

Gender Perspectives in HR & Personnel Management

Human Resources and J1 Function

NATO's 2024 Policy on Women, Peace and Security identifies participation as one of four strategic pillars – with a core objective of striving for a gender-balanced workforce at all levels, so the Alliance benefits from a broader skill set and new perspectives. The J1 / HR function sits at the heart of delivering this: recruitment, retention, career management, internal policy, work-life balance, and creating a safe and respectful working environment.

Gender perspectives in HR

Integrating gender perspectives into HR and Personnel Management enhances the ability of the force to meet the full range of security tasks through having the personnel for the task. As force generation presents a challenge among Allies, they cannot afford to lose out on the talents of a significant part of the population. Integrating gender perspectives into HR can also support retention efforts, as personnel feel safe and supported at work, and can balance their careers with family life.

Case study: Bosnia and Herzegovina

Bosnia and Herzegovina undertook a comprehensive gender analysis, as part of which they reviewed over 320 regulations to ensure gender equality and established the GENAD function. Teams also assessed career courses and training programmes for women, and invested over 30 million euros in infrastructure projects. Bosnia and Herzegovina has seen an increase in female representation in the Armed Forces, from 4.7% in 2007 to 12.5% in 2026, and women now serve in command, staff and specialist positions. More than 20% of young officers are women, building a strong pipeline to female leadership.

Case study: Voluntary service for women in the Hellenic Armed Forces

The Hellenic Armed Forces have introduced voluntary military service for women between the ages of 20-26, offering the opportunity to serve a 12-month term on the same conditions as male conscripts. Upon completion of the national service, female volunteers will be entered into the reserve and have the opportunity to be selected as Reserve Officer Candidates or choose to become professional soldiers. Alongside this, women have the opportunity for professional development, with priority opportunities for civilian roles in the Armed Forces, recognised work experience and additional points for public sector recruitment.

SUMMARY OF NATIONAL REPORTS 2023-2024

The IMS Office of the Gender Advisor produces the annual [Summary of National Reports](#), collating voluntarily submitted data and best practice from across the Alliance and Partnerships. The report covers several sections relevant to HR and Personnel Management.

In 2024, of the 27 NATO Member Nations that reported:

- 78% had specific programmes or policies to support work-life balance for military personnel
- 59.3% had special programmes or measures to support dual service couples
- 74.1% had support options or facilitation measures for service duties for single, divorced or widowed parents
- 78% had childcare policies

Across 2023 and 2024, of the 26 NATO Member Nations that reported:

- 85.2% had specific policies or legislation to prevent and respond to sexual harassment
- 74% had an appointed person and/or team overseeing cases and allegations of sexual harassment

In 2024, 92.6% of reporting Member Nations adapted military facilities to accommodate the needs of both sexes.

Human Resources and WPS are mutually reinforcing, with gender perspectives increasing the talent pool and harnessing the diverse abilities of all of those serving in the armed forces.

Human Resources represents one of the primary implementing mechanisms for the participation pillar of the WPS Agenda.