



Integrated Country Strategy

Republic of Korea

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1. Chief of Mission Priorities

Our goal is to be the Republic of Korea's (ROK) global and strategic partner of choice and foster a forward-looking relationship. Informed by the 2021 Interim National Security Strategic Guidance, the May 2021 U.S.-ROK Leaders' Joint Statement, and the 2022 Indo-Pacific Strategy, the U.S. Mission in Korea strives to protect the American people and their welfare and prosperity through a reinvigorated Alliance with the ROK that is responsive to challenges and threats emanating from North Korea (DPRK), elsewhere in the region, and around the world. We will broaden and deepen our trade and investment linkages for the benefit of the U.S. economy and workers, and to partner with the ROK in combatting COVID-19, to include collaborating to build a stronger, greener, and more resilient post-pandemic economy. We will encourage the ROK to take a stronger leadership role in global/regional fora where we have common interests, especially to mitigate climate change, protect the health and safety of our citizens, and promote our shared values for democracy, human rights, and the rule of law. Consistent with E.O. 13985, we will engage with Korean counterparts to advance racial equity and support for underserved community, while our internal management and outward-facing implementation of programs and priorities will foster greater diversity and inclusion.

The Mission, in close coordination with U.S. Forces Korea (USFK), will maintain and strengthen the U.S.- ROK Alliance to promote peace and stability on the Korean Peninsula, reduce the threat posed by DPRK, and project our joint resolve to achieve denuclearization of the DPRK, in accordance with current policy.

The ROK and the U. S. must remain aligned on our policy approaches to the DPRK, including the continued enforcement of UN Security Council and U.S. sanctions on the DPRK. To sustain an effective combined defense, we will help ensure implementation of the defense burden-sharing Special Measures Agreement (SMA). Similarly, the Mission will build trilateral (ROK, U.S., Japan) security cooperation as a critical component of our collective security against the DPRK and other regional challenges and threats. We will engage the ROK on future challenges and opportunities through the lens of the Alliance and rules-based market principles. At the nexus of our economic and security interests, we will increase and strengthen direct foreign military

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sales to the ROK, with the goal of further enhancing interoperability of U.S. and ROK military forces and ROK military capability, which contributes directly to both the prosperity and security of the U.S.

The Mission will build on a robust foundation of economic and people-to-people ties to foster mutual prosperity, inclusive growth, post-pandemic recovery, and economic security by promoting a level playing field for bilateral trade and investment, advocating for full implementation of the Korea-U.S.(KORUS) FTA, and encouraging collaboration on resilient and secure supply chains. The KORUS FTA forms the foundation of our growing bilateral economic partnership. Gender inequality and an aging society pose long-term economic challenges for the ROK, and its ability to foster inclusive growth. The ROK's competitiveness in health, digital, green, and advanced technology sectors make it a critical partner to build secure and resilient supply chains. At the foundation of our U.S.-ROK friendship are people-to-people and cultural ties strengthened through the facilitation of legitimate travel and legal immigration to the U.S.

The Mission will coordinate and partner with the ROK on regional and multilateral economic and development issues, especially climate change and the environment, health system strengthening, science and technology, clean energy, cybersecurity, space, and democratic governance. The ROK warmly welcomed the U.S. back into the Paris Climate Change agreement and the World Health Organization and is eager to work with us on climate change and global health. The Mission will work with the ROK to realize our mutual commitments towards carbon neutrality and join us in persuading other countries to increase ambitions. Given the overlapping objectives of our Indo-Pacific Strategy and the ROK's New Southern Policy, we will pursue opportunities to expand collaboration through economic, political, developmental, and cultural linkages with ASEAN and South Asia in ways that promote our shared values and rules-based market principles. On development assistance, the ROK is a willing and capable partner with existing U.S. partnerships and programming commensurate with its status as a top 10 global economy.

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The Mission will enhance U.S.-ROK engagement on law enforcement and rule of law to better protect Americans and fight transnational crime while encouraging ROK leadership in the region and the world to promote democratic principles and human rights. This includes greater emphasis on information-sharing and detection of transnational criminal activities to successfully prosecute criminal actors in both the U.S. and the ROK. The USG will apply enhanced vetting standards to those applying for visa services in the ROK and encourage the ROK to more consistently prosecute sex crimes and trafficking in persons, including both labor and sexual exploitation. In close coordination with USFK, INDOPACOM, and USG stakeholders, we will continue with prudent and discreet planning to protect and assist U.S. citizens in the event of a contingency situation on the peninsula.

We cannot reach any of our priorities without investing in our personnel and infrastructure. To that end, our management goals are integral to our success. Construction of a New Embassy Compound (NEC) must remain a key objective for the Mission. In parallel, we will ensure the U.S. military's continued drawdown from Seoul causes minimal disruptions to staff and morale while we finalize an agreement that provides for consolidated new housing for Mission staff.

2. Mission Strategic Framework

Mission Goal 1: Strengthen and reinforce the U.S.-ROK Alliance, including through strengthened mutual defense capabilities, to provide peace and prosperity for our peoples and serve as a linchpin for the regional and global order.

- **Mission Objective 1.1:** The U.S. works closely with the ROK and key partners to coordinate on all efforts toward the complete denuclearization and establishment of permanent peace on the Korean Peninsula, including full implementation of related UN Security Council resolutions and resuming substantive dialogue with Pyongyang.
- **Mission Objective 1.2:** The U.S. and the ROK coordinate engagement and decision making based on shared security priorities and maintain public support for the Alliance.
- **Mission Objective 1.3:** The U.S. – ROK Alliance coordinates closely to develop comprehensive military capabilities that can meet emerging challenges on the Peninsula and in the region while supporting industry in both countries.

Mission Goal 2: The U.S.-ROK Comprehensive Partnership contributes to mutual prosperity, inclusive growth, and a post-pandemic economic recovery that results in more resilient supply chains, improved market access for U.S. exports and investment, increased ROK FDI in the U.S., and expanded people-to-people ties.

- **Mission Objective 2.1:** The ROK fully and faithfully implements its commitments under the amended KORUS FTA, which forms the foundation for a broader bilateral economic partnership, creating expanded opportunities for U.S. exports and investment.
- **Mission Objective 2.2:** The ROK improves its export control and investment screening regimes, and ROK conglomerates invest in more secure and resilient supply chains, particularly for semiconductors, high-capacity batteries, critical minerals, and biopharmaceuticals.

- **Mission Objective 2.3:** The ROK partners with the U.S. and like-minded partners to promote inclusive frameworks and worker-centric economic policies that enhance global competitiveness for U.S. workers.

Mission Goal 3: Deepen the ROK commitment to overcome global challenges that threaten regional security and prosperity.

- **Mission Objective 3.1:** The ROK improves its ability to mitigate and respond to global challenges to promote economic security, combat climate change, and address public health threats, as well as seek opportunities for cooperation in third countries on infrastructure, development assistance, democratic governance, protection of the environment, clean energy technologies, emissions reduction, women's economic empowerment, cybersecurity, science and technology, and space.
- **Mission Objective 3.2:** Increased ROK participation and leadership on initiatives with regional partners to address security, economic, human rights, and global priorities.

Mission Goal 4: The U.S. enhances law enforcement and other cooperation to support the ROK commitment to the rule of law, protect Americans, and fight transnational crime, while the ROK becomes an international leader that consistently upholds international norms and standards and champions shared values, especially human rights.

- **Mission Objective 4.1:** The ROK cooperates with U.S. law enforcement agencies and improves its detection and deterrence of criminal and terrorist activity and its application of domestic and international laws.
- **Mission Objective 4.2:** The ROK cements its role as a regional and global leader in human rights and is a credible voice by actively advocating for human rights and shared values as foreign policy priorities.

Management Objective 1: Promote Mission Korea as an employer that leads by example, championing diversity, equality, inclusion, and accessibility in employment for both U.S. employees and LE staff. Spearhead efforts to recruit more diverse talent, especially within senior leadership positions; encourage greater interest among bidders from outside the EAP Bureau; and foster future leadership opportunities. Develop Mission Korea into a center of excellence through contribution to regional and global initiatives.

Management Objective 2: Maintain and improve aging facilities to allow the Mission to achieve U.S. policy objectives in a safe and secure environment and increase productivity and raise employee morale.

3. Mission Goals and Objectives

Mission Goal 1 | Strengthen and reinforce the U.S.-ROK Alliance, including through strengthened mutual defense capabilities, to provide peace and prosperity for our peoples and serve as a linchpin for the regional and global order.

Description | The Interim National Security Strategic Guidance (INSSG) emphasizes the need to stand “shoulder-to-shoulder” with the ROK to reduce the threat posed by DPRK’s pursuit of “game-changing capabilities.” The guidance enjoins us to “lead and sustain a stable and open international system underwritten by strong democratic alliances.” In addition, the Indo-Pacific Strategy calls for continuing “serious and sustained dialogue, with the goal of complete denuclearization of the Korean Peninsula.” Failure to fortify broad public support for the Alliance could undermine efforts to address the DPRK threat.

Objective 1.1 | The U.S. works closely with the ROK and key partners to coordinate on all efforts toward the complete denuclearization and establishment of permanent peace on the Korean Peninsula, including full implementation of related UN Security Council resolutions and resuming substantive dialogue with Pyongyang.

- **Justification** | The continued strict enforcement of UN sanctions is critical to persuading the DPRK to choose a different path. The DPRK development of nuclear weapons and ballistic missiles poses a global threat that requires a global response, so the U.S. has mobilized the international community to isolate the DPRK diplomatically and economically to an unprecedented degree. UNSC resolutions now restrict every major category of DPRK’s exports, limit DPRK’s access to crude and refined oil, require inspections of cargo ships entering and leaving DPRK ports, prohibit all new foreign investment and all joint ventures with DPRK entities or individuals, and prohibit issuing new work authorizations to DPRK nationals. The ROK has supported the international sanctions regime, including vigorous enforcement of shipping restrictions, and taken

steps to harmonize its unilateral sanctions designations with the U.S. Continued ROK support will be critical if inter-Korean engagement advances and the DPRK seeks to expand engagement regionally and globally. Simultaneously, the U.S. and ROK must coordinate any efforts aimed at establishing a longer peace regime to meet U.S. and ROK interests.

- **Linkages** | Indo Pacific Strategy (IPS) objective 4: Bolster Indo-Pacific security, JRS Bureau Goal 3.2: Reduce the threat that the DPRK poses to the U.S. and our allies and partners.
- **Risks** | Without sanctions enforcement, DPRK's pursuit of nuclear and ballistic missile capabilities and its continued proliferation activities threaten peace and security.

Objective 1.2 | The U.S. and the ROK coordinate engagement and decision making based on shared security priorities and maintain public support for the Alliance.

- **Justification** | The U.S.-ROK security Alliance helps to ensure peace on the peninsula and facilitates peace in the region. The strong military Alliance likewise lies at the heart of our broader effort to expand global cooperation with the ROK in non-traditional security areas. Remaining closely coordinated to maintain military readiness and ensure an equitable distribution of burden sharing is essential to achieving the core objectives of deterring use of force by the DPRK and maintaining long-term public support for the Alliance within both countries. As the U.S. and ROK implement the 11th SMA, costs of U.S. forces and assets deployed to the Korean Peninsula will be fairly and equitably shared, with the ROK supporting U.S. force structure changes, land grants, base relocations, and other U.S. force posture initiatives in support of the combined defense and our mutual defense treaty obligations.
- **Linkages** | U.S. Indo-Pacific Strategy Objectives 1 and 4; PD Strategic Plan, Objective 2.2: Ensure American narratives reach key global, regional, and local audiences.
- **Risks** | There has been some level of domestic political and ideological opposition to the U.S.-ROK Alliance throughout its history, both in the U.S. and the ROK. The DPRK frequently attempts to exacerbate these tensions. Failure to accomplish this objective

could ultimately lead to the erosion of public support and pressure for the withdrawal of U.S. Forces Korea, undermining a key pillar of U.S. security policy in the region.

Objective 1.3 | The U.S. – ROK Alliance coordinates closely to develop comprehensive military capabilities that can meet emerging challenges on the Peninsula and in the region while supporting industry in both countries.

- **Justification** | As the ROK military modernizes, achieving this objective contributes to the associated goal and high-level strategic priority of strengthening our long-standing military relationships in the region and encouraging the development of a strong defense network with our allies and partners.
- **Linkages** | U.S. Indo-Pacific Strategy Objective 4, EAP Joint Regional Strategy Goal 1.
- **Risks** | The security environment in Northeast Asia continues to evolve, with adversaries and competitors continuing to develop new capabilities that we must respond to as an Alliance. On the commercial side, although U.S. and ROK defense industries are already heavily integrated, defense procurement remains a competitive international market. The risks from not achieving this objective are two-fold: 1) the Alliance may not meet the challenges of the changing security environment and 2) the U.S. economy may forgo the benefits of consistent ROK defense acquisitions of U.S. military products.

Mission Goal 2 | The U.S.-ROK Comprehensive Partnership contributes to mutual prosperity, inclusive growth, and a post-pandemic economic recovery that results in more resilient supply chains, improved market access for U.S. exports and investment, increased ROK FDI in the U.S., and expanded people-to-people ties.

Description | The ROK is our sixth-largest trading partner and fifth-largest market for U.S. agricultural goods. Korean foreign direct investment in U.S. production facilities, including in semiconductors, EV batteries, and automobiles, is rapidly growing and employs tens of thousands of Americans. This goal links to the Interim National Security Strategy principles that

we must reinvigorate and modernize our alliances and that trade and international economic policies should serve all Americans, not just the privileged few.

Objective 2.1 | The ROK fully and faithfully implements its commitments under the amended U.S.-Korea Free Trade Agreement (KORUS), which forms the foundation for a broader bilateral economic partnership, creating expanded opportunities for U.S. exports and investment.

- **Justification** | The KORUS FTA is a foundation of the economic relationship, and it serves to strengthen the broader bilateral comprehensive partnership. Ensuring free and fair trade with the ROK is a top U.S. priority that will contribute to a more level playing field for U.S. service providers, exporters, and companies investing in Korea – directly contributing to economic benefits to U.S. workers, farmers, ranchers, and investors.
- **Linkages** | JSP Goal 2.1; EAP JRS Goal 5; PD Strategic Plan, Goal 1: Build Networks of individuals, organizations, and states who share and advance American values and support U.S. policies; Indo-Pacific Strategy: Advance a Free and Open Indo-Pacific, Drive Regional Prosperity.
- **Risks** | The risk of not achieving this mission objective is that U.S. companies could face obstacles to trade and a worsening business environment in the ROK, which would negatively affect U.S. jobs, the U.S. trade deficit with the ROK, and U.S. economic prosperity. A deterioration in the trade and investment relationship could also result in pledged ROK FDI in the U.S. to decrease or otherwise not be realized. The ROK could also seek to deepen trade with other partners, like China, to the detriment of the U.S. permissions for cross-border data flows and greater market access for U.S. cloud computing, digital service providers, and financial firms to the ROK market.

Objective 2.2 | The ROK improves its export control and investment screening regimes, and ROK conglomerates invest in more secure and resilient supply chains, particularly for semiconductors, high-capacity batteries, critical minerals, and biopharmaceuticals.

- **Justification** | Achievement of this objective will advance our shared economic security, ensure the U.S. and the ROK maintain their technological edge, and promote secure and resilient supply chains in critical sectors to both the U.S. and ROK economies.
- **Linkages** | JSP Goal 2.3; EAP JRS Goal 5; Indo-Pacific Strategy: Advance a Free and Open Indo-Pacific, Drive Regional Prosperity.
- **Risks** | Failure to achieve this mission objective will leave the U.S. increasingly dependent on economies like the PRC that do not share our values, lagging in production capacity and competitiveness, and losing our technological lead in key sectors.

Objective 2.3 | The ROK partners with the U.S. and like-minded partners to promote inclusive frameworks and worker-centric economic policies that enhance global competitiveness for U.S. workers.

- **Justification** | Achievement of this objective will promote a more global Korea that partners with the U.S. to promote regional economic leadership and provides a legitimate alternative to the PRC's coercive and intimidating trade and investment policies, while boosting U.S. economic opportunities.
- **Linkages** | JSP 2.1, 2.2, 2.3, IPS 3; EAP JRS Goal 5; Indo-Pacific Strategy: Advance a Free and Open Indo-Pacific, Drive Regional Prosperity.
- **Risks** | Failure to achieve this objective will lead to increased PRC economic influence in the region and make the ROK and other important trading partners more economically dependent on the PRC.

Mission Goal 3 | Deepen the ROK commitment to overcome global challenges that threaten regional security and prosperity.

Description | As reinforced by the Joint Statement and Fact Sheet issued at the May 21 bilateral summit, our task here is three-fold, working under the framework of Indo-Pacific Strategy and ROK New Southern Policy coordination. We will support greater ROK engagement with U.S. allies and partners; encourage constructive yet clear-eyed ROK-PRC relations to

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enhance regional stability, especially on DPRK policy, as well as with other emerging powers such as India and Indonesia; and enhance the ROK's ability to mitigate and respond to non-traditional security threats such as climate change, cyber-attacks, terrorist threats, democracy backsliding and corruption, and global health insecurity. We must deepen ROK support for U.S. regional and global objectives so it can be a powerful, credible multiplier of our initiatives, approaches, and programs regionally and globally. Our efforts will reaffirm the U.S.-ROK relationship as grounded in our shared values and build a safe, prosperous, and dynamic Indo-Pacific region based on the principles of openness, inclusiveness, transparency, respect for international norms, and ASEAN centrality.

Objective 3.1 | The ROK improves its ability to mitigate and respond to global challenges to promote economic security, combat climate change, and address public health threats, as well as seek opportunities for cooperation in third countries on infrastructure, development assistance, democratic governance, protection of the environment, clean energy technologies, emissions reduction, women's economic empowerment, cybersecurity, science and technology, and space.

- **Justification** | ROK cooperation is essential to reducing global threats in cybersecurity, terrorism, and climate change, including those that could damage U.S. security, economic, and political interests. The U.S.-ROK January 2021 fact sheet on cooperation between the U.S. Indo-Pacific Strategy and ROK New Southern Policy issued on the margins of the East Asia Summit calls for enhancing economic prosperity, championing good governance, investing in human capital, and ensuring peace and security. Strong bilateral law enforcement and intelligence community relationships must be continually pursued and maintained to successfully counter future transnational and domestic security threats and concerns. On climate issues, ROK greenhouse gas reductions will have a measurable impact on global emissions and will serve as a model for other emitters to follow, particularly other heavily industrialized nations. ROK support in multilateral venues will increase pressure on reluctant countries, such as the PRC, or those dependent on fossil fuels to reduce greenhouse gas emissions. The ROK

submitted an updated Nationally Determined Contribution (NDC) in October 2021, which pledged net-zero greenhouse gas (GHG) emissions by 2050 and a 40 percent GHG reduction from 2018 levels by 2030. To implement its NDC, the ROK has identified five priority areas: expanding clean power and hydrogen; improving energy efficiency; commercial deployment of carbon removal; improving industrial sustainability; and enhancing carbon sinks. The ROK inter-agency is working to advance these goals under President Moon's signature Green New Deal.

- **Linkages** | JSP Goal 2.2 & 3.4, IPS 5, PD Strategic Plan, sub-objective 1.1.1, EAP JRS Bureau Goal 2.
- **Risks** | Failure to do so risks fostering transnational terrorism and/or cyber-attacks threatening U.S. and ally security and prosperity, and without industrial economies like Korea implementing and increasing their climate commitments and working to strengthen environmental protections, there is little chance that we can meet our global climate goals.

Objective 3.2 | Increased ROK participation and leadership on initiatives with regional partners to address security, economic, human rights, and global priorities.

- **Justification** | An active ROK that works constructively with key U.S. allies and partners, including Japan, Australia, and other treaty allies, will reinforce the U.S. government's strategic vision for a free and open Indo-Pacific region. The ROK and Japan are key U.S. allies in the region who have experienced the benefits of a democratic system that respects the rights of the governed and a market-oriented economy that has delivered remarkable growth and innovation. Trilateral cooperation with these nations serves as an example for the region and a force for protecting shared values against an aggressive PRC. Beyond northeast Asia, ROK leadership helps to bolster efforts to bring security and stability to some of the most troubled areas in the world. As an advanced nation and a U.S. ally, a developed country that transitioned to a donor country, and a nation with a positive image among countries that have historically difficult relations with the U.S., the ROK can be a unique global partner to further mutual interests and values in

the region and beyond. Coordination between our Indo-Pacific strategy and the ROKG's New Southern Policy, as well as trilateral coordination with Japan, provides the opportunity to enhance engagement with South and Southeast Asia. Effective cooperation among the U.S., ROK, and our other regional allies, particularly Australia, can also help persuade the PRC to be a more responsible actor in the Indo-Pacific region.

- **Linkages** | JSP 3.2, Indo-Pacific Strategy Pillars 1-5, EAP JRS Goals 1-3; E.O. 13985
- **Risks** | If likeminded partners and allies like Korea do not take on leadership roles in defining the political order and economic framework for the Indo-Pacific, PRC will take an outsized role in which it will strongly pursue its own interests and values, which are often at odds with our own.

Mission Goal 4 | The U.S. enhances law enforcement and other cooperation to support the ROK commitment to the rule of law, protect Americans, and fight transnational crime, while the ROK becomes an international leader that consistently upholds international norms and standards and champions shared values, especially human rights.

Description | The Interim National Security Strategic Guidance emphasized that safeguarding human rights and ensuring government transparency and accountability support U.S. interests. The U.S. will work with ROK law enforcement partners to enhance ROK capabilities to deter criminal activities such as drug trafficking, corruption, financial fraud, and human trafficking that impede good governance. The ROK's success in these endeavors will add credibility and authenticity to its impact as a model for other developing nations, both in the region and across the globe, supporting U.S. efforts to promote the ROK's global role. This goal champions American values and builds American influence consistent with the National Security Strategy. Failure to achieve this goal would weaken global support for democratic values and the liberal international order, while allowing malign governance models to take root in the region and strategic competitors to gain influence with traditional U.S. partners within the ROK.

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Objective 4.1 | The ROK cooperates with U.S. law enforcement agencies and improves its detection and deterrence of criminal and terrorist activity and its application of domestic and international laws.

- **Justification** | By addressing ROK law enforcement challenges, upgrade local, regional security and limits the activities of hostile actors, particularly the DPRK, as well as supporting U.S. objectives to facilitate legitimate travel and safeguard U.S. citizens overseas. Achievement of this objective will directly enhance the rule of law. Strong bilateral law enforcement and intelligence community relationships must be continually pursued and maintained to successfully counter future transnational and domestic threats and concerns.
- **Linkages** | IPS Goal 4, CA FBS Goal 2, JSP 1.5, EAP JRS Bureau Goal 4; E.O. 13985
- **Risks** | Lack of law enforcement cooperation could lead to increased DPRK malignant activity, increases in transnational crime with ROK linkages and increased numbers of transnational criminals moving among countries with impunity.

Objective 4.2 | The ROK cements its role as a regional and global leader in human rights and is a credible voice by actively advocating for human rights and shared values as foreign policy priorities.

- **Justification** | The U.S. views human rights, democratic values, and the rule of law as essential to a free and open Indo-Pacific region. The strength of the U.S.-ROK Alliance comes not just from our extensive economic and people-to-people ties and unmatched military capability, but also from our shared values and commitment to the promotion of human rights at home and abroad. The ROK's status as a consolidated democracy, developed country, and U.S. security ally in the Indo-Pacific region makes it a reference point for other nations. By taking a more vocal role in human rights promotion and by maintaining a strong human rights record at home, the ROK will cement its role as a regional and global leader in human rights. Additionally, U.S. DPRK policy focuses on improving human rights conditions of the North Korean people.

- **Linkages** | JRS Goal 4, IPS Goal 1; E.O. 13985 The interim National Security Strategic Guidance links democratic renewal at home with a revitalization of the U.S. leadership on democracy and human rights abroad. In the Indo-Pacific region, the Indo-Pacific Strategy emphasizes the need to work with our allies and partners, like the ROK, to empower citizens and provide a values-based platform to demonstrate that democracies can deliver.
- **Risks** | The global advance of authoritarianism threatens U.S. interests. Should the ROK fail to promote human rights and our shared values, other countries in the region and around the globe may adopt more authoritarian development models and fail to protect human rights. Without the ROK backing, it will be more difficult to persuade other countries to support U.S. positions at multilateral institutions.

4. Management Objectives

Management Objective 1 | Promote Mission Korea as an employer that leads by example, championing diversity, equality, inclusion, and accessibility in employment for both U.S. employees and LE staff. Spearhead efforts to recruit more diverse talent, especially within senior leadership positions; encourage greater interest among bidders from outside the EAP Bureau; and foster future leadership opportunities. Develop Mission Korea into a center of excellence through contribution to regional and global initiatives.

- **Justification** | The U.S. Embassy needs the most highly qualified and motivated staff to maintain its productivity and high-profile foreign policy objectives. Diversity and inclusion advance national security by building our bureau and the State Department that looks like the America it represents. A diverse, equitable, inclusive, and accessible Department leads to building a stronger, smarter, and more innovative workforce to implement our foreign policy objectives.
- **Linkages** | State-USAID FY 2022-2026 JSP Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce; 2022 Indo-Pacific Strategy; EAP JRS Management Goal 1; E.O. 14035 on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce.
- **Risks** | The risk of losing talented employees has never been higher. Talented employees no longer stay with their organization until the day they retire. Many workers feel empowered to demand and expect more with public social reforms across gender, sexuality, disability, and race and ethnic equality. While there are no shortage of stats and numbers that highlight areas that need more improvement, there are as equal in number of research and data that recognize a linear relationship between diversity/inclusion and better, sustainable performance.

Management Objective 2 | Maintain and improve aging facilities to allow the Mission to achieve U.S. policy objectives in a safe and secure environment and increase productivity and raise employee morale.

- **Justification** | Safe, secure, and resilient facilities that represent the U.S. government to the host nation improves our ability to further U.S. foreign policy goals. Our current facilities are obsolete, unsafe, and inadequate to support our personnel in achieving our key policy objectives. Yongsan Embassy Housing residents will see the closure of the Garrison's military commissary, gas station, and gym, the impact of which will be significant on the welfare and morale of staff.
- **Linkages** | State-USAID FY 2022-2026 JSP Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats, and the 2022 Indo-Pacific Strategy.
- **Risks** | Ramifications of unsafe and poor working and living conditions include human, financial, and social costs. Mission-wide productivity and morale will go down. We will struggle to attract and retain top talent to serve in Korea due to poor living and working conditions.