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# 2016 ANNUAL DIVERSITY AND INCLUSION REPORT

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## EXECUTIVE SUMMARY

1. The purpose of this Annual Diversity and Inclusion Report is to document the progress that NATO has made throughout 2016 in terms of Diversity and Inclusion (D&I). Part I of this report highlights the achievements and Part II describes the composition of the NATO International Civilian Staff by gender, geographical distribution, and age. The analysis includes a NATO-wide overview, showing data by IS, IMS, NATO Agencies and the Command Structure.
2. In 2016, the first female Deputy Secretary General was appointed and the second cycle of the NATO Mentoring Programme for women was launched. The Mentoring Programme was designed as a measure to further increase the pool of qualified female candidates and to help identify and remove internal barriers possibly caused by structural barriers existing between different services and types of staff, which may prevent women from advancing within the Organization.
3. Improvements to policies and services, leadership, recruitment, training, communication, and monitoring/reporting have all contributed to D&I. In November 2016, the Deputy Secretary General convened the first meeting of the NATO-wide Gender Balance and Diversity Task Force (GBD TF), chaired by the Assistant Secretary General for Executive Management (EM).
4. Based on the analysis of NATO-wide staff data for 2016, the percentage of women has remained at 26% of the workforce. Within NATO IS, the percentage of women also remained at 39% of the workforce. Among all NATO bodies, NATO IS has the highest level of female leadership (21%), followed by NCIA (18%), and ACO (16%).
5. With respect to the distribution of nationalities, staff from Albania, Bulgaria, Croatia, Czech Republic, Estonia, Iceland, Latvia, Lithuania, Norway, Slovakia, and Slovenia each occupy fewer than 1% of NATO-wide civilian posts. This situation has remained the same since 2015. On the International Staff, all nations were present with the exception of Croatia.
6. Although the objectives established in the 2012-2014 Diversity Action Plan have now been implemented, the new GBD TF has developed a new D&I Action Plan to expand diversity efforts. Further engagement is required in the area of inclusion. In the context of this report and the work undertaken at the level of the GBD TF, 'inclusion' is defined as a state of being valued, respected and supported in the

Organization'. This means creating internal support and professional networks and continuously improving NATO's image to attract both qualified and diverse staff.

7. At the leadership level, the Diversity Scorecard continues to be used as a reference tool by the Establishment Committee to help guide their deliberations and recommendations to the Secretary General concerning the appointment of A-grade candidates.

8. On International Women's Day, an athletic running event titled 'She Runs, He Runs, We Run' was launched promoting gender balance within NATO and encouraging the role of sports to empower women and girls. The run covered a symbolic 13.25 km in support of United Nations Security Council Resolution 1325.

9. In terms of age, most civilian staff NATO-wide (39%) are aged 46-55. Within ACO, more than 73% of staff are within the 46-65 age bracket, compared to NCIA or NATO HQ, where 73% of staff are aged 36-55. The NATO Agencies tend to employ staff with a more even age distribution when compared with NATO HQ or the NATO Command Structure, and at a slightly younger average age.

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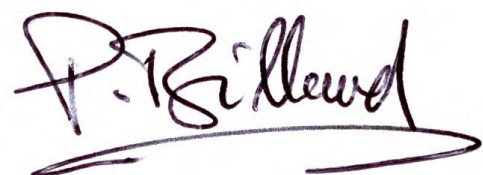
**Message from Patrice Billaud-Durand, Deputy Assistant Secretary General, Human Resources.**

NATO as a potential employer, due to its international recognition, attracts applicants with different backgrounds. We recognize the need to improve not only diversity within our employee population, but also to foster a sense of inclusion among the staff - to feel valued, respected and supported while working within the Organization.

A strong staff starts with recruiting the right talent. In today's competitive reality, this means reaching out across all NATO nations to ensure that our needs are served by the best and the brightest. We are sensitive to the diversity of cultures and backgrounds of our candidates and to account for this, we carefully choose selection tools which are free from bias. We aim to ensure equal access to all candidates throughout our selection processes.

It is equally important to look after the well-being of staff and to be viewed as an attractive place to work. Finding a suitable balance between the hours we spend at work and our daily lives is a challenge that all staff members face. Our ability to combine work and other commitments is important for both the Organization and the individual. I would like to highlight our efforts to foster the notion of work-life balance among our staff while at the same time upholding our commitments to nations and to NATO. Several options are available to staff to add flexibility to their daily schedules such as tele-working, flexible working hours, part-time work and parental leave.

This Diversity and Inclusion (D&I) Report highlights the achievements and progress that NATO has made in D&I in 2016. NATO continuously strives to improve the policies and services available to our diverse staff and to potential candidates.

A handwritten signature in dark ink, reading 'P. Billaud-Durand'. The signature is stylized with a large, sweeping underline that extends to the right.

## Diversity and Inclusion Highlights in 2016

- First female Deputy Secretary General appointed on the International Staff.
- First meeting of the Gender Balance and Diversity Task Force in a NATO-wide format.
- Second cycle and continuation of the Mentoring Programme for women.
- First edition of the event She Runs, He Runs, We Run to raise awareness for women in sports and United Nations Security Council Resolution 1325.
- All nations were present in the NATO-wide staff.
- All nations were present in the International Staff with the exception of Croatia.
- The percentage of female staff in the IS remained at 39%.
- The percentage of women in A-grade positions in the IS remained at 32%.
- The percentage of women in senior leadership positions in the IS increased from 20% in 2015 to 21% in 2016.
- The percentage of female civilian staff in the International Military Staff (IMS) increased from 45% in 2015 to 46% in 2016.
- Continuous increase in the overall number of female A-grade civilian staff in the IMS since 2004.
- The percentage of women NATO-wide remained at 26%.
- The percentage of female A-grade staff increased from 10% to 12% in the NATO Communications and Information Agency (NCIA).
- The percentage of female A-grade staff decreased from 25% to 24% in Allied Command Operations (ACO).
- The percentage of female A-grade staff remained at 16% in Allied Command Transformation (ACT).
- The percentage of female A-grade staff decreased from 15% to 14% in the NATO Support and Procurement Agency (NSPA).

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# 1. Introduction

## Purpose

1.1 The purpose of this Annual Diversity and Inclusion (D&I) Report is to document the progress that NATO has made throughout 2016 in terms of D&I. The main focus areas in the 2016 Annual D&I Report are policies and services, leadership, recruitment, training, communication, and monitoring/reporting. One way to monitor these objectives is to measure diversity in terms of gender, nationality and age and to report on the ways in which D&I practices have been integrated throughout NATO's processes, policies, and culture.

1.2 This 2016 Annual D&I Report has several purposes. **Part 1** highlights the achievements that NATO has made during the year 2016.

1.3 **Part 2** provides the statistical background and analysis of 2016 diversity data by gender, nationality, and age. The NATO-wide data includes the international civilian staff as described in the Preamble of the NATO Civilian Personnel Regulations, as well as data of the military staff. The data does not include, for example, temporary staff, consultants, interns, or Voluntary National Contributions.

## What is Diversity and Inclusion?

NATO defines **DIVERSITY**<sup>1</sup> as: the key elements that make us individuals, and thus different (e.g., nationality, gender, race or ethnic origin, age, religion, 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.

1.4 **Diversity** and **Inclusion** go hand in hand. It is one thing to make sure that NATO has a diverse staff, but quite another to make staff feel included and that they are valued, respected and supported for their differences. Diversity is the mix, and inclusion is getting this mix of staff to work well together and to collectively support the objectives of the Organization. Appreciating differences and viewing such qualities as strengths is a key factor within an inclusive culture and should be enabled with a D&I strategy.

## What are NATO's Diversity Goals?

1.5 In 2002, nations tasked the Secretary General to form a task force to make

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<sup>1</sup> PO(2016)0722 paragraph 1.3 refers.

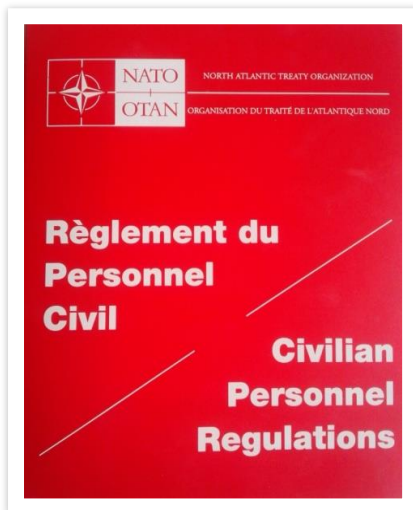
recommendations to Council on ways to improve gender balance and diversity in both the NATO International Staff (IS) and the International Military Staff (IMS). Through the Gender Balance and Diversity Task Force, the principles, policies, and values that would guide NATO to leverage diversity as an asset for organizational transformation were developed. The main diversity goals or desired outcomes for NATO are to:





## Existing Diversity-Friendly Policies and Programmes

1.6 There are several policies and programmes that enable diversity in the NATO-wide workforce. The NATO Civilian Personnel Regulations form the underlying terms and conditions of NATO's employment. 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. The diversity and inclusion milestones and achievements from 2011-2016 can be found in Appendix 1.



### REGULATIONS/POLICIES

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

### PROGRAMMES/TRAINING

- NATO-wide Internship Programme;
- NATO-wide Executive Development Programme;
- NATO-wide Management Development Programme;
- Induction Training;
- Mentoring Programme.

## Part 1 - 2016 Diversity and Inclusion Achievements and Activities

### NATO Women's Professional Network and Mentoring Programme

1.7 In 2016, the second cycle of the Mentoring Programme for women was launched. This Programme was designed as a measure to further increase the pool of qualified female candidates and to remove internal barriers possibly caused by structural barriers that may exist between different services and types of staff which may prevent women from advancing within the Organization. Applications were received for both mentors and mentees. It was decided that the NATO mentees would be women of any grade or rank in any service (civilian or military). They could be IS, IMS, voluntary national contributions, delegates, consultants, temporary staff or interns. Through the *Agora* platform, an internal communication tool used within NATO HQ, the NATO Women's Professional Network enables mentoring opportunities, information sharing, blogging, organized events and guest speaker sessions.

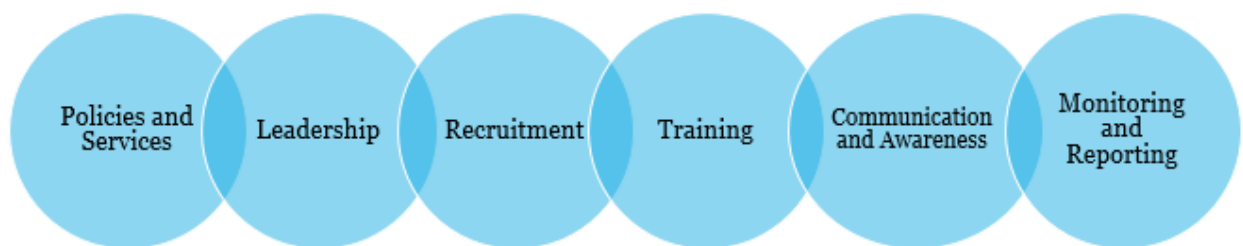


1.8 In 2016, the programme had over 110 participants, approximately 50 mentors and 60 mentees. The gender distribution for Mentors was 60% men and 40% women and consisted of staff in grades ranging from A2 to A7. Furthermore, 38% of the mentors were A5 and above. All mentors and mentees received training in the form of a half-

day workshop. It is anticipated to continue the Mentoring Programme annually and to reformulate the Programme based on lessons learned collected from the previous cycles.

## 1<sup>st</sup> Meeting of the Gender Balance and Diversity Task Force under NATO-wide Format

1.9 In November 2016, the Deputy Secretary General convened the first meeting of the NATO-wide Gender Balance and Diversity Task Force (GBD TF), chaired by Assistant Secretary General for Executive Management. The GBD TF met for the first time in a NATO-wide format with new terms of reference. It is a unique task force insofar as it brings together military and civilian representatives, staff representatives, the IS as well as other NATO entities. The first priority of the task force was to develop a new Action Plan to improve D&I in the NATO workforce, and progress has been made to finalize the plan. The main focus areas in the next D&I Action Plan are:



1.10 Each focus area will be further detailed with background information, proposed activities, and a timeline for implementation as well as key performance indicators to serve as a baseline for measuring progress.

## Diversity Scorecard Implementation

1.11 NATO appoints staff on the basis of merit. If there is more than one candidate assessed to have equal merit and deemed qualified and suitable, the candidate from a group that lacks diversity could be proposed for selection.

1.12 The Diversity Scorecard was prepared to assist recruiting decision-makers in having a general overview of the diversity footprint in each division and compares divisions/ independent offices (IOs) with IS averages. At the leadership level, the Diversity Scorecard provides a tool to communicate key diversity metrics (nationality, gender and age) and to assist the Establishment Committee (A-grade positions), the Deputy Assistant Secretary General, Human Resources (DASG HR) (B, C, and L-Grade positions) and ASG EM in their deliberations and decisions on qualified candidates during the recruitment process.

1.13 The aim of this tool is to improve the diversity of staff to include staff from countries with low presence on the staff and in terms of women in management positions, and age. An example of a Diversity Scorecard can be found in Appendix 3.

## International Women's Day - She Runs, He Runs, We Run Event

1.14 One of the projects and most visible outcomes of the Mentoring Programme for women was the successful launch of the event She Runs, He Runs, We Run on International Women's Day. The event was the inspiration of Anne Rosner, senior NATO interpreter and passionate runner. Her goal, born of her own experience with running marathons, was to raise awareness of the United Nations Security Council Resolution (UNSCR) 1325, to promote and improve the gender balance within NATO and to encourage the role of sports in empowering women and girls. The run covered a symbolic 13.25 km in support of UNSCR 1325. Prizes were offered for individual and team winners.

1.15 With the counsel of her mentor, Ambassador Marriët Schuurman, the NATO Special Representative for Women, Peace and Security, and the organizational support of the Executive Management Division, Human Resources (EM-HR), that idea became a reality. In its first year, the run attracted 28 teams and a total of 167 participants, including both men and women and coming from the IS, IMS, NATO Agencies and NATO delegations.



## Part 2 - 2016 Diversity Statistics

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### A. NATO-Wide - Gender, Grade, Nationality, Age

#### 2.1 Introduction

2.1.1 The following section breaks down and compares civilian diversity data by gender, nationality, and age between NATO HQ<sup>2</sup>, the Strategic Commands (ACO and ACT), other military entities<sup>3</sup>, and the NATO Agencies<sup>4</sup>. The data corresponds to the situation within NATO on 31 December 2016. All abbreviations are listed in Appendix 5.

2.1.2 It is important to note that the number of civilians employed in each NATO entity varies greatly, a factor which should be taken into consideration when comparing data on diversity as well as female senior leadership<sup>5</sup>. For example, the percentage of civilians employed by the NATO Support and Procurement Agency

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<sup>2</sup> For the purposes of this report, 'NATO HQ' refers to the International Staff (IS), International Military Staff (IMS), Office of Shared Services, Staff Centre, FORACS, NSO, MSIAC, BICES Group Executive (previously NATO BICES Agency), New Headquarters Project Office, and AirC2 Lifecycle Governance Secretariat.

<sup>3</sup> NAEW FC/ E-3A Component, NATO Defense College, CAOC/DACCC, NCIS NSB and HQ LANDCOM Izmir

<sup>4</sup> NCIA, NSPA, NAGSMA, NAMEADSMA, NAHEMA, NAPMA, and NETMA.

<sup>5</sup> For the purpose of this analysis, 'senior leadership' is defined as grades U1-U4, A5-A7 (and L-grade equivalents).

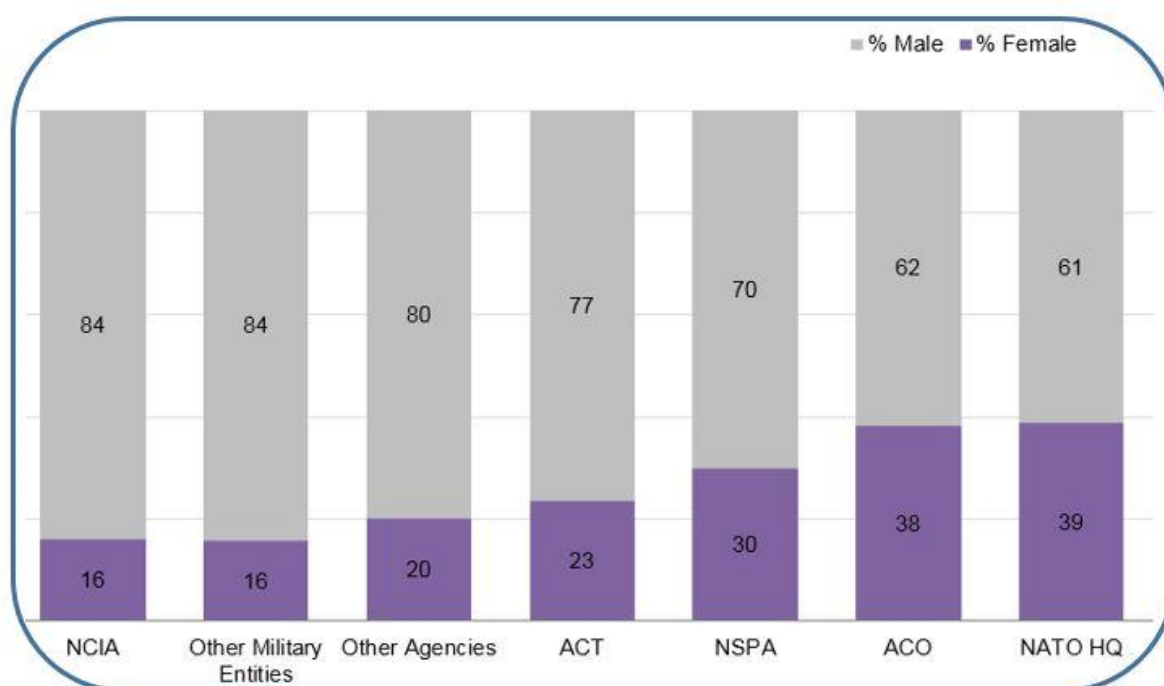


(NSPA) and the NATO Communications and Information Agency (NCIA) are broadly comparable with the percentage of International Staff (see Table 1). However, the percentage of civilians employed in each of the Strategic Commands (ACT and ACO) respectively represent just 4% and 6% of all civilian staff employed NATO-wide. It should be noted that civilian staff employed by the International Military Staff (IMS), as well as in the NATO Command Structure are an 'exception-to-the-rule' and rarely hold leadership positions, which are largely held by military personnel instead. Civilian personnel are normally only employed when specific expertise cannot be found within the military structure. A degree of caution is therefore required when making comparisons between the military Command Structure versus predominantly civilian NATO entities. The data which has been provided should be seen as informative only and used to create more awareness of how diversity data varies. Figure 1 illustrates the proportion of female and male staff members in each NATO entity.

NATO Body	% of Total NATO Civilian Staff
ACT	4
ACO	6
Other Military Entities*	12
Other Agencies	13
NSPA	18
NATO HQ**	22
NCIA	25
Total NATO-Wide	100

\* Mainly NAEW FC/E 3A Component  
 \*\*NATO IS (19%), IMS (1%), Other NATO HQ (2%)

**Table 1: % of Civilian Staff per NATO Entity**



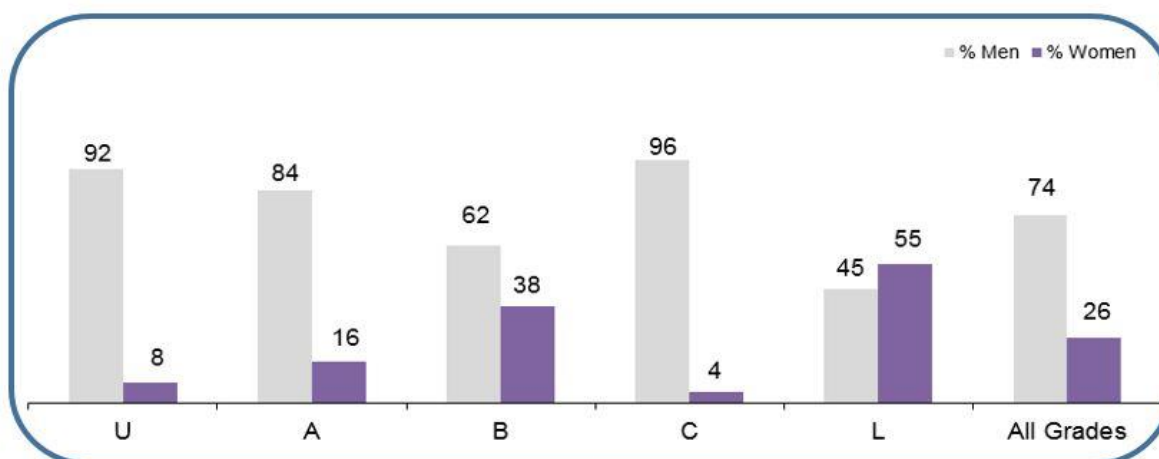
**Figure 1: NATO-Wide Civilian Staff – by NATO Entity and Gender**

2.1.3 It is also relevant and important to note that the NATO bodies NAGSMA, NAHEMA, NAMEADSMA, NAPMA, and NETMA employ staff who are seconded from and nominated by the national authorities which participate in specific programmes. It is not possible, therefore, to attain geographical diversity from all nations in such entities. Greater staff diversity in terms of both gender and age distribution might

be considered by the sending nations when proposing personnel to participate in these programmes.

## 2.2 NATO-Wide Civilians - Analysis by Gender and Grade

2.2.1 Out of 5,621 NATO Civilian staff members employed<sup>6</sup>, women represent 26% of staff overall, as presented in Figure 2:



*Figure 2: NATO-Wide Civilian Staff by Gender and Grade*

2.2.2 The percentage of female staff employed NATO-wide remained stable since 2015. The NATO Defense College, IMS, IS and ACO have the highest proportion of female civilian employees in their workforce. However the majority of these staff members are employed in supporting B-grade roles rather than managerial A-grade positions. The percentage of female U-grade staff increased due to the arrival of the Deputy Secretary General Rose Gottemoeller in 2016.

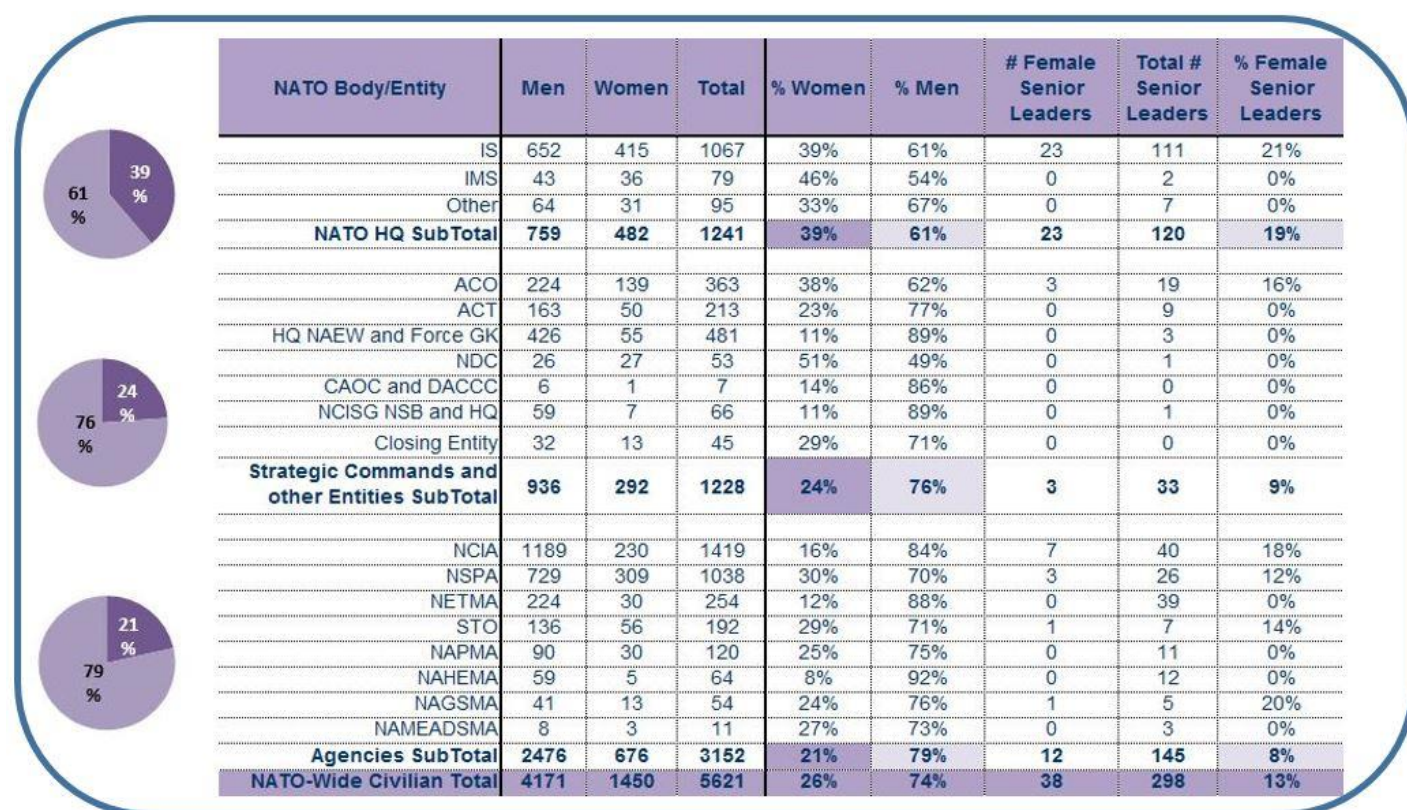
<sup>6</sup> This figure represents personnel on the payroll (31 December 2016) and does not reflect vacant posts. The number of Staff NATO-wide has decreased slightly in 2016 from 5,628 in 2015.



2.2.3 Table 2 illustrates the percentage of civilian women in each NATO entity as well as the percentage of senior female leadership. The percentage of civilian women increased by 1% in the following NATO entities:

- IMS (45% in 2015 to 46% in 2016);
- ACT (22% in 2015 to 23% in 2016);
- NETMA (11% in 2015 to 12% in 2016); and
- NATO Defense College (50% in 2015 to 51% in 2016)

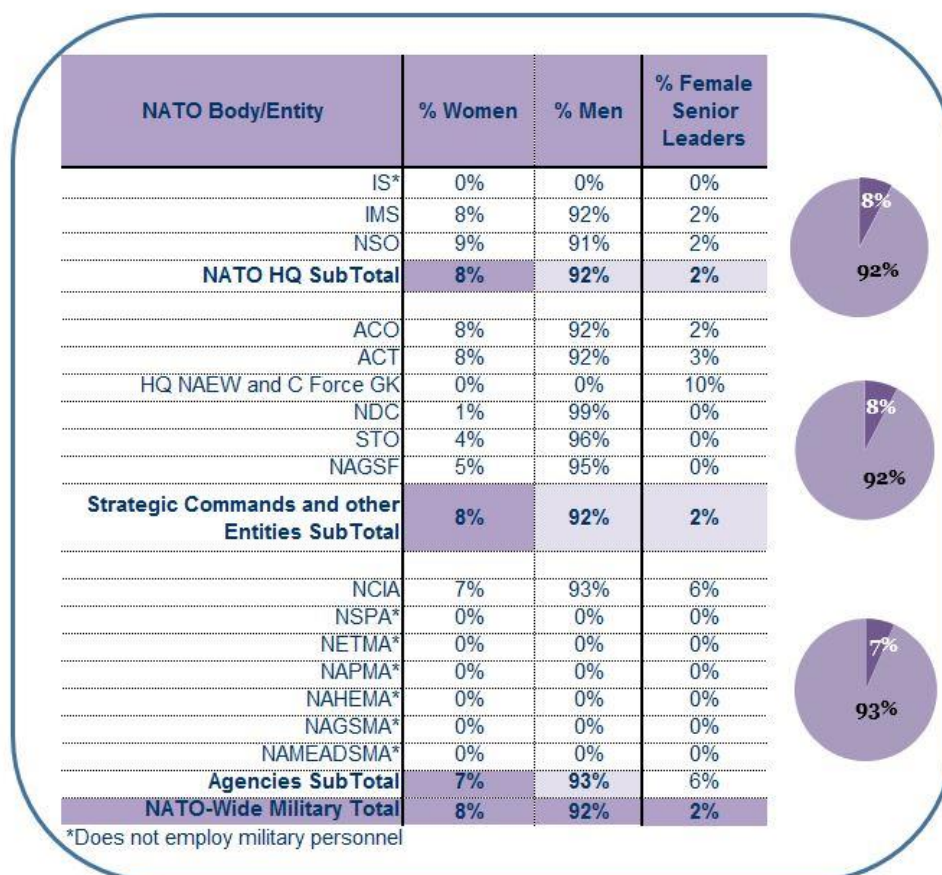
2.2.4 The percentage of women in STO increased by 2% from 27% in 2015 to 29% in 2016. The percentage of civilian women in the NSPA decreased from 31% in 2015 to 30% in 2016. The situation remains unchanged since 2015 for the NATO IS.



*Table 2: Civilian Staff by Gender and by NATO Entity*

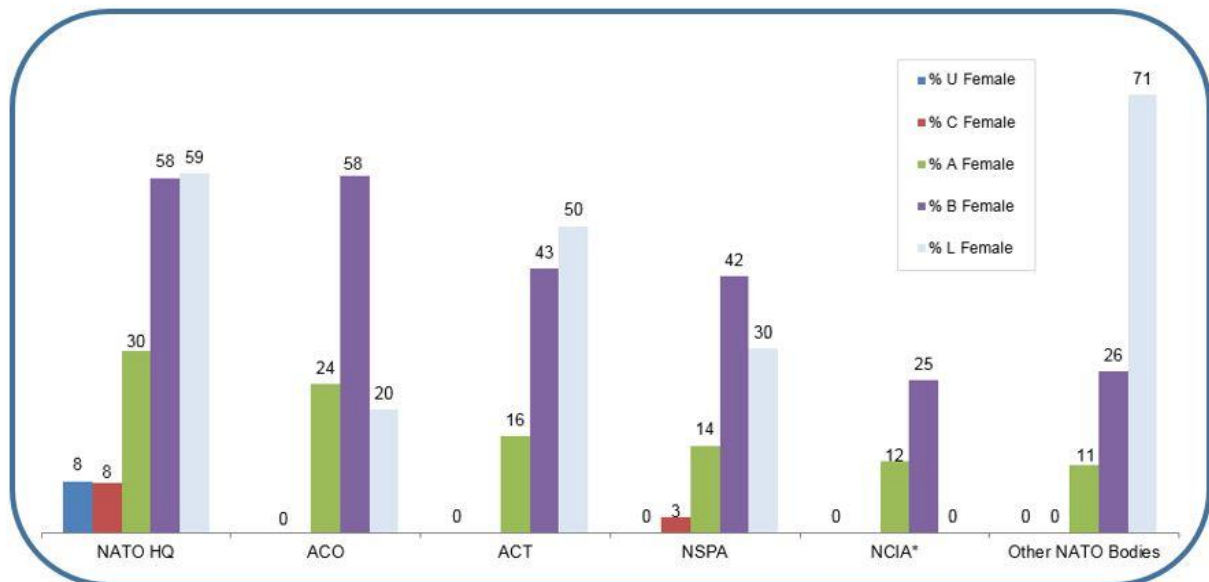
2.2.5 NATO entities with the lowest percentage of female civilian personnel overall include NAHEMA, NETMA, NCIA and the military entities of NAEW FC/E-3A Component and NATO Signals Battalions. The figures for female staff for each grade category within these NATO entities are also correspondingly low.

2.2.6 In Table 3, it is shown that women represented 7% of the military staff NATO-wide, which was also the situation in 2015.



*Table 3: Military Staff by Gender and by NATO Entity*

2.2.7 NATO entities with a higher relative percentage of female staff include ACO, NATO Defense College, NATO HQ and NSPA, though the majority of the female civilian staff in those entities is employed in B or L-grade positions (see Figure 3 below). The percentage of female A-grades has increased by 2% in NCIA, by 1% in NATO HQ and decreased by 1% in NSPA and ACO since 2015.

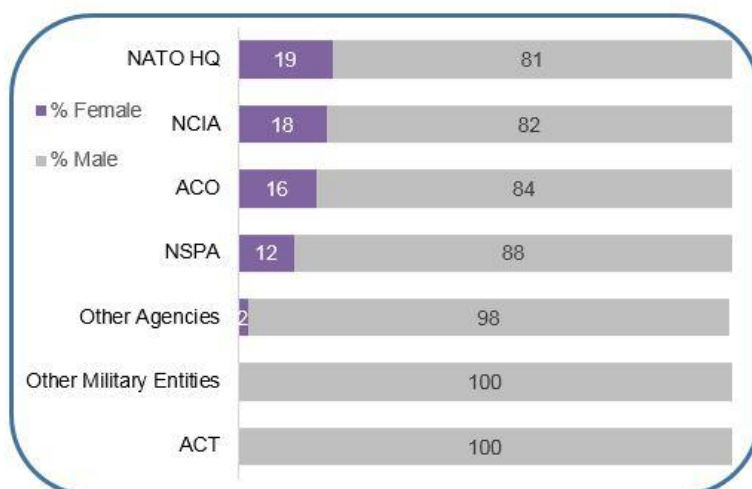


\*NCIA has no L-grades (male or female)

**Figure 3: Women NATO-Wide 2016 - % of Grade Category**

## 2.3 NATO-Wide Civilians – Analysis of Senior Leadership

2.3.1 Figure 4 illustrates the percentage of female and male senior leadership by NATO entity. NATO HQ has the highest level of female leadership (19%), followed by NCIA (18%), ACO (16%) and NSPA (12%). NETMA, NAPMA, NAHEMA, NAMEADSMA and ACT have no civilian senior female leadership. The percentage of women in senior leadership positions NATO-wide has increased from 12% in 2015 to 13% in 2016. Table 4 below provides the number of NATO-wide A and U-grades by nationality.



*Figure 4: % NATO-Wide Civilian Staff – Senior Leadership*

NATO-Wide Civilians - A grades		
Nationality	Total	In %
Albania	2	0.1
Belgium	256	9.4
Bulgaria	11	0.4
Canada	128	4.7
Croatia	4	0.1
Czech Republic	17	0.6
Denmark	42	1.5
Estonia	3	0.1
France	184	6.8
Germany	298	11.0
Greece	79	2.9
Hungary	37	1.4
Iceland	2	0.1
Italy	287	10.6
Latvia	3	0.1
Lithuania	11	0.4
Luxembourg	12	0.4
The Netherlands	156	5.8
Norway	36	1.3
Poland	84	3.1
Portugal	64	2.4
Romania	49	1.8
Slovakia	6	0.2
Slovenia	4	0.1
Spain	126	4.6
Turkey	119	4.4
United Kingdom	443	16.3
United States	250	9.2
<b>Total</b>	<b>2713</b>	<b>100.0</b>

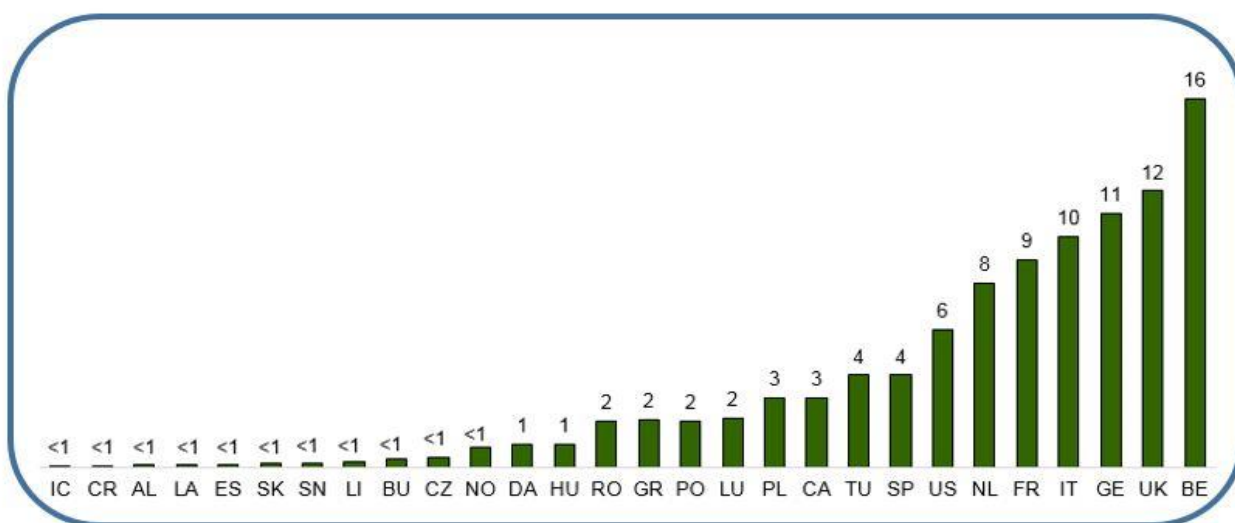
NATO-Wide Civilians - U grades		
Nationality	Total	In %
Albania	0	0
Belgium	0	0
Bulgaria	0	0
Canada	0	0
Croatia	0	0
Czech Republic	0	0
Denmark	0	0
Estonia	0	0
France	1	8
Germany	3	23
Greece	0	0
Hungary	0	0
Iceland	0	0
Italy	0	0
Latvia	0	0
Lithuania	0	0
Luxembourg	0	0
The Netherlands	0	0
Norway	2	15
Poland	0	0
Portugal	0	0
Romania	1	8
Slovakia	0	0
Slovenia	0	0
Spain	1	8
Turkey	2	15
United Kingdom	1	8
United States	2	15
<b>Total</b>	<b>13</b>	<b>100</b>

*Table 4: NATO-Wide Civilian A and U Grade Staff by Nationality*



## 2.4 NATO-Wide Civilians - Analysis by Nationality

2.4.1 The NATO-wide distribution of staff by nationality is shown in Figure 5. The distribution of staff by nationality at the NATO-wide level has remained stable since 2013. At the NATO-wide level, there are employees from all member nations. As previously mentioned, it is important to note that the NATO bodies NAGSMA, NAHEMA, NAMEADSMA, NAPMA, and NETMA employ staff who are seconded from and nominated by the national authorities which participate in specific programmes. Attaining geographical diversity from all nations is therefore not possible in such entities. There are few (less than 1%) employees from the nations shown in Table 5. These nations have remained at less than 1% of staff NATO-wide since 2015.



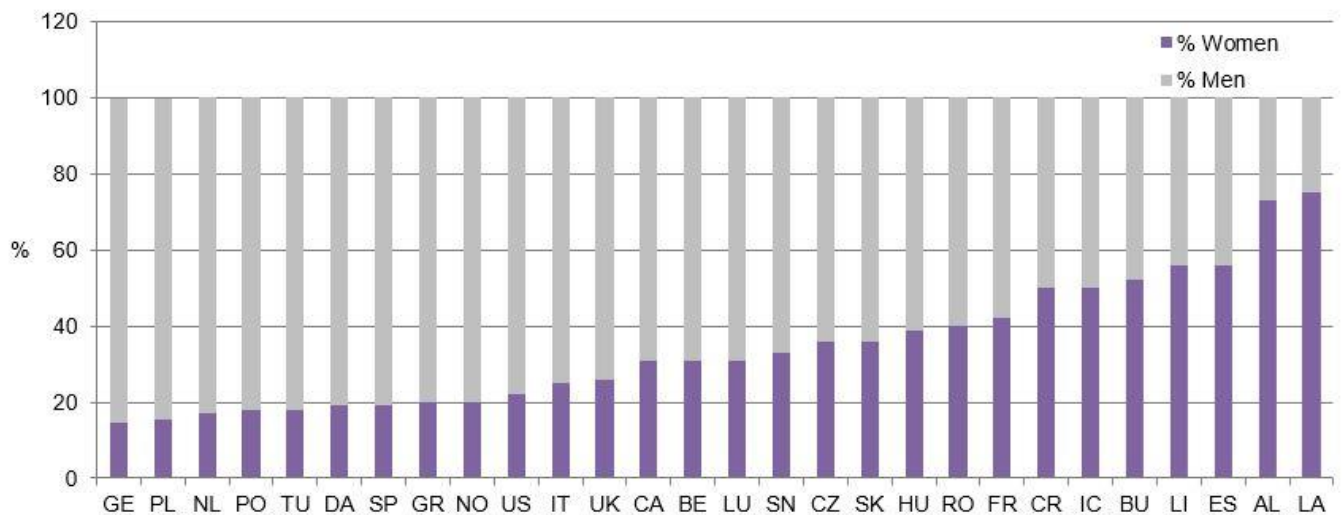
**Figure 5: % NATO-Wide Civilian Staff by Nationality**

Nation	% Staff	# Staff	# Female	# Male
Albania	0.2	11	8	3
Bulgaria	0.4	23	12	11
Croatia	0.1	6	3	3
Czech Republic	0.5	28	10	18
Estonia	0.2	9	5	4
Iceland	0.0	2	1	1
Latvia	0.1	8	6	2
Lithuania	0.3	16	9	7
Norway	0.9	50	10	40
Slovakia	0.2	11	4	7
Slovenia	0.2	12	4	8
Other Nations*	96.9	5445	1378	4067
<b>Total Staff</b>	<b>100.0</b>	<b>5621</b>	<b>1450</b>	<b>4171</b>

\*Presence is more than 1%

**Table 5: NATO-Wide Civilian Staff (nations present at less than 1%)**

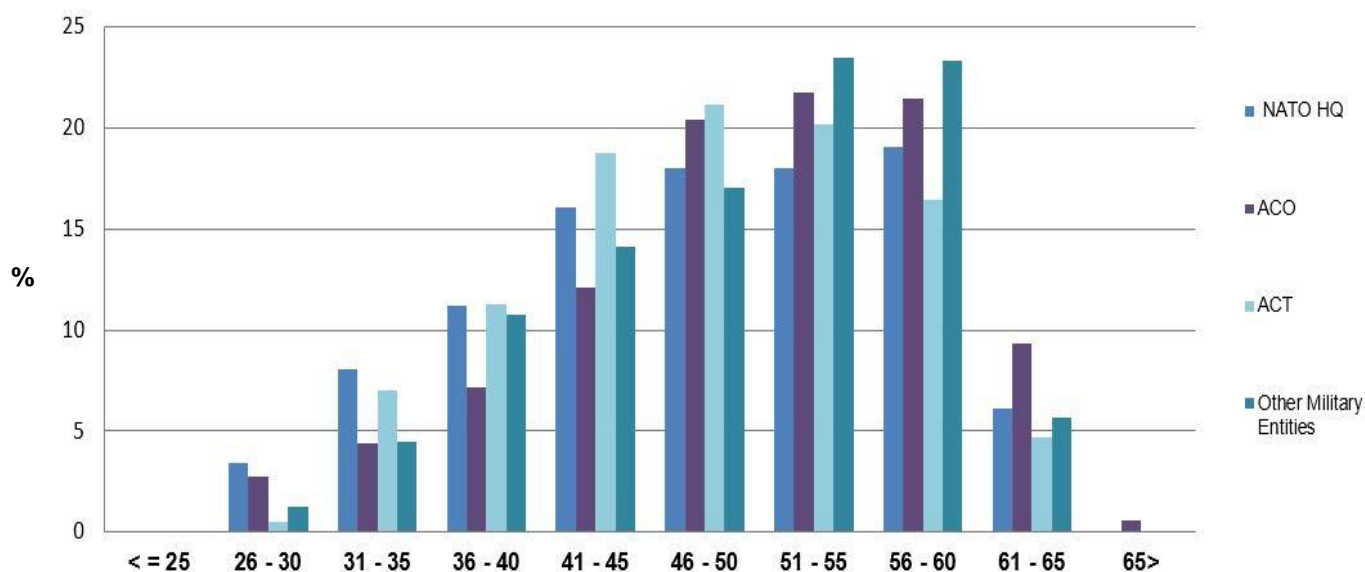
2.4.2 The proportion of female to male employees NATO-wide is presented by nationality in Figure 6 below. It is noteworthy that the highest proportion of female staff have a nationality that has a low presence on the staff (i.e., Albania, Bulgaria, Croatia, Estonia, Iceland, Latvia, and Lithuania).



**Figure 6: % NATO-Wide Civilian Staff by Nationality and Gender**

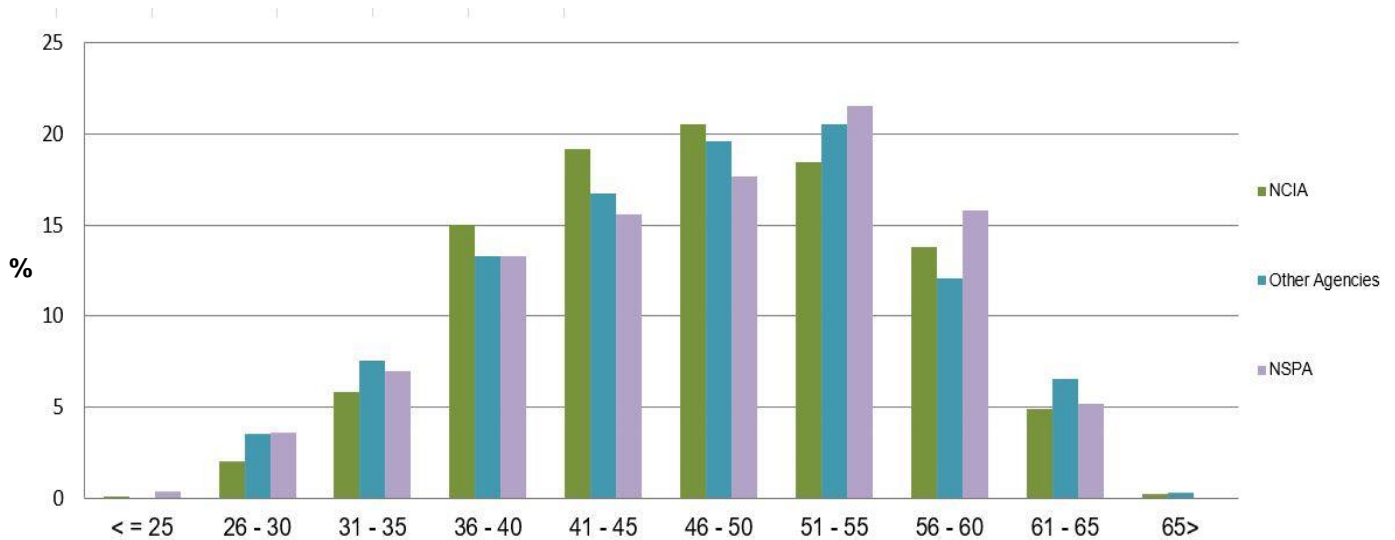
## 2.5 NATO-Wide Civilians - Analysis by Age

2.5.1 The age distribution of NATO-wide employees is shown in Figures 7 and 8 below. Figure 7 shows that the distribution of staff by age group for the Strategic Commands, NATO HQ and other military entities (mainly consisting of NAEW FC/E-3A Component) is skewed to the right, indicating that the majority of staff in these NATO entities are aged 46-55. ACO has more staff aged 51-65 and fewer aged 26-45 as compared with ACT and NATO HQ. The average age of civilian staff in ACO and the NAEW FC/E-3A Component is 50, compared to 48 in ACT and NATO HQ.



*Figure 7: % NATO-Wide Civilian Staff by Age Group*

2.5.2 The Agencies have a more even age distribution when compared with civilian staff employed by NATO HQ and the NATO Command Structure, indicating a slightly younger workforce. Within Figure 8 below, NCIA, NSPA and other Agencies have a clear bell curve distribution of ages, however NCIA has a slightly younger workforce than NSPA and other Agencies. The average age in NCIA is 47 compared to 48 in NSPA.



*Figure 8: % NATO-Wide Civilian Staff by Age Group*



## **B. International Staff - Gender, Grade, Nationality, Age**

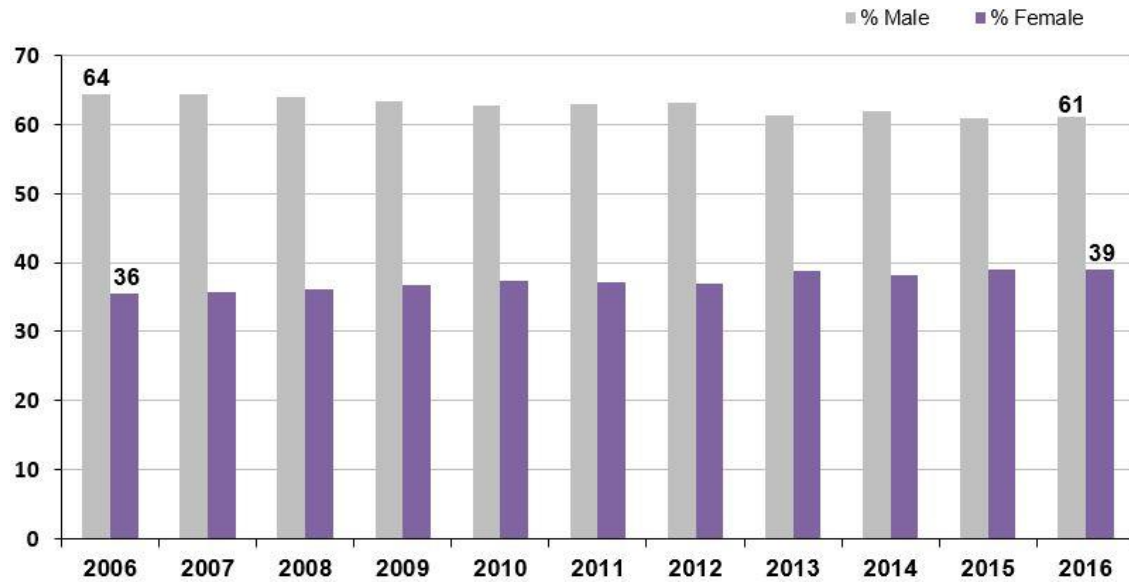
### **2.6 Introduction**

2.6.1 During the Prague Summit in 2002, nations requested that the IS provide yearly diversity monitoring reports as part of the GBD TF deliverables. The IS includes civilians employed at the NATO HQ who directly support the Secretary General. The data for the IS was collected from the Personnel Management Information System and refers to NATO civilians employed on 31 December 2016. The analysis compares diversity indicators of gender, nationality, and age. The 2016 recruitment statistics of the International Staff can be seen in Appendix 2.



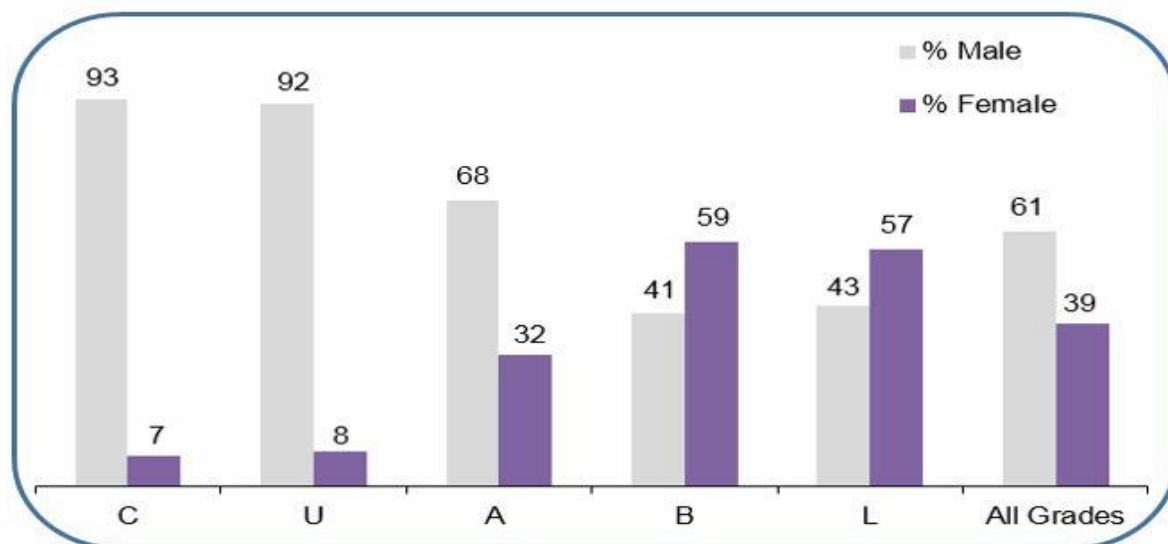
## 2.7 International Staff - Analysis by Gender and Grade

2.7.1 Over the last ten years, the proportion of women in the IS has increased from 36% to 39% (see Figure 9). This figure has not changed since 2015.



*Figure 9: % NATO IS by Gender 2006-2016*

2.7.2 Although women make up 39% of the IS workforce, their presence is not evenly distributed by grade. More women are represented in B and L<sup>7</sup> grade posts than are employed in A, C, and U grade posts, as illustrated in Figure 10 below:



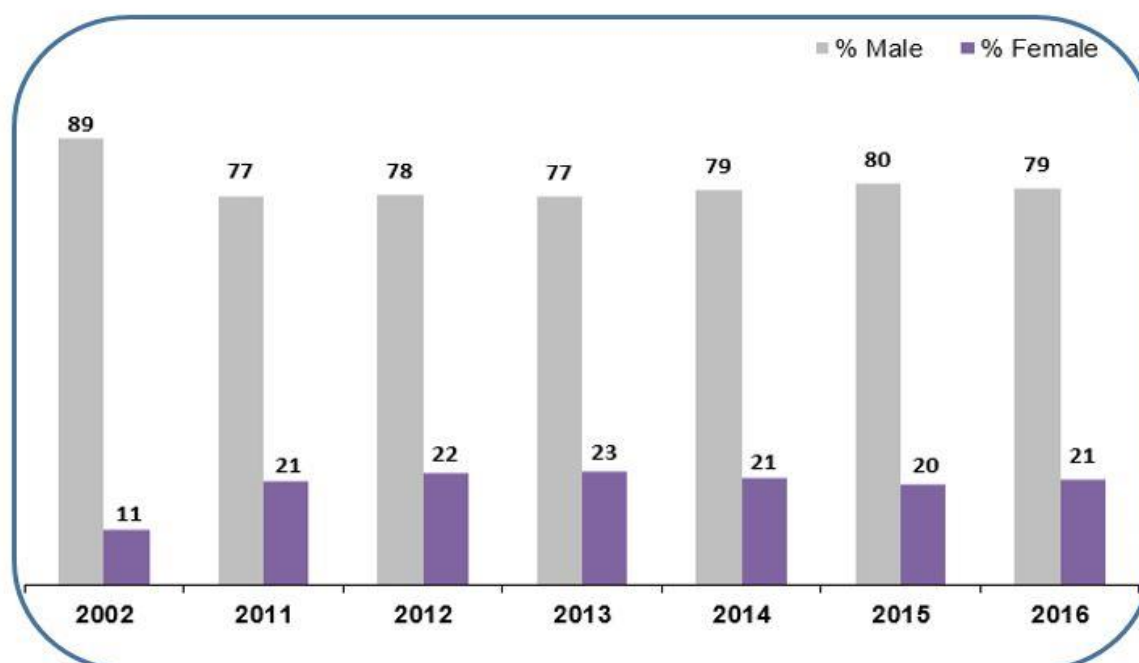
*Figure 10: % NATO IS by Gender and Grade in 2016*

2.7.3 The proportion of women employed in A-grade posts remains at 32% and remains the highest percentage of women in A-grade positions compared to other entities in NATO. The proportion of women in IS A-grade posts has increased from 23% to 32% over the last ten years. Also worth noting, the percentage of female U-grades reached 8% in 2016 due to the appointment of the Deputy Secretary General, Rose Gottemoeller. The percentage of female C-grade staff increased by 1% in 2015 to 7% in 2016.

<sup>7</sup> L-grade staff is comprised of Interpreters and Translators.

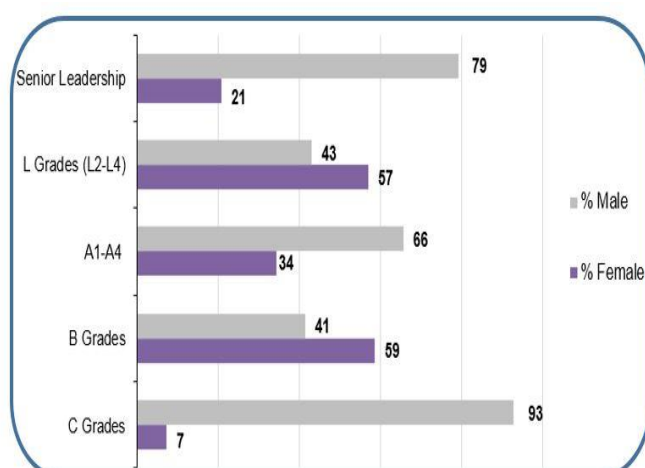
## 2.8 International Staff – Analysis of Senior Leadership

2.8.1 Women currently represent 21% of the IS senior leadership, which reflects a 1% increase since 2015. Although the percentage of women in A-grade positions has increased, the level of women in senior positions is lower than in 2013 (23%) as shown in Figure 11.

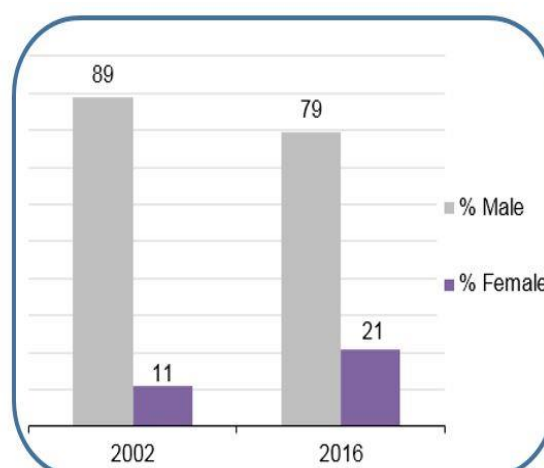


**Figure 11: % of A5-A7 and U1-U4 (incl. L-Grade Equivalents) in the IS**

2.8.2 Since 2002, the proportion of women in senior leadership positions has increased from 11% to 21% as illustrated in Figures 12 and 13.



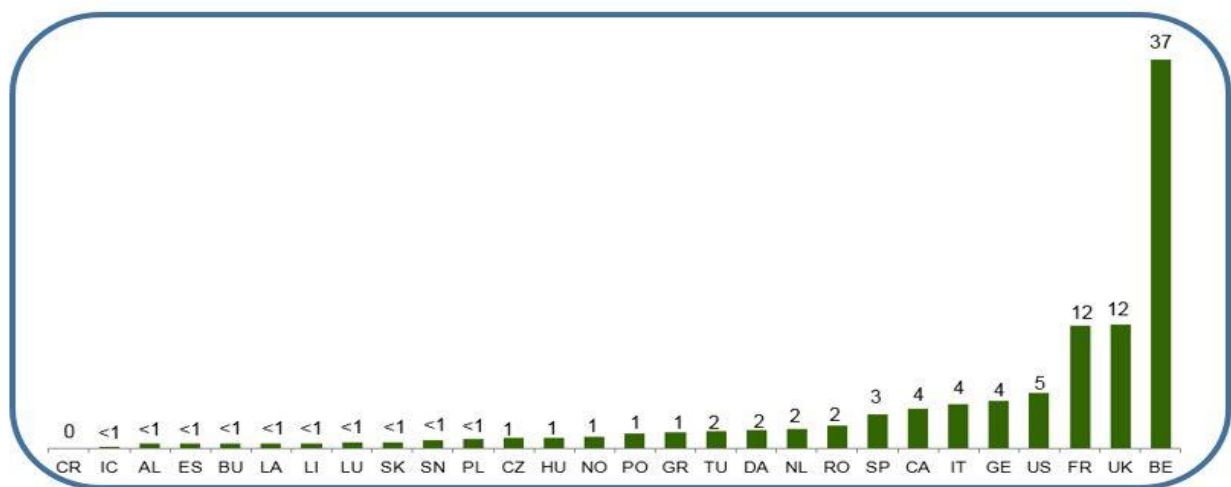
**Figure 12: % of NATO IS per Gender and Grade Category in 2016**



**Figure 13: Comparison by % of Senior Leadership by Gender between 2002 and 2016 in NATO IS**

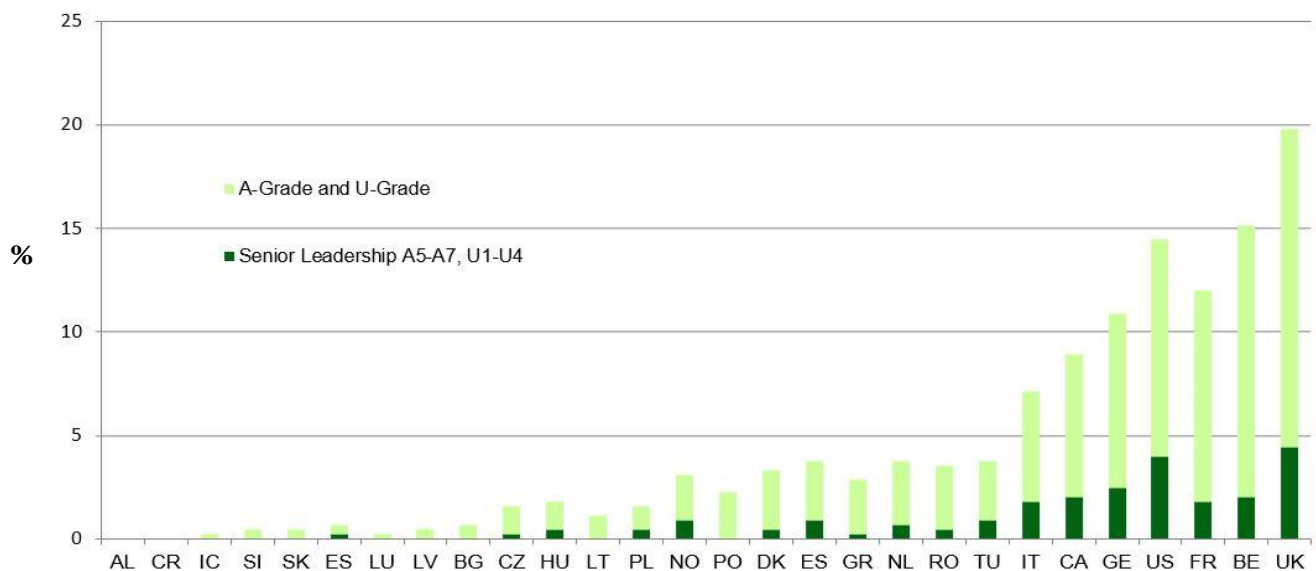
## 2.9 International Staff - Analysis by Nationality and Grade

2.9.1 The distribution of IS staff by nationality is shown by percentage in Figure 14 below.



*Figure 14: % of NATO IS by Nationality in 2016*

2.9.2 Figure 15 below shows that the United Kingdom followed by Belgium, France, the United States, Germany and Canada have the highest presence of A-grade staff within the IS. The United Kingdom and the United States have the highest proportion within senior leadership positions.



*Figure 15: % of NATO IS by Nationality in 2016*

2.9.3 In 2016, out of 28 nations, 27 were employed on the IS, the exception being Croatia. Table 6 provides the list of nations that make up less than 1% of the IS workforce.

International Staff (Nations less than 1%)				
Nation	% Staff	# Staff	# Female	# Male
Albania	0.4	4	2	2
Bulgaria	0.5	5	3	2
Czech Republic	0.9	10	3	7
Croatia	0.0	0	0	0
Estonia	0.4	4	2	2
Iceland	0.1	1	1	0
Hungary	0.9	10	6	4
Latvia	0.5	5	4	1
Lithuania	0.5	5	2	3
Luxembourg	0.6	6	3	3
Norway	1.0	11	3	8
Poland	0.8	9	3	6
Slovenia	0.7	8	3	5
Slovakia	0.6	6	4	2
Total IS		1067	415	652

*Table 6: NATO IS Civilian Staff  
(nations present at less than 1%)*

2.9.4 Table 7 provides the number of senior IS posts A6 and above by nationality and gender. Table 8 in Appendix 4 illustrates the number of A and U grades in the IS by nationality. Table 9 in Appendix 4 illustrates all nationalities per grade in the IS.

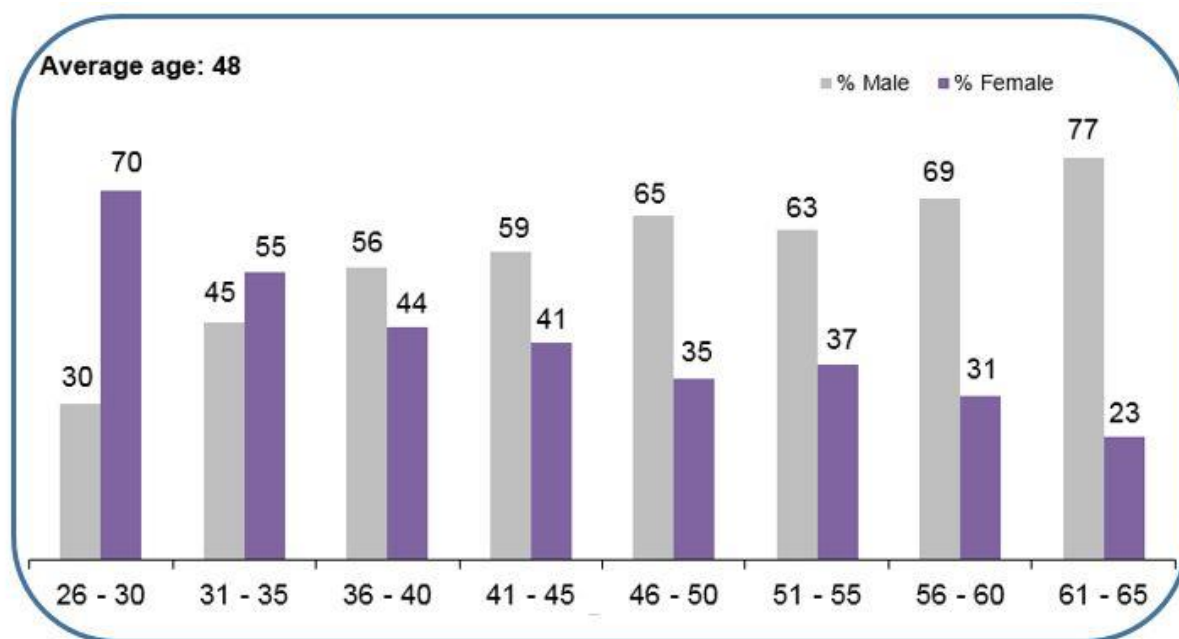
International Staff (A6 and above)				
Nation	Total	%	# Male	#Female
Albania	0	0	0	0
Belgium	1	3	1	0
Bulgaria	0	0	0	0
Canada	2	5	2	0
Croatia	0	0	0	0
Czech Republic	0	0	0	0
Denmark	1	3	1	0
Estonia	0	0	0	0
France	3	8	3	0
Germany	5	13	4	2
Greece	0	0	0	0
Hungary	1	3	0	1
Iceland	0	0	0	0
Italy	0	0	1	0
Latvia	0	0	0	0
Lithuania	0	0	0	0
Luxembourg	0	0	0	0
The Netherlands	3	8	2	0
Montenegro	0	0	0	0
Norway	2	5	2	0
Poland	1	3	1	0
Portugal	0	0	0	0
Romania	1	3	0	0
Slovakia	0	0	0	0
Slovenia	0	0	0	0
Spain	2	5	1	1
Turkey	3	8	1	1
United Kingdom	5	13	6	0
United States	9	23	7	2
Total	39	100	32	7

*Table 7: NATO IS Civilian Staff  
(Senior IS Posts A6 and Above)*



## 2.10 International Staff - Analysis by Age Group and Gender

2.10.1 The proportion of female staff is higher in the younger age groups (26-30 and 31-35) and steadily declines as age increases, as illustrated in Figure 16.



*Figure 16: % of NATO IS by Gender and Age Category in 2016*

2.10.2 The reverse trend is seen for male employees, however, who make up a lower percentage in the same younger age groups but are employed as a higher percentage in older age groups. No data has yet been collected to better understand why there is a reduction in the proportion of women who remain employed past the age group 36-40 or why there is a low number of applicants and candidates recruited from the age groups 36-60.

2.10.3 Further analysis of recruitment statistics based on age may provide a deeper understanding of the age distribution of applicants and candidates selected. In 2016, the average age of the International Staff was 48, which remains unchanged since 2012.

## *C. International Military Staff (IMS) - Gender, Grade, Nationality, Age*

### 2.11 Introduction

2.11.1 During the Prague Summit in 2002, nations requested that the IS provide yearly diversity monitoring reports as part of the GBD TF deliverables. The IMS participated in the GBD TF 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 and from the IMS HR Manager and refers to NATO civilians employed in the IMS on 31 December 2016. The analysis compares diversity indicators which include gender, grade, nationality, and age.

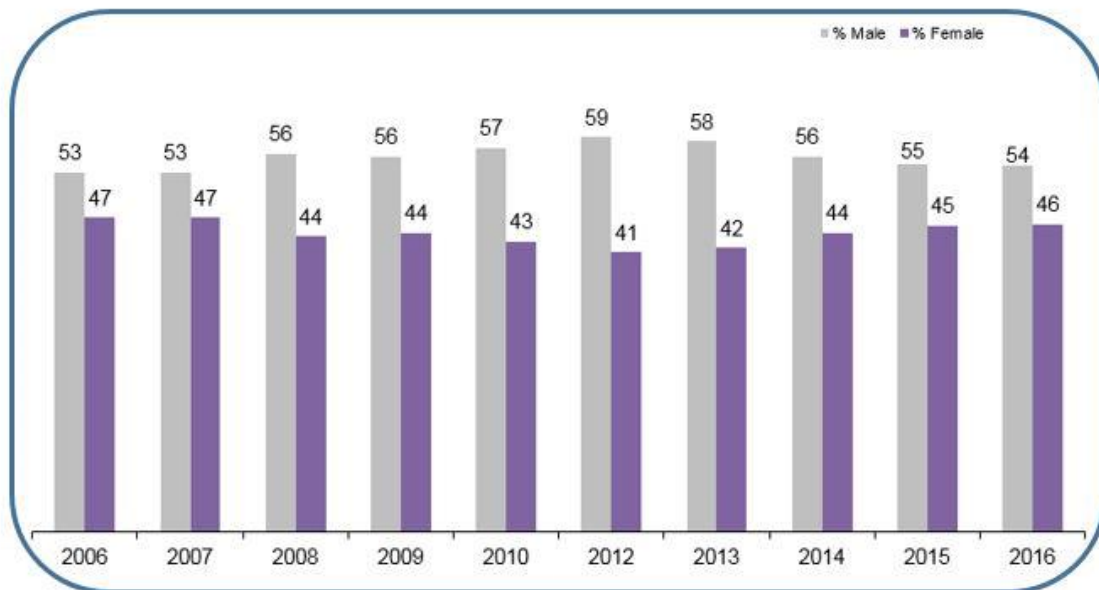


*Source: NATO Archives*



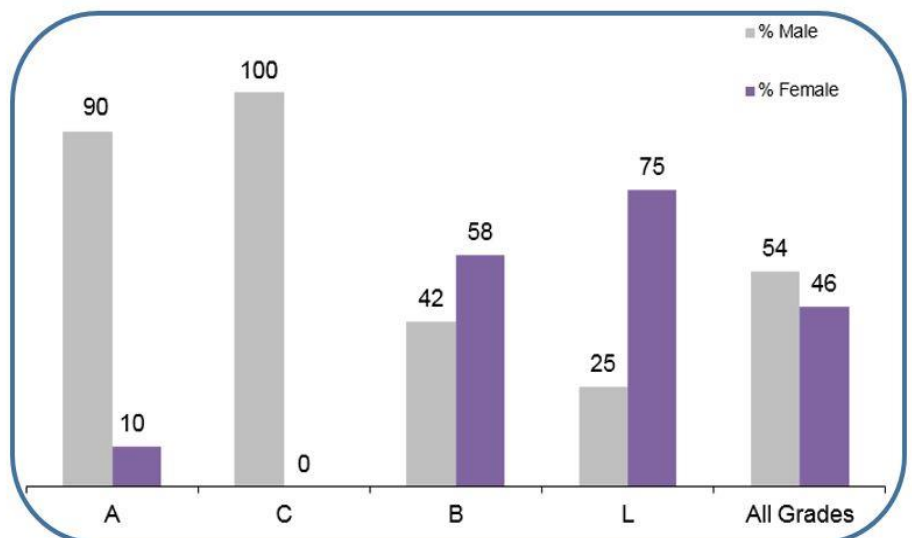
## 2.12 IMS Civilians - Analysis by Gender and Grade

2.12.1 Currently, 46% of the IMS civilian workforce is female. This represents an increase of 1% since 2015 as illustrated in Figure 17 below.



*Figure 17: % of NATO IMS by Gender from 2006 to 2016*

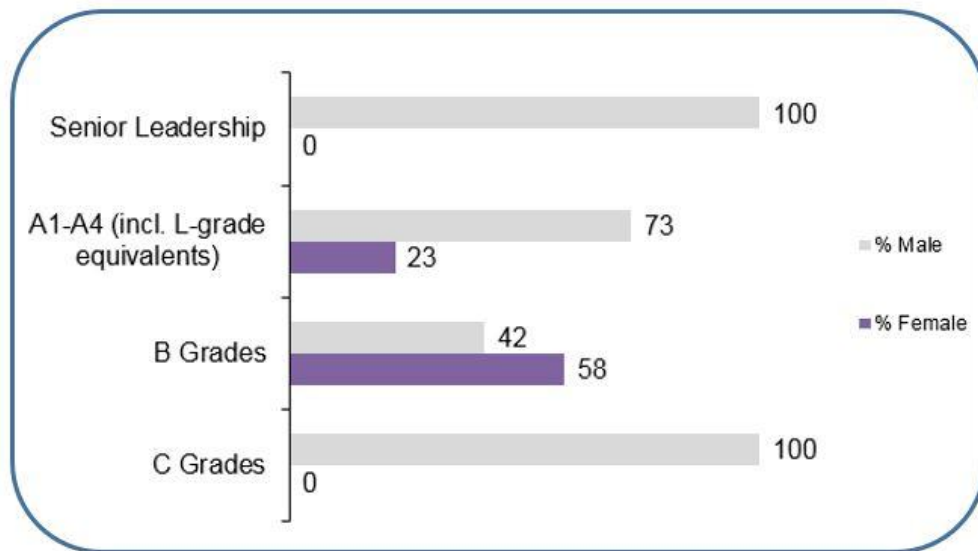
2.12.2 The percentage of women has been steadily increasing in IMS since 2012 in both B and A-grade levels. Most IMS female civilian staff are employed in B-grade positions and three staff are employed as translators as seen in Figure 18. In terms of A-grade staff, there has been a 1% increase compared to 2015.



*Figure 18: % of NATO IMS by Gender and Grade in 2016*

## 2.13 IMS Civilians - Analysis of Senior Leadership

2.13.1 In terms of senior leadership<sup>8</sup>, there are just two staff employed at A5 grade who are working within the IMS and these staff are both male employees (Figures 19).

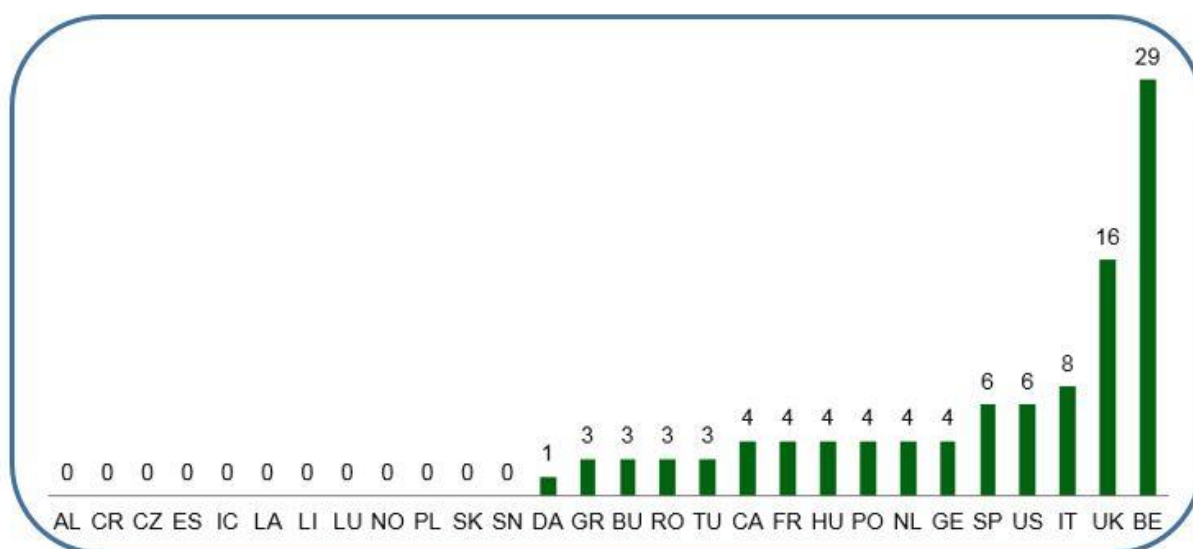


*Figure 19: % of NATO IMS per Gender and Grade Category in 2016*

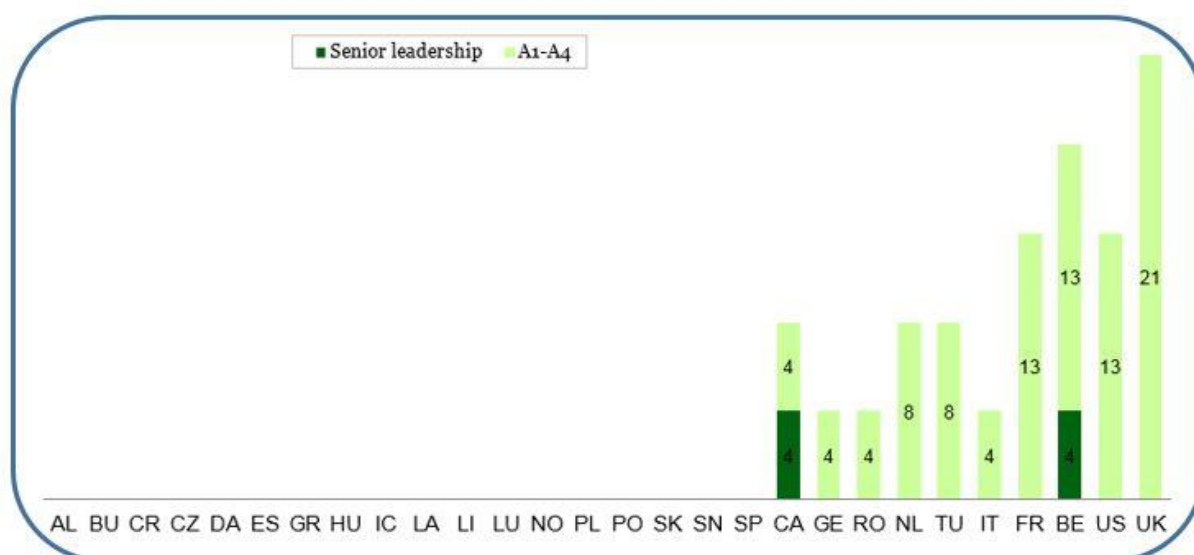
<sup>8</sup> For the purpose of this report, senior leadership in the IMS is equivalent to A5-A7.

## 2.14 IMS Civilians - Analysis by Nationality and Grade

2.14.1 Within the IMS, the nationalities of civilian staff span 16 of the 28 member nations, though 46% of the IMS civilian staff come from the United Kingdom or Belgium (see Figure 20 below). It is important to note that civilians in the IMS represent less than 1% of civilians NATO-wide. In Figure 21, staff members are presented by nationality in the A-grade category and at the senior leadership level. In the IMS, there are two staff members at the A5 level; one is Canadian and the other Belgian.



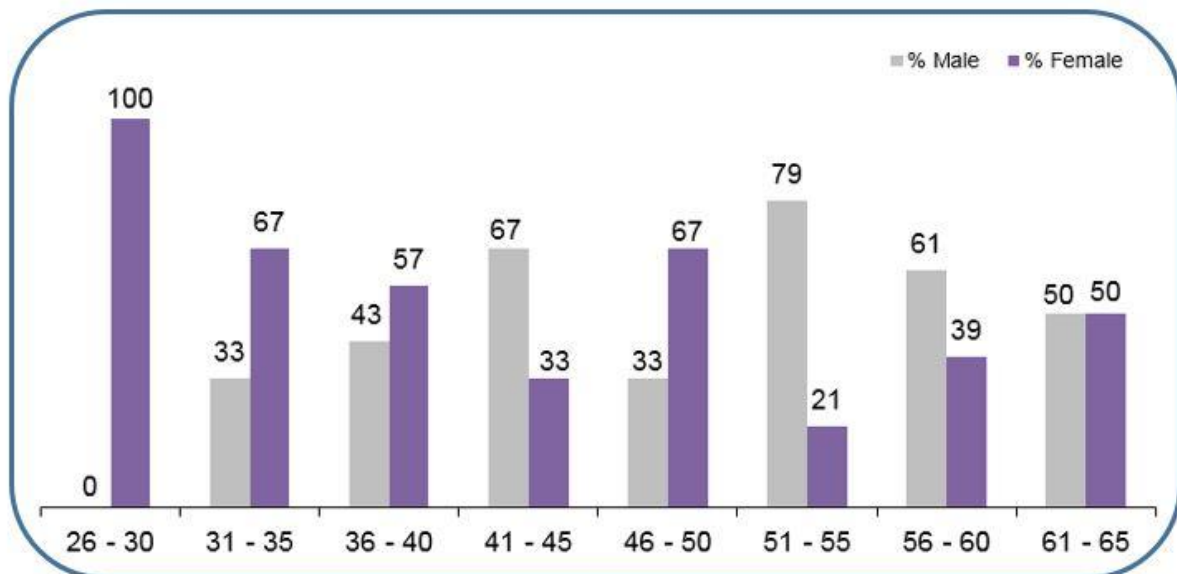
**Figure 20: % of NATO IMS by Nationality in 2016**



**Figure 21: % of A-Grade and Senior Leadership in the IMS per Nationality in 2016**

## 2.15 IMS Civilians - Analysis by Age Group and Gender

2.15.1 The age breakdown for IMS civilians varies significantly for men and women and is illustrated in Figure 22 below. In 2016, the average age of IMS civilians was 50, which remains unchanged since 2015. Only two of the IMS staff were under the age of 30 out of a total of 79 staff members.



**Figure 22: % of NATO IMS by Gender and Age Category in 2016**

## 3.1 Recommendations

### 3.1.1 Council is invited to:

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

### DIVERSITY AND INCLUSION MILESTONES AND ACHIEVEMENTS 2012-2016

Areas for Diversity Focus	2012	2013	2014	2015	2016
<b>Leadership</b>	<ul style="list-style-type: none"> <li>Secretary General appoints Mari Skaare as Special Representative for Women, Peace, and Security</li> </ul>	<ul style="list-style-type: none"> <li>Female Senior Leadership EM Exhibit on International Women's Day for all staff</li> <li>Diversity project included as part of the NEDP (NATO Executive Development Programme)</li> </ul>	<ul style="list-style-type: none"> <li>Female Senior Leadership Seminar for interns</li> <li>Diversity Scorecard automated and presented to Senior Management in the IS Divisions/Independent Offices</li> </ul>	<ul style="list-style-type: none"> <li>Female Senior Leadership Seminar for interns on Work-Life Balance</li> <li>Diversity Scorecard first used in the Establishment Committee</li> </ul>	<ul style="list-style-type: none"> <li>First female Deputy Secretary General hired on the International Staff</li> </ul>
<b>Policy</b>	<ul style="list-style-type: none"> <li>Tele-working policy agreed and implemented</li> <li>CPRs amended to become gender neutral, and to include an updated definition of 'spouse'</li> <li>CPRs amended to include a diversity recruitment statement</li> </ul>	<ul style="list-style-type: none"> <li>CPR amendment: increase in Maternity Leave from 16 to 20 weeks</li> <li>CPR amendment: update to Appeals Board and Dispute Resolution System</li> <li>CPR amendment: inclusion of a regulation concerning the Prevention and Management of Harassment, Discrimination and Bullying in the Workplace</li> <li>Updated NATO-wide Code of Conduct for both Civilian and Military Staff</li> </ul>	<ul style="list-style-type: none"> <li>NATO/EAPC Policy for implementation of UNSCR1325 approved by Council</li> <li>Consolidation of Work-Life Balance Policies on the IS HR Intranet site.</li> </ul>	<ul style="list-style-type: none"> <li>Flexible Working Arrangement (Flexitime) Policy approved and implemented</li> </ul>	<ul style="list-style-type: none"> <li>First meeting of the Gender Balance and Diversity Task Force in NATO-wide format</li> <li>Initial discussion on revisions to the Equal Opportunities Policy</li> <li>Initial discussion on a new Diversity and Inclusion Action Plan</li> </ul>
<b>Monitoring and Reporting</b>	<ul style="list-style-type: none"> <li>10-year Anniversary Report on Gender Balance and Diversity (PO(2012)0141)</li> </ul>	<ul style="list-style-type: none"> <li>2012 Annual Diversity Report (PO(2014)0105)</li> <li>First NATO-wide HR Strategy with Pillar on Staff Diversity and Culture</li> <li>Exit Survey implemented in order to gather data on NATO Staff who leave the Organization</li> </ul>	<ul style="list-style-type: none"> <li>2013 Annual Diversity Report (PO(2014)0708)</li> <li>NATO-wide military figures included in the diversity report for the first time</li> </ul>	<ul style="list-style-type: none"> <li>2014 Annual Diversity Report (PO(2016)0003)</li> <li>Completion of the 2012-2014 Diversity Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>2015 Annual Diversity Report (PO(2016)0722)</li> </ul>

## DIVERSITY AND INCLUSION MILESTONES AND ACHIEVEMENTS 2012-2016

Areas for Diversity Focus	2012	2013	2014	2015	2016
<b>Recruitment</b>	<ul style="list-style-type: none"> <li>· HR continued workshops on national balance in recruitment</li> <li>· Successful launch of the E-tool used for the NATO Internship Programme</li> </ul>	<ul style="list-style-type: none"> <li>· The recruitment workshops for national delegations continued and focus nations were given guidance</li> <li>· Changes were made to the Recruitment Guidelines to reflect more diversity in recruitment board composition</li> </ul>	<ul style="list-style-type: none"> <li>· E-recruitment tool was launched enabling greater functionality in merit-based selection and sourcing</li> <li>· Recruitment workshops for national delegations continued and focus nations were given guidance</li> <li>· Diversity and HR recruitment contacts made with delegations through workshops</li> </ul>	<ul style="list-style-type: none"> <li>· Database created to include women's professional websites, and professional associations from nations with low presence to be used for sourcing candidates</li> </ul>	<ul style="list-style-type: none"> <li>· Recruitment workshops for national delegations continued and focus nations were given guidance</li> </ul>
<b>Communication and Awareness</b>		<ul style="list-style-type: none"> <li>· On International Women's Day, a joint Assistant Secretary General (ASG) presentation was given to highlight achievements of senior-level women at NATO</li> <li>· Diversity Officer participated in events such as the ORIGIN Network meeting (exchange of diversity best practices with other International Orgs) - host by African Development Bank</li> <li>· Updates to the diversity website with events/ dissemination of Office Notices</li> </ul>	<ul style="list-style-type: none"> <li>· On International Women's Day, barriers to women in the workplace were discussed.</li> <li>· Updates to the diversity website with events/ dissemination of Office Notices</li> <li>· Diversity first introduced as part of the induction training for new staff members</li> </ul>	<ul style="list-style-type: none"> <li>· On International Women's Day, the Women's Professional Network and the Mentoring Programme was launched</li> </ul>	<ul style="list-style-type: none"> <li>· 2nd cycle of the Mentoring Programme for women was launched</li> <li>· Pilot course for Gender Awareness Training, including UNSCR1325 and prevention of harassment and discrimination, was given to NATO HQ staff</li> </ul>
<b>Inclusion</b>		<ul style="list-style-type: none"> <li>· Diversity presentation provided to partner nation Ukraine</li> <li>· Active participation in Task Force for UNSCR 1325, Women, Peace and Security</li> <li>· EM and NATO Staff Centre sponsored the first Bring-Your-Child-To-Work Day Event</li> </ul>	<ul style="list-style-type: none"> <li>· Active participation in Task Force for UNSCR 1325, Women, Peace and Security</li> <li>· Development of the first NATO Women's Professional Network</li> </ul>	<ul style="list-style-type: none"> <li>· Bring-Your-Child-To-Work Day Event held for children and families</li> </ul>	<ul style="list-style-type: none"> <li>· First edition of the event, 'She Runs, He Runs, We Run' to raise awareness for women in sports and the UNSCR 1325</li> </ul>
<b>Retention and Work-Life Balance</b>			<ul style="list-style-type: none"> <li>· Work ongoing to modify contract policy to improve retention rates</li> <li>· creating awareness of creches in the local Brussels area</li> <li>· small infrastructure changes to NATO HQ to make facilities more family friendly</li> </ul>	<ul style="list-style-type: none"> <li>· Addition of Flexible Working Arrangement Policy (Flexitime) to Work-Life Balance policies</li> </ul>	



## RECRUITMENT STATISTICS

Nationality	Applicants				Selected*				Longlisted*	Shortlisted*	Withdrawn*
	Total Applicants	% of Male	% of Female	% of Total Applicants vs Total	Total Selected	% of Male	% of Female	% of per Nation vs Total			
Albania	174	49%	51%	1%	1	0%	100%	1%	10	5	2
Belgium	2,483	52%	48%	20%	25	80%	20%	26%	204	89	44
Bulgaria	189	49%	51%	2%	1	0%	100%	1%	19	4	1
Canada	506	66%	34%	4%	3	0%	100%	3%	62	31	13
Croatia	111	65%	35%	1%	0	0%	0%	0%	4	1	1
Czech Republic	70	46%	54%	1%	2	50%	50%	2%	1	4	1
Denmark	49	67%	33%	0%	0	0%	0%	0%	9	9	1
Estonia	60	43%	57%	0%	3	67%	33%	3%	5	5	0
France	971	50%	50%	8%	8	50%	50%	8%	123	44	25
Germany	275	63%	37%	2%	8	63%	38%	8%	37	28	8
Greece	538	72%	28%	4%	2	50%	50%	2%	54	21	10
Hungary	139	53%	47%	1%	0	0%	0%	0%	15	7	0
Iceland	14	86%	14%	0%	0	0%	0%	0%	3	3	0
Italy	1,103	70%	30%	9%	7	71%	29%	7%	85	38	13
Latvia	57	25%	75%	0%	0	0%	0%	0%	10	4	2
Lithuania	89	54%	46%	1%	0	0%	0%	0%	16	9	2
Luxemburg	21	57%	43%	0%	1	100%	0%	1%	2	2	3
the Netherlands	205	77%	23%	2%	1	100%	0%	1%	21	7	12
Norway	40	70%	30%	0%	1	100%	0%	1%	3	5	1
Poland	261	56%	44%	2%	1	100%	0%	1%	27	13	7
Portugal	289	66%	34%	2%	1	100%	0%	1%	18	7	7
Romania	775	57%	43%	6%	8	38%	63%	8%	65	26	31
Slovakia	60	37%	63%	0%	1	0%	100%	1%	9	4	3
Slovenia	63	63%	37%	1%	0	0%	0%	0%	4	2	0
Spain	605	60%	40%	5%	3	67%	33%	3%	50	18	16
Turkey	575	83%	17%	5%	0	0%	0%	0%	29	10	17
United Kingdom	657	76%	24%	5%	10	60%	40%	10%	98	65	26
United States	1,971	68%	32%	16%	9	56%	44%	9%	110	49	25
<b>Grand Total</b>	<b>12,350</b>	<b>62%</b>	<b>38%</b>	<b>100%</b>	<b>96</b>	<b>61%</b>	<b>39%</b>	<b>100%</b>	<b>1093</b>	<b>510</b>	<b>271</b>

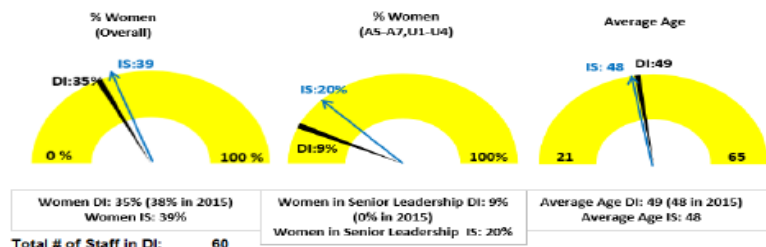
\*There is not a direct link with the numbers of applications in 2016 with the number of candidates selected in 2016.

### HOW TO READ THE DIVERSITY SCORECARD

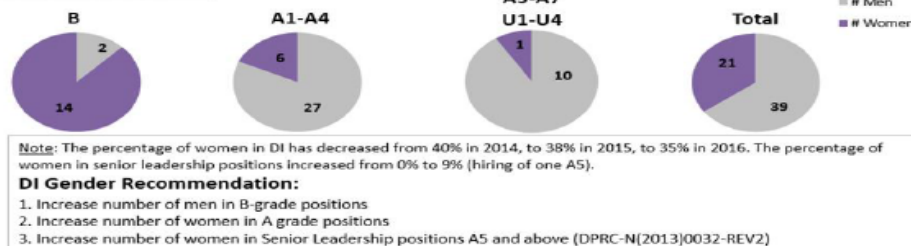
Section 1: Compares the Division/Independent Office % Women Overall, % of Women at Senior Levels, and the Average Age with the International Staff averages.

Section 2: Displays the number of staff per grade and by gender within the Division/Independent Office. The recommendation provides areas for improvement to increase gender diversity.

#### Section 1: Current Situation- Divisional Diversity Scorecard Summary



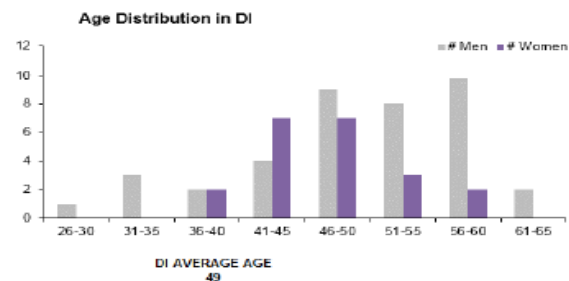
#### Section 2: Grade and Gender



Section 3: Compares age groups by gender within the Division/Independent Office. The recommendation provides areas for improvement to balance age diversity.

Section 4a: Displays the number of staff per nationality within the Division/Independent Office. The recommendation provides areas for improvement to increase national diversity.  
 Section 4b: Provides the legend for the nationality graph.

#### Section 3: Age and Gender

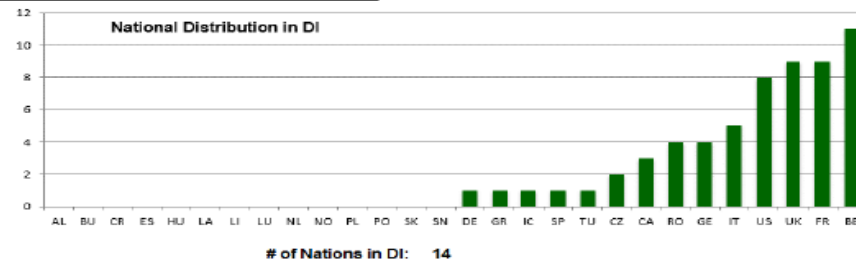


**Note:** The average age in DI has increased from 48 in 2015 to 49 in 2016

**DI Age Recommendation:**

1. Increase the hiring of male and female staff members under the age of 50 to lower average age

#### Section 4: National Distribution (see Legend below)



**Note:** The number of Nations present in DI has remained the same in 2016 compared to 2015

#### DI National Distribution Recommendation:

1. Increase the number of staff from non-native English/French-speaking Nations
2. Belgium, France, and United Kingdom are disproportionately present in DI (49% of Staff)

Nations not present in Division:

Albania, Bulgaria, Croatia, Estonia, Hungary, Latvia, Lithuania, Luxembourg, Netherlands, Norway, Poland, Portugal, Slovakia, and Slovenia.

#### Section 4b: National Distribution Legend

Albania AL	Belgium BE	Bulgaria BU	Canada CA	Croatia CR	Czech Republic CZ	Denmark DE	Estonia ES	France FR	Germany GE	Greece GR	Hungary HU	Iceland IC	Italy IT	Latvia LA	Lithuania LI	Luxembourg LU	Netherlands NE	Norway NO	Poland PL	Portugal PO	Romania RO
Slovakia SK	Slovenia SN	Spain SP	Turkey TU	United Kingdom UK	United States US																



Nation	A1	A2	A3	A4	A5	A6	A7	U1	U2	U3	U4	Total
Albania	0	1	0	0	0	0	0	0	0	0	0	1
Belgium	0	21	18	11	7	2	0	0	0	0	0	59
Bulgaria	0	1	0	2	0	0	0	0	0	0	0	3
Canada	0	2	9	11	7	1	1	0	0	0	0	31
Croatia	0	0	0	0	0	0	0	0	0	0	0	0
Czech Republic	0	0	1	4	1	0	0	0	0	0	0	6
Denmark	0	1	2	8	1	1	0	0	0	0	0	13
Estonia	0	1	0	0	1	0	0	0	0	0	0	2
France	0	9	9	20	5	1	1	0	0	0	1	46
Germany	0	4	8	15	6	3	0	0	0	0	2	38
Greece	0	1	3	7	1	0	0	0	0	0	0	12
Hungary	1	1	1	1	1	1	0	0	0	0	0	6
Iceland	0	0	0	1	0	0	0	0	0	0	0	1
Italy	0	2	4	10	8	0	0	0	0	0	0	24
Latvia	0	0	1	1	0	0	0	0	0	0	0	2
Lithuania	0	2	0	3	0	0	0	0	0	0	0	5
Luxembourg	0	0	1	0	0	0	0	0	0	0	0	1
The Netherlands	0	0	3	8	0	2	1	0	0	0	0	14
Norway	0	0	0	6	2	0	0	1	0	0	1	10
Poland	0	0	0	3	1	1	0	0	0	0	0	5
Portugal	0	1	4	5	0	0	0	0	0	0	0	10
Romania	0	0	4	8	1	0	0	0	0	0	1	14
Slovakia	0	0	1	1	0	0	0	0	0	0	0	2
Slovenia	0	0	1	1	0	0	0	0	0	0	0	2
Spain	0	0	1	8	2	1	0	0	0	0	1	13
Turkey	0	2	3	4	1	1	0	0	0	0	2	13
United Kingdom	0	2	11	36	15	2	2	0	0	0	1	69
United States	0	2	11	16	10	2	4	0	1	0	1	47
Total	1	53	96	190	70	18	9	1	1	0	10	449

*Table 8: A and U grade Staff in the International Staff per Nationality on 31 Dec 2016.*

1. Overall International Staff

Nation	Total	%
AL	4	0
BE	398	37
BU	5	0
CA	40	4
CR	0	0
CZ	10	1
DA	18	2
ES	4	0
FR	125	12
GE	48	4
GR	16	1
HU	10	1
IC	1	0
IT	45	4
LA	5	0
LI	5	0
LU	6	1
NL	20	2
NO	11	1
PL	9	1
PO	15	1
RO	23	2
SK	6	1
SN	8	1
SP	35	3
TU	17	2
UK	127	12
US	56	5
<b>Total</b>	<b>1067</b>	<b>100</b>

2. A-Grades

Nation	Total	%
AL	1	0
BE	59	14
BU	3	1
CA	31	7
CR	0	0
CZ	6	1
DA	13	3
ES	2	0
FR	45	10
GE	36	8
GR	12	3
HU	6	1
IC	1	0
IT	24	5
LA	2	0
LI	5	1
LU	1	0
NL	14	3
NO	8	2
PL	5	1
PO	10	2
RO	13	3
SK	2	0
SN	2	0
SP	12	3
TU	11	3
UK	68	16
US	45	10
<b>Total</b>	<b>437</b>	<b>100</b>

3. B-Grades

Nation	Total	%
AL	3	1
BE	169	45
BU	2	1
CA	5	1
CR	0	0
CZ	3	1
DA	3	1
ES	2	1
FR	44	12
GE	10	3
GR	3	1
HU	4	1
IC	0	0
IT	18	5
LA	3	1
LI	0	0
LU	4	1
NL	6	2
NO	0	0
PL	4	1
PO	3	1
RO	6	2
SK	4	1
SN	3	1
SP	18	5
TU	3	1
UK	47	13
US	5	1
<b>Total</b>	<b>372</b>	<b>100</b>

4. C-Grades

Nation	Total	%
AL	0	0
BE	142	86
BU	0	0
CA	0	0
CR	0	0
CZ	1	1
DA	2	1
ES	0	0
FR	3	2
GE	0	0
GR	1	1
HU	0	0
IC	0	0
IT	3	2
LA	0	0
LI	0	0
LU	1	1
NL	0	0
NO	0	0
PL	0	0
PO	2	1
RO	2	1
SK	0	0
SN	3	2
SP	3	2
TU	1	1
UK	1	1
US	0	0
<b>Total</b>	<b>165</b>	<b>100</b>

5. L Grades

Nation	Total	%
AL	0	0
BE	28	35
BU	0	0
CA	4	5
CR	0	0
CZ	0	0
DA	0	0
ES	0	0
FR	32	40
GE	0	0
GR	0	0
HU	0	0
IC	0	0
IT	0	0
LA	0	0
LI	0	0
LU	0	0
NL	0	0
NO	1	1
PL	0	0
PO	0	0
RO	1	1
SK	0	0
SN	0	0
SP	1	1
TU	0	0
UK	10	12
US	4	5
<b>Total</b>	<b>81</b>	<b>100</b>

6. U-Grades

Nation	Total	%
AL	0	0
BE	0	0
BU	0	0
CA	0	0
CR	0	0
CZ	0	0
DA	0	0
ES	0	0
FR	1	8
GE	2	17
GR	0	0
HU	0	0
IC	0	0
IT	0	0
LA	0	0
LI	0	0
LU	0	0
NL	0	0
NO	2	17
PL	0	0
PO	0	0
RO	1	8
SK	0	0
SN	0	0
SP	1	8
TU	2	17
UK	1	8
US	2	17
<b>Total</b>	<b>12</b>	<b>100</b>

*Table 9: International Staff by National and Grade on 31 Dec 2016*

## ABBREVIATIONS

**ACO:** Allied Command Operations  
**ACT:** Allied Command Transformation  
**BICES:** Battlefield Information Collection and Exploitation System  
**CAOC/DACCC:** Combined Air Operations Centre and Deployable Air Command and Control Centre  
**ERP:** Enterprise Resource Planning  
**FORACS:** NATO Naval Forces Sensor and Weapon Accuracy Check Sites  
**GBD:** Gender Balance and Diversity  
**HRA:** Human Resource Advisor  
**IMS:** International Military Staff  
**IOs:** Independent Offices  
**IS:** International Staff  
**MSIAC:** Munitions Safety Information Analysis Center  
**NADEFCOL:** NATO Defense College  
**NAEW FC:** NATO Airborne Early Warning Force Command  
**NAGSF:** NATO Alliance Ground Surveillance Force  
**NAGSMA:** NATO Alliance Ground Surveillance Management Agency  
**NAHEMA:** NATO Helicopter Design and Development Production and Logistics Management Agency  
**NAMEADSMA:** NATO Medium Extended Air Defence System Design and Development, Production and Logistics Management Agency  
**NAPMA:** NAEW & C Programme Management Agency  
**NATO HQ:** NATO Headquarters  
**NCIA:** NATO Communications and Information Agency  
**NCIS NSB and HQ:** NATO Communications and Information Systems NATO Signals Battalion and Headquarters  
**NETMA:** NATO Eurofighter and Tornado Management Agency  
**NSO:** NATO Standardization Organization  
**NSPA:** NATO Support and Procurement Agency  
**OSS:** Office of Shared Services  
**PSC:** Policy Strategy and Coordination  
**STO:** Science and Technology Organization  
**UNSCR 1325:** United Nations Security Council Resolution 1325