



# DIVERSITY AND INCLUSION ANNUAL REPORT 2021

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# FOREWORD



**Giedrimas Jeglinskas**, Assistant Secretary General, Executive Management

Dear Readers,

Hello. I hope you are doing well. Volatile geopolitics, constant adaptation due to accelerating technology, explicit and implicit consequences of Covid - a lot of things going on in and around our workplace. So how do we go on?

To be fair, to comprehend the pace of change (volatility) is very hard, and so is to manage the expectation of things to come (uncertainty). Perhaps the best path to take is to act and be as human as possible. How we treat ourselves and how we treat others, remains a fundamental determinant of a great (work) life.

Since day one at this job, I have been arguing for the cultural shift to become a people-positive and complexity-conscious organization. What do I mean by that? Well, people-positive organizational culture puts an individual at the center. It is about trust and openness, as we start from the point of trust. It is also about treating all equally and fairly. Complexity-conscious organizations understand that decision making is a multi-stakeholder domain where coordination among internal elements is equal to the degree we include outside stakeholders. Complexity also means there are no right answers, but as an organization we need to learn to operate in this uncertain environment realizing that there might not be THE solution to present day challenges.

Whether dealing with Covid or promoting Diversity and Inclusion, these are complex (not complicated) problems, which require experimentation, creativity, boldness, initiative, and vision. At NATO, diversity and inclusion is our priority. Not only because the whole world is talking about it, but because it is the right thing to do. And it is the right thing to do because diversity means we are able to convene people from all walks of life, with various perspectives, with incredible backgrounds. Creative ideas, the essence of NATO's relevance, can only come from such diverse teams operating in an inclusive environment.

That's right, inclusive work environment is a space where this diverse group of people is able to generate the insights to move the organization forward. In an inclusive setting, psychological safety rules, while freedom to err is cultivated from the top all the way down the chain of command. I know, it sounds hard. But at NATO we are progressing.

In front of you is NATO's annual D&I report for 2021. The HR Diversity and Inclusion team led by Berna Cogun who has worked hard to kick off initiatives and then deliver with this report a message that is transparent and informative. 2021, what a year, has been again a year of Covid, yet we have been able to promote D&I initiatives nevertheless.

Gender diversity is advancing, as the overall number of women in the International Staff has increased. We are slowly becoming a younger organization, as people retire and we are able to motivate younger people to apply. This is especially relevant as the newest megatrends like climate change, emerging and disruptive technologies, space and other become part of NATO's mandate. Hence, a gradual shift towards a relatively younger workforce is rather inevitable.

And while geographic diversity is something we can do better at, inclusion initiatives progress steadily. At the IS, the largest iteration of the Mentoring Programme was launched, new staff resource groups (SRGs), as well as training and coaching. Of course, there is no silver bullet to take Diversity and Inclusion to the next level, thus consistent work, from grassroots level to all the way to the management, is required to move the needle. Leadership, of course, is at the core of this. And that is how we go on.

Giedrimas

# FOREWORD



**Berna Cogun**, NATO HQ, Diversity & Inclusion Officer

Dear Readers,

Since the approval of the 2019-2023 Diversity and Inclusion Action Plan by the North Atlantic Council, NATO has built on its commitment to diversity and inclusion and intensified its focus in a bid to accelerate the pace at improving diversity and building a more inclusive workplace.

Previously, I wrote about the ultimate goal of our diversity and inclusion programme: Enabling all staff to thrive on our differences and to develop a sense of belonging. In 2021, I was proud to observe that leaders across NATO were deeply engaged in our shared effort to drive positive change. With our collective efforts, we also launched new initiatives:

- an allyship programme; allyship - not in its traditional Alliance sense at NATO - but rather in terms of supporting and advocating for and removing barriers to diversity and inclusion at NATO;
- invited Divisions to develop their specific Diversity and Inclusion Action Plans, with the purpose of establishing a fully-fledged network of allies. Statements and plans are important, but action is the only way forward;
- established Staff Resource Groups for our LGBTQ+ staff (Proud@NATO), staff of colour (Elevate), and Working Parents;
- enhanced our training and development offerings. Best-in-class providers were offered contracts through an extensive bidding process; and
- improved monitoring and reporting with an objective-focused Diversity and Inclusion Scorecard.

After all the efforts since 2019, the time has arrived to take a stock of our progress. In 2022, with our renewed commitment to Diversity and Inclusion through the new Action Plan for 2023-2027, we will review, with support from the Nations, at what NATO has achieved and what needs to be done to achieve greater success.

*“Building and valuing a diverse and inclusive workforce takes purpose and dedicated action, but the benefits are substantial, both to ourselves and those we serve.”*

We will continue to improve our programmes, and will carry on hosting discussions with leaders, scholars, and experts, on issues affecting our staff from diverse backgrounds. These conversations will provide important forums for learning, confronting difficult issues, and cultivating belonging. However, there is always more to be done. So, we will further focus on areas for improvement as well, starting with addressing geographic diversity.

Building a diverse workforce remains central to our strategy. Our colleagues and the communities we serve expect us to play our part in creating workplace environments that are diverse, inclusive and equitable. They also expect us to make progress on the D&I agenda, at a quicker pace than in previous years.

In 2022, Human Resources, Managers and Nations will work collectively, contributing together to meeting our diversity and inclusion objectives, particularly in terms of geographic diversity, gender representation and integrating young professionals' perspectives to our day to day work.

Building and valuing a diverse and inclusive workforce takes purpose and dedicated action, but the benefits are substantial, both to ourselves and those we serve. I look forward to what we can achieve in the final year of our current Diversity and Inclusion Action Plan.

Sincerely,

Berna Cogun  
Diversity and Inclusion Officer  
NATO International Staff

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# INTRODUCTION

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The purpose of this Annual Diversity and Inclusion Report is to highlight the progress that NATO made throughout 2021 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** provides the statistical background and analysis of 2021 NATO international civilian staff diversity data by gender, grade, nationality and age **NATO-wide**.
- **Part 2** provides the statistical background and analysis of 2021 diversity data by gender, grade, nationality, and age for **NATO International Staff** (IS).
- **Part 3** highlights the notable achievements NATO-wide during 2021.
- **Part 4** provides the statistical background and analysis of 2021 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).”* 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.”*

The NATO-wide data captures 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

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Diversity and Inclusion has historically been perceived as a standalone effort by Human Resources, which has not been mainstreamed with other core initiatives. However, 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, while ensuring our focus will not compromise the merit-based principle, is everyone's responsibility and to our mutual benefit. Our collective accountability plays a very important role in supporting Organizational Diversity and Inclusion goals.

In 2021, we continued to strategically weave Diversity and Inclusion deeper into the fabric of the Organization despite the continued constraints brought by Covid-19. NATO IS, despite significant lack of sufficient financial and human resources continued to deliver its work through the Working Group on Diversity and Inclusion, which regularly examined our HR processes, projects, and policies within the framework of the Diversity and Inclusion Action Plan for 2019-2023. 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 championed by Assistant Secretary General, Executive Management and Deputy Assistant Secretary General, Human Resources.

Noteworthy accomplishments in 2021 were mainly in the fields of policy development and implementation, leadership and management, talent development, talent acquisition, developing staff resource groups for inclusion, cultural engagement and raising awareness.

The results related to the diversity indicators for 2021 were:

**NATO-Wide Gender Diversity:** The data for 2021 has shown that the percentage of women employed in the civilian staff posts has slightly increased from 26 to 27%. The percentage of women employed in senior leadership positions, increased by 2% every year since 2017, except in 2021 where the increase was 1% (13% in 2017, 15% in 2018, 17% in 2019, 19% in 2020, and 20% in 2021).

**NATO-Wide Geographic Diversity:** In comparison to 2020, the following was observed in 2021:

- Staff from 13 nations (Albania, Bulgaria, Croatia, Czech Republic, Estonia, Iceland, Latvia, Lithuania, Montenegro, North Macedonia, Norway, Slovakia, and Slovenia) each occupy fewer than 1% of posts.



- Albania, Bulgaria, Croatia, Lithuania and Slovenia have all observed increases in 2018, 2019, 2020 and 2021.
- The number of staff from Estonia and Slovakia increased.
- The number of staff from Czech Republic, Latvia and Norway decreased.
- The number of staff from Iceland remained the same.
- NATO civilian staff are employed from all 30 member nations.

**NATO International Staff Diversity Summary:** 2021 is the third year in a row NATO International Staff observed progress in terms of gender, albeit less significant than the previous two years. The number of women in Senior Leadership positions continued to increase. Geographic diversity results were mixed with some Nations increasing their presence and others experiencing a declining trend or remaining at the same level since 2020. Average age slightly decreased to 46.9. Staff under 35 years old constituted 15% of the workforce.

**NATO International Staff Gender Diversity:** The following results in relation to gender balance indicators were observed in 2021:

- the percentage of women employed in senior leadership positions increased by 5% in comparison to 2019, 2% in comparison to 2020, and reached 32%. The percentage of women has increased from 40% in 2019 and 43% in 2020 to 44% in 2021. This figure is the highest levels since 2002 when Gender Balance and Diversity monitoring began; and
- the overall percentage of women applicants to the IS remained the same as 2019 and 2020; i.e. at 42%

**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 with Nations whose presence in the IS were fewer than 1% decreased to 12. In 2020, NATO IS did not observe significant progress. In 2021, the number of Focus Nations decreased to 11 Nations. The results remain fragile and geographic diversity will require further focus.

- In 2020, Hungary, Lithuania and Slovenia were no longer Focus Nations. In 2021, Lithuania and Slovenia increased their presence. In addition, Albania is no longer a Focus Nation, which decreased the number of total Focus Nations from 12 to 11 in comparison to 2020. The number of staff from Hungary remained the same.

- Bulgaria and Estonia continued their upward trend as reported in 2019.
- The number of staff from Latvia remained the same.
- Czech Republic, who became a Focus Nation in 2020, showed a further decrease. It should however be noted that, in 2021 and during the first quarter of 2022, 2 candidates from Czech Republic, in total, received post offers, conditional to the issuance of the security clearance<sup>1</sup>.
- The number of staff with Turkish nationality has been on a downward trend. It should however be noted that, in 2021 and during the first quarter of 2022, in total, 5 candidates from Türkiye received post offers, conditional to the issuance of the security clearance<sup>2</sup>.
- In addition, in 2021 and during the first quarter of 2022, candidates from Albania (2), Lithuania (2), Montenegro (3), North Macedonia (1) and Slovenia (2) received post offers, conditional to the issuance of the security clearance<sup>3</sup>.
- In 2020, staff from 27 out of 30 Nations were present in the IS, with the exception of Iceland, Montenegro and North Macedonia. In 2021, Staff from 28 Nations are present in the IS with the exception of Iceland and North Macedonia. The outlook for 2022, is to have 29 Nations present in the IS (conditional to security clearance process) with the exception of Iceland.

**International Staff Age Diversity:** The IS has observed a very slight decline in staff average ages, from 48 in 2018, 47.2 in 2019, 47 in 2020, to 46.9 in 2021. In 2021, 15% of staff were under 35 years old.

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<sup>1</sup> This data should be cautiously interpreted as the numbers may not be immediately reflected in the IS establishment within the same year.

<sup>2</sup> This data should be cautiously interpreted as the numbers may not be immediately reflected in the IS establishment within the same year.

<sup>3</sup> This data should be cautiously interpreted as the numbers may not be immediately reflected in the IS establishment within the same year.



**PART I**  
**BY THE NUMBERS**  
**NATO-WIDE**

**INTRODUCTION**

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Table1-Distribution of All NATO Civilian Staff by NATO Entity	
NATO Entity	% of Civilian Staff
<b>NATO Headquarters</b>	
IS	16%
IMS	1%
Other	2%
<b>Total</b>	<b>19%</b>
<b>Strategic Commands</b>	
ACO	16%
ACT	4%
<b>Total</b>	<b>20%</b>
<b>Agencies</b>	
NCIA	29%
NSPA	21%
Other	11%
<b>Total</b>	<b>61%</b>

This Section breaks down and compares the diversity data for civilian staff by gender, grade, nationality, and age between NATO Headquarters entities<sup>4</sup>, the Strategic Commands, and the NATO Agencies<sup>5</sup>. The data reflects the situation on 31 December 2021. 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. It is important to note that the number of NATO civilians employed in each NATO body varies and is a factor which should be taken into consideration when comparing the diversity statistics on female senior leadership<sup>6</sup>.

It should be noted that positions, including leadership positions in the IMS and NATO Command Structure (NCS), are usually held by military personnel, with civilian staff employed as an ‘exception-to-the-rule’ when specific expertise cannot be found within the military structure, and only very rarely are they appointed to leadership positions. A degree of caution is therefore required when comparing the NCS with the predominantly civilian NATO bodies of 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.

It is also relevant and important to note that NAGSMA, NAHEMA, NAMEADSMO, NAPMA, and NETMA, (grouped as “Other” under the Agencies header in Table 1), largely employ staff who are nominated and seconded from those national authorities which participate in specific NATO Programmes. While it is therefore not possible to attain geographical diversity from all 30 nations in these entities, the focus remains on improving the gender mix when the sending nations propose personnel to fill vacant posts.

## NATO-WIDE ANALYSIS

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### GENDER DIVERSITY

<sup>4</sup> For the purposes of this Report, ‘NATO HQ’ refers to IS, IMS, FORACS, NSO, MSIAC, and BICES Group Executive.

<sup>5</sup> NCIA, NSPA, NAGSMA, NAMEADSMO, NAHEMA, NAPMA, NETMA and STO.

<sup>6</sup> For the purpose of this analysis, ‘Senior Leadership’ is defined as grades U1-U4, A5-A7 (and L-grade equivalents).

## GENDER AND GRADE

Table 2- Civilian Staff Gender Distribution by NATO Entities			
	% of Women	# of Sr Leaders	% of Women Sr Leaders
<b>NATO Headquarters Entities</b>			
IS	43%	107	32%
IMS	47%	2	0%
Other	30%	8	0%
<b>Strategic Commands</b>			
ACO	24%	22	14%
ACT	26%	6	33%
<b>Agencies</b>			
NCIA	19%	34	21%
NSPA	29%	37	16%
Other	19%	77	10%

Over the period 2017 to 2020, the percentage of female civilian staff has remained stable NATO-wide. Of the 6,647 NATO Civilian staff members employed<sup>7</sup>, some 26.6% (1,770) are women. Table 2 illustrates the percentage of female civilian staff by NATO entity as well as the percentage of women employed in Senior<sup>8</sup> (Sr) Leadership roles.

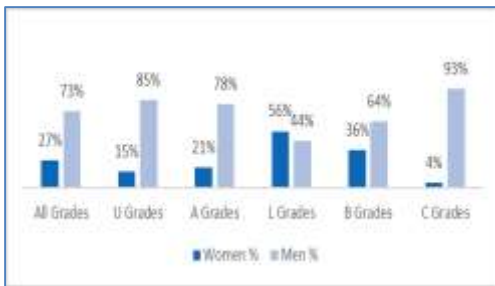


Figure 1: NATO-Wide Civilian Staff by Gender and

In terms of gender distribution by grade, as Figure 1 illustrates, the majority of female civilian staff are employed in B or L-grade level posts. In comparison with the 2020 data, the proportion of female staff employed in A grade and B grade positions have increased in 2021 by 2%, and 1 % respectively. The overall percentage has increased by 1%.



Figure 2: NATO-Wide Percentage of Female A-Grades

As shown in Figure 2, the NATO entities with the highest proportion of female A-grade civilian staff are NATO IS and ACO. In comparison to 2020, IS and ACT have observed an increase of 1%, NCIA has observed an increase of 2%. The ratio remained the same for NSPA.

<sup>7</sup> This figure represents personnel on the payroll (31 December 2021) and does not reflect vacant posts. The number of Staff NATO-wide was 6,041 in 2019, 6,458 in 2020 to 6647 in 2021.

<sup>8</sup> For the purpose of this analysis, Senior Leaders hold A5 posts (or single spine equivalent) and higher.

## GENDER AND SENIOR LEADERSHIP

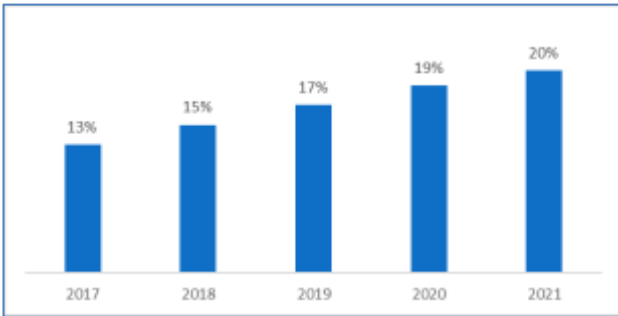


Figure 3: NATO-wide Evolution of % of Women in Sr. Leadership posts

The percentage of women in senior leadership posts NATO-wide has increased steadily by 2% from 2017 to 2020. In 2020, the increase was by 1% which was linked to the increases in the IS, followed by NSPA.

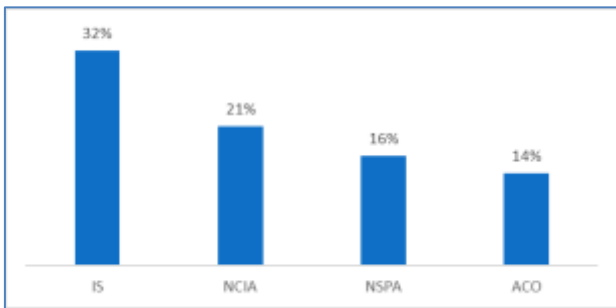


Figure 4: % of Women in Senior Leadership by the largest NATO Entities

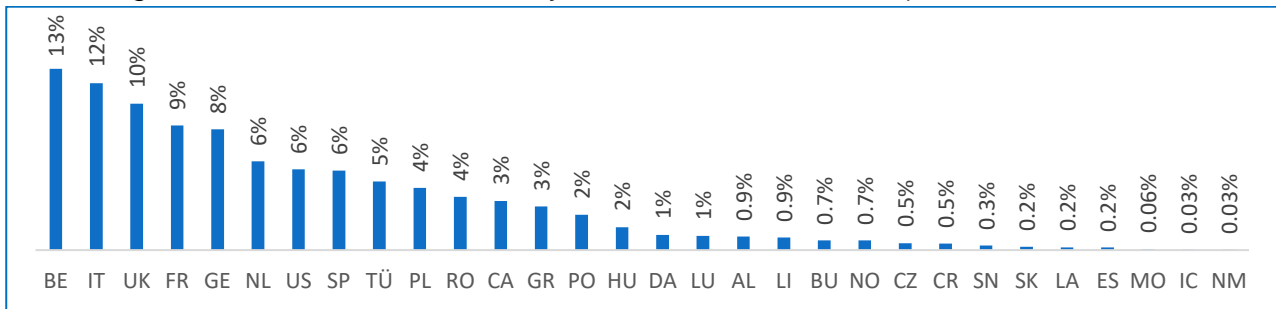
Figure 4 illustrates the percentage of women in Senior Leadership posts in the larger NATO entities. The number of female senior leaders in NATO IS has increased steadily since 2018 and in NSPA.

## GEOGRAPHIC DIVERSITY

### GEOGRAPHIC DIVERSITY AND GRADE

**1%=66 Staff Members NATO-Wide**

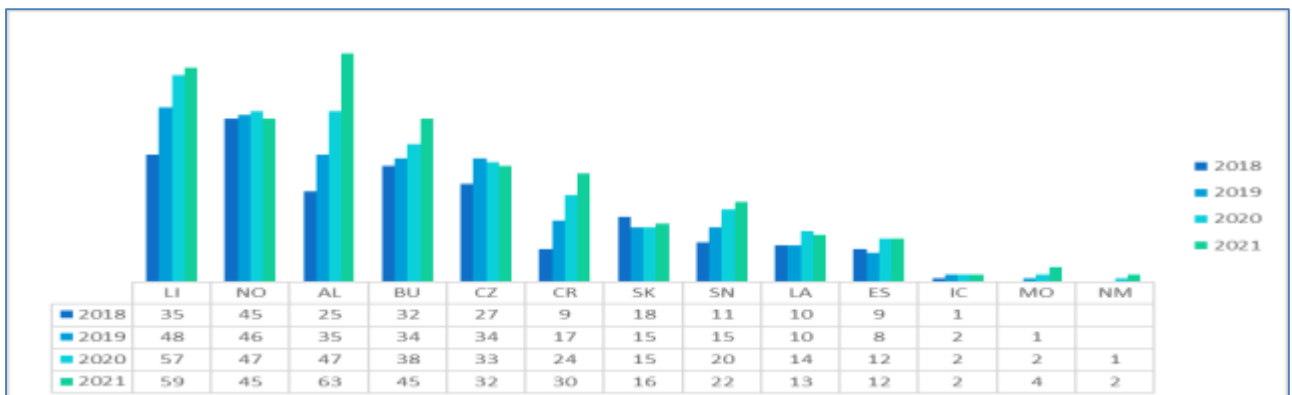
The percentage distribution of staff by nationality has not changed significantly since 2013 at the NATO-wide level. Figure 5 illustrates the percentage distribution of civilian staff NATO-wide by nationality. 13 nations each occupy fewer than 1% of established NATO-wide posts (Albania, Bulgaria, Croatia, Czech Republic, Estonia, Iceland, Latvia, Lithuania, Montenegro, North Macedonia, Norway, Slovakia, and Slovenia).



*Figure 5: NATO-Wide Geographic Diversity*

Figure 6 illustrates the number of civilians employed NATO-wide from countries with fewer than 1% presence:

- Albania, Bulgaria, Croatia, Lithuania, and Slovenia have observed an increase four years in a row; i.e. 2018 to 2021.
- Montenegro, North Macedonia and Slovakia have observed an increase in 2021.
- Estonia’s presence remained the same in comparison to 2020.
- Czech Republic, Latvia and Norway have observed a decrease in 2021.
- Denmark and Luxembourg are at the threshold of 1%, and can potentially become Focus Nations.



*Figure 6: Evolution of Civilians from Nations with fewer than 1% presence*

In terms of the NATO-wide nationality distribution of A-grade and above level posts, as illustrated in Figure 7 below, the United Kingdom retains the highest percentage, and is followed by Italy, Germany, Belgium, the United States, France, Türkiye and Spain which have a presence of more than 5% on the staff.

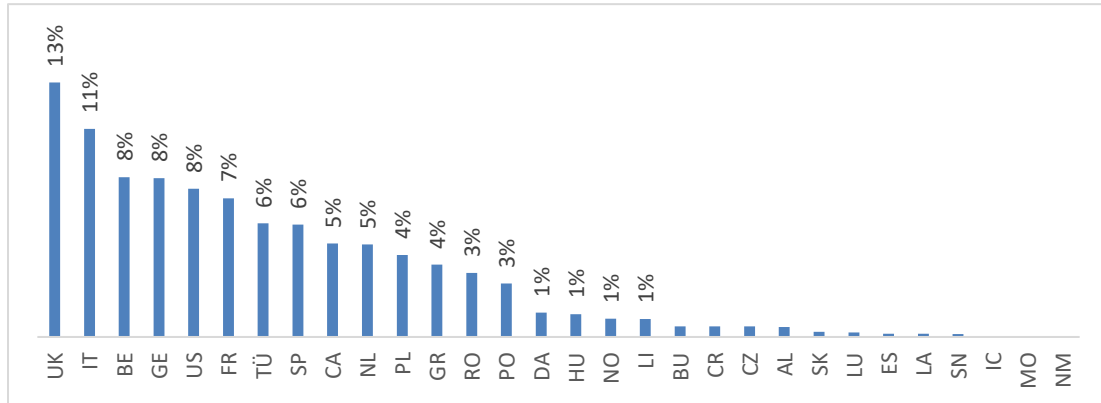


Figure 7: NATO-Wide Percentage of A-Grade Level and Above Civilian Staff by Nationality

## GEOGRAPHIC DIVERSITY AND GENDER

It is noteworthy that the highest proportion of female staff have a nationality that has a low overall presence NATO-wide, such as staff from Latvia, North Macedonia, Estonia, Albania, Montenegro and Bulgaria as illustrated in Figure 8.

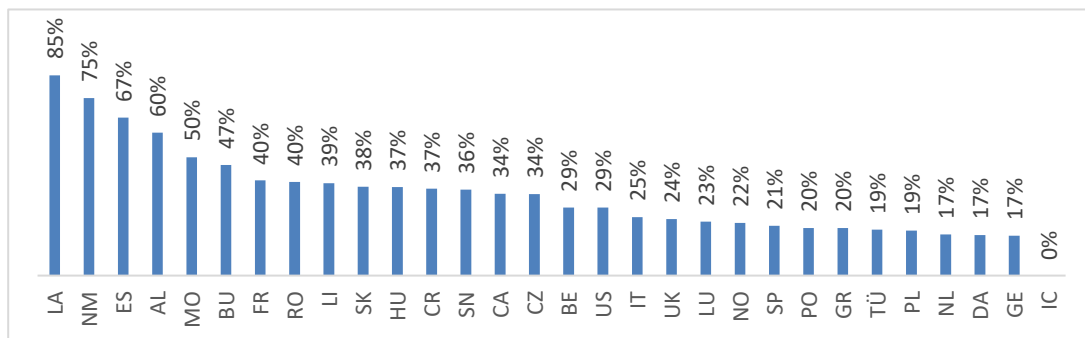
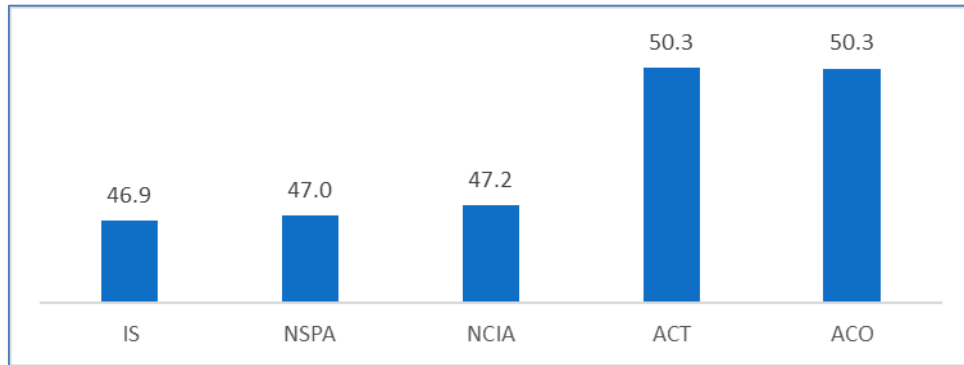


Figure 8: NATO-Wide Percentage of Women Civilian Staff by Nationality



## AGE DIVERSITY

The average age distribution of NATO-wide civilian staff is shown in Figure 9. The majority of staff in NATO are aged 40-60. ACO and ACT have more staff in staff over 50 years old as compared to other large NATO entities.



*Figure 9: Distribution of Civilian Staff by Age Group*



**PART II**  
**BY THE NUMBERS**  
**INTERNATIONAL STAFF**

# INTRODUCTION

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Following the 2002 Prague Summit, the International Staff (IS) has provided annual reports to monitor IS diversity, i.e. on the international civilian staff employed at the NATO HQ who directly support the Secretary General. The data for the IS in this section refers to those NATO international civilian staff who were employed on 31 December 2021. The analysis compares diversity indicators of gender, nationality, and age.

The 2021 recruitment statistics of the International Staff are also reflected in Table 3. This data should be interpreted with some caution, since there is not a direct link with the numbers of applications in 2021 and the number of candidates appointed in 2021. The recruitment process can span over a period of up to two-years in some cases.



# INTERNATIONAL STAFF ANALYSIS

## GENDER DIVERSITY

### GENDER AND GRADE<sup>9</sup>

In 2021, the proportion of women in the IS has increased by 1% compared to 2020 and reached 44%. This is explained by the increase of women in A, B and C grade level posts.

In 2021, IS had the highest ever representation of women in A grade level posts (40%) since Gender Balance and Diversity monitoring began in 2002. The overall % for women's presence is also at its highest level (44%).



Figure 10: Percentage by Gender and Grade

As Figure 10 illustrates, the presence of women is not evenly distributed across all post categories, as there continues to be more women represented in post categories B and L than there are in post categories A, C, and U.

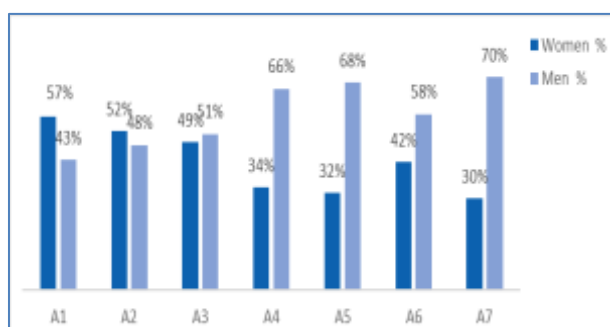


Figure 11: Percentage of A-Grade posts filled sorted by Gender

Figure 11 shows the percentage of women employed in category A-grade posts in the IS. While there still remains significant progress to be made in terms of achieving Gender Balance, Diversity and Inclusion, A1, A2, A3, A5 and A6 grade levels increased in 2021. A4 and A7 grade levels observed a decrease.

<sup>9</sup> Members of the staff holding the most senior posts are designated Unclassified. Other members of staff are recruited into one of four post 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

In 2021, women represented 32% of the IS senior leadership which reflected a 2% increase compared to 2020 and a 5% increase compared to 2019.

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In 2021, IS had the highest ever representation of women in Senior Leadership posts (32%) since Gender Balance and Diversity monitoring began in 2002.

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As Figure 12 illustrates, in 2002, when the Diversity programme began at NATO, the proportion of women in NATO IS senior leadership positions was just 11%. From 2014 onwards, the proportion of female senior leaders has steadily climbed, and particularly from 2018 on, there has been a marked increase.

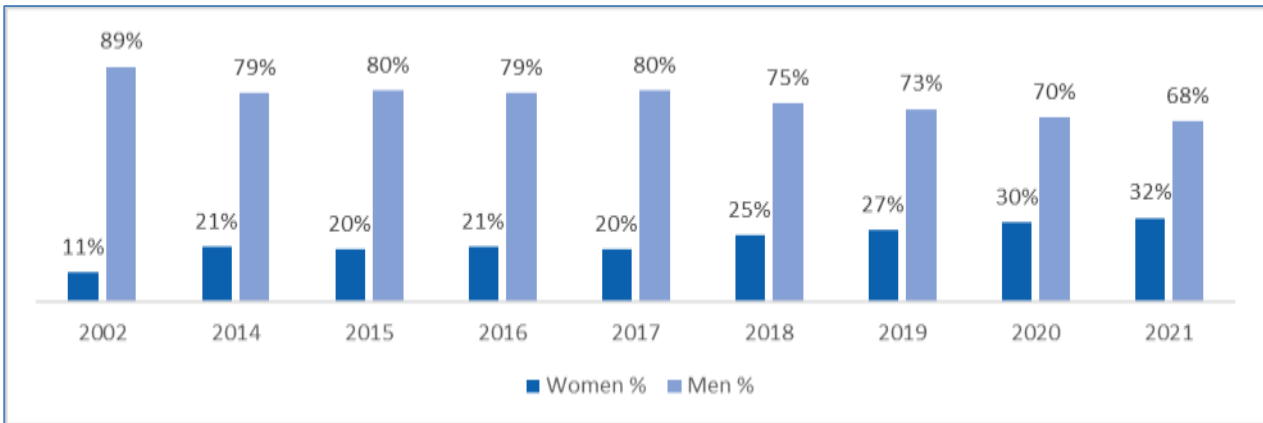


Figure 12: The Evolution of Women in Senior Leadership posts in the International Staff

## GENDER AND TALENT ACQUISITION

In 2021, NATO IS received 40% of applications for vacant posts from female candidate (40% in 2020, 42% in 2019). Figure 13 shows the percentage of women candidates selected per grade category in 2021.

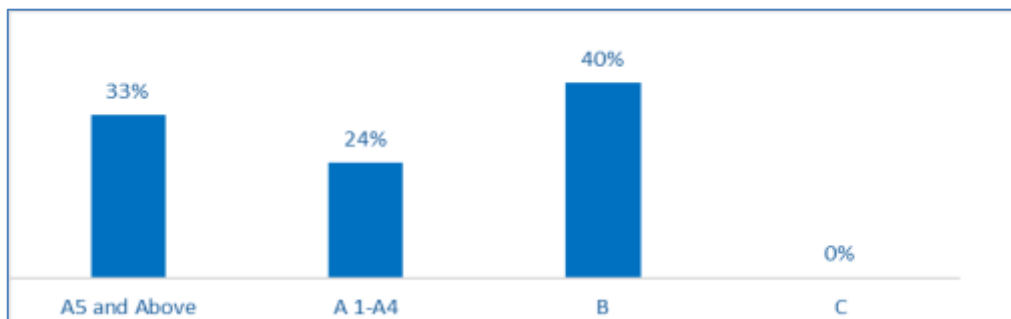


Figure 13: Percentage of women candidates selected per grade category

## GEOGRAPHIC DIVERSITY

## GEOGRAPHIC DIVERSITY AND GRADE

Figure 14 illustrates that in 2021, NATO IS employed international civilian staff from 28 of the 30 member states, the exceptions being the nationalities of Iceland and North Macedonia. 11 Nations are Focus Nations (a nationality occupying fewer than 1% of IS posts) in comparison to 12 Nations in 2019.

IS staff with nationalities of Bulgaria, Czech Republic, Croatia, Estonia, Iceland, Latvia, Luxembourg, Montenegro, North Macedonia, Norway, and Slovakia, each occupy fewer than 1% of the posts. Albania, Hungary, Lithuania, Slovenia and Türkiye are at the threshold of 1%.

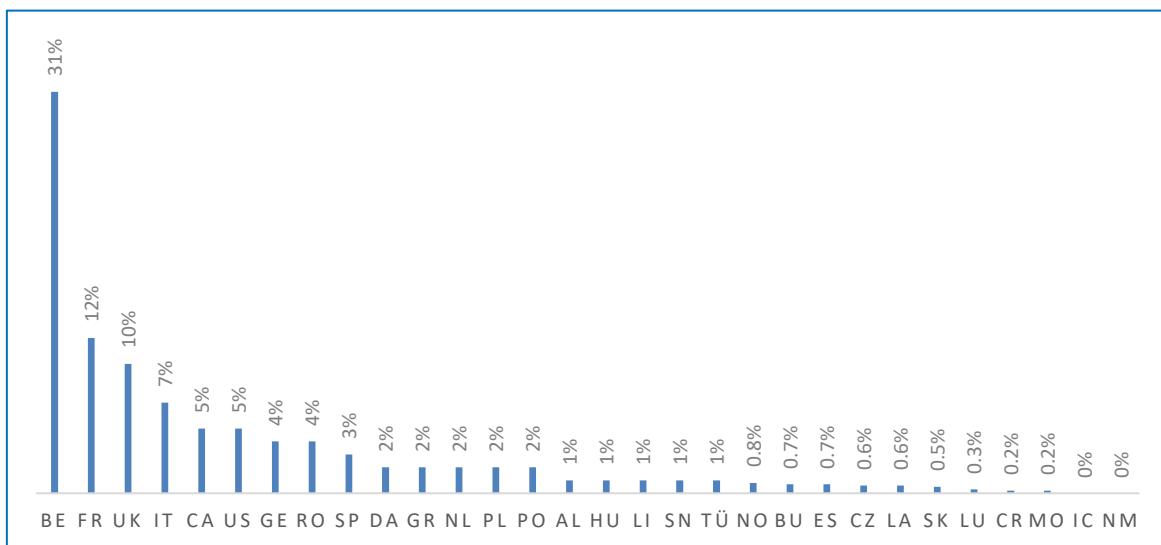


Figure 14: Geographic Diversity in the IS in 2021

Figure 15 below shows how the numbers of staff from current and previous Focus Nations evolved over the period 2018, 2019, 2020, and 2021. At the end of 2018, 14 Nations were reported as Focus Nations. By the end of 2021, Albania, Hungary, Lithuania and Slovenia were no longer Focus Nations. Staff from Focus Nations constituted 7.5% of the International Staff in 2018 and 8.9% in 2021. More specific observations are:

- Lithuania, Hungary, Slovenia and Albania are no longer Focus Nations. However, as the numbers are close to the 1% threshold, their presence in the IS should continue to be monitored.
- Bulgaria and Estonia are on a slight upward trend.
- The presence of Latvia, Luxembourg and Slovakia remained the same.
- The number of staff from Croatia, Czech Republic and Norway declined in comparison to 2020.
- IS welcomed the very first staff members from Montenegro.
- There are no staff members from Iceland or North Macedonia.

## The Outlook<sup>10</sup>:

In 2021, concerning Nations at the threshold of 1% and below, candidates from Albania (1), Czech Republic (1), Lithuania (1), Slovenia (2), and Türkiye (4) received post offers, conditional to the issuance of the security clearance.

In addition, during the first quarter of 2022, candidates from Lithuania (1), Montenegro (1), Czech Republic (1), North Macedonia (1), and Türkiye (1) received post offers, conditional to the issuance of the security clearance.

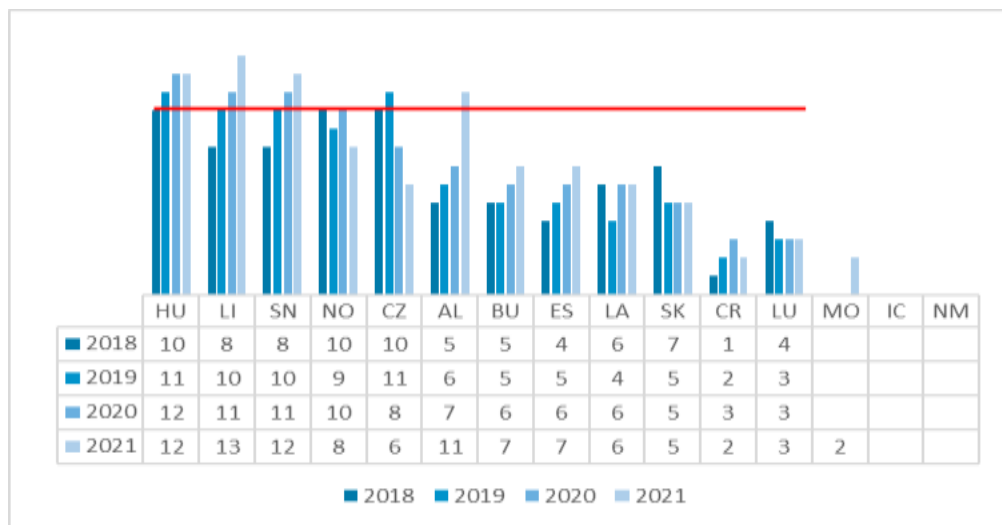


Figure 15: The Evolution of Focus Nations since 2018

In terms of nationality distribution for A-grade posts, as illustrated in Figure 16, international civilian staff with nationalities from Belgium and the United Kingdom have the highest presence, followed by France, the United States, Canada, Italy, and Germany. For detailed information concerning nationality distribution per grade, please refer to Appendix II and Appendix III.

<sup>10</sup> The data should be cautiously interpreted as the recruitment process can span over a two-year period, subject to the security clearance process. Consequently, the numbers will not be immediately reflected in the IS establishment.

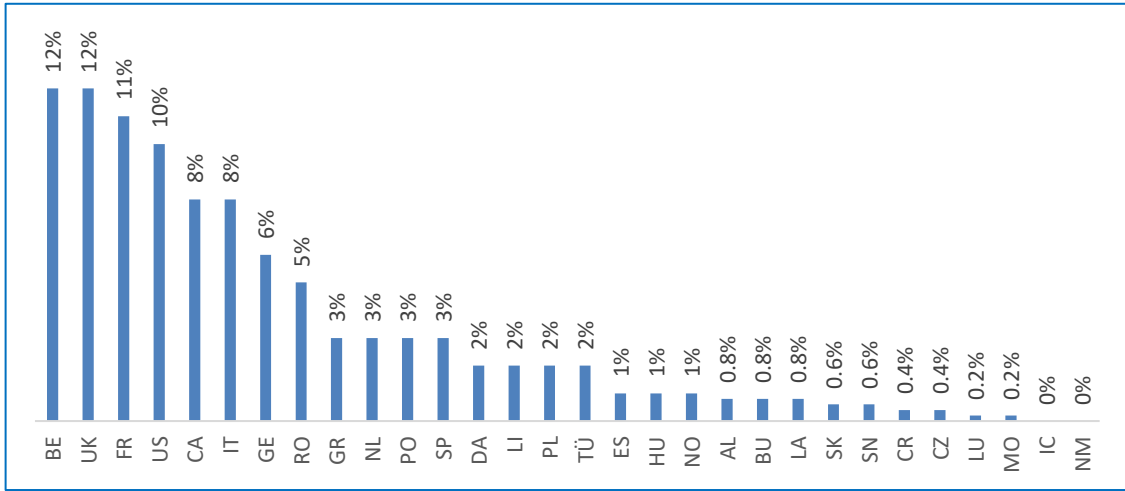


Figure 16: The Percentage of A-grade Level Staff by Nationality



## GEOGRAPHIC DIVERSITY AND SENIOR LEADERSHIP<sup>11</sup>

As Figure 17 illustrates, international civilian staff from the United States and the United Kingdom hold the highest proportion of senior leadership positions (A5 grade level and above).

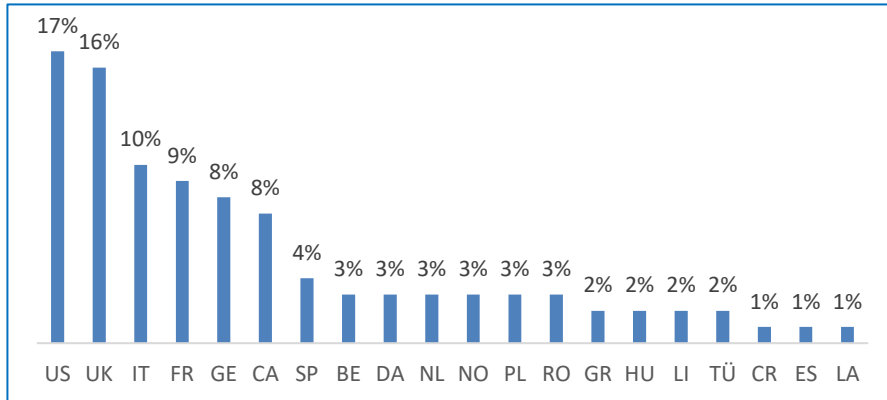


Figure 17: Distribution of A5 Grade Level and Above Posts by Nationality

As Figure 18 illustrates, international civilian staff from the United States hold the highest proportion of A6 grade level posts and above, followed by the United Kingdom, and Germany.

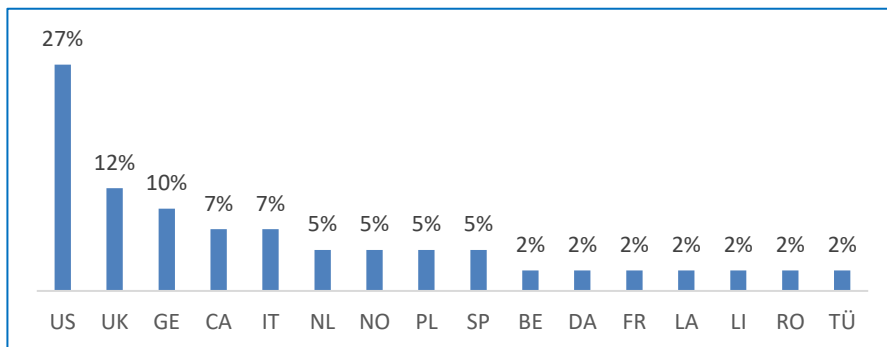


Figure 18- Distribution of A6 Grade Level and above posts by Nationality

<sup>11</sup> For detailed information concerning nationality distribution in senior leadership posts, please refer to Appendix II

## GEOGRAPHIC DIVERSITY AND TALENT ACQUISITION

Most applications for IS posts were received from candidates from Belgium, followed by Italy, France, the United States, Romania and Türkiye as depicted in Figure 19. Around 10 % of all applications received were from candidates from Focus Nations.

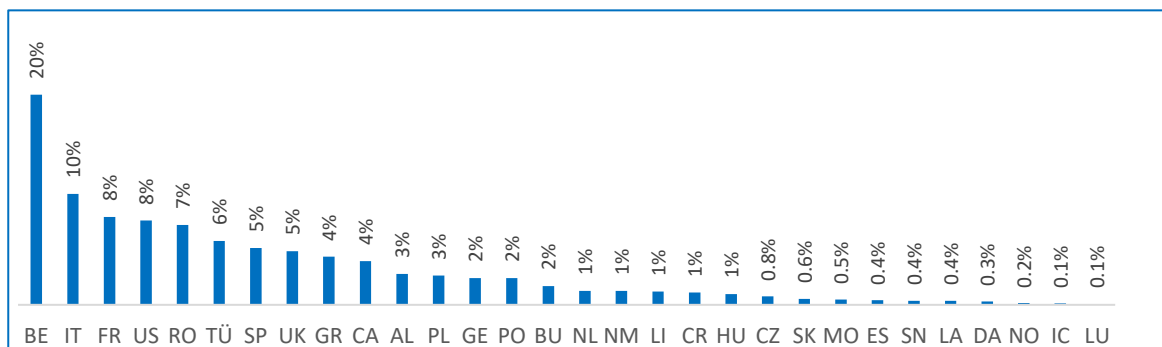


Figure 19-Percentage of Applications Received by Nation in 2021

Table 3 below shares detailed talent acquisition data related to the different stages of the selection process per Nation<sup>12</sup>.

	# of Applicants	% to Overall	% Women	Invited to Selective test	% Women	Final Assessment	% Women	Selected	# of Women	% Women
AL	361	2.9%	52%	26	69%	8	75%	1	1	100%
BE	2454	19.5%	52%	206	46%	113	43%	15	5	33%
BU	219	1.7%	51%	33	45%	8	88%	0	0	
CA	512	4.1%	33%	71	32%	32	34%	2	1	50%
CR	145	1.2%	55%	10	50%	1	100%	0	0	
CZ	100	0.8%	47%	14	50%	9	56%	1	1	100%
DA	41	0.3%	44%	11	36%	5	20%	0	0	
ES	55	0.4%	80%	16	88%	4	75%	0	0	
FR	1025	8.2%	45%	155	36%	90	38%	5	2	40%
GE	312	2.5%	30%	65	26%	28	25%	1	0	0%
GR	562	4.5%	33%	55	45%	26	54%	0	0	
HU	126	1.0%	44%	26	46%	13	54%	0	0	
IC	16	0.1%	25%	1	100%	0		0	0	
IT	1296	10.3%	37%	144	41%	64	47%	5	3	60%
LA	47	0.4%	66%	7	86%	3	100%	0	0	
LI	156	1.2%	34%	33	48%	12	67%	2	2	100%
LU	10	0.1%	40%	1	0%	0		0	0	
MO	60	0.5%	52%	11	27%	5	40%	2	2	100%
NL	164	1.3%	34%	21	38%	11	36%	1	0	0%
NM	163	1.3%	48%	12	42%	0		0	0	
NO	19	0.2%	47%	6	17%	1	0%	0	0	
PL	342	2.7%	48%	43	47%	20	40%	2	2	100%
PO	311	2.5%	37%	39	18%	17	6%	3	0	0%
RO	931	7.4%	49%	98	47%	34	56%	3	1	33%
SK	71	0.6%	46%	9	56%	4	75%	0	0	
SN	48	0.4%	46%	11	27%	4	25%	2	1	50%
SP	664	5.3%	35%	80	35%	32	41%	3	1	33%
TÜ	745	5.9%	23%	51	25%	20	40%	4	0	0%
UK	627	5.0%	31%	119	30%	60	35%	4	2	50%
US	983	7.8%	40%	101	36%	39	31%	6	1	17%
<b>Total</b>	<b>12565</b>		<b>42%</b>	<b>1475</b>	<b>40%</b>	<b>663</b>	<b>42%</b>	<b>62</b>	<b>25</b>	<b>40%</b>

Table 3- Geographic Diversity at different stages of the Selection Process

<sup>12</sup> There is not a direct link with the numbers of selected candidates in 2021 with the number of candidates appointed in 2021. The recruitment process can span over a two-year period. Also, the data related to the Young Professional Programme is not included.

## AGE DIVERSITY

### AGE AND GENDER

As Figure 20 shows, 58% of International Staff are aged 46-65, the average age being 46.9 (48 in 2018 and 47.2 in 2019). The decline in the average age is explained by the high number of retirements since 2017. In 2021, 15% of staff were Young Talent (i.e. under 35 years old).

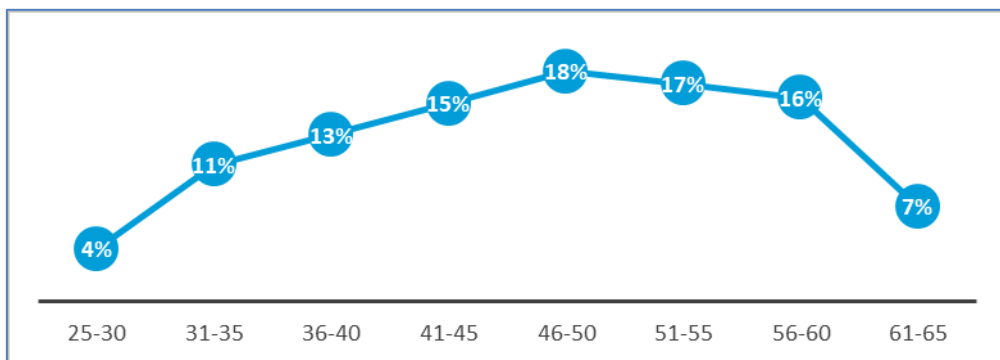


Figure 20 - Age Distribution in the International Staff

Figure 21 shows clear gender differences in terms of age groups. Currently, 20% of the female staff population is comprised of Young Talent. Women's presence in the IS steadily decreases beyond age 50, whereas while there are fewer male staff employed in the younger age groups, more occupy posts in older age groups, particularly aged 45 and over.

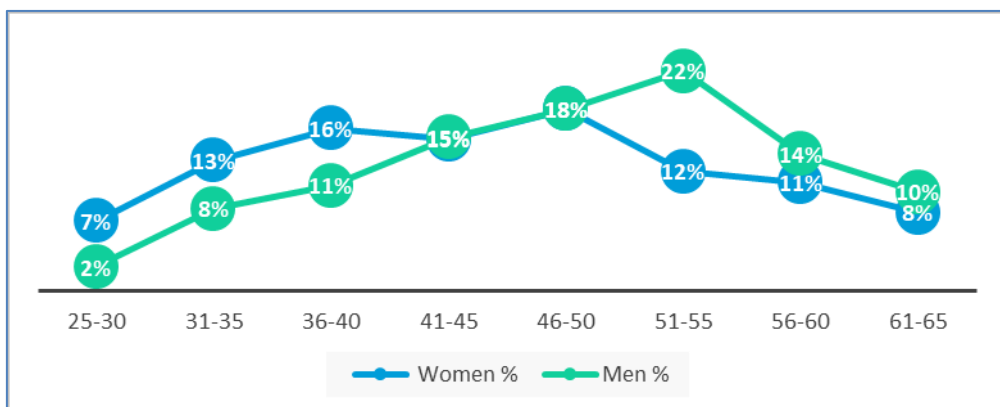


Figure 21 - Number of staff by Gender and Age Bracket in 2021



**PART III**  
**DIVERSITY AND INCLUSION**  
**HIGHLIGHTS**  
**INTERNATIONAL STAFF**

# INTRODUCTION

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In 2019, the Council approved the new IS Diversity and Inclusion (D&I) 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.

Managers across Human Resources continued their work through the Diversity and Inclusion Working Group. The Working Group remained as a forum which sparks innovative, open-minded and honest 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. The following section presents the achievements in relation to the Action Plan.



## UPDATE ON THE 2019-2023 ACTION PLAN

### PILLAR I: INCLUSIVE LEADERSHIP AND ITS ENABLERS

**The Gender Balance, Diversity and Inclusion Task Force.** The Gender Balance, Diversity and Inclusion Task Force held its meeting in Senior Leadership Format in February 2021. The Task Force noted the progress concerning the Diversity and Inclusion Action Plan, provided insights on how NATO International Staff can provide a more inclusive work environment, noted the establishment of Staff Resource Groups for LGBTQ+ communities (Proud@NATO), staff of colour (Elevate) and young professionals (Young Professionals Network), and reflected on how Divisions and Independent Offices can advance Diversity and Inclusion. The Divisions and Independent Offices were invited to develop their own Diversity and Inclusion Action Plan based on their specific needs for improvement.

**A Revised Diversity and Inclusion Scorecard.** As part of the D&I Action Plan, the revised Diversity and Inclusion Scorecard is redesigned to:

- set a baseline against which NATO International Staff's efforts and progress can be measured;
- identify the D&I footprints of Divisions and Independent Offices to provide them with details on their specific progress and potential areas of improvement. The Divisions/IOs are prepared to use the Scorecard to develop their own D&I Action Plan as discussed during the Gender Balance, Diversity and Inclusion Task Force; and
- enable to inform the deliberations related to talent acquisition recommendations made by the Establishment Committee (A-grade level positions or equivalent on the single spine) and ASG Executive Management/DASG Human Resources (B, C and L-grade level positions or equivalent on the single spine).

The revised Scorecard contains enhancements in comparison to the previous version. Notable enhancements in the revised version are the following:

- A new section on Divisions/IOs D&I Footprints, allowing for deeper comparative assessments across the IS;
- Key Performance Criteria (not quotas) have been introduced in the Footprints section;
- A new section pertaining to contract awards has been included; and
- The visual assets of the document are enhanced to provide simpler, clearer and more user-friendly representations of the data.

**Barriers Study for the Participation of Women in the International Staff.** A requirement of the Diversity and Inclusion Action Plan for 2019-2023 was to conduct a study to determine potential barriers for the participation of women in NATO's International Staff (IS) to inform Senior Leadership. Additionally, the NATO/Euro Atlantic Partnership Council Action Plan for the Implementation of the NATO/EAPC Policy on Women, Peace and Security 2018-2020

specifies the requirement to map the obstacles and implement activities to increase the number of women in NATO, especially in leadership roles. To fulfill these action plans, the Executive Management (EM) solicited the support of Price Waterhouse Coopers to conduct a comprehensive study on the barriers to women's participation in NATO IS.

This process resulted in a final report with findings, recommendations, and next steps on how NATO can be more inclusive towards women's participation in NATO IS. The study was presented during the Gender Balance, Diversity and Inclusion Task Force, and subsequently the main findings were sent to the Divisions and Independent Offices for mainstreaming in their Diversity and Inclusion Action Plan.

**The Policy on the Prevention, Management and Combatting of Harassment, Bullying and Discrimination in the workplace.** The Secretary General and the Strategic Commanders approved the new policy on the Prevention, Management and Combatting of Harassment, Bullying and Discrimination in the Workplace in October 2020. In 2021, building on NCIA's experience, this was followed by the launch of a mandatory e-learning on the prevention of harassment, bullying and discrimination in the workplace. In addition, workshops, for Heads of NATO bodies and Senior Leadership in the IS, were organized to present the new Policy, highlight its importance and clarify the role of Senior Leadership. Other wide range NATO-wide activities were also launched, including updates to the NATO Executive Development Programme, the Management Development Programme and the Accreditation Programme for Managers.

NATO IS invests in the prevention of harassment, bullying and discrimination in the workplace by continuing to work closely with managers and staff on early conflict resolution, conciliation and mediation.





## PILLAR II: TALENT ACQUISITION

Following the approval of the 2019-2023 IS Diversity and Inclusion Action Plan, 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 in the recruitment process. Basically, to work on every aspect of the talent acquisition process.

**Outreach.** A multitude of efforts have been engaged to increase outreach to diverse candidates. Various non-traditional means of outreach have been pursued, including greater activity in the digital space. In terms of the outreach initiatives in 2021, EM-HR:

- increased the use of LinkedIn as the prime platform for the recruitment of senior posts and for posts historically difficult to recruit (between 2019 and 2021, NATO IS received 39,875 applications from LinkedIn);
- increased the use of generalist and specialist online and paper media for targeted outreach;
- encouraged hiring managers to share vacancies with their own professional networks (through LinkedIn, professional associations, working groups etc.);
- participated in virtual careers fairs; and
- shared upcoming vacancies with the Nations through the points of contact in the Permanent Representations.

**What's Next:** New measures to achieve an improvement of geographic and gender diversity and equitable staff distribution will be developed in 2022. A review team, in collaboration with Nations' representatives and with relevant NATO IS Divisions, will conduct a study on best practices, challenges and possible initiatives which would contribute to greater geographic diversity.

In addition, EM is planning to review and further develop the outreach and support programme to Nations. The deliverables, which depend on the approval of increased resources for EM-HR, will include:

- developing tailor-made support programmes for Focus Nations;
- implementing initiatives to increase awareness and preparedness of candidates for the different selection process steps;
- increasing the efforts to enhance the accountability and ownership of Focus Nations in driving their qualified nationals through attraction and selection for posts at NATO.

In addition, if necessary resources are granted, NATO IS can expand the use of LinkedIn to all the advertised vacancies.



**Vacancy Advertisement Improvements.** The vacancy notices continued to be adapted to reflect the importance of Diversity and Inclusion for NATO IS, and the opportunity to work for a Diverse and Inclusive Organization. Some of the content used within this context are “championing diversity and inclusion”, “leading inclusively”, “managing inclusively”, “joining a diverse team”, “joining a diverse and inclusive workforce”, etc.

**The Selection Process.** In 2021, IS Recruiters and Human Resources Advisors (HRAs) consistently ensured that the Selection Panels are diverse in terms of gender and nationality. HRAs carefully and consistently reviewed the longlists and shortlists to ensure applicants have gender and geographic diversity while respecting the merit based principle. They also discussed the evaluation criteria with the Divisions in case of inadequate diversity and invited them to provide justification to substantiate the decision.

**Branding.** To showcase NATO’s Employee Value Proposition, a Topic Page on Diversity and Inclusion was developed ([www.NATO.int/Topics](http://www.NATO.int/Topics).) The page explains how Diversity and Inclusion contributes to NATO’s objectives, and its importance to keep NATO relevant, agile and better prepared for the future. The page also gives information on NATO’s progressive work-life balance policies and the role of Staff Resource Groups such as:



- Proud@NATO (NATO’s LGTBQ+ Resource Group);
- Elevate (NATO’s Resources Group for people of colour);
- Working Parents Resource Group.

**The Young Professionals Programme (YPP).** 2021 marked the launch of the final step of the implementation phase: the onboarding of the first cycle of the Young Professionals (YPs). After almost three years of relentless efforts, the YPP became a reality.

On 2 November 2021, ten YPs took up duties in their respective NATO bodies. All twelve YPs participated in the virtual welcome session with the Deputy Secretary General, and the Assistant Secretary General for Executive Management. As a group, they also attended the virtual Strategic Induction Programme, featuring high-level speakers of the participating NATO bodies who gave highly relevant and insightful briefs on the work and challenges of their respective NATO bodies and how they contributed to the success of the Alliance.



**What's Next:** The first objective of the YPP, which is to onboard a diverse cadre of highly qualified professionals, is met, but many efforts are still ahead. Making this first cycle a success will require the NATO community to help the YPs succeed.

While 2021 hit a big milestone in the YPP, 2022 will be a challenging but rewarding year. Participants of the first cycle will grow in their role, and the YPP Officer will prepare for the launch of the second YPP cycle, with outreach and recruitment activities in Q2 that will draw on the lessons learned from the first cycle.

## PILLAR III: TALENT DEVELOPMENT

**Inclusive Leadership Training.** To build on the live sessions previously organised for leaders, managers and staff involved in recruitment selection processes, IS HR launched the development of an on-line Inclusive Management and Leadership training with several modules addressing how to remove barriers to Diversity and Inclusion, and how to implement actions to advance inclusion in our day to day work. The training programme has been curated by external subject matter experts. Depending on the available resources, the training will shift to the technical development stage in the last quarter of 2022 with a target delivery date of first quarter of 2023.

**What's Next:** In 2022, the learning and development offering in the IS will expand following an extensive bidding process which was carried out in 2021. Best-in-class providers were offered contracts. The new contracts will enable IS to expand its offering in the areas of general competencies, management, leadership, team dynamics, and diversity and inclusion.



**The Mentoring Programme.** The 6th Cycle of the Mentoring Programme was launched with immense success. With over 130 applications from aspiring mentors and mentees, it is the largest iteration of the Programme since its inception. Additionally, the 6th cycle featured the highest level of participation from senior leadership ever to the Programme, a clear indication that the Organization remains focused and committed to advancing diversity and inclusion. All staff was welcome to participate in the Programme with priority access given to women, young professionals (under the age of 35)

independent of gender, staff from Focus Nations (nations with a less than 1% presence on the IS), temporary staff, and interns.

The mainstreaming of diversity and inclusion into the Mentoring Programme was put into action in the 6th Cycle, with new features such as "**Reverse Mentoring**" and a "**Sofa Talk**" event added to the Programme. A one-to-one session towards the end of the Programme will be dedicated to "Reverse Mentoring". Mentors will invite their mentees to provide honest and open feedback on issues specific to their diversity groups as they have experienced or observed at NATO to better understand how the Organization can become a more inclusive workplace.

"Sofa Talk" sessions will also be held towards the end of the Programme and serve as an opportunity for mentors to discuss what they observed during the Mentoring Programme.



The "Sofa Talk" will be a vessel to identify individual actionable items for mentors to move towards more inclusive practices and act as diversity and inclusion allies.

Notably, the Deputy Secretary General Mircea Geoană also participated in this year's cycle as a mentor. He spoke at the kick-off event and stressed the importance of having such a Programme at NATO and his steadfast commitment to supporting the next generation of NATO leaders.

**Surge Capacity.** Surge Capacity is the service that mobilizes staff volunteers from across HQ areas to support a particular event, project or emergency response activity. *It's about getting the right people, doing the right things, in the shortest time possible.* Surge Capacity promotes engagement, morale and job satisfaction through experiences that enable a shared sense of mission by the personnel and foster agility through a collaborative culture. Since March 2020, over 250 IS, IMS colleagues and delegations have volunteered for 45 surge volunteer efforts in the HQ. In 2021, the Surge Capacity Coordination Team launched the Surge Capacity Portal and Staff Skills Database, where staff can enter their professional skills and experiences into a dedicated talent pool of volunteers that will become the first source of information when searching for the right people to do the right jobs at the right time.



**What's Next:** A focus for 2022 will be to continue enhancing current Surge Capacity processes and tools with more awareness campaigns to increase user traffic to the Surge Portal and Skills Database, as well as finalizing the institutionalization of Surge Capacity with the development and release of a formal Surge Policy, capturing the rules and processes that govern the service in EM-HR.

## PILLAR IV: COMMUNICATION AND AWARENESS

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. NATO International staff marked and celebrated several important International Days in 2021.

### INTERNATIONAL WOMEN'S DAY

#### 8 March 2021

The 2021 theme, "Let's all choose to challenge" (*#ChooseToChallenge*), was a message of personal responsibility and accountability, choosing to challenge the norms and stand against gender bias and inequality. Choosing to recognize the courage and accomplishments of women across the world who have overcome barriers, served as trailblazers, and created paths for generations to come.

In celebration of this day, IS Executive Management invited everyone to explore our virtual library consisting of a curated collection of resources from culturally diverse women who creatively and innovatively inspired professions and shaped industries, empowering women worldwide. From music and films to scientists and philanthropists, the collection was designed to please every viewer's interest.

The path to equality is not without barriers and obstacles along the way. While NATO IS has made progress, there is still much work to be done, requiring the collective efforts of us all. International Women's Day was an opportunity to honor and recognize the achievements and successes of extraordinary women all across the globe.

"I raise up my voice – not so I can shout, but so that those without a voice can be heard...we cannot succeed when half of us are held back." – Malala Yousafzai

## INTERNATIONAL FRANCOPHONIE DAY AT NATO

**19 March 2021**

Since 1988, the International Francophonie Day on March 20th has been a day when the international community celebrates French language and culture, but not only this. 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 essential role in diplomacy and effective dissemination of information.



In recognition of International Francophonie on 20 March 2021, NATO staff were invited to take part in a variety of virtual events to celebrate bilingualism and the culturally diverse nature of NATO, including:

- A preview of the NATO Francophonie video;
- A Roundtable discussion, “Climate Change And Security: Francophone Outlooks”, presented by the Belgian, Canadian, French, and Luxembourg Delegations via Zoom;
- The broadcasting of French and bilingual songs in the Public Square;
- Resources for online French language lessons and language level testing in all media formats – written, audio, and video;
- An assortment of French Rebuses and Riddles intended for all levels, offering amusement while practicing a new language;
- Online French lessons and access to the TV5 Monde language learning page, offering French language level testing; and,
- A link to the March 2021 special Francophonie edition of the OTAN *le dire en français*.

These events generated awareness of French language and cultures and encouraged non-native French speakers to embrace the Francophonie community.



## WORLD BREASTFEEDING WEEK

1–7 August 2021



World Breastfeeding Week (WBW) is celebrated each year during the week of 1-7 August, and more than 120 countries actively observe this day across the globe. Honouring the Innocenti Declaration signed in August 1990 by government policymakers, international organizations such as the World Health Organization and the World Alliance for Breastfeeding Action promote the importance of breastfeeding, as well as the need to protect and support the desire of nursing mothers to breastfeed, including the necessary adaptations in the workplace.

Workplace accommodations that support nursing mothers promote workplace inclusion and acceptance, empowering women to follow their personal and professional choices. NATO continues its commitment to promote a positive work environment that supports nursing mothers to the fullest extent possible and provides worksite accommodations that promote work-life balance.

In support of breastfeeding, NATO HQ has two Resting Rooms that can be used by nursing mothers to express their milk.

*Other family-friendly support accommodations for NATO staff and visitors include:*

- **Baby Changing Tables:** Baby changing tables are available in both men's and women's bathrooms to provide a safe, clean place for parents of either gender to change children's diapers.
- **Reserved Parking Permits:** Expectant mothers may obtain reserved parking permits. These permits facilitate more appropriate parking, accommodate maternity medical needs, and reduce the walking distance to and from the building during pregnancy.
- **Special Accommodations:** Special accommodations may be granted to expectant mothers to allow them entrance through the most suitable security doors.

## INTERNATIONAL DAY AGAINST HOMOPHOBIA, TRANSPHOBIA AND BIPHOBIA

## 17 May 2021



Jens Stoltenberg @jensstoltenberg · 4m

LGBTQ+ people make important contributions to #NATO and to our shared security. Diversity and inclusion are at the heart of who we are and what we do, but we still have a way to go. You will always have an ally in me. #IDAHOBIT



On 17 May 2021, International Day Against Homophobia, Transphobia and Biphobia was celebrated by Secretary General Jens Stoltenberg as he tweeted in support of LGBTQ+ staff working at NATO. Once more demonstrating his allyship and NATO's commitment to an inclusive world for the LGBTQ+ community.

In 2002, when NATO first recognized same-sex married staff, there was only one country in the world recognizing same-sex marriage. NATO led the way on LGBTQ+ staff rights. NATO has, at its core, a culture of diversity. We have people from 30 nations and from all walks of life, and despite progress in our staff regulations and policies since 2002, there remains more work to be done NATO-wide to integrate LGBTQ+ perspectives into our policies, programmes, projects and become a fully inclusive Organization. Yet, NATO's continued commitment to celebrating diversity and cultivating inclusion means the Organization is headed in the right direction.

## INTERNATIONAL DAY FOR PEOPLE WITH DISABILITIES

### 3 December 2021

The International Day of People with Disabilities, commemorated every year on the 3rd of December, is an annual observance day initiated in 1992 by the United Nations General Assembly Resolution 47/3 to promote the rights and well-being of persons with disabilities and increase awareness of their situation. This day offers a great opportunity to reflect on and encourage the conversation about the challenges faced by individuals with disabilities and how to remove barriers towards their full inclusion.

According to the World Health Organization's (WHO) World Report on Disability, 15% of the world's population lives with a disability. While many disabilities are visible, others are not immediately apparent, such as mental illnesses, chronic pain or fatigue, and diminished sight or hearing.

To understand the barriers people with disabilities are challenged with daily, we must participate in an open and respectful dialogue. Connecting with our colleagues in a



meaningful conversation allows us to address their difficulties and build a more inclusive work environment.

Spreading awareness is critical in ensuring the most vulnerable are not left behind; instead, they are treated as equal and valued members of our society. In collaboration with a person of disability and the NATO Medical Unit, an infographic was developed, providing tips for leaving a positive impression when interacting with people who have disabilities. This information affords us knowledge on how to be an active participant in building a positive work environment for our co-workers who may be persons with a disability. Achieving a more just and equal society begins with each one of us contributing our part.

## PILLAR V: INCLUSION AND PSYCHOLOGICAL SAFETY

**Staff Resource Groups (SRGs).** The IS Diversity and Inclusion Action Plan recognized the value of creating groups which are formed around mutual interest or shared characteristics and established the following objectives:

*“NATO should 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.*

*NATO should also concentrate its efforts on advertising to external candidates its work-life balance policies, directives, and internal networks.”*

The purpose of establishing NATO SRGs is intended to be more ambitious than creating psychologically safe places, professional networks or affinity groups. The SRGs will be managed by their own leadership teams to drive constructive incremental change through projects delivered by each SRG, as requested by the IS Administration, that are directly linked to NATO’s mission and objectives. SRGs, within their advisory capacity, will function through three pillars:

Pillar I: Fostering a Sense of Community

Pillar II: Acting as Change Agent

Pillar III: Raising Internal and External Awareness

Three Resource Groups Proud@NATO (NATO’s LGTBQ+ Resource Group), Elevate (NATO’s Resources Group for people of colour) and Working Parents’ Group started officially to work on their Charter and Action Plans for 2022.



As the first established SRG at NATO, PROUD @ NATO was active in 2021, holding two online conferences. PROUD @ NATO, held its first event, titled **“LGBTQ+ Perspectives at NATO: Starting a Conversation”** on 19 March 2021. Secretary General Jens Stoltenberg personally addressed the conference in a video message affirming his support for LGBTQ+ staff members at NATO stating, “You will always have an ally in me.” The event was a resounding success with

nearly 130 participants from across NATO HQ taking part. Participants rated the event overall 9.2/10, and around 80 individuals communicated their interest in becoming a member of PROUD@NATO.

PROUD @ NATO's next conference was held on 29 June 2021 and centered on the topic of **“What it means to be an SRG for LGBTQ+ communities and their allies.”** This event served as a learning exchange opportunity for PROUD @ NATO as Presidents from employee resource groups from the United Nations, the Organization for Economic Co-operation and Development and the International Monetary Fund took part as panelists. The panelists discussed their group's experience – successes and failures – and provided advice on best practices and lessons learned. It was an authentic and constructive conversation and helped to enhance cooperation between the groups.

**What's Next:** In 2022, once the Charters and Action Plans are approved, the SRGs will start accepting memberships and start delivering the activities as per their Action Plans.



**PART IV**  
**BY THE NUMBERS**  
**INTERNATIONAL MILITARY STAFF**

## INTRODUCTION

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Following the Prague Summit in 2002, NATO IS has provided annual 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.

The data for the IMS was collected from the Personnel Management Information System (PMIS) and from the IMS HR Manager and refers to NATO civilians employed in the IMS on 31 December 2021. The analysis compares diversity indicators which include gender, grade, nationality and age. The data should be cautiously interpreted, given the limited number of civilian staff members in the IMS<sup>13</sup>.



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<sup>13</sup> On 31 December 2021, there were 74 civilian staff members working at the IMS.

# INTERNATIONAL MILITARY STAFF NATO CIVILIAN ANALYSIS

## GENDER DIVERSITY

Currently, 49% of the IMS NATO civilian workforce is female, which has been the same since 2019. Most female IMS NATO civilian staff are employed in B-grade positions and four female staff are employed in L grade positions as Translators as seen in Figure 22.

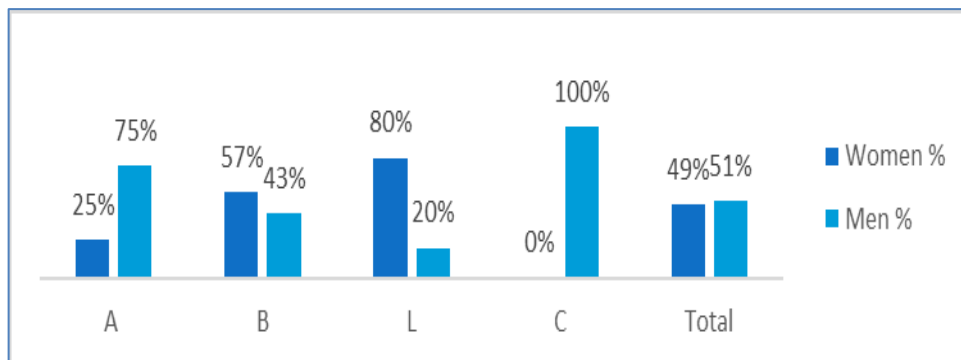


Figure 22-Percentage of women NATO IMS Civilian Staff per grade in 2021

## GEOGRAPHIC DIVERSITY

The IMS employs civilian staff from 17 member states, statistic shows a decline since 2019 (19 Nations). 21% of the IMS civilian staff come from Belgium, 14% from Italy, followed by Germany and the United States both at 8%. It is important to note that NATO civilians in the IMS represent approximately fewer than 1% of civilians employed NATO-wide.

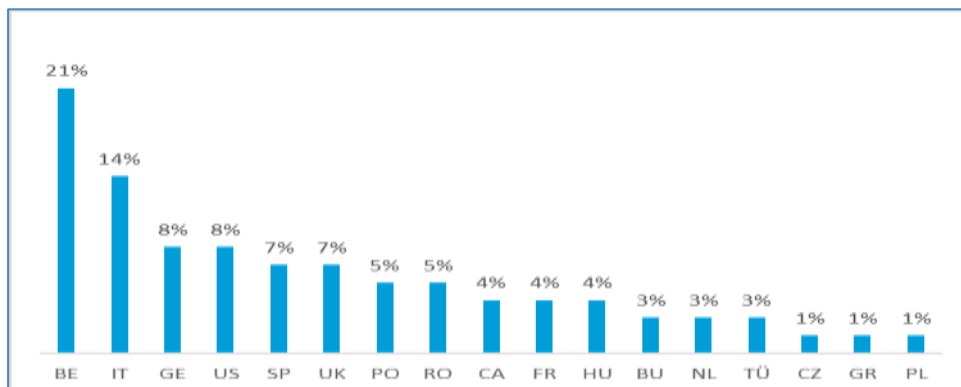


Figure 23: Percentage of NATO IMS Civilian Staff by Nationality in 2021

As Figure 24 shows, 20% of A Grade Staff are from the United States with 45% of staff from Germany, France, Italy and Türkiye.

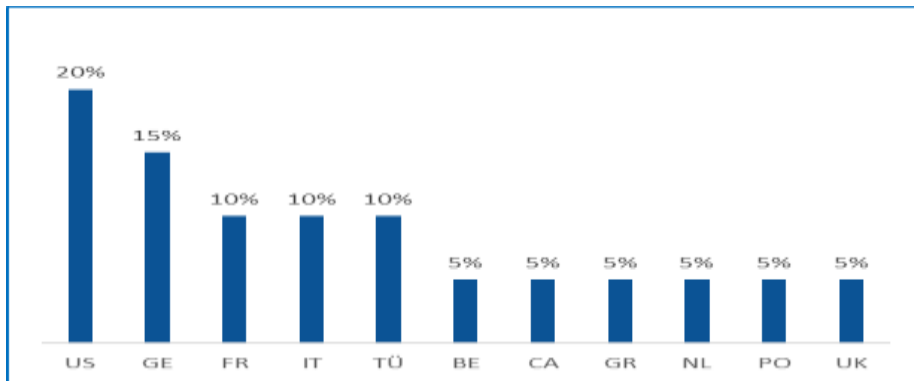


Figure 24 - Percentage of A-Grade staff in the IMS per Nationality in 2021

### AGE DIVERSITY

The average age of the civilian staff at the IMS has remained constant at 51 since 2018.

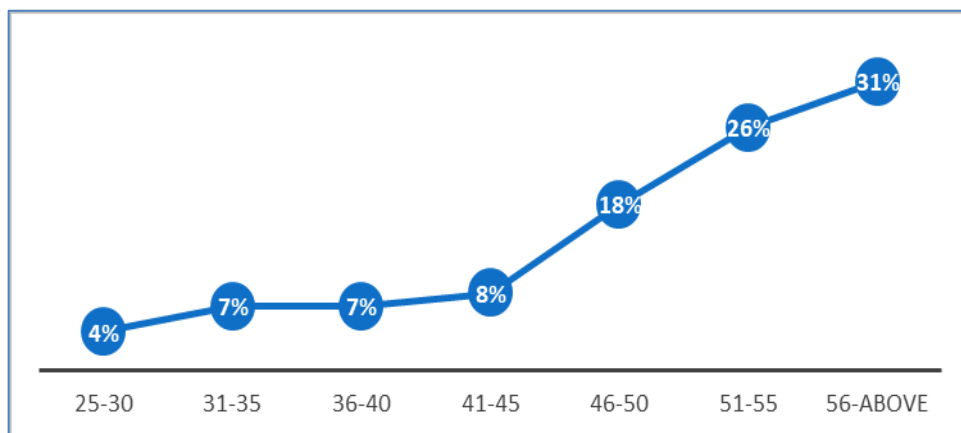


Figure 25: Percentage of Civilian Staff by Age Group

## CLOSING REMARKS



**Nathalie Matthijs**, Deputy Assistant Secretary General, Executive Management

Dear Reader,

Once more, I have the honour of providing closing remarks for the Diversity and Inclusion Annual Report. As with last year, I would like to highlight how important a diverse workforce is for any organisation, particularly for NATO. We are an alliance of 30 Nations, diversity not only matters to us, but is at the core of who we are as an organisation. Of course, in capitalizing on the strengths of our unique workforce, we can always do better, as ASG describes in his foreword. In doing so, it is my belief that we should look beyond the obvious, and pay closer attention to – perhaps – the less obvious matters.

One of these matters is inclusion. The record of accomplishment of Berna Cogun and her team is impressive in regards to inclusion initiatives. The Mentoring Programme has never known such success, three Staff Resource groups have been established, and we have celebrated numerous cultural events, such as International Women’s day and La Journée de la Francophonie.

However, at the same time, we are also coming out of a very difficult period where a two-year long pandemic has severely impacted all of our lives. People’s resilience has been tested like never before and there was a lot of time and opportunity to think about one’s values. Why do we get up and come to work every morning, what do we stand for, who do we want to work for, what is our purpose?

*“Compassionate leadership does not only mean caring for staff personally, it means taking the opportunity to actively listen to their professional needs, and cultivating a climate for them to develop themselves to the fullest. It means that leaders make sure their staff feels comfortable to bring their whole selves to work and to be open about it when they wish so. It means staff are able to make mistakes and learn from their failures in a psychologically safe environment.”*

This is where leadership and the growing need for positive and empathetic leaders comes in. The future of leadership is caring for staff, their values and their needs. It is my firm belief that, to engage and retain talent, leaders must become more aware of how their mind-set affects their perceptions and behaviours. I am not alone in this belief, the analysis of a large volume of data assessing leadership style and team climate found that when leaders demonstrate caring leadership behaviour, team members report a higher level of team identity and teamwork engagement. The data was collected during the



COVID-19 pandemic from more than 15,000 individuals in 3,568 teams<sup>14</sup>. Caring and considerate leadership has a strong and positive correlation with team identity and team engagement.

NATO has a considerable amount of challenges to tackle in the months and years ahead. We attract a lot of talent, and only hire the best and brightest thanks to our robust and merit based recruitment processes. If we want to retain our talent, we will need to do more when it comes to leadership. Compassionate leadership does not only mean caring for staff personally, it means taking the opportunity to actively listen to their professional needs, and cultivating a climate for them to develop themselves to the fullest. It means that leaders make sure their staff feels comfortable to bring their whole selves to work and to be open about it when they wish so. It means staff are able to make mistakes and learn from their failures in a psychologically safe environment. Only this will allow us to thrive, and enable the organisation to go the extra mile in a climate of top performance. This should be our people mission in the years to come.

Best wishes,

Nathalie Matthijs  
Deputy Assistant Secretary General

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<sup>14</sup> <https://www.talentmgt.com/articles/2022/04/28/the-growing-need-for-positive-and-empathetic-leaders/>

## Recommendations

- The DPRC is invited to:
  - [note] this report for subsequent circulation to Council for **notation**; 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
- ✓ Prevention, Management and Combatting 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
- ✓ Mandatory Inclusive Leadership Training
- ✓ NATO-wide Internship Programme
- ✓ NATO-wide Executive Development Programme
- ✓ Induction Training
- ✓ Mentoring Programme for Women, Young Staff (<35) and Interns
- ✓ Management Accreditation Programme
- ✓ Building Integrity Programme

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

	A1	A2	A3	A4	A5	A6	A7	U1	U2	U4	Total
AL		3	1								4
BE	3	22	19	13	2	1					60
BU		1	2	1							4
CA		7	8	18	5	2	1				41
CR			1		1						2
CZ				2							2
DA			2	7	2	1					12
ES			3	1	1						5
FR		5	16	21	9					1	52
GE	1	2	10	11	5	2	1			1	33
GR		4	2	7	2						15
HU		1	1	1	2						5
IT	2	6	7	11	8	2	1				37
LA	1			2						1	4
LI		2	1	3	1					1	8
LU				1							1
MO			1								1
NL			3	7	1	1				1	13
NM											0
NO				3	1			1		1	6
PL	1	1	1	4	1	1	1				10
PO	1	2	4	5							12
RO	2	4	6	10	2				1		25
SK	2			1							3
SN			1	2							3
SP			2	10	2	1	1				16
TÜ		1	3	6	1	1					12
UK		3	7	34	12	2	2			1	61
US	1	3	10	18	7	5	3			3	50
	14	67	111	199	65	19	10	1	1	10	497

## APPENDIX III: INTERNATIONAL STAFF BY NATIONALITY AND GRADE

	<b>A Grades</b>	<b>B Grades</b>	<b>C Grades</b>	<b>L Grades</b>	<b>U Grades</b>	<b>Grand Total</b>
AL	4	7	0	0	0	11
BE	60	137	104	25	0	326
BU	4	3	0	0	0	7
CA	41	8	0	1	0	50
CR	2	0	0	0	0	2
CZ	2	3	1	0	0	6
DA	12	1	4	0	0	17
ES	5	2	0	0	0	7
FR	51	36	2	38	1	128
GE	32	7	0	0	1	40
GR	15	5	3	0	0	23
HU	5	7	0	0	0	12
IT	37	31	2	1	0	71
LA	3	2	0	0	1	6
LI	7	5	0	0	1	13
LU	1	2	0	0	0	3
MO	1	1	0	0	0	2
NL	12	5	0	1	1	19
NM	0	0	0	0	0	0
NO	4	2	0	0	2	8
PL	10	10	1	0	0	21
PO	12	1	3	0	0	16
RO	24	14	3	1	1	43
SK	3	2	0	0	0	5
SN	3	7	2	0	0	12
SP	16	21	1	1	0	39
TÜ	12	3	0	0	0	15
UK	60	33	1	7	1	102
US	47	5	0	3	3	58
	485	360	127	78	12	1062

## APPENDIX IV: ABBREVIATIONS

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