staff are from UK and US.
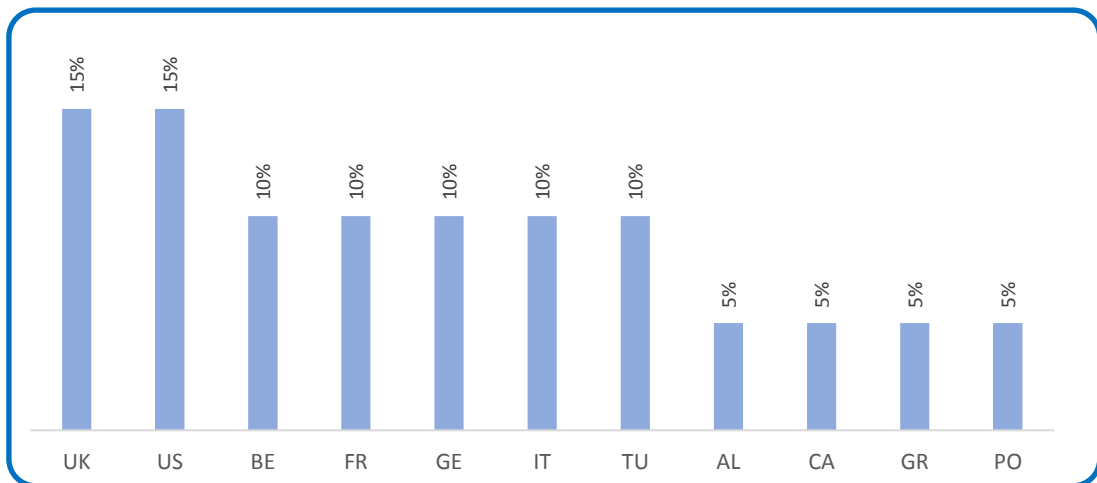
Figure 24: Percentage of A-Grade staff in the IMS per Nationality in 2018

INTERNATIONAL MILITARY STAFF, NATO CIVILIAN STAFF ANALYSIS AGE GROUP AND GENDER

- In 2019, the average age of IMS civilians was 51.5. This represents a slight increase in the average age compared to 2018.
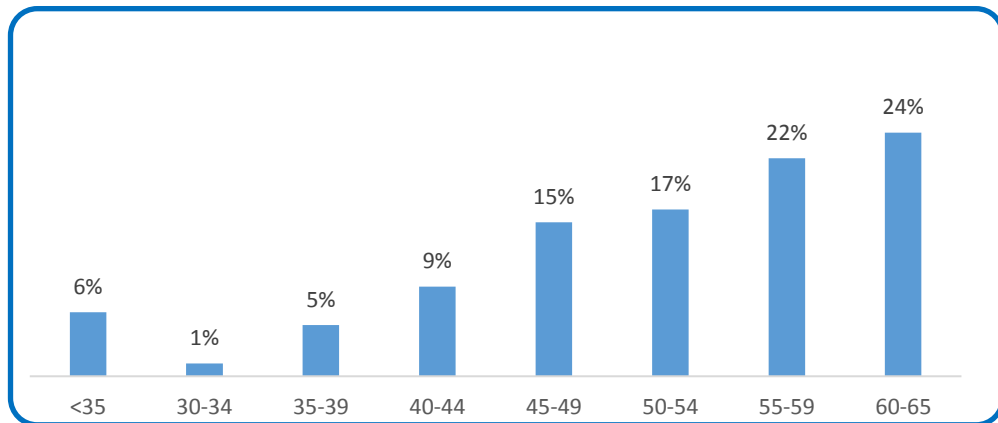
Figure 25: Percentage (%) of NATO IMS by Gender and Age Category in 2018

Recommendations

- Council is invited to:

    – note this report; and
    – agree that the report can be publically disclosed.

APPENDIX I: EXISTING DIVERSITY AND INCLUSION FRIENDLY POLICIES

- ✓ Civilian Personnel Regulations (CPRs)
- ✓ NATO-wide Code of Conduct
- ✓ Equality of Treatment and Non-Discrimination
- ✓ Prevention and Management of Harassment, Discrimination and Bullying in the Workplace
- ✓ Regulations regarding administrative review, mediation, complaints, and appeals
- ✓ Part-time work
- ✓ Flexible working hours
- ✓ Paid parental leave
- ✓ Three months unpaid parental leave
- ✓ Tele-working
- ✓ Home leave
- ✓ Special leave (for instance when a child is sick)
- ✓ Recognition of spouses in same-sex marriages or for same-sex partners who do not have access to civil marriage

EXISTING DIVERSITY AND INCLUSION FRIENDLY PROGRAMMES

- ✓ Mandatory Inclusive Management Training
- ✓ NATO-wide Internship Programme
- ✓ NATO-wide Executive Development Programme
- ✓ Induction Training
- ✓ Mentoring Programme for WomenMentoring Programme for Young Staff (<35) and Interns
- ✓ Management Accreditation Programme
- ✓ Building Integrity Programme

APPENDIX II-INTERNATIONAL STAFF TALENT ACQUISITION STATISTICS 2019[9]

	Applicants			Invited for Selective Tests		Final Assessment		Selected	
	# Applicants	% to Overall	% Female	Longlisted	% Female	Shortlisted	% Female	Selected	% Female
AL	325	2.24%	52%	37	54%	18	56%	4	75%
BE	2824	19.46%	49%	208	42%	97	40%	24	46%
BU	210	1.45%	49%	30	50%	10	30%	2	0%
CA	669	4.61%	41%	127	35%	64	27%	18	28%
CR	189	1.30%	37%	28	43%	11	45%	2	50%
CZ	79	0.54%	49%	16	31%	5	60%	1	100%
DA	51	0.35%	35%	21	48%	13	54%	1	100%
NL	247	1.70%	38%	37	41%	21	48%	3	33%
ES	60	0.41%	88%	9	78%	4	75%	1	100%
FR	1230	8.47%	46%	197	44%	88	43%	23	43%
GE	375	2.58%	37%	68	31%	40	28%	7	57%
GR	721	4.97%	27%	79	30%	33	33%	4	75%
HU	180	1.24%	67%	15	40%	8	38%	2	50%
IC	27	0.19%	4%	7	14%	1	0%	0	
IT	1459	10.05%	38%	167	40%	78	44%	16	50%
LA	63	0.43%	56%	18	56%	12	50%	4	50%
LI	200	1.38%	52%	41	56%	22	55%	7	57%
LU	25	0.17%	72%	4	100%	2	100%	0	
MO	49	0.34%	43%	8	63%	1	100%	1	100%
NO	37	0.25%	41%	7	29%	4	25%	0	100%
PL	439	3.02%	53%	72	42%	35	40%	4	75%
PO	410	2.82%	34%	48	19%	25	20%	4	25%
RO	1045	7.20%	50%	119	44%	53	53%	15	60%
SK	92	0.63%	59%	18	67%	8	75%	4	75%
SL	67	0.46%	43%	14	50%	6	67%	3	67%
SP	684	4.71%	42%	99	40%	47	49%	12	50%
TU	709	4.88%	24%	52	29%	13	38%	1	100%
UK	724	4.99%	28%	157	23%	76	25%	18	22%
US	1318	9.08%	36%	185	35%	87	39%	26	38%
Grand	14514		42%	1888	39%	882		208	47%

---

9 There is not a direct link with the numbers of applications in 2019 with the number of candidates selected in 2019. The recruitment process can span over a two-year period.

e

APPENDIX III: A AND U GRADES IN THE INTERNATIONAL STAFF BY NATIONALITY

	A1	A2	A3	A4	A5	A6	A7	U1	U2	U4	#
United Kindgom		1	10	37	11	1	1			2	63
Belgium	2	24	19	12	4	1					62
France		11	11	20	7	1				1	51
United States		2	10	15	6	6	2			2	43
Germany		2	9	16	4	3	1			1	36
Canada		2	5	16	5	2	2				32
Italy		7	6	9	8	1				1	32
Romania		1	4	8	2				1		16
Denmark			2	9	2	2					15
Netherlands		1	2	9	1	1					14
Portugal		3	4	6							13
Spain			2	9	1	1					13
Greece		2	3	5	1						11
Poland		1	1	4	3	1	1				11
Turkey		1	1	5	1	1				1	10
Norway			1	4	1			1		1	8
Lithuania	1	1		3	1					1	7
Czech Republic			2	3	1						6
Hungary		2	1	1	2						6
Bulgaria			2	1							3
Estonia			2		1						3
Slovakia	1			2							3
Slovenia		1		2							3
Croatia				1	1						2
Albania		1									1
Latvia			1								1
Luxembourg				1							1
Totals	4	63	98	198	63	21	7	1	1	10	466

e

APPENDIX IV: INTERNATIONAL STAFF BY NATIONALITY AND GRADE

	A Grades	B Grades	C Grades	L Grades	U Grades	
AL	1	5	0	0	0	6
BE	62	144	119	27	0	352
BU	3	2	0	0	0	5
CA	32	10	0	2	0	44
CR	2	0	0	0	0	2
CZ	6	4	1	0	0	11
DA	15	3	2	0	0	20
ES	3	2	0	0	0	5
FR	50	37	2	36	1	126
GE	35	10	0	0	1	46
GR	11	3	3	0	0	17
HU	6	5	0	0	0	11
IT	31	20	3	0	1	55
LA	1	3	0	0	0	4
LI	6	3	0	0	1	10
LU	1	2	0	0	0	3
NL	14	5	0	1	0	20
NO	6	0	0	1	2	9
PL	11	8	1	0	0	20
PO	13	2	2	0	0	17
RO	15	14	3	1	1	34
SK	3	2	0	0	0	5
SN	3	4	3	0	0	10
SP	13	20	0	1	0	34
TU	9	2	2	0	1	14
UK	61	37	2	8	2	110
US	40	3	0	3	2	48
Total	453	350	143	80	12	1038

e

APPENDIX IV: ABBREVIATIONS

ACO: Allied Command Operations
ACT: Allied Command Transformation
BICES: Battlefield Information Collection and Exploitation System
CAOC/DACCC: Combined Air Operations Centre and Deployable Air Command and Control Centre
FORACS: NATO Naval Forces Sensor and Weapon Accuracy Check Sites
IMS: International Military Staff
IS: International Staff
MSIAC: Munitions Safety Information Analysis Center
NADEFCOL or NDC: NATO Defense College
NAEW FC: NATO Airborne Early Warning Force Command
NAGSMA: NATO Alliance Ground Surveillance Management Agency
NAHEMA: NATO Helicopter Design and Development Production and Logistics Management Agency
NAMEADSMA: NATO Medium Extended Air Defence System Design and Development, Production and Logistics Management Agency
NAPMA: NAEW & C Programme Management Agency
NATO HQ: NATO Headquarters
NCIA: NATO Communications and Information Agency
NCIS NSB and HQ: NATO Communications and Information Systems NATO Signals Battalion and Headquarters
NETMA: NATO Eurofighter and Tornado Management Agency
NSO: NATO Standardization Organization
NSPA: NATO Support and Procurement Agency
STO: Science and Technology Organization
UNSCR 1325: United Nations Security Council Resolution 1325