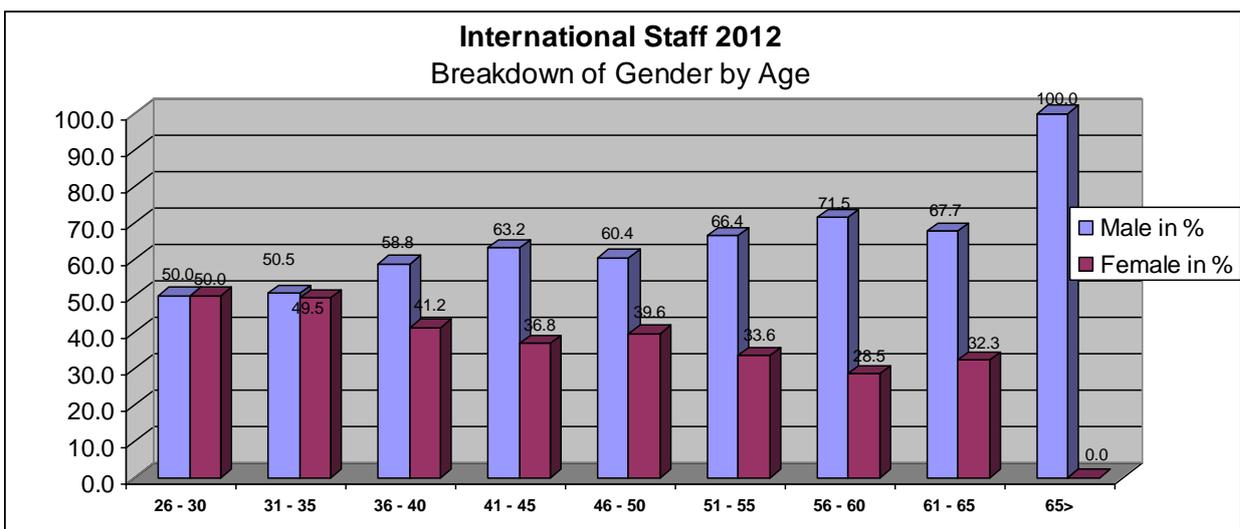
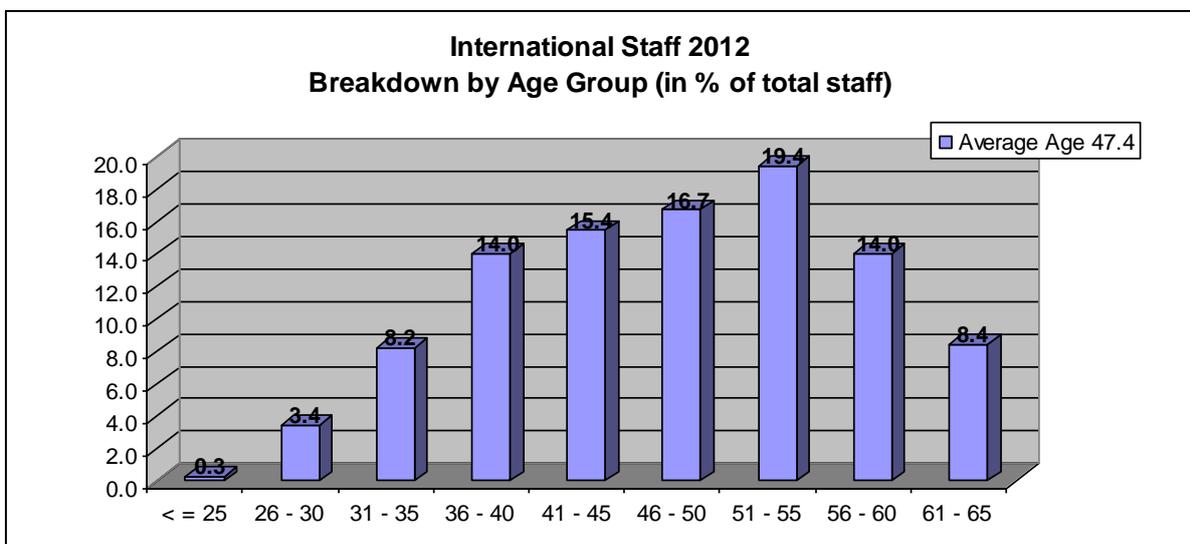


AGE GROUPS IN NATO HQ – 2012

The age distribution of NATO’s workforce more or less reflects the ageing workforce of its member states. Today, nearly 42% of all staff are over the age of 50 and nearly 90% are aged 40 and above. Thus, over the next 10-15 years, over 40% of the workforce should enter retirement. These statistics indicate the growing need to develop an active workforce strategy, in particular bearing in mind that young and qualified employees are high in demand in all member states and that many of NATO’s core activities require specific experience and expertise that often only comes with age.

The graph below displays the distribution of NATO HQ International Staff by age groups. The average age is 47.4 years old, slightly younger than last year.



The graph above shows an interesting trend, according to which women are at almost perfect parity with male colleagues when younger, before sharply diminishing in numbers later in their life. This is partially due to family choices and constraints, which NATO is committed to address through specific work-life balance measures,

but also to the fact that the traditional image of NATO as a male-dominated Organization is fading among the younger populations of the Alliance. We are positive that the combination of equality of treatment, merit-based, equitable recruitment standards and appropriate work-life balance options would lead to a sustainable shift in the parity at all levels, and among all age groups in the International Staff.

