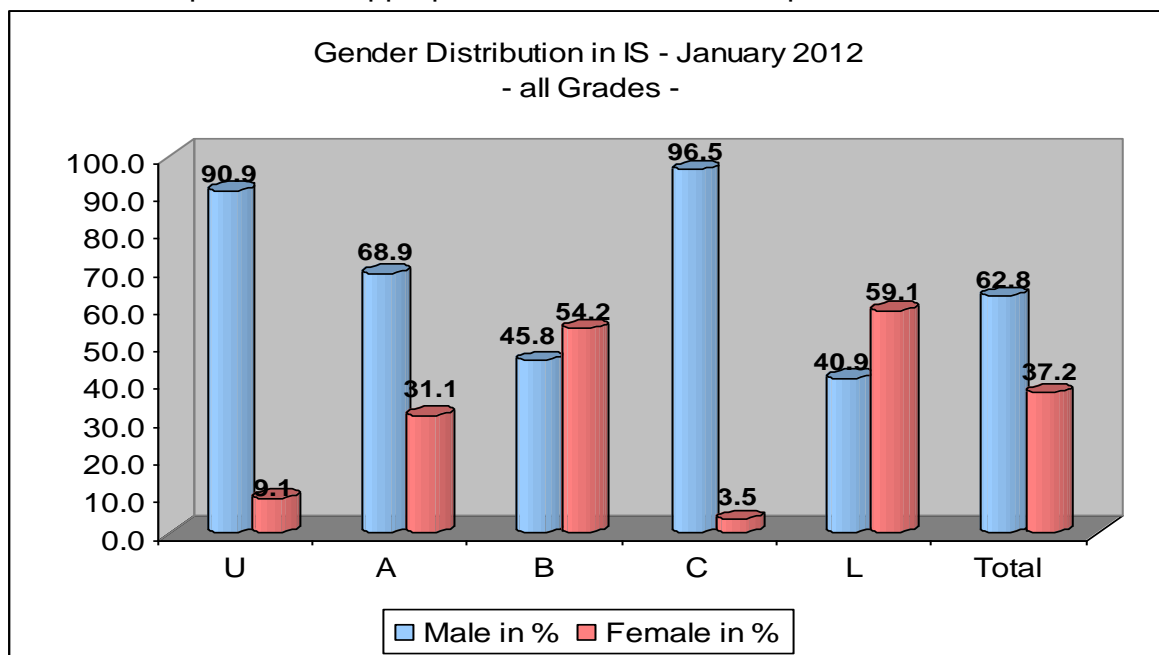
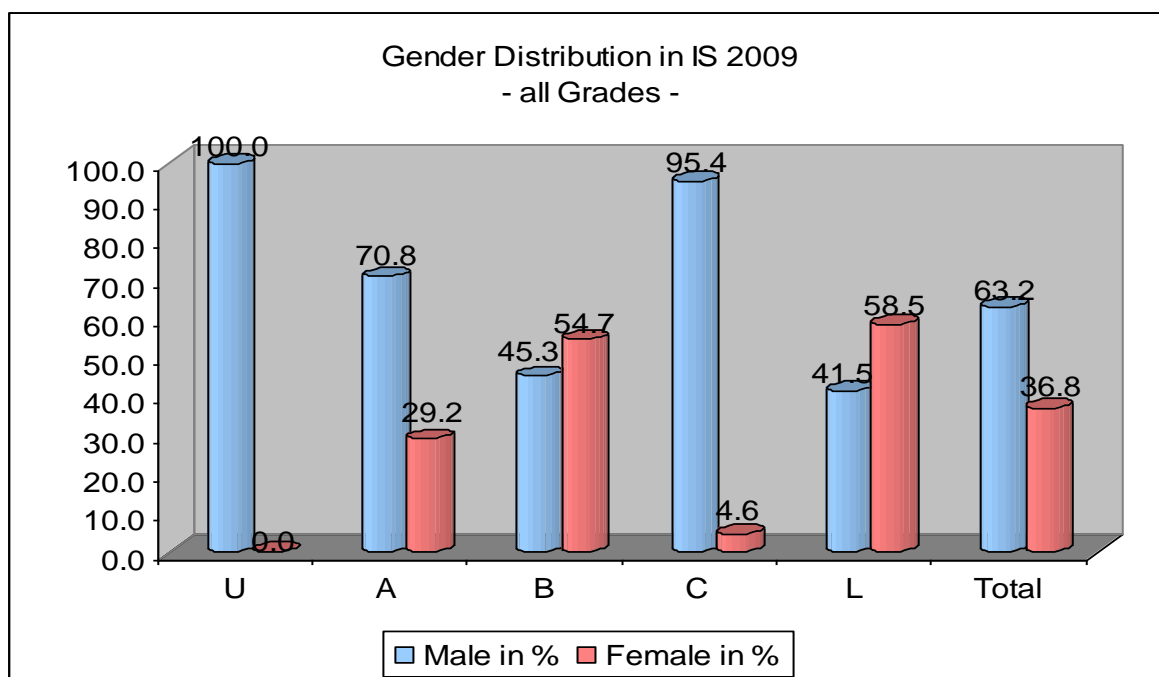


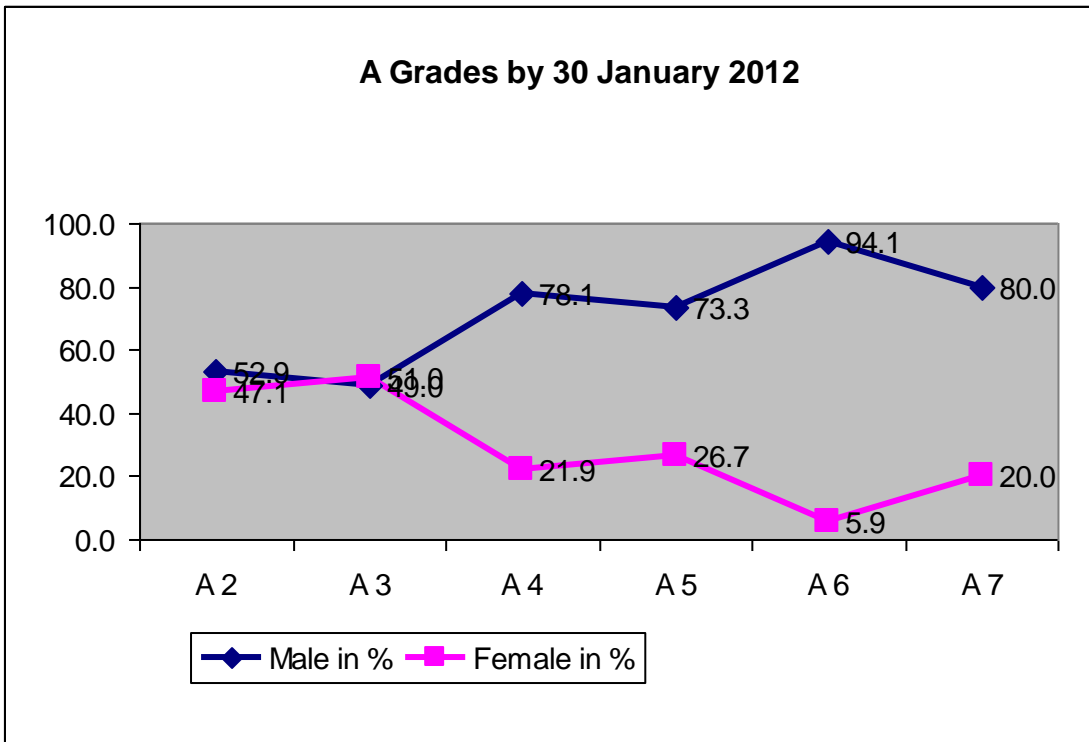
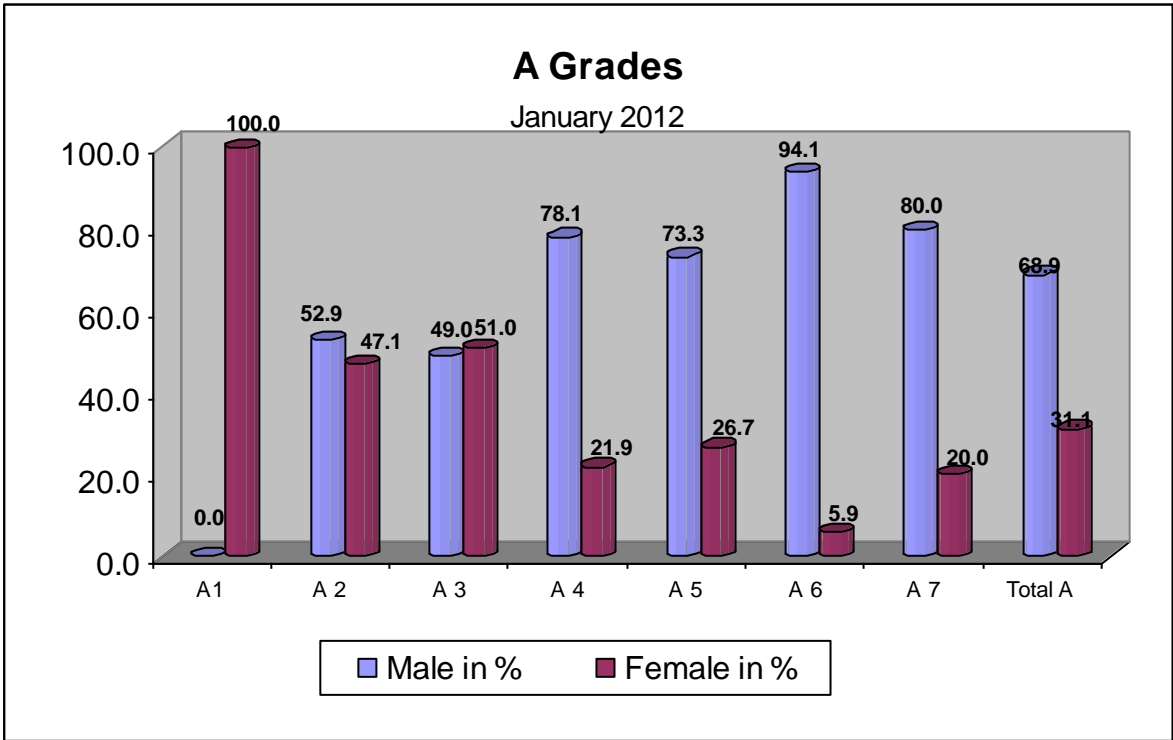
## GENDER BALANCE IN NATO HQ INTERNATIONAL STAFF – 2012

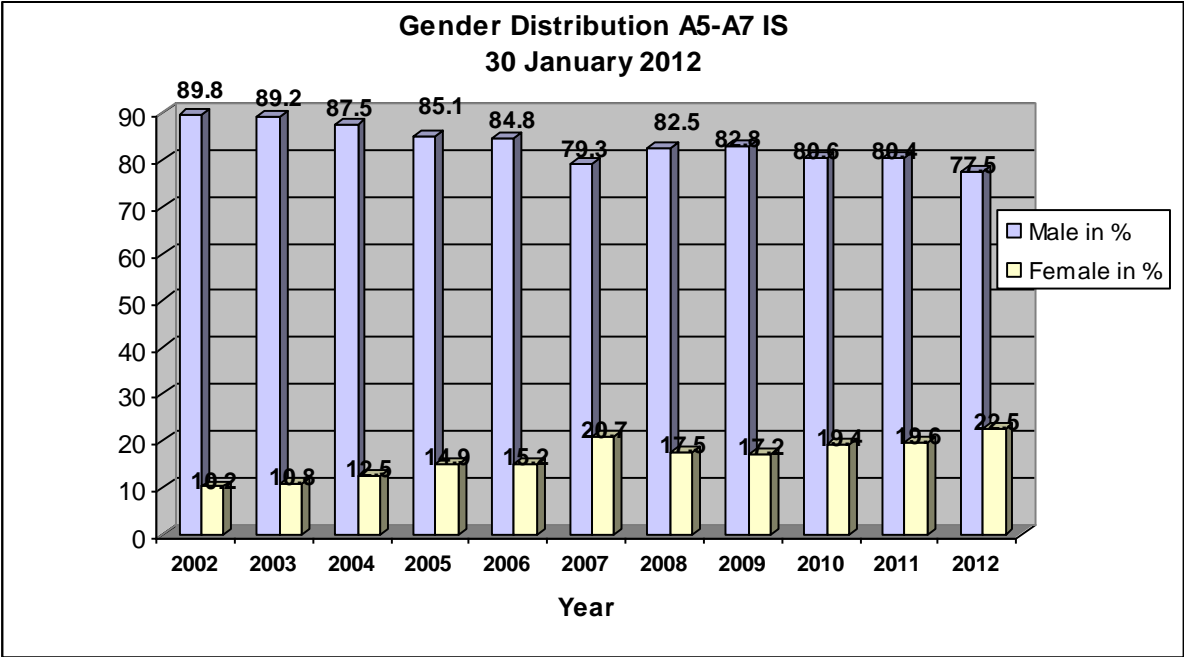
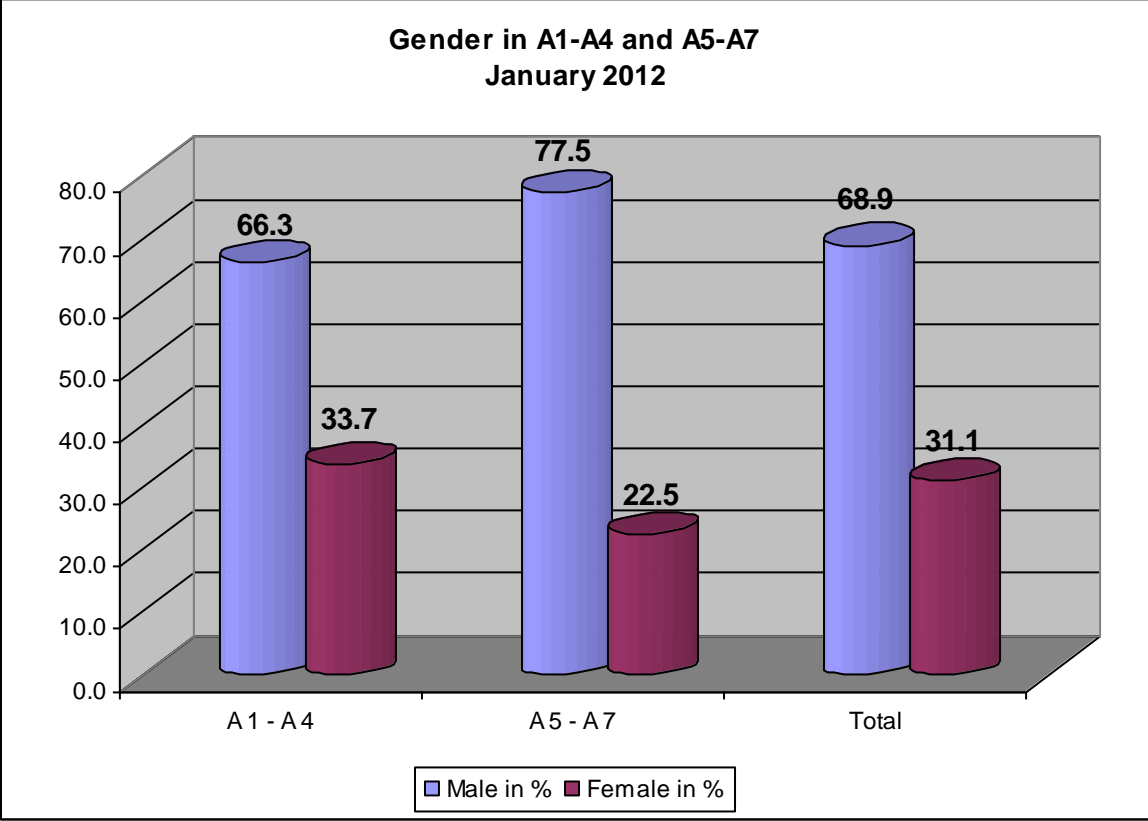
A gender balance is considered to be established if the ratio is about 40:60 in favour of one or the other sex. However, NATO does not apply quotas, and aims to naturally and sustainably increase the overall number of women in NATO, especially at A-grade and senior A-grade level, through outreach efforts prior to recruitment, in-house development and appropriate work-life balance options offered to all staff.



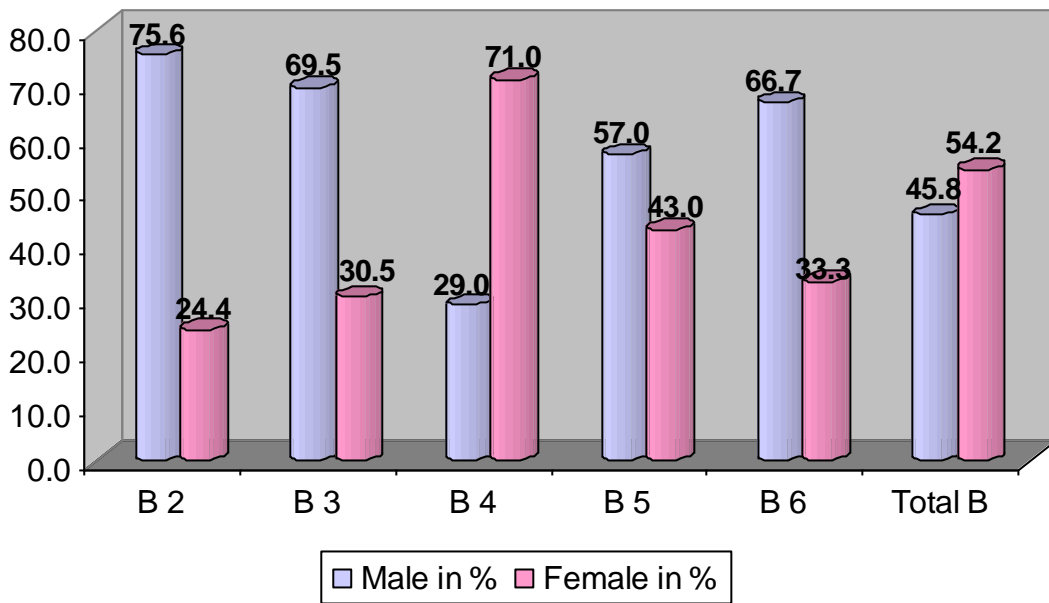
Overall results show a slow, but very steady increase in the number of women employed in the International Staff, as the figures which compare the situation in 2009 and 2012, in the graphs above and below show.



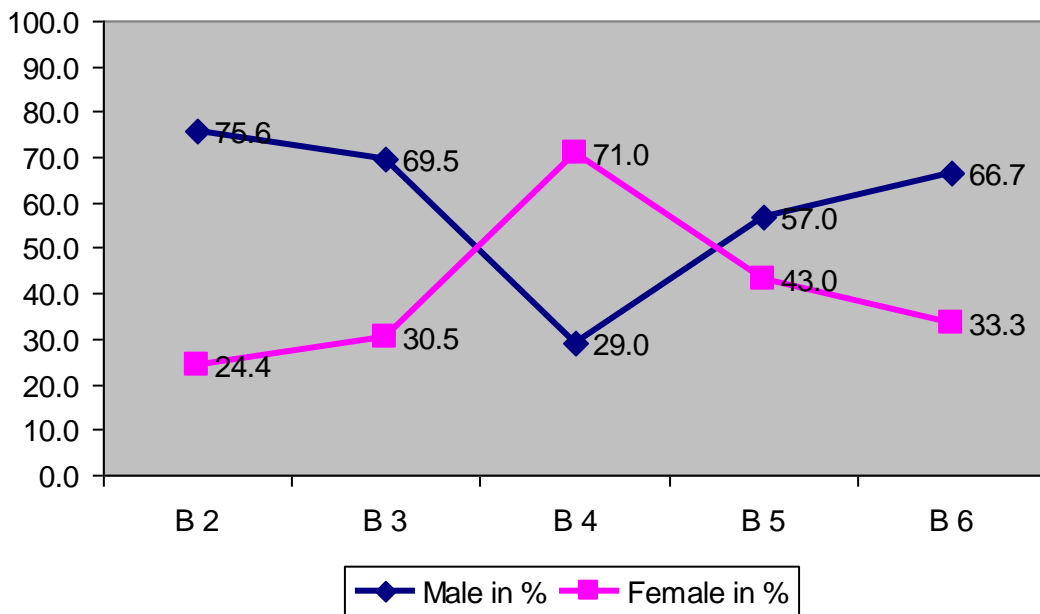


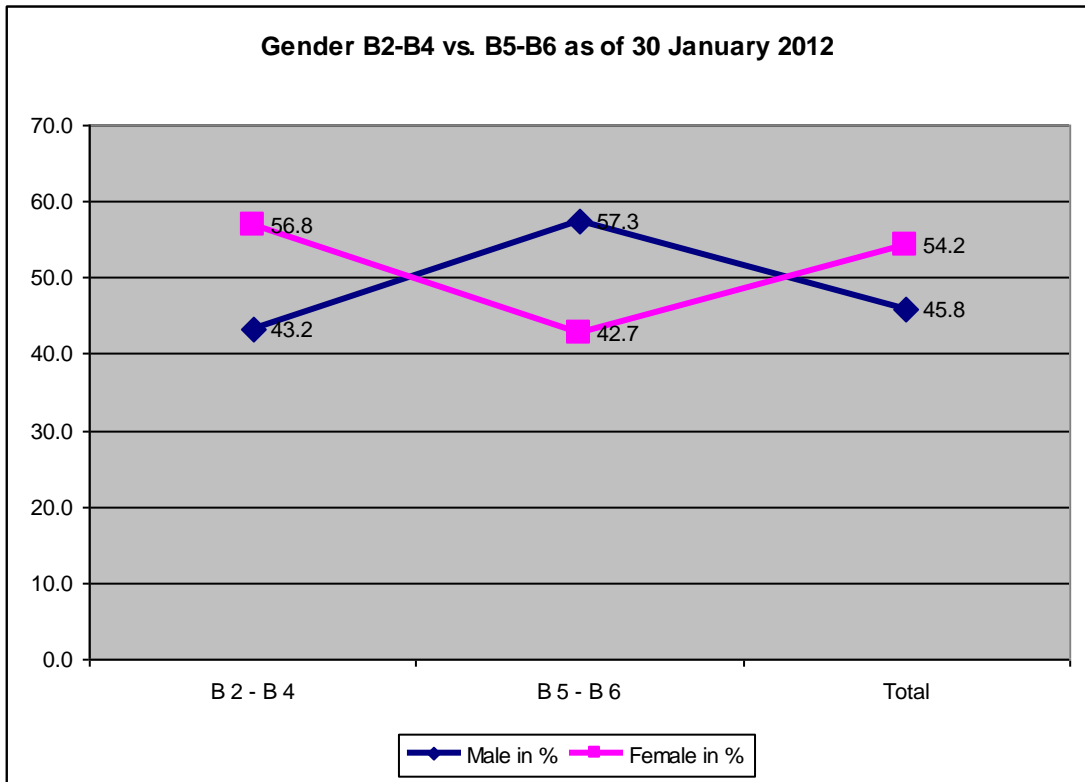
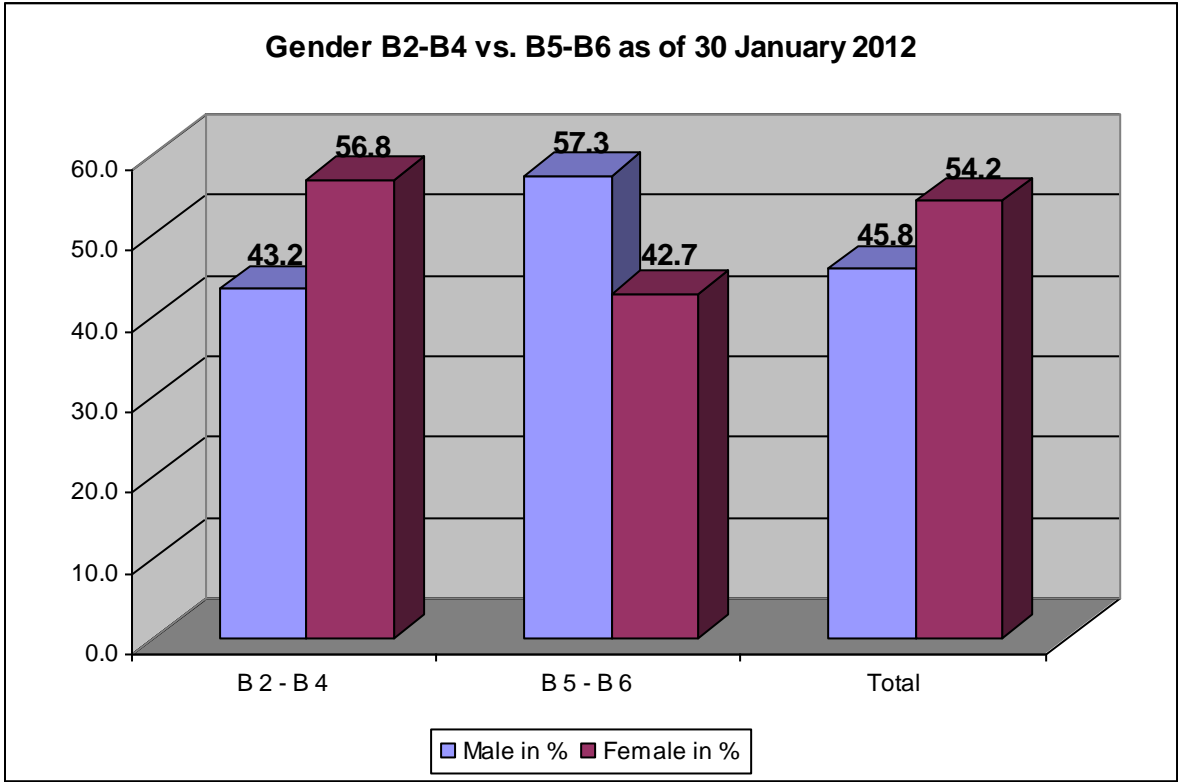


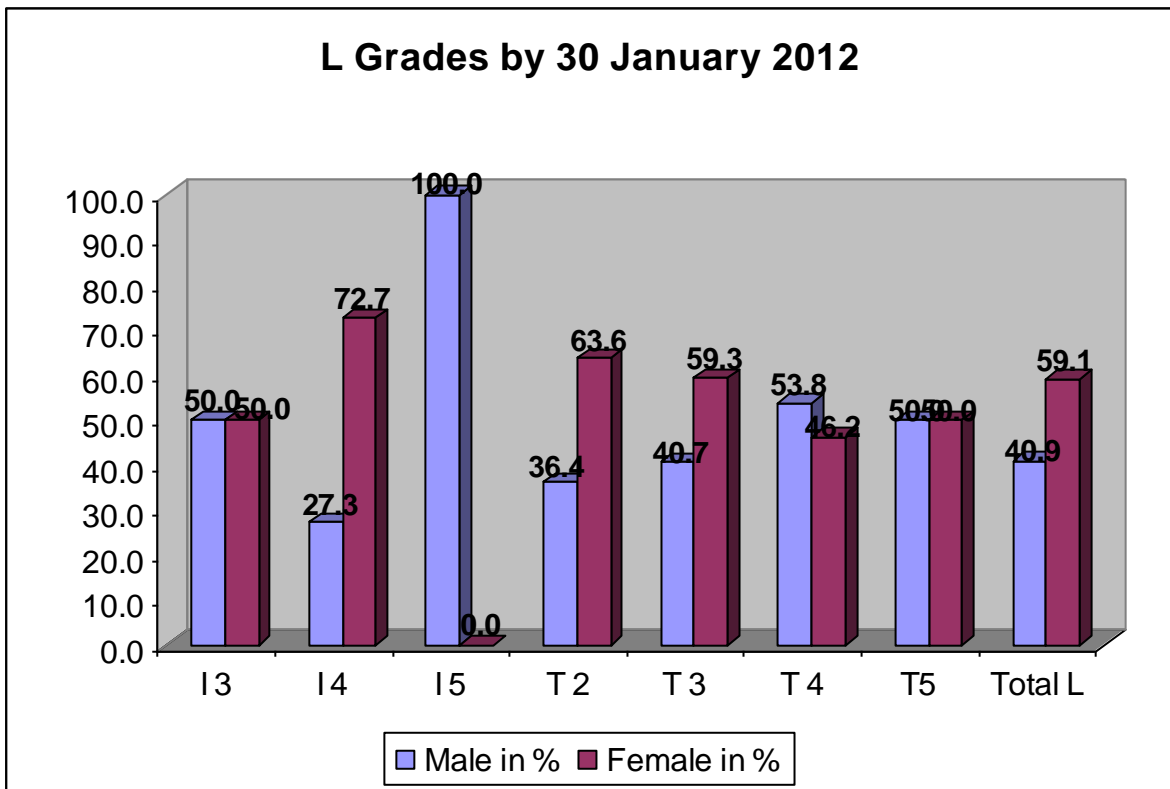
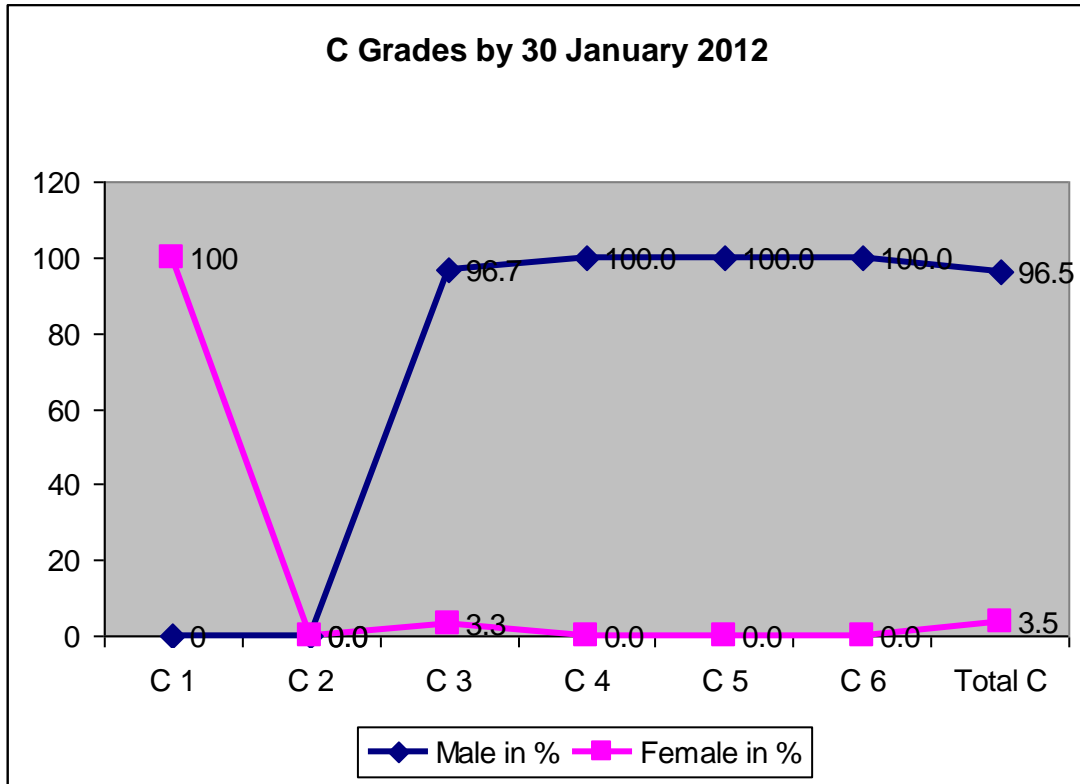
### B Grades by 30 January 2012



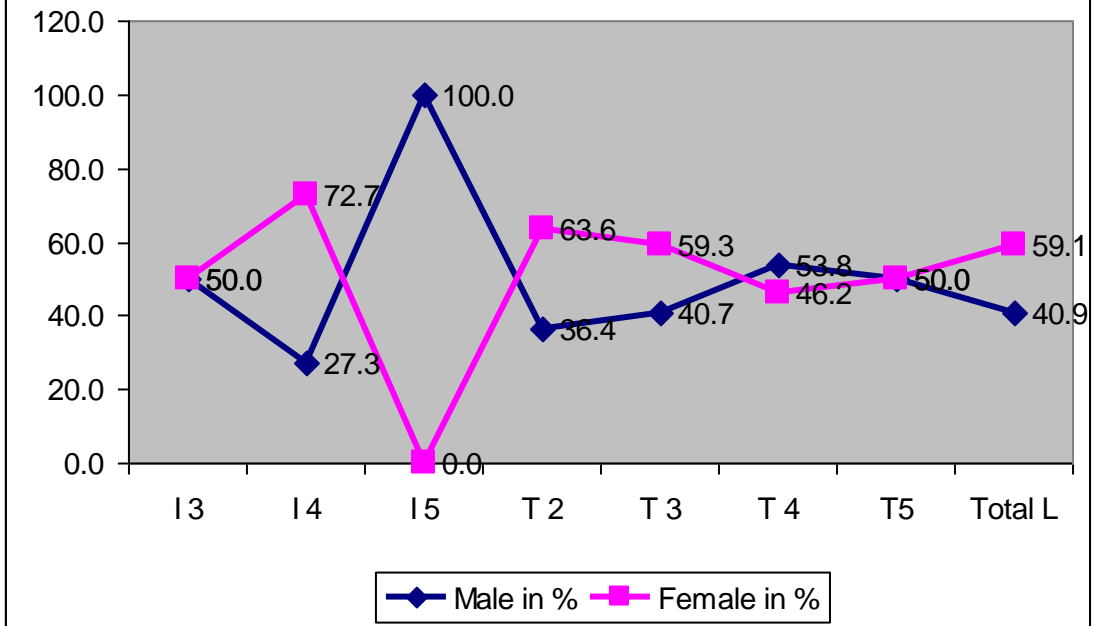
### B Grades by 30 January 2012







L Grades by 30 January 2012



**GENDER BALANCE IN NATO HQ  
CIVILIAN PERSONNEL IN THE INTERNATIONAL MILITARY STAFF – 2012**

