



NORTH ATLANTIC TREATY ORGANIZATION

**SUPREME ALLIED COMMANDER
TRANSFORMATION**

SACT's Keynote Speech at

**Key Leader Seminar Gender Perspective in Military
Operations**

NORFOLK, 7 Sep 2016, 0825 Hr

As delivered

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Ambassador,

Admiral Tidd, Admirals, Generals, Air Marshal, ladies and gentlemen,

Distinguished guests,

First of all I would like to highlight the presence of representatives of the local community, and thank them for their presence at this seminar.

It is a great privilege and an honour for me to host the first Gender Key Leader Seminar, in coordination with the Nordic Centre for Gender in Military Operations as the Department Head for gender in military operations.

I'm also very pleased to organize this first Gender Key Leader Seminar here in Norfolk, at Allied Command Transformation , which is the only NATO Headquarters in the United States.

Before handing over to LTC Lars Berglund to kick off the seminar, allow me first to briefly share some thoughts with you.

The security environment has dramatically changed. Regional conflicts have degenerated into humanitarian disasters, with indiscriminate violence on civilians leading to massive migrations, but also threatening or disrupting critical infrastructures and in some cases even threatening stable and reliable energy supply.

Consequently threats and opportunities have also become more diverse, in multiple domains, and comprise physical, virtual and psychological dimensions.



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Future crises will also be more interrelated – we can no longer imagine an isolated crisis in one region that doesn't impact the same actors in another region.

In this context, NATO, is a political and military organization that continues to be committed to international peace and security through three core tasks: Collective Defence, Crisis Management and Cooperative Security.

Whilst the core tasks defined in the 2010 Strategic Concept remain valid, the Alliance has engaged a long term adaptation. ACT's mission, here, is to support this adaptation in the changing security environment, maintaining a defensive and flexible contingency posture which is able to meet current and future challenges.

Improving the readiness of this renewed posture lies in 6 areas that will drive the military adaptation: Command and Control, Logistics and Sustainability, Training and Exercises, Partnerships, Capabilities and Human Capital.

The Gender Perspective must be integrated in all these areas, with a focus on Command and Control, Training and Exercises, Partnerships and, of course, Human Capital, which is our main capability.

Command and Control will evolve into a continuous federated “system of systems”, aimed to improve the decision making process from consultation at the political level down to the tactical level. To ensure the success of future operations, we will build new architectures, including new technologies, such as artificial intelligence or autonomous systems. However, in this approach we must consider the human role, which will remain the central piece of decision making. We must therefore integrate the Gender perspective in



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these studies and define how it could be a force multiplier in our future C2 architectures.

Responsiveness relies on interoperability and the ability to operate together. This is the aim of Training and Exercises. Since the implementation of the Gender Perspective is important in operations, we must properly train and exercise for it. We need to “train as we fight”, so Gender must be an integral part. We can integrate or experiment new objectives that would specifically aim to address the Gender Perspective implementation. We can also use these exercises to send appropriate messages inside or outside our organization as part of our Strategic Communications.

Moreover, we do not only need to train with our own people, but we must also include our partners.

As we develop stronger ties with partner nations, international organizations, and a whole range of actors, we must integrate the Gender perspective in our work. The development of a higher level of cooperation between partner nations and other international organizations, will offer the possibility to enhance and coordinate our efforts and reach our common goals in the implementation of this important domain.

The Human Capital will be the overall federator in all these areas.

It must be seen as a combination of both quality and diversity. Integration builds on diversity and its added value to overcome obstacles generated by the mixture of different cultures. Indeed, the cohesion of NATO is built on its

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ability to cope with a variety of national, regional, political and cultural interests and perceptions. We consider this diversity to be a strategic attribute.

Through the Human Capital area, the integration of the Gender Perspective in our current and future works, will make our forces better integrated, better trained and with a higher level of readiness to cope with any challenge. This will make the implementation of the Gender Perspective a Force Multiplier for military operations.

Ladies and gentlemen,

The sharing of all these opportunities, challenges, and best practices will significantly contribute to our continuous commitment towards full implementation of the United Nations Security Council Resolution 1325.

Following this Key Leader Seminar, Allied Command Transformation (ACT) and US Southern Command (SOUTHCOM) will release a co-authored opinion editorial on the subject of Gender Perspectives. I want to thank Admiral Kurt Tidd, Commander of the US Southern Command for this initiative, underlining the reinforcement of the Transatlantic link through common approaches with NATO.

This is yet another reason why I am so pleased to have this opportunity to organize this seminar here in Norfolk, and to add one more objective by building on a common communication.

Let me thank you again for being here, as a participant or as a speaker, but surely as key-advocates for the Gender Perspective in all its aspects.

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Tomorrow's Flag raising ceremony, to which you are all invited, will symbolise our common understanding and commitment, through the closing remarks by Ambassador Marriet Schuurman, NATO's Secretary General's Special Representative for Women, Peace and Security and myself, followed and symbolized by the raising of the 28 Flags to the NATO Anthem.

Thank you very much and I wish you all a very fruitful seminar!