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28 August 2019

DOCUMENT
PO(2019)0355-AS1 (INV)

NATO IS DIVERSITY AND INCLUSION ACTION PLAN

ACTION SHEET

On 27 August 2019, under the silence procedure, the Council agreed the DPRC's advice on the proposed NATO IS Diversity and Inclusion Action Plan attached to PO(2019)0355 (INV).

(Signed) Jens Stoltenberg
Secretary General

NOTE:　　This Action Sheet is part of, and shall be attached to PO(2019)0355 (INV).

NHQD139202

INTERNATIONAL STAFF
PRIVATE OFFICE OF THE SECRETARY GENERAL

SECRÉTARIAT INTERNATIONAL
CABINET DU SECRÉTAIRE GÉNÉRAL

20 August 2019

DOCUMENT
PO(2019)0355 (INV)
Silence procedure ends:
27 Aug 2019, 17:30

To: Permanent Representatives (Council)

From: Secretary General

NATO IS DIVERSITY AND INCLUSION ACTION PLAN

Reference: DPRC-N(2019)0030-REV2-AS1

1.   The NATO IS Diversity and Inclusion Action Plan presents a concrete set of activities which serve as a roadmap to guide our efforts in making NATO a leader in creating and sustaining a high-performing workforce that embraces diversity and inclusion, promotes gender balance and equality, and empowers all employees to achieve their full potential.

2.   The NATO IS Diversity and Inclusion Action Plan has been closely coordinated with the Office of Women Peace and Security.

3.   The DPRC has discussed the NATO IS Diversity and Inclusion Action Plan and agreed to recommend to Council to approve the document as presented in the Annex.

4.   I do not think this matter requires further discussion. Accordingly, unless I hear to the contrary **by 17:30 on Tuesday, 27 August 2019**, I shall consider that the Council has agreed the DPRC's advice on the proposed NATO IS Diversity and Inclusion Action Plan.

(Signed) Jens Stoltenberg

1 Annex

NHQD138815

NATO DIVERSITY AND INCLUSION ACTION PLAN

Background

Following the nations' decision taken during the Prague Summit in 2002, the Secretary General was invited to form the Gender Balance and Diversity Task Force (GBD TF). The GBD TF's mandate was to identify ways to improve the diversity of NATO's workforce and then make recommendations to the Council.

The first Action Plan was established by Foreign Ministers on 2 June 2003. It included a principle of fairness and highlighted the application of a merit-based recruitment system. It emphasized attracting high-quality personnel and respecting the diversity of all Alliance members as the main objective. Further Action Plans focused on mainstreaming a NATO Equal Opportunities and Diversity Framework, improving the NATO work environment, and promoting NATO as an employer of choice. For example, through these Action Plans, the number of weeks of parental leave was increased and a teleworking policy was supported.

Equal Opportunities and Diversity Framework

There are several policies and regulations that form the equal opportunities framework, which support diversity in the NATO-wide workforce. The NATO Civilian Personnel Regulations (CPRs) form the underlying terms and conditions of NATO's employment. Article 12.1.4 of the CPRs state that 'Members of the staff shall treat their colleagues and others, with whom they come into contact in the course of their duties, with respect and courtesy at all times. They shall not discriminate against them on the grounds of gender, race or ethnic origin, religion or belief, age or sexual orientation. They shall not harass, bully or otherwise abuse another staff member'. Dependent policies, directives, programmes and training provide the framework for fair and equitable application of employment conditions to meet the needs of each NATO entity in support of NATO's mission. Policies that support the equal opportunities framework include the NATO-wide Code of Conduct, the Policy on Equality of Treatment and Non-Discrimination, and the Policy on the Prevention and Management of Harassment, Discrimination and Bullying in the Workplace.

Defining Diversity and Inclusion

NATO defines diversity as: the key elements that make us individuals, and thus different (e.g., nationality, gender, race or ethnic origin, age, religion or belief, cultural background, sexual orientation or disability). NATO defines inclusion 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.[1]

Aim of the Diversity and Inclusion Action Plan

This Action Plan applies to the International Staff (IS). The main aims of the proposed Diversity & Inclusion Action Plan are:
1) To continue to identify and address barriers to diversity within the CPRs, policies and directives, and create policies, directives, plans, programmes and services that promote Diversity & Inclusion.
2) To take equitable actions to ensure a gender balance among the staff at all levels.
3) To take actions to ensure that all nations are in equitable geographic distribution[2] on the staff while maintaining the merit-based recruitment process.[3]
4) To ensure that the workforce is reflective of the diversity found within the NATO nations and is free from discrimination on the grounds of nationality, gender, race or ethnic origin, age, religion or belief, cultural background, sexual orientation or disability.

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[1] Reference [PO(2018)0560]

[2] A diverse and geographically distributed workforce that mirrors and is representative of the NATO nations and their contributions to the Alliance.

[3] Article 1.2 of the NATO Civilian Personnel Regulations foresees that "The paramount consideration in the appointment of the staff shall be the necessity of securing the highest standards of diligence, competence, and integrity."

5) To be a competitive employer that attracts and retains talented and diverse professionals.
6) To foster a spirit of inclusion amongst our diverse staff through continuous staff engagement.

Challenges for Implementing a Diversity and Inclusion Strategy at NATO

Despite sustained effort, there has been little visible progress in increasing diversity at NATO. Over the last 10 years, the number of women in the International Staff has marginally increased. Women in senior leadership positions[4] has steadily increased over time; however the rise is inconsistent, with highs and lows demonstrating the fragility of the situation over time. The list of nations that continue to have a low presence of less than 1% on the staff has steadily increased to a point where half of the 29 nations each have less than 1% of the overall International Staff. The average age of the staff has remained at 48 for several years despite efforts to encourage young talent through the Internship Programme.

Integration of Diversity & Inclusion into NATO's business practices is an ongoing challenge. The Action Plan itself has historically been a stand-alone document and has not been mainstreamed with other important or strategic documents, therefore a Diversity & Inclusion Programme may be perceived as a stand-alone effort by Human Resources. To integrate Diversity & Inclusion through HR's business practices, a Diversity & Inclusion pillar has been included as part of the HR Strategy (2019-2023).

The NATO work culture is both military and political. The military image of NATO may give potential candidates the impression that NATO is a male dominated Organization, which may discourage diverse candidates from applying.

Given these challenges, firm actions must be taken in an integrated and strategic manner in order for Divisions and for all NATO staff, at all levels, to see progress.

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[4]   For statistical purposes, 'senior leadership' is defined as U1-U4, A6-A7; 'senior management' includes the grade A5 and L-grade equivalents.

Diversity Priority Areas

NATO recognizes all dimensions of diversity and will actively work to promote balance, remove barriers and prevent discrimination in the workplace. Nevertheless, this Diversity & Inclusion Action Plan will focus on gender balance, national distribution, and age diversity.

NATO consists of 29 allied nations. NATO should ensure that when all qualifications and competencies are met, that all nations are present on the Staff in an equitable distribution to represent geographical diversity. Currently, staff from 50% of Allies occupy fewer than 1% of NATO civilian posts (Albania, Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Iceland, Latvia, Lithuania, Luxembourg, Montenegro, Norway, Slovakia and Slovenia).

Another priority is the basic principle of achieving better gender balance within the Organization. The Secretary General stressed that "gender equality is not optional, it is fundamental". NATO, as a values-based Organization, is aware that the Alliance's core values, such as democracy, human rights and the rule of law, will not work without equality. Half of the population cannot be excluded from peace and security efforts. Taking this into consideration, NATO strives for an increased number of women in decision-making positions within the Organization and attracting more female professionals, especially at the senior levels. Since 2002, the proportion of female senior leaders in NATO has increased from 11% to 25%. NATO recognizes a need to strengthen this trend by shaping its HR policies, providing suitable services, preventing gender-related incidents of harassment or discrimination in the workplace, and taking steps to counter such incidents.

An additional priority in terms of diversity is the age of NATO's workforce. Most of the civilian staff are 46-55 years old. The average age NATO-wide is 48. To keep the Organization dynamic and to provide it with the latest theoretical and technical knowledge, NATO should improve or develop new programmes that could assist young professionals in gaining work experience at NATO.

Valuing Diversity of all Nations

NATO recognizes that the diversity of people within members of the Alliance varies greatly. While special emphasis is placed on nations with less than 1% presence on the International Staff (IS), NATO values employees from all Allies equally. NATO fully recognizes that some nations' presence in the IS is declining and it is NATO's intent to monitor the trends and to take action where underrepresented nations, [5] and those with a decreasing trend in recruitment over a period of five years who are underrepresented or who are approaching underrepresentation, are identified with the aim of maintaining an equitable geographic distribution in the IS.

Funding

As nations consider that the implementation of the Diversity & Inclusion Action Plan should be executed in a cost neutral way, and duly consider the civil budget situation, the Diversity & Inclusion Action Plan is resourced within the Medium Term Financial Plan. Consequently, the actions presented in the Diversity & Inclusion Action Plan are prudent, allowing HR to do the most with what it has.

HR commits to manage the Diversity & Inclusion Action Plan activities within the period of the Plan within the existing budgetary envelope. For those activities which would require specific funding, explanation has been provided in the Civil Budget 2020-2024 Medium Term Financial Plan[6]. Prior to implementation, HR will identify and inform nations of activities which require financing to seek approval before execution.

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[5] To be informed by the indicative table in page 1-45 of the HR Strategy without compromising the merit-based principle.

[6] As referenced in BC-D(2019)0112 [reference to be updated in line with the discussions in the Budget Committee], paragraph 48, in Resource Pool 1, HR foresees an annual increase of EUR 50-150K for training consultancy to implement the 'Talent for one NATO' foreseen in the Functional Review of NATO HQ. A requirement of EUR 180K in 2020 and 2023 and EUR 80K in 2021, 2022 and 2024 covers the staff engagement survey and the outsourcing of the

HR commits to ensure that the Diversity & Inclusion Action Plan will remain aligned with the work conducted in other working groups without prejudging the decision that will be taken. Certain proposed measures require decision by other Committees before being considered for implementation.

1. LEADERSHIP

Success in gender and diversity mainstreaming requires efforts to be visible and accompanied by high-level support and commitment. Leaders' commitment to Diversity & Inclusion conveys a positive message to all staff about the organisational culture. Leaders play an important role in removing institutional barriers to diversity; however, they must first recognize the benefits that diversity can bring to the Organization. Leaders need to understand that diversity is a true asset. A diverse workplace is one where people can express themselves freely, feel unique, and at the same time, feel integrated in their team. The actions in this plan aim to assist managers in recognizing the benefits of Diversity & Inclusion, and thus keep all employees motivated, increase productivity, and achieve better results at work.

		Actions	Priority Level	Timeline	Leading Entities	Indicators
	Outcome 1.1	1. Improve Diversity Scorecard[7] data collection and analysis, to include trends in age, gender, and national distribution to facilitate more informed hiring decisions, to be informed by	High	Q3 2019	HR/IS Divisions	Diversity Scorecard is widely communicated and

harassment, bullying, and discrimination investigations, which is one of the Secretary General's priorities towards developing and implementing a new NATO-wide policy on the subject.

[7] The Diversity Scorecard aims to assist in the deliberations and decisions on qualified candidates during the recruitment and contract renewal process. The aim is to communicate, to increase awareness of the diversity footprint to ASGs, DASGs, Directors and managers, and to increase sourcing options by working to diversity pools of candidates when sending out vacancy notices.

ANNEX TO
PO(2019)0355 (INV)

		Actions	Priority Level	Timeline	Leading Entities	Indicators
	Leaders and management applying the principles of equal opportunities and diversity and inclusion in their daily work.	the indicative table at Annex 1 of DPRC-N(2019) 0029-REV4 (INV), p. 1-45. Establish Diversity Champions.			Resource Advisors Hiring Mgrs. Senior Mgmt.	disseminated to managers and senior management.
		2. Increase management accountability through education/training to increase monitoring and timely recording of harassment cases reported, as well as reporting of resolution of formal/informal complaints.	High	Q4 2019	HR/IS PSC	Increased management accountability in investigative proceedings.
		3. Develop and implement a NATO-wide communication strategy to increase awareness of harassment related policy and highlight senior level commitment to a zero tolerance message.	High	Q4 2019	HR/PSC	Increased awareness via developed & disseminated communication.
		4. Assign an internal single point of contact to provide guidance and to support staff and managers on harassment-related complaints.	High	Q4 2019	HR/IS Divisions Managers Senior Mgmt.	Resolution of cases reported and concluded.
		5. Following the benchmarking study, conduct an independent review of the policy on Prevention of Harassment, Discrimination, and Bullying in the Workplace and update policy and guidelines, as required.	High	Q4 2019	HR/IS PSC	Independent review completed and policies revised, as appropriate.

ANNEX TO
PO(2019)0355 (INV)

		Actions	Priority Level	Timeline	Leading Entities	Indicators
		6. Develop annual diversity performance objectives for all managers, including senior management (but no quotas). Example: Improve representation of women, nations with less than 1% presence, and nations with decreasing trends in recruitment and presence over a period of five years who are underrepresented or who are approaching underrepresentation [8] at all organisational levels and integrate people with disabilities by driving talent acquisition and management practices to achieve results.	High	Q1 2020	HR/IS Talent Mgmt Managers	Diversity objective included in performance plans for managers and senior leadership and performance is evaluated annually against objective.
		7. Externalize the handling of harassment investigations to independent professionals to strengthen credibility, fairness, and efficiency of investigative proceedings.	High	Q1 2020	HR/IS	Increased efficiency in investigative proceedings.
		8. Include Diversity & Inclusion as a standing agenda item during bi-annual Divisional meetings to gain progress updates. Utilize designated Diversity Focal Points (DFPs) to monitor and track Divisional progress on Diversity & Inclusion Action Plan deliverables.	High	Quarterly	HR/IS DFPs Divisions	Progress updates provided during bi-annual meetings.

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[8] Underrepresentation is defined in the Diversity Scorecard.

		Actions	Priority Level	Timeline	Leading Entities	Indicators
		9. Recognition of Divisional efforts to promote Diversity & Inclusion, specifically with regards to gender, national distribution, and age.	Low	Q2 2020	HR/IS Divisions Senior Mgmt.	Annual Diversity & Inclusion recognition (e.g., trophy, certificate) awarded to Divisions and Independent Offices whose actions/efforts promote/foster Diversity & Inclusion.
	Outcome 1.2 Policies and systems that enable equal opportunities and work-life balance.	1. Benchmark the existing Equal Opportunities (EO) Policy and family friendly policies with other International Organisations for best practices. Review and update the Policy with the focus on underrepresented groups.	Low	Q4 2019	HR/IS WPS	EO policy reviewed, benchmarks conducted, and policy revised as appropriate.
		2. Audit and review NATO EM HR documents (e.g., policies, job descriptions, CPRs) for neutral language to ensure no discrimination or inference of bias for or against particular groups (e.g., nationality, ethnic origin, gender). Guidelines developed on the use of appropriate gender-neutral and non-discriminatory text.	High	Q1 2020	HR/IS PSC Talent Management	Documents reviewed, policies revised to include gender-neutral /non-discriminatory language, and guidelines developed in

		Actions	Priority Level	Timeline	Leading Entities	Indicators
						accordance with the established consultation process (Annexes XI and XVI of the CPRs).

2. RECRUITMENT

Job descriptions should be reviewed to make sure that the number of years of experience required is appropriate to the level and content of the posts (also to avoid barriers to achieving diversity in particular to young talent, external applicants, and civilians in general). NATO must focus on reaching out internally and externally to candidates who would best fit the diverse roles and vacancies and encourage them to apply. For example, HR is committed to helping remove the perceived barriers on language requirements and communicating to potential candidates that FR/EN language requirements are a developmental opportunity rather than an obstacle. NATO should also concentrate its efforts on advertising to external candidates its work-life balance policies, directives, and internal networks (i.e., Women's Professional Network).

		Actions	Priority	Timeline	Leading Entities	Indicators
Recruitment	**Outcome 2.1** Targeted recruitment of	1. Conduct a qualitative and quantitative review of recruitment proceedings and exit survey data over the past three years to identify barriers to national applicants advancing through the recruitment process.	High	Q4 2019	HR/IS Talent Mgmt.	Analysis completed and results communicated to DPRC.

		Actions	Priority	Timeline	Leading Entities	Indicators
	candidates from underrepresented groups and the monitoring of decreasing **trends in nations' presence.**	2. Review recruitment guidelines to reflect the importance of Diversity & Inclusion when evaluating candidates with equal qualifications.	High	Q4 2019	HR/IS Talent Mgmt.	Recruitment guidelines reviewed and updated.
		3. Use social media or analytics to target candidates through recruitment events (e.g. Global Career Fair for Women in Senior Leadership). Promote the benefits of organisational support groups which may be formed around a mutual interest or common goals based on shared characteristics or life experiences.	High	Q4 2019	HR/IS Talent Mgmt. Hiring Managers WPS	Increased number of applicants from underrepresented groups, including, women, nations with less than 1% presence, and those with a decreasing trend in recruitment and presence over a period of five years who are underrepresented or who are approaching underrepresentation.
		4. Remove identifying characteristics from application forms that are provided to hiring managers and panels prior to the screening process. Identifying characteristics will still be collected by Human Resources and used to facilitate historical, hiring trend analysis and reporting.	High	Q1 2020	HR/IS Talent Mgmt.	Long lists are more gender and geographically diverse.

		Actions	Priority	Timeline	Leading Entities	Indicators
		5. Improve awareness of NATO vacancies to designated POC(s) to attract nations with less than 1% presence and underrepresented nations (according to the diversity scorecard) in the IS, also those with a decreasing trends in recruitment and presence over a period of five years who are underrepresented or who are approaching underrepresentation.	Medium	Ongoing	HR/IS WPS	A distribution list of Points of Contacts in nations is developed and job vacancies distributed.
		6. Modify Competency Dictionary to include Diversity Management and/or Leveraging Diversity as essential competencies for management job vacancies.	Medium	Q1 2020	HR/IS Talent Mgmt.	The Competency Dictionary is updated to include Diversity Management.
		7. Establish NATO Employee Value Proposition (EVP) to support and improve agency branding on internal/external media platforms.	Low	Q4 2020	HR/IS Talent Mgmt. External Consultant	Determine NATO's Employee Value Proposition. Implement an Employer Branding campaign.
	Outcome 2.2 Provide recruitment opportunities for	1. Ensure at least one female voting member participates at all stages of the recruitment process, particularly in selection panels for A-grade positions.	High	Q3 2019	HR/IS Talent Mgmt.	Gender balance ensured throughout the entire selection process.
		2. Strongly encourage the importance of including at least one woman on every shortlist for all IS positions. If a shortlist does not include at least one female candidate,	High	Q2 2020	HR/IS Managers Division	Increased number of women on shortlists.

		Actions	Priority	Timeline	Leading Entities	Indicators
underrepresented groups.		the hiring division must provide a written justification to HR/IS substantiating this decision. [This action does not in any way, replace or supersede merit-based recruitment processes.]			WPS	
		3. Strongly encourage the importance of including candidates on the shortlist from: - Nations with less than 1% presence. - Underrepresented nations with a decreasing trend in recruitment or presence over a period of five years who are underrepresented or who are approaching underrepresentation. - Underrepresented nations (according to the diversity scorecard) in the IS. The hiring division must provide a written justification to HR/IS substantiating this decision. [See table at Annex 1	High	Q2 2020	HR/IS Managers Division WPS	Increased number of candidates from nations with less than 1% presence and decreasing trends in recruitment or presence on shortlists[9].

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[9] See indicators on page 1-28 of the DPRC-N(2019)0029-REV4, with the target to reduce the list of nations with fewer than 1% staff presence by at least 50% and to reduce the list of nations with decreasing trends in recruitment.

		Actions	Priority	Timeline	Leading Entities	Indicators
		of DPRC-N(2019)0029-REV3 (INV), p. 1-45. [This action does not in any way, replace or supersede merit-based recruitment processes.]				
		4. Conduct an external study to determine potential recruitment or talent management barriers to women, specifically in senior management positions. Review internal HR processes or policies based on study recommendations.	High	Q2 2020	HR/IS Talent Mgmt. WPS External Consultant	Study completed and HR policies reviewed and revised, as appropriate.
		5. Continue the NATO IS Mentoring Programme for women and expand this programme to assist women to attain senior leadership positions within the Organization.	High	Q4 2020	HR/IS PSC	Mentoring programme is expanded to underrepresented groups.
		6. Establish a targeted Mentoring Programme for underrepresented groups (primarily young staff under the age of 35 and nations with less than 1% presence) and for nations with decreasing trends in recruitment and presence over a period of five years who are underrepresented or who are approaching underrepresentation.	High	Q4 2020	HR/IS PSC	Increased number of participants < age 35 and increased representation of nations with less than 1% presence and nations with decreasing trends in recruitment or presence.

ANNEX TO
PO(2019)0355 (INV)

		Actions	Priority	Timeline	Leading Entities	Indicators
		7. Create a young professionals programme to increase the number of professional opportunities for everyone, including existing interns and temporary staff.	High	Q4 2020	HR/IS Talent Management	Young Professionals Programme created.
	Outcome 2.3 NATO is a bilingual (English and French) Organization. Promote linguistic diversity as a contribution to Diversity & Inclusion.	1. Ensure both English and French proficiency levels are assessed earlier in the selection process (i.e., during the written tests or HireVue self-recorded interviews.) Update IS language policy and recruitment process to reflect change.	High	Q4 2019	HR/IS Talent Mgmt.	Written tests and format for self-recorded interviews are adjusted to reflect NATO's bilingual working environment and policy and process are updated.
	Outcome 2.4 Promote and foster equitable geographic distribution when considering appointments.	1. In compliance with Article 1.3 of the NATO Civilian Personnel Regulations, in NATO bodies having a predominantly civilian establishment, the recruitment and appointment of A category staff should to the extent compatible with the provisions of Article 1.2 be effected to provide diverse and equitable geographical representation.	High	Ongoing	HR/IS Senior Mgmt.	Diversity Scorecard shows diverse and equitable and geographic distribution. Special attention is given to nations with less than 1% presence and nations with

		Actions	Priority	Timeline	Leading Entities	Indicators
						decreasing trends in recruitment or presence over a period of five years who are underrepresented or who are approaching underrepresentation.

3.   TRAINING

Education and training are important elements to help raise awareness and enable changes in mind-set to achieve the desired diverse and inclusive organisational culture. The benefits of diversity-related training include improving employee engagement, increasing morale, reducing workplace harassment, and improving recruitment efforts to ensure a more diverse workforce. Training in diversity for newcomers and for all staff helps raise awareness on the framework of policies and programmes implemented at NATO that encourage work-life balance and Diversity & Inclusion.

		Actions	Priority	Timeline	Leading Entities	Indicators
Trainin	Outcome 3.1 All staff are trained in the area	1. Provide language training in English and French and monitor progress to be achieved by selected candidates, specifically through the performance review and development process (PRD). Promote the development of language support groups and role models to connect with	High	Ongoing	Talent Mgmt.	Systematic monitoring of progress achieved by staff through the PRD process

ANNEX TO
PO(2019)0355 (INV)

		Actions	Priority	Timeline	Leading Entities	Indicators
	of Diversity & Inclusion to provide them with the tools and awareness they need to be more inclusive.	employees, share experiences, and find solutions to increasing language proficiency.				and appropriate follow up on staff results and number of training sessions provided.
		2. Provide Mentor and Mentee training to participants in the mentoring programme and promote the benefits of mentee relationships to underrepresented groups to encourage participation.	High	Q2 2019	HR/IS PSC	Increased number of trained mentors and mentees.
		3. Mandatory training or refresher training on unconscious bias for managers and for hiring panel members as part of the recruitment process to reduce perceived bias.[10].	High	Q2 2020	HR/IS PSC Talent Mgmt. Divisions Panel Members Hiring Mgrs.	Hiring Managers and Panel Member received training to build awareness.
		4. Create a coaching culture at NATO targeting managers through regular training opportunities for coaching and	Low	Q2 2020	HR/IS Talent Mgmt.	Include coaching feedback to

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[10] As stated in pillar 3 Diversity and Culture of the HR Strategy (2019-2023) and as indicated in the Management Accreditation Programme.

		Actions	Priority	Timeline	Leading Entities	Indicators
		integrating coaching opportunities into the learning and development approach for their staff.				managers as part of annual performance.
		5. Provide unconscious bias training to all staff and new employees (e.g., Newcomers Orientation, pre-on boarding) to increase bias awareness.	High	Q3 2020	HR/IS PSC Talent Mgmt.	Unconscious bias training is routinely provided to newcomers and staff.
		6. Provide specialized training to Diversity Focal Points (DFP) in the framework of their role as representatives to the Gender Balance and Diversity Task Force.	High	Q3 2020	HR/IS PSC DFPs	Provide training to all DFPs.

4.   COMMUNICATION & AWARENESS

Internal and external communications help inform, educate, engage, and empower staff and potential candidates. Feedback from these stakeholders is also necessary to determine specific communication needs. Bilateral feedback between divisions, NATO bodies and HR staff is essential for the successful implementation of the goals within this Action Plan. 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.

ANNEX TO
PO(2019)0355 (INV)

		Actions	Priority	Timeline	Leading entities	Indicators
Communication & Awareness	**Outcome 4.1** Improved internal communication on Diversity & Inclusion initiatives and programmes.	1. Convene the Gender Balance & Diversity Task Force at least twice annually, either formally or informally.	High	Q3 2019 Bi-annual	HR/IS PSC Divisions	Bi-annual meetings conducted and outcomes are recorded.
		2. Conduct IS biennial Organisational Climate Survey to gauge the health, well-being, and employee engagement level.	High	Q1 2020	HR/IS Health & Safety WPS	Biennial survey administered and progress results are tracked and broadly communicated.
		3. Actively participate in the Women, Peace and Security Task Force to foster more Diversity & Inclusion activities at NATO HQ. Support the Office of Women, Peace and Security with cross-cutting projects, especially those in the NATO/EAPC Action Plan.	High	Ongoing	HR/IS PSC WPS	Number of joint gender and diversity initiatives between EM and WPS.
		4. Increase presence and promotion of Diversity & Inclusion events, policies and other initiatives through NATO's internal websites, such as the Intranet Homepage, AGORA, and Morale, Welfare and Recreational Activities.	Low	Q2 2020	HR/IS Divisions	Number of Diversity & Inclusion communications on internal websites.

			Priority	Timeline	Leading Entities	Indicators
	Outcome 4.2 Improved external communication on Diversity & Inclusion initiatives and programmes.	1. Increase presence of diversity and inclusion initiatives on external websites, especially on recruitment site.	Low	Q4 2020	HR/IS PDD	Number of Diversity & Inclusion communications on external websites.

5.   INCLUSION

Inclusion is the achievement of 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 -- inclusion is a sense of belonging. Organisations that have an inclusive culture make people feel valued for who they are as individuals or groups.

		Actions	Priority	Timeline	Leading Entities	Indicators
Inclusion	**Outcome 5.1** Improved facilities and services for a diverse staff.	1. Develop a sustainable lactation programme and communication strategy to bring awareness to the programme and its accommodations.	High	Q3 2019	HR/IS IFM Medical Services EM COMMS.	Operational lactation programme, communication strategy developed, and continuous monitoring tracked.

		Actions	Priority	Timeline	Leading Entities	Indicators
		2. Improve services and general communications regarding access for staff, visitors, and candidates with disabilities or reduced mobility. Increase communication of services and features regarding access and accommodations.	Medium	Q4 2019	HR/IS Talent Mgmt. IFM Security Office	Number of facility changes that improve services to staff and visitors with reduced mobility.
		3. Create a permanent, private space called a 'Quiet Room' for staff members and visitors to empower employees and demonstrate NATO's commitment to personal well-being.	Medium	Q1 2020	HR/IS IFM	Quiet Room created in the public space, accommodations communicated, and usage is tracked.
		4. Establish a child care facility at NATO HQ, subject to consideration by the Budget Committee.	High	Q4 2022	Budget, Planning, and Analysis HR/IS	Childcare facility established and fill rate of the crèche spaces monitored.

6.   MONITORING AND REPORTING

Monitoring and reporting on the key diversity indicators, namely gender, national distribution, and age, allows NATO to measure progress or shortfalls in each specific area. The HR Strategy (2019-2023) includes a pillar on Staff Diversity and Culture, which seeks to increase geographic diversity, advance gender balance, and employee engagement in the workplace. Also, a suite of work-life balance policies such as teleworking, flexitime, and part-time work can increase employee satisfaction. Monitoring the use of these policies provide insight on best practices for implementation and highlight their importance for staff.

ANNEX TO
PO(2019)0355 (INV)

<table>
<tr><td rowspan="8">Monitoring and Reporting</td><td>Outcome 6.1
Document the progress made in Diversity and Inclusion.</td><td style="text-align:center">Actions</td><td></td><td>Timeline</td><td>Leading Entities</td><td>Indicators</td></tr>
<tr><td>1. Prepare the NATO-Wide Annual Diversity and Inclusion Report to highlight diversity and inclusion achievements and progress accomplished over the preceding year and to examine opportunities and challenges that may lie ahead.</td><td>High</td><td>Annual</td><td>HR/IS
PSC</td><td>Annual Diversity & Inclusion Report is presented to DPRC for review and approval and then to Council for notation.</td></tr>
<tr><td>2. Prepare annual report on the implementation of the IS Diversity & Inclusion Action Plan to present progress achieved and recommendations and/or adjustments for moving forward.</td><td>High</td><td>Annual</td><td>HR/IS
PSC</td><td>Annual Diversity & Inclusion Implementation Report is presented to DPRC for review and notation and then to Council for notation.</td></tr>
<tr><td>Outcome 6.2
Monitor the progress of</td><td>1. Convene the Gender Balance & Diversity Taskforce (GBD TF) bi-annually in a senior leadership format to support and guide the work in Diversity and Inclusion.</td><td>High</td><td>Bi-annual</td><td>HR/IS
PSC
GBD TF</td><td>GBD TF is convened twice a year as a minimum.</td></tr>
</table>

	Diversity and Inclusion initiatives.	2. Monitor and report on the use of Work-Life Balance Policies and update IT systems to record regular and situational telework (e.g., part-time work and flexible working arrangements).	Low	Annual	HR/ IS PSC Divisions IT	Effective tracking of telework and regular updates provided to Divisions on usage.