CERN/FC/5956
CERN/3213
3 December 2015

ORGANISATION EUROPÉENNE POUR LA RECHERCHE NUCLÉAIRE
CERN EUROPEAN ORGANIZATION FOR NUCLEAR RESEARCH

Action to be taken		*Voting procedure*
For recommendation: Management proposals as summarized in Appendix 1, and Amendments to the Staff Rules, laid down in Appendix 2 **For approval**: Amendments to the Staff Regulations laid down in Appendix 2, subject to the approval of the Management proposals by the Council	**FINANCE COMITTEE** 354th Session **16 December 2015**	Two-thirds Majority of all Member States + 51% of the contributions of all Member States
For approval: Management proposals as summarized in Appendix 1 and Amendments to the Staff Rules, laid down in Appendix 2	**RESTRICTED COUNCIL** 178th Session **17 December 2015**	Two-thirds Majority of all Member States

Five-Yearly Review 2015

Proposals by the Management

PART 2

(APPENDICES 3, 4, 5 AND 6)

APPENDIX 3

Data collection of basic salaries - methodology and results Local Salary Survey
(CERN/TREF/418)

CERN/TREF/418
8 May 2015

Five-yearly review 2015 – Local salary survey

31 March 2015

Content

A Introduction

Mission of CERN

CERN, the European Organization for Nuclear Research, is one of the world's largest and most respected centres for scientific research. Its business is fundamental physics, finding out what the Universe is made of and how it works. At **CERN**, the world's largest and most complex scientific instruments are used to study the basic constituents of matter: fundamental particles. By studying what happens when these particles collide, physicists learn about the laws of Nature.

The instruments used at **CERN** are particle accelerators and detectors. Accelerators boost beams of particles to high energies before they are made to collide with each other or with stationary targets. Detectors observe and record the results of these collisions.

Founded in 1954, the **CERN** Laboratory sits astride the Franco–Swiss border near Geneva. It was one of Europe's first joint ventures and now has 21 Member States.

A Introduction

Purpose of the study

In accordance with **CERN**'s Staff Rules & Regulations, the Organization has to conduct every five years a general review of financial and social conditions of members of the personnel. The current 5 Yearly Review should be finalized by the end of 2015, and its decisions implemented as from 2016 onwards.

Consequently, in order to complete its project of the 5 Yearly Review of financial and social conditions of staff members, the Human Resources Department of **CERN** requested **hkp///**, a Swiss Consulting Company specialized in performance management, organizational effectiveness, total remuneration, competency management and e-HR, to conduct a remuneration study for administrative and technical positions based in the France-Valdo-Geneva area. This includes the Swiss Cantons of Geneva (GE) and Vaud (VD) as well as the French departments of Ain (01) and Haute-Savoie (74).

B Positions included in the salary survey

6 positions are covered in the salary survey :

Administrative positions

- Clerk (Career path: AA)
- Administrative Clerk (Career path: A)
- Office Assistant (Career path: B)

Technical positions

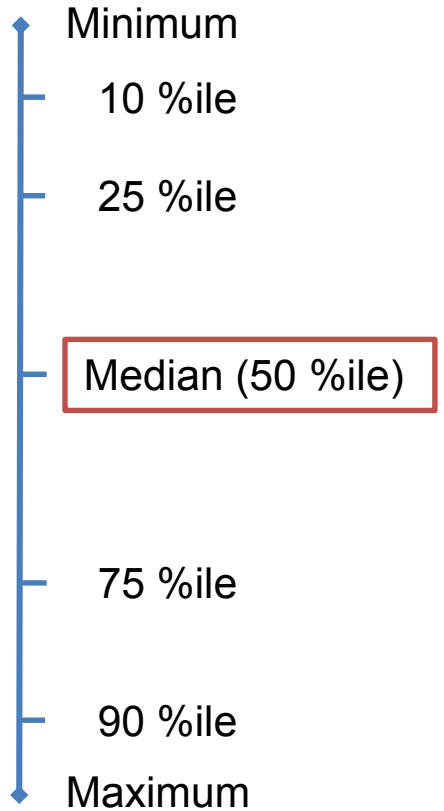
- Assistant Mechanic (Career path: AA)
- Mechanic (Career path: A)
- Technician (Career path: B)

The descriptions of the missions and major responsibilities of these positions have been provided by CERN to hkp/// to insure optimum benchmarking with similar positions in the markets (France and Switzerland).

C Statistical definitions and methodology

Statistical definitions

A remuneration study is conducted in a statistical format covering each position through the following typical positions: Minimum, 10th percentile 25th percentile, median, 75th percentile, 90th percentile and maximum. These measurements illustrate the statistical definitions of the remuneration data as follows:



Median indicates the value obtained by classifying observations in an increasing order (from low to high), and by selecting the one occupying the middle position in this set.

In this study, the median of the market is used and compared to the CERN mid-point.

C Statistical definitions and methodology

CERN positioning

Values are expressed as a percentage showing the market deviation against **CERN** for each position, as defined by **CERN**:

$$\frac{\text{Market Median}}{\textbf{CERN} \text{ Reference}} \times 100$$

Definition of salary items

Annual total cash (gross salary)

Corresponds to the total amount of contractual remuneration, and usually includes the following elements:

Annual Total Base Salary:

- Annual base salary;
- Fixed compensation at the end of each year (13th month salary, fixed premium, etc.).

Annual short-term incentive remuneration (Bonus), if any:

- Bonuses;
- Exceptional rewards;
- Profit-sharing.

Definition of salary items

Total social contributions	Corresponds to the amount of the employee's contributions to social security schemes, including medical insurance, accident insurance, short-term disability insurance and pension benefits. These include retirement and risks coverage as well as the employee's contribution to supplementary pension plans. Are subject to the respective social security taxes of each country considered on the Annual Total Cash (above). The elements of social contributions are detailed specifically for each country under Point D “Rules & assumptions”.

Definition of salary items

Net Salary after contributions	Corresponds to the “Annual total cash” less the “Social Security employee contributions” and “supplementary benefits/pension contributions”.
Income tax	Corresponds to the income tax according to tax systems applicable in France and Switzerland. The 2014 income tax rates applicable in Switzerland and France are used and the calculation methodology is detailed under Point D “Rules & assumptions”. Is subject to the respective income tax of each country the Net Salary after Social Contributions.

Statistical definitions and methodology

Definition of salary items

Net Salary after Social contributions and Income Tax	Corresponds to the Net salary after deduction of social contributions and Income Tax.
Salary net of Taxes re-including Social contributions	Corresponds to the Net salary after deduction of social contributions and Income Tax plus the employee social contributions.

Rules & assumptions

Social security

Switzerland:

Employee Contribution		Rate (based on standard rates)	Subjected Element
AVS **AI** **APG**	(Assurance-vieillesse et survivants (Assurance invalidité) (Assurance perte de gain)	5.15%	Annual Total Cash
AC	(Assurance chômage)	1.10%	Annual Total Cash
Amat	(Assurance maternité, Genève)	0.042%	Annual Total Cash
Pension plan Contributions		6.00%	Annual Total Cash

Notes: These are the rules used in calculations:

- *The contributions related to AVS / AI / APG and AC are defined by Swiss law and are mandatory.*
- *The contributions related to the maternity insurance are defined by Geneva law and are mandatory. The same rate has been applied by analogy to incumbents working in the Canton of Vaud.*
- *In Switzerland, employees' contributions related to supplementary pension plan are defined by internal companies' rules. For the levels of remuneration of the positions covered in this study, the rates often vary between 5.00% to 7.00%. Therefore the assumption of a general rate of 6.00% has been taken into account.*

Social security

France:

Employee Contribution	Rate (based on standard rates)	Subjected Element
CSG (Contribution Sociale Généralisée)	7.50%	98.25% of Annual Total Cash
CRDS (Contribution pour le Remboursement de la Dette Sociale)	0.50%	98.25% of Annual Total Cash
Assurance maladie, maternité, invalidité et décès	0.75%	Annual Total Cash
Assurance Vieillesse	0.25%	Annual Total Cash
	6.80%	Total monthly Cash up to 3'129€
Assurance Chômage	2.40%	Total monthly Cash up To 3'129 €
ARRCO (supplementary retirement for employees)	3.05%	Total monthly Cash up to 3'129 €
	8.05%	Total monthly Cash from 3'129 € to 9'387 €
AGFF (Association pour la Gestion du Fonds de Financement de l'AGIRC et de l'ARRCO)	0.80%	Total montly Cash up to 3'129 €
	0.90%	Total monthly Cash from 2'859 € to 9'387 €
CET (Compte Epargne Temps)	0.13%	Annual Total Cash

Income tax : Principles

Switzerland:

There are three levels of taxation on the revenues for individuals in Switzerland: Communal, Cantonal (ICC) and Federal (IFD). Tax rates depend on the communes and cantons, and are applicable where the incumbent is domiciled. In this study, for consistency reasons, the assumption is that all the incumbents working in Switzerland live in the city of Geneva, and are therefore subject to Geneva city communal tax, Geneva Canton cantonal tax and Swiss Federal tax.

Tax rates depend not only on the level of remuneration but also on civil status. For this remuneration study only one assumption has been taken into account:

- Single.

Income tax : Example of calculation (1/2)

Switzerland:

SWITZERLAND: Assumption: Single		Currency:	CHF
Gross Salary (Annual Total Cash)			**63'585**
AVS	*4.20%*	*2'670.57*	
AI	*0.70%*	*445.10*	
APG	*0.25%*	*158.96*	
AC [1)]	*1.10%*	*699.44*	
Amat	*0.04%*	*25.43*	
Prévoyance Professionnelle[2)]	*6.00%*	*3'815.10*	
Total Swiss social Contributions[3)]		12.29%	-7815
Net Salary after Social Contributions			**55'770**
Cantonal Deductible Professional fees		3% of net Salary after social contributions; at most CHF 1713	- 1'673.11
Deductible Health Insurance Premium		Effective health insurance paid premiums[4)]	- 5'754.00
Cantonal Taxable Income			**48'343**
Base income Cantonal Tax			3'724
Additional Cantonal Cents		47.50% of base income cantonal Tax	1'769
Discount of 12 %		12 % of base Income Cantonal Tax and additional Cantonal cents	- 659
Homes Helps Cents		1.00% of base income Cantonal Tax	37
Additional Communal Cents		45.50% of base Income Cantonal Tax	1'694
Personal Tax		25 CHF	25
Total income ICC Tax (Annex 1 and 2)			**6'590**

Income tax : Example of calculation (2/2)

Switzerland:

Net Salary after Social Contributions			**55‘770**
IFD Deductible Professional fees	3%	of Net Salary after social contribution. Minimum 2000 CHF; maximum 4000 CHF.	- 2'000
IFD Deductible Health Insurance Premium		A Lump Sum (forfait) of CHF 1700 is deductible for health insurance premiums	- 1'700
IFD Taxable Income			**52'070**
Total Federal Tax amount			**500**
Total Swiss Income Tax			7'090
Net Salary after Social Contributions and Income Tax			**48'681**

Notes:

1) A lower rate of 0.5% is applied on the part of gross salary which exceeds CHF 126’000.
2) By assumption, the contributions are set to be 6% of annual Gross salary for all incumbents.
3) The AANP (Assurance accident non-professionelle) is ignored in the calculation. The premiums depend on the field of activity, the company specific risk factor, and the insurer. The average contribution rate is around 1.38%.
4) By assumption an amount of CHF 5’754 is used in the calculation. It corresponds to an average annual premium with a deductible of CHF 500 in the Geneva region.

Income tax : Principles

France:

One centralized (national) level of taxation on income is applicable in France.
The French system is based on a taxation applying a progressive rate to a partial income, namely taxable income per part:

Rates applicable on 2013 incomes (2014 income tax) Taxable income per part :	
Until 6 011 €	0.0%
From 6 011 € to 11 991 €	5,5 %
From 11 991 € to 26 631 €	14.0%
From 26 631 € to 71 397 €	30.0%
From 71 397 € to 151 200 €	41.0%
More than 151 200 €	45.0%

Tax rates depend not only on level of remuneration but also on civil status (quotient familial).
For this remuneration study only one assumption has been taken into account:

- Single (corresponds to one part).

Income tax : Example of calculation (1/2)

France:

FRANCE Assumption: Single,status: Non-executive employee Currency: EUR

Gross Salary (Annual Total cash) **22'000**

CSG (1)	*2.40%*	*of 98.25% of Gross Salary*	*519*
CSG (2)	*5.10%*	*of 98.25% of Gross Salary*	*1'102*
CRDS	*0.50%*	*of 98.25% of Gross Salary*	*108*
Assurance Maladie	*0.75%*	*of Gross Salary*	*165*
Assurance Vieillesse	*0.25%*	*of Gross Salary*	*55*
Assurance Vieillesse Plafonnée	*6.80%*	*of Bracket 1*	*1'496*
Assurance Chômage Assedic	*2.40%*	*Slice of monthly gross salary up to 12'516 €*	*528*
Retraite complémentaire ARCCO	*3.05 %; 8.05 %*	*of Bracket 1; of Bracket 2*[1)]	*671*
Fonds de financement AGFF	*0.80%; 0.90%*	*of Bracket 1; of Bracket 2*[1)]	*176*

Total French social Contributions 4'820

Net salary after Social Contributions **17'180**

Income tax : Example of calculation (2/2)

France:

Taxable Income		Gross Salary– Tax deduction for professional fees (10% of Gross Salary)	**19'800**
Income Tax	*0.00%*	*0 to 6'011*	
	5.5%	*from € 6'011 to €11'991*	
	14%	*from € 11'991 to € 26'631*	
	30%	*from € 26'631 to € 71'397*	
	41%	*from € 71'397 to € 151'200*	
	45%	*from € 151'200*	
Total Frenchtax:	5.5% * (11'991 - 6'011)		328.90
	14% * (19'800 - 11'991)		1'093.26
Discount "décote"		If Income Tax is lower than 2'270 a discount is applied = (1135 - Income tax/2)	-423.92
French Income Tax			**998.24**
Net Salary after Social Contributions and Income Tax			**16'182**

[1] Ceilings: *Bracket 1: Slice of monthly gross earnings under 3'129 €*
Bracket 2: Slice of monthly gross earnings from 3'129 € to 9'387 €

Purchasing power parity (PPP)

Purchasing power parity (PPP)

Net income in countries other than Switzerland (France in this study) must be adjusted to take into account PPP → equivalent purchasing power, irrespective of the place of employment.

The relative PPP rate (France / Switzerland), effective as of 1 July 2014, has been provided to **CERN** by **OCDE** and is equal to **0.6385**.

Note: There is no need to convert values in EUR to values in CHF (for French market) because the influence of the exchange rate is already taken into account in the PPP.

E Comparative sample of the salary survey

The benchmarking of the remuneration level has been defined with the market data from remuneration surveys conducted in the private sectors, as well as by other consulting projects performed in 2014 with selected companies, in the specific sectors with comparable positions.

As **CERN** is located both in Switzerland and France, their reference labour market is taken in both countries using Geneva and Vaud for Switzerland and the departments of Ain and Haute-Savoie for France.

The effective date of the market data is **1 January 2015**.

The sample includes the following companies:

E

Comparative sample of the salary survey

Switzerland (Geneva and Vaud) – 66 companies

GENERAL MARKET
(66 companies including 25 High Tech companies)

- Aéroport International de Genève
- Banque Cantonale de Genève
- Banque Cantonale Vaudoise
- Banque Heritage SA
- Banque Pictet & Cie SA
- Banque Privée Espirito Santo SA
- Barclays Wealth & Investment Management
- BNP Paribas (Suisse) SA
- CACEIS (Switzerland) SA
- Capital Group Companies Global
- Chopard
- Crédit Agricole (Suisse) SA
- Deutsche Bank (Suisse) SA
- EFG Bank AG
- Fondation des Parkings
- GS Banque SA
- ING Belgium, Brussels (Geneva branch)
- Lombard Odier & Cie
- Milennium Banque Privée
- Mirabaud & Cie
- Mitsubishi UFJ Wealth Management Bank (Switzerland) Ltd
- NBAD Private Bank (Suisse) SA
- Neo Technologies
- Nestlé-Nespresso
- Patek Philippe SA
- Philip Morris SA
- Piguet Galland
- Procter & Gamble
- Radio Télévision Suisse (RTS)
- Reyl & Cie
- Richemont
- Rolex SA
- Romande Energie
- Royal Bank of Canada (Suisse) SA
- SIG
- Skandinaviska Enskilda Banken Luxembourg Geneva branch
- Skyguide
- Société Générale Private Banking (Suisse) SA
- Tetral Finance
- UBP
- Unigestion SA

HIGH TECH MARKET

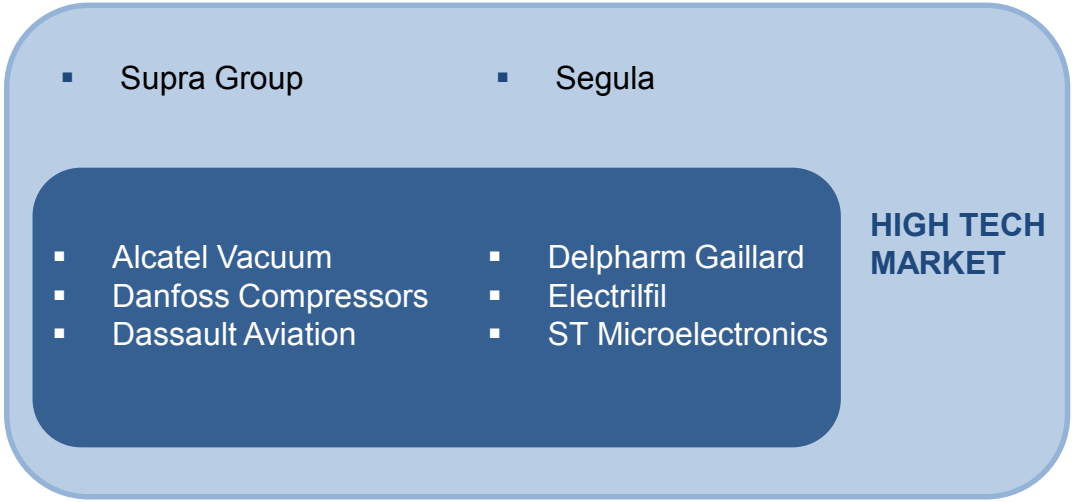
- ABB Secheron
- Bobst SA
- Bracco
- Covance
- Dell
- Dupont
- Eli Lilly
- EMS Electro Medical
- Fastcom Technology
- Ferring Pharmaceuticals
- Firmenich
- GF Agie Charmilles
- Givaudan
- Hewlett Packard
- Kudelski
- LEM
- Logitech
- Medtronic
- Merck Serono
- Novartis
- OM Pharma
- Parker Hannifin
- Sanofi-Aventis
- Thomson Reuters
- UniLabs - Capio

25 companies are considered as being part of the High Tech market, according to the definition provided by CERN.

E

Comparative sample of the salary survey

France (Ain and Haute-Savoie) - 8 companies



6 companies are considered as being part of the High Tech market, according to the definition provided by CERN.

E Comparative sample of the salary survey

High Tech market:

	Switzerland	France
Number of companies	25	6
Number of incumbents	840	157

General market:

	Switzerland	France
Number of companies	66	8
Number of incumbents	2346	212

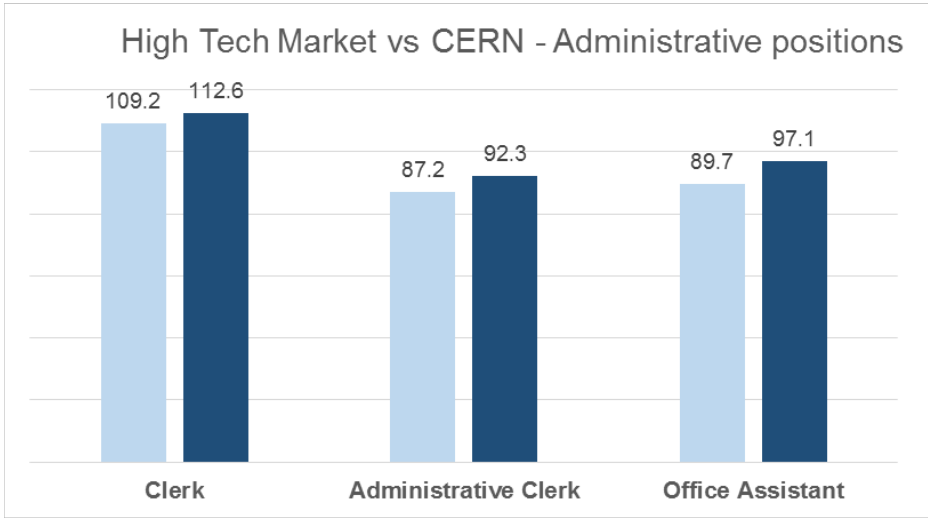
Evolution 2010 / 2015 - Switzerland

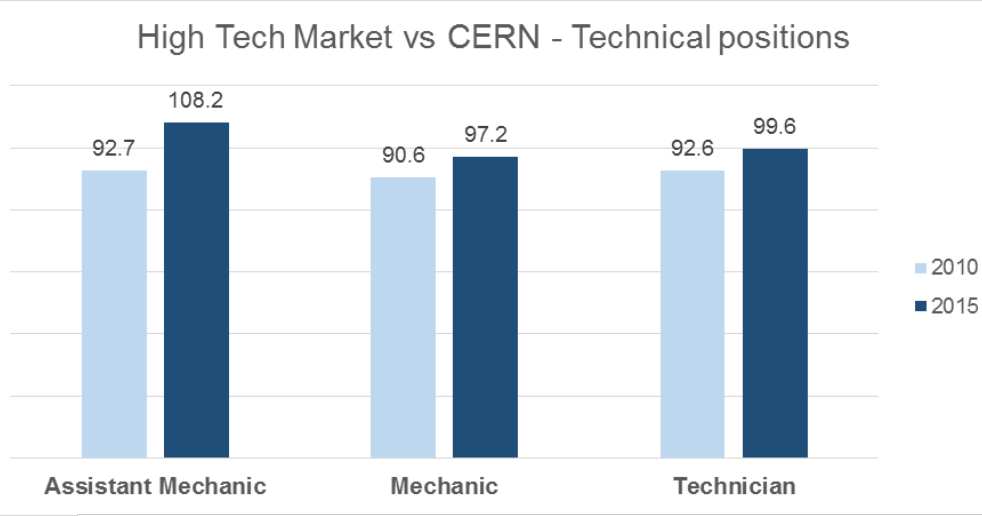
The graphics hereafter represent the evolution between 2010 and 2015 of the positioning of the High Tech market vs CERN.

Market data correspond to median.

CERN =100

SWITZERLAND





Evolution 2010 / 2015 - France

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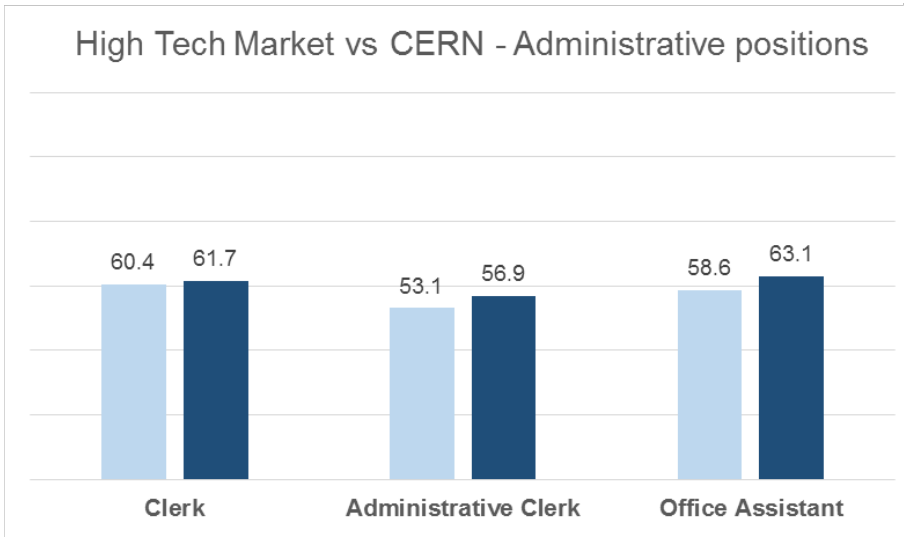
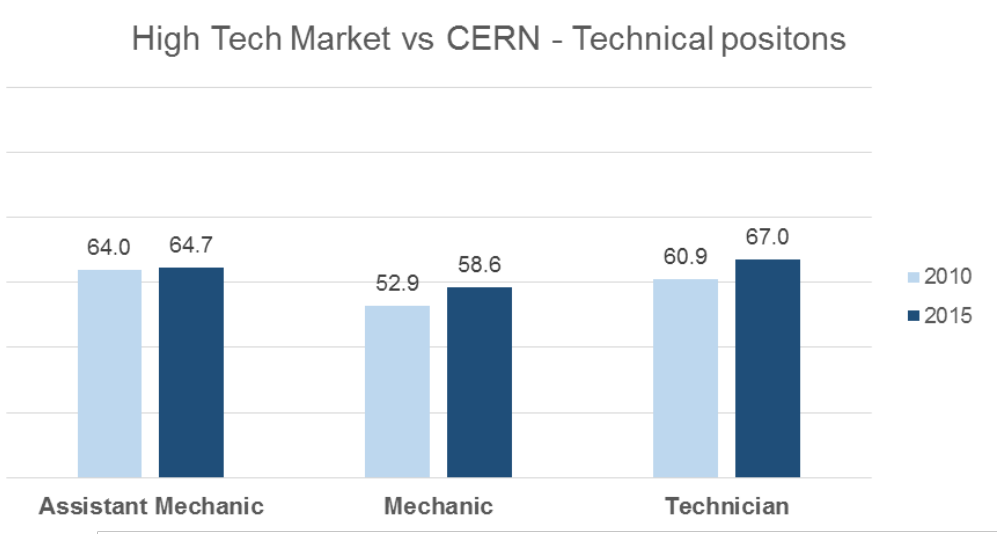
Market data correspond to median.

CERN =100

FRANCE



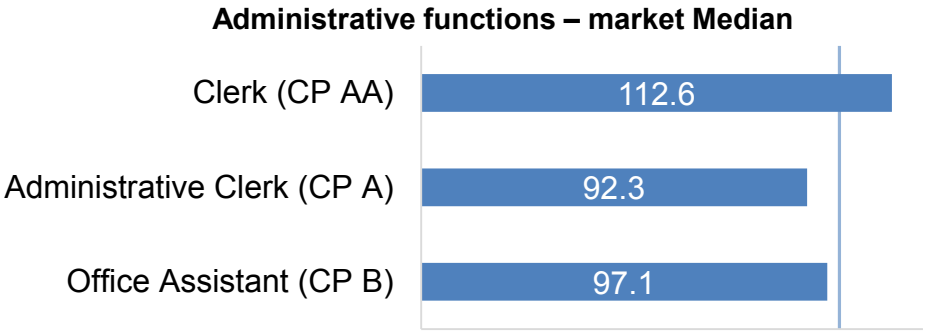


Summary of the salary survey

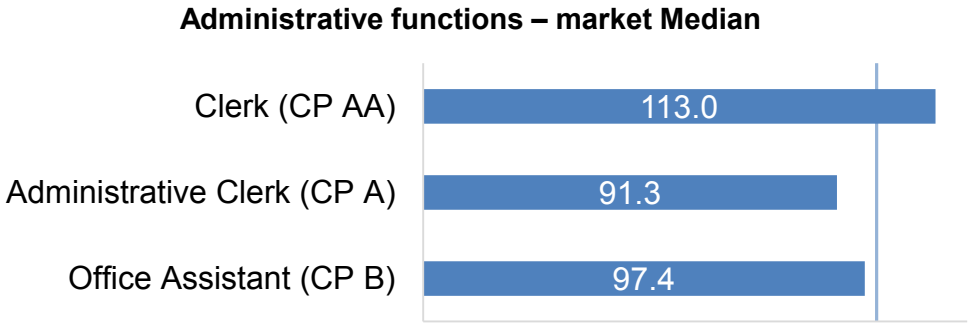
SWITZERLAND : Administrative positions

As requested by **CERN**, the values correspond to **Salary net of Taxes re-including Social contributions**. The Median value is compared to the CERN mid-point.

High Tech market:



General market:



SWITZERLAND : Technical positions

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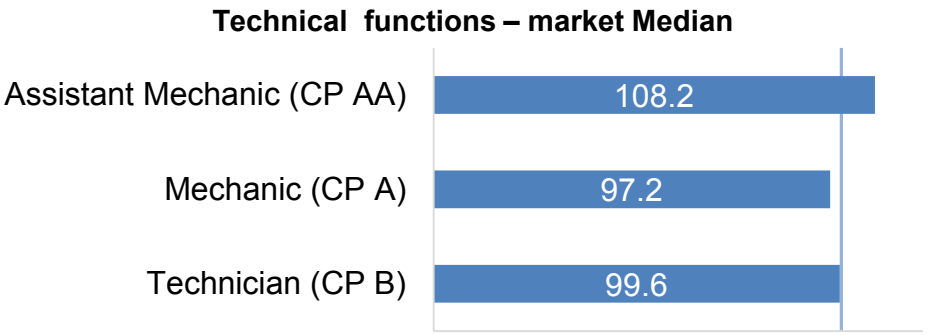
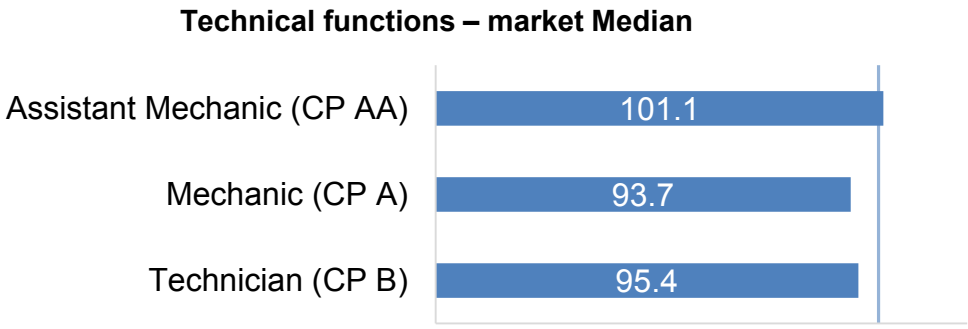
High Tech market:



General market:



Summary of the salary survey

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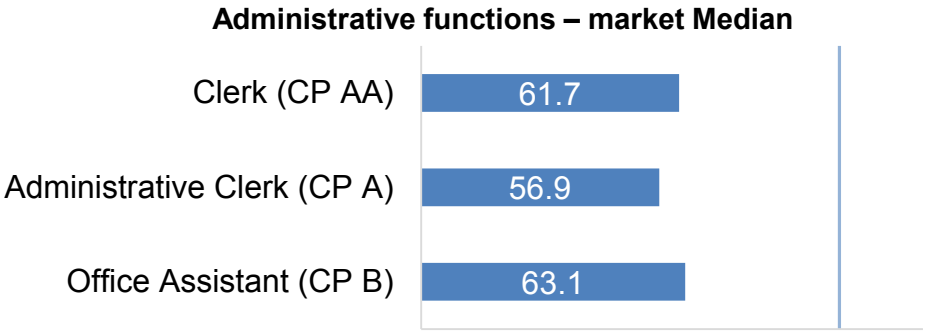
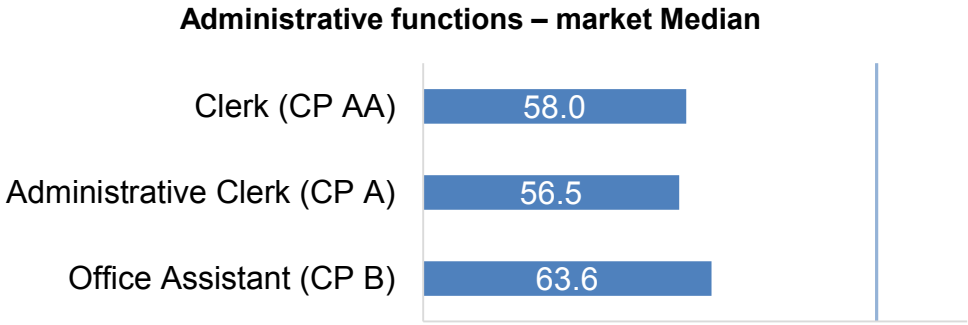


General market:



Summary of the salary survey

FRANCE : Technical positions

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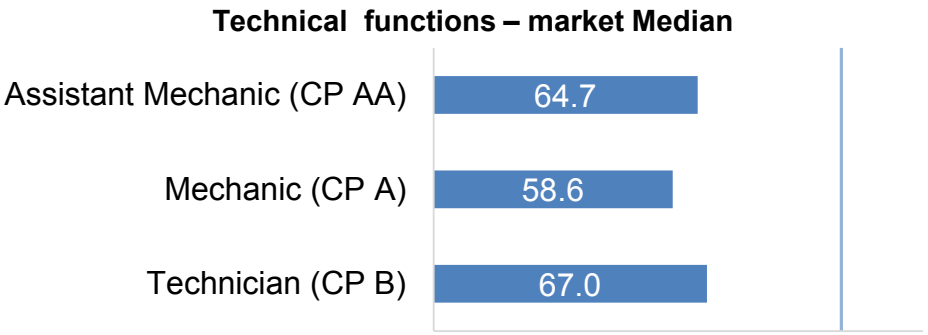
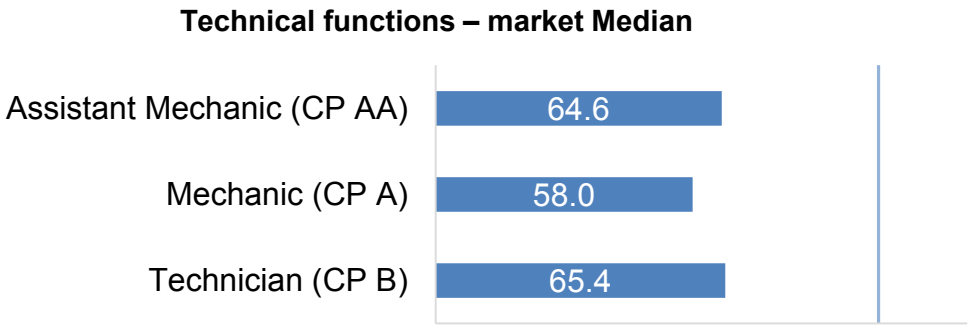
High Tech market:



General market:



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APPENDIX 4

Comparative study on salary levels for the European Organization for Nuclear Research

(CERN/TREF/417)

Paris, 10 April 2015

CERN/TREF/417

8 May 2015

SIRP(2015)8 Confidential

International Service for Remunerations and Pensions
Service International des Rémunérations et des Pensions

COMPARATIVE STUDY ON SALARY LEVELS FOR THE EUROPEAN ORGANISATION FOR NUCLEAR RESEARCH

REPORT BY THE INTERNATIONAL SERVICE FOR REMUNERATIONS AND PENSIONS (ISRP) 2015

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www.sirp-isrp.org

ABOUT THIS STUDY

This study outlines the results of the ISRP's comparative salary levels study for CERN. The results were obtained through the use of salary data from private sector and predominantly the high technology field, on the basis of detailed job matching.

Should you have any questions, please contact:

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Contents

Executive Summary

Preface

This report outlines the main findings of the CERN Comparative Study on Remuneration at 1 January 2015, and presents a comparison of CERN's staff members' remuneration for career paths C to G, covering representative management, technical, and administrative functions against the remuneration of employees who have similar responsibilities and who are working in selected markets within the private high technology sector.

The analyses found within this report are based on the following assumptions:

- According to CERN's recruitment needs, the main recruitment market has been identified as being the private sector, and predominantly the high technology field, including companies belonging to the high and medium-high research and development (R&D) intensity sectors as defined by the "2013 EU Industrial R&D Investment Scoreboard";
- With a view toward recruitment and retention of staff with the highest competence, the CERN comparisons with the private market have been carried out against the seventy-fifth percentile (P75) market line;
- The International Service for Remunerations and Pensions (ISRP) identified Switzerland and Germany as the relevant geographical markets for the salary comparisons;
- CERN reference salaries applicable on 1 January 2015 have been compared against the private market values as per 1 July 2014, collected by a consultancy firm selected by ISRP, and updated at the reference date of 1 January 2015 by means of relevant forecast figures;
- Private market values have been adjusted for the existing cost-of-living differential between Germany and the base country where CERN's headquarters are located, i.e. Switzerland. The instrument used for such adjustments, which allow salary amounts to be converted to their equivalent in Swiss Francs, are the Purchasing Power Parities (PPP). The PPP used in the study were provided by the ISRP and calculated as of 1 July 2014.
- Comparisons are based on net salaries for the civil status single resident;
- As in the previous five-yearly study, best practice methodology has been applied.

Technical functions results

After gross-to-net calculations and purchasing power adjustments, the private market reference salaries for single employees in Switzerland and Germany within the high technology sector show levels which exceed CERN reference salaries for most of the studied technical functions:

- The **Swiss** private market net of tax salaries range from **6% to 46% above** the reference salaries of CERN.
- The **German** private market net of tax salaries range from **5% below to 34% above** the reference salaries of CERN.

Administrative functions results

The results for this group of functions within the high technology sector show a mixed picture between the administrative functions and the rest of the family:

- The **Swiss** salaries for administrative **functions numbers 7 and 8** indicate that market net of tax salaries range from **11% below to 3% above** CERN reference salaries. While salaries for administrative **functions numbers 9 to 14 range from 32% to 40% above** the reference salaries of CERN.

- The **German** salaries for administrative **functions numbers 7 and 8** range from **23% to 14% below** CERN reference salaries; while **functions numbers 9 to 14**, range **from 19% to 24% above** the reference salaries of CERN.

Management functions results

- For single employees, the net of tax salaries, for management functions numbers 15 to 19, for the high technology sector in **Switzerland range from 32% to 52% above** the reference salaries of CERN.

- The **German** private market net of tax salaries for the same functions **range from 25% to 92% above** the reference salaries of CERN.

In moving towards higher functions (Department Head, and Director), Germany is positioned as the best paying geographical market.

Overall situation

The overall results of this study show that the **Swiss market is the most competitive** across the selected functions, with exception of the Department Head and the Director functions, for which the German market is the most competitive.

When comparing the positioning of CERN against the Swiss private market in 2015 and that of the previous study carried out in 2010, it is noted that the technical adjustment of the CERN scale of basic salaries, combined with the scale increases in 2011 and 2012, lead to a total cash evolution comparable to the one found in the private sector for most of the studied functions. Therefore, it should be noted that the gaps have not widened over the past five-years, and are consequently in line with the differences found in 2010 for staff whose civil status is single.

When observing, in parallel, the high technology market levels against the general market levels also examined in the present study, it is noted that, on average, salary levels are higher in the general market than in the high technology market.

1. Introduction

1.1. In accordance with its Staff Rules & Regulations, CERN is required to undertake a five-yearly review of the financial and social conditions of members of its personnel in 2015. CERN has entrusted the International Service for Remunerations and Pensions (ISRP), attached to the OECD, to conduct the collection and analysis of market data for basic salaries in the private sector.

1.2. The framework of CERN's five-yearly review specifies that the data collection for career paths C to G should be carried out from "*employers established in the Member States that offer the most competitive salaries",* in order to ensure that the financial and social conditions offered by the Organisation will allow it to recruit and retain staff of the highest competence and integrity from all its Member States. For this purpose, and based on a preliminary study, the ISRP identified Switzerland and Germany as the most competitive countries amongst CERN's Member States.

1.3. According to CERN's future recruitment needs, the main recruitment market has been identified as being the private sector, and predominantly the high technology field, which includes companies belonging to the high and medium-high research and development intensity sectors.

1.4. After a market consultation in accordance with OECD procedures, where the offer of two companies was carefully examined (Towers Watson and Hay Group), the ISRP mandated the consultancy firm Hay Group with the collection of private sector's salary data, given the fact that this firm offered a solid methodology on job evaluation, in addition to providing significant datasets for the countries covered by the present study.

1.5. CERN's representative positions for the market comparisons cover 19 different jobs in career paths C to G, which concern the following three main areas of work:

- **Technical functions**: Technical Assistant, Technical Engineer, Engineer / Applied Physicist, Information Technology Engineer, Senior Engineer / Applied Physicist, and Technical High Level Specialist.
- **Administrative functions:** Administrative Assistant, Senior Administrative Assistant, Buyer, Accountant, Human Resources Administrator, Legal Advisor, Senior Administrator, and Administrative High Level Specialist.
- **Management functions:** Group Leader of a large unit, Project Leader, Department Head, Head of Large Project, and Director.

1.6. **The present report is designed to provide a comparison, as of 1 January 2015, of CERN reference salaries, against net of tax remuneration in the private sector. It enables CERN to assess the competitiveness of their salary levels against the relevant employment market to which CERN compares.**

2. Methodology and basis for calculations

Recruitment markets

2.1. CERN's employment conditions should enable it to recruit and to retain the staff with the highest competence and integrity from all Member States, including those where the salaries are the highest, in alignment with the salary practices of private companies considered as being part of the **high technology market**, and actually investing in R&D. In view of that, only companies from the most competitive geographical markets and with relevant R&D expenditure were retained, as part of the selected market to benchmark.

2.2. The high technology market, in the context of this study, includes companies belonging to the high and medium-high research and development (R&D) intensity sectors as defined by the "2013 EU Industrial R&D Investment Scoreboard" and published within the context of the Industrial Research Monitoring and Analysis (IRMA). These activities are carried out jointly by the European Commission's Joint Research Centre (JRC) Institute for Prospective Technological Studies (IPTS) and the Directorate General for Research and Innovation, Directorate C, and cover:

- High R&D intensity sectors (intensity above 5%) including e.g. pharmaceuticals and biotechnology; health care equipment and services; technology hardware and equipment; software and computer services; and aerospace and defence.

- Medium-high R&D intensity sectors (between 2% and 5%) include e.g. electronics and electrical equipment; automobiles and parts; industrial engineering and machinery; chemicals; personal goods; household goods; general industrials; plus support services.

  Note: The R&D intensity is obtained by the ratio between R&D investment and net sales of a given company or group of companies.

2.3. Based on a preliminary study presented to the TREF in October 2014 [SIRP(2014)129], where net average salary data obtained from two recognised consultancy firms (Towers Watson and Hay Group) from twenty three countries was examined; the **ISRP identified Switzerland and Germany as the geographical markets offering the most competitive salaries** amongst CERN's Member States.

2.4. With the aim of corroborating the results from the selected high technology market, **salaries related to the general market** for the two selected geographical markets **have also been examined**.

- The general market includes salary data from all industries, in all regions, within the selected countries.

Market line comparison and CERN reference salaries

2.5. With a view toward recruitment and retention of staff with the highest competence and integrity, the comparison of CERN's salaries against the high technology market were carried out at the **seventy-fifth percentile (P75) market line**. At this market line, 75% of the salaries in the selected market are lower and 25% are higher.

2.6. According to best practice, the selected private market salaries were compared with the corresponding **midpoints of CERN's career paths (C to G)**. The identified midpoints correspond to a seasoned professional experience ranging from 15 to 25 years, depending on the benchmark jobs. Therefore, similar work experience was also considered for the job evaluation determining the equivalent salary within private market jobs.

The functions to benchmark

2.7. CERN identified representative positions for the market comparisons amongst their technical, administrative and management functions. They cover the 19 jobs at specific career paths (C to G) listed below, within the CERN salary structure.

2.8. With the aim of having a better balance amongst the functions to benchmark for the present study, the technical function "Information Technology Engineer" has been added to the 2010 sample, and the administrative function "Controller Budget and Financial Planning" has been dropped from the 2010 sample.

Technical functions

N°	Career path	Job
1	C	Technical Assistant
2	D	Technical Engineer
3	E	Engineer / Applied Physicist
4	E	Information Technology Engineer
5	Fb	Senior Engineer / Applied Physicist
6	Fc	Technical High Level Specialist

Administrative functions

N°	Career path	Job
7	C	Administrative Assistant
8	D	Senior Administrative Assistant
9	E	Buyer
10	E	Accountant
11	E	Human Resources Administrator
12	E	Legal Advisor
13	Fb	Senior Administrator
14	Fc	Administrative High Level Specialist

Management functions

N°	Career path	Job
15	Fc	Group Leader of a large unit
16	Fc	Project Leader
17	Gb	Department Head
18	Gb	Head of Large Project
19	Gf	Director

Approach for job benchmarking

2.9. CERN benchmark functions were evaluated by applying Hay Group methodology; the jobs were correlated with career path structure, job size, and accountabilities, to equivalent Hay Group evaluations, by a senior Hay Group Job Evaluator. For the job evaluation purposes, detailed job descriptions were provided to Hay Group for the selected CERN positions, along with pertinent documents regarding the Organisation's goals and objectives.

2.10. With the aim of preserving and guaranteeing the consistency in the benchmarking methodology, and as with previous studies (2000, 2005, and 2010), **the evaluations of benchmark positions have taken into account the specificity of the CERN**; namely the fundamental research in the field of the high energy physics and the development of related high technologies.

2.11. Jobs in the Hay Group databases are underpinned by the Hay Group Job Evaluation Methodology, to allow for a consistent and qualitative ranking of all positions and comparability across the various job families. The salary levels in the selected market are determined through the Hay Group evaluations based on the following main criteria:

a) Know-how required for the job

- Degree of Technical Know-how (A–H)
- Breadth of Management (0 – IV)
- Human Relation Skills (1-3)

b) Degree of Problem Solving required in the job

- Thinking Environment (A-H)
- Thinking Challenge (1-5)

c) Job Accountability

- Freedom to Act (A-H)
- Magnitude (0-5)
- Impact of the Job on the End Results (R, C, S, P)

2.12. CERN functions have been evaluated through the Hay Group Methodology which is based on an analytical points-based system; accordingly, after the job evaluation in terms of the above criteria, job scores resulting from the chart were used to compare each function against the same level of job within the private employment market. Globally speaking, the results from these job evaluations are typical of a high expertise driven organisation with highly demanding positions within the category of administrative, technical or management staff.

2.13. Each position considered in the present study has been compared to the job evaluations done for the previous exercises carried out in 2000, 2005 and 2010, where the same methodology has been used in order to assess the consistency of the job evaluation work over time. This illustrates CERN's long term strategic orientation, with limited volatility on accountabilities, a practice highly recognisable in organisations with long term targets.

Reference salary for comparisons

2.14. For this study, Hay Group was able to provide private market salaries on the basis of a job family approach. Therefore, the salaries used in present comparisons have been differentiated not only by selected geographical market, but also by the nature of the functions as identified on Hay Group's databases (e.g. accountancy, technical, administrative, amongst others).

2.15. Market comparisons have been conducted in "Total Cash" as it exists in the high technology and in the general market according to the Hay Group evaluation, and within CERN for the different job levels.

2.16. **Total cash is the sum of base salary and real short-term variable cash** pay on an annual basis. The *Base Salary* includes all (taxable) fixed remuneration paid to an employee on an annual basis and which can be classified as a "vested cash benefit". Typically included in the base salary is the monthly salary, multiplied by 12, and any effective "extra" payment such as a 13th month, holiday bonus and any seniority premiums. The *real short-term variable cash* includes all (taxable) cash amounts paid to an employee that can vary year over year. Most typically these refer to incentive payments that are contingent on discretion, performance, or results achieved.

2.17. For CERN, the reference Base Salary is set equal to 12 times the midpoint monthly basic salary as of 1 January 2015. CERN's basic salary is equivalent to the net income before social contributions.

2.18. To allow for comparisons of CERN reference salaries against those of the high technology and general markets, remuneration was transformed to net of taxes. Therefore, the **net income** taken into account for the benchmark **equals the total cash after deduction of taxes, but without deduction of the employee social security contributions**. An illustration of the net income calculation is shown below.

a. Gross salary		50,000
b. Employee social security contributions		5,600
c. Income taxes		12,200
d. Net salary after social security contributions and after taxes		32,200
e. Net income	**e = (a - c)**	37,800

2.19. The **taxation rules** applied for the gross to net calculations are those that are **compulsory and officially in use by tax authorities in Switzerland and in Germany.** However, taxation rates in Switzerland are different among cantons and communes; therefore in order to keep the same approach used in the past study, and because it is the largest city and the most important economic center, Zurich has been chosen as the reference for taxation purposes.

2.20. Upon CERN's request, it was decided to base comparisons on the civil status single and to drop the civil status married with two children. Therefore, **net of tax income calculations assume that the employee is single**.

Purchasing power adjustment

2.21. To allow for comparisons of CERN reference salaries with those of the private sector in Germany, the annual net income was adjusted to take into account the cost-of-living differential by means of the purchasing power parities (PPP).

2.22. The PPP used in the present study have been calculated jointly by the ISRP and Eurostat, and are used to ensure that international staff in comparable professional and family circumstances enjoy equivalent purchasing power, irrespective of the place of employment. PPP are currently used for salary purposes, by the European Commission and the Co-ordinated Organisations (OECD, NATO, ESA, Council of Europe, European Centre for Medium-range Weather Forecasts and EUMETSAT).

2.23. The use of the PPP factor to convert salaries to Swiss francs (CHF) indicates what the comparators' salaries would be "worth" if they were paid in Switzerland by taking into consideration the purchasing power of their respective salaries. PPP factors are a robust indicator, as they avoid misleading international comparisons that can arise when introducing the volatility of exchange rates.

2.24. **The PPP** calculated as of 1 July 2014 (applicable on 1 January 2015 in the CO system), **with reference to Switzerland, to convert German salaries is: 0.5854.** Accordingly, if someone posted in Germany earns 5,854 EUR, that same person would need 10,000 CHF if working in Geneva in order to have an equivalent purchasing power.

Ageing factors used to project private market salaries on 1 January 2015

2.25. CERN reference salaries applicable on 1 January 2015 have been compared against the private market values, collected by Hay Group as per 1 July 2014. Private market values have been updated at the reference date of 1 January 2015 by means of the below forecast figures.

Base Salary Forecast 2014-2015 (for the next 6 months: July 2014 - January 2015)	
Germany	Switzerland
1.42%	0.70%

2.26. The above forecast figures provided by Hay Group are generated using two inputs:

- Forecast reports provided by each Hay Group local office based on the input of each participant in the respective countries, and;
- wage inflation data provided by "the Economist Intelligence Unit" (provider of country, industry and management analysis, belonging to The Economist Group).

Size of the sample

2.27. The total number of companies and individual observations in the Hay Group's databases for both the general and high technology markets used in the present study are indicated in the tables below:

	General Market - 2014 database	
	Number of companies	**Number of incumbents**
Germany	610	321 874
Switzerland	241	73 878

	High Technology Market - 2014 database	
	Number of companies	**Number of incumbents**
Germany	266	180 003
Switzerland	83	16 158

3. Comparisons for the high technology market

3.1. The high technology sector results are presented in the form of graphs for each job family; they show the positioning of CERN (= 100), for each job, against the selected high technology market. A value under 100 means that CERN is above the market, a value exceeding 100 means that CERN is below the market.

3.2. To complete the presentation of results, tables grouping the market compa-ratios used in the construction of graphs are also provided. **The compa-ratio shows the relationship of the CERN reference salary to an equivalent job salary within private high technology market**.

Technical functions – selected market

Graph 1 - Results for technical functions, high technology market, single staff.

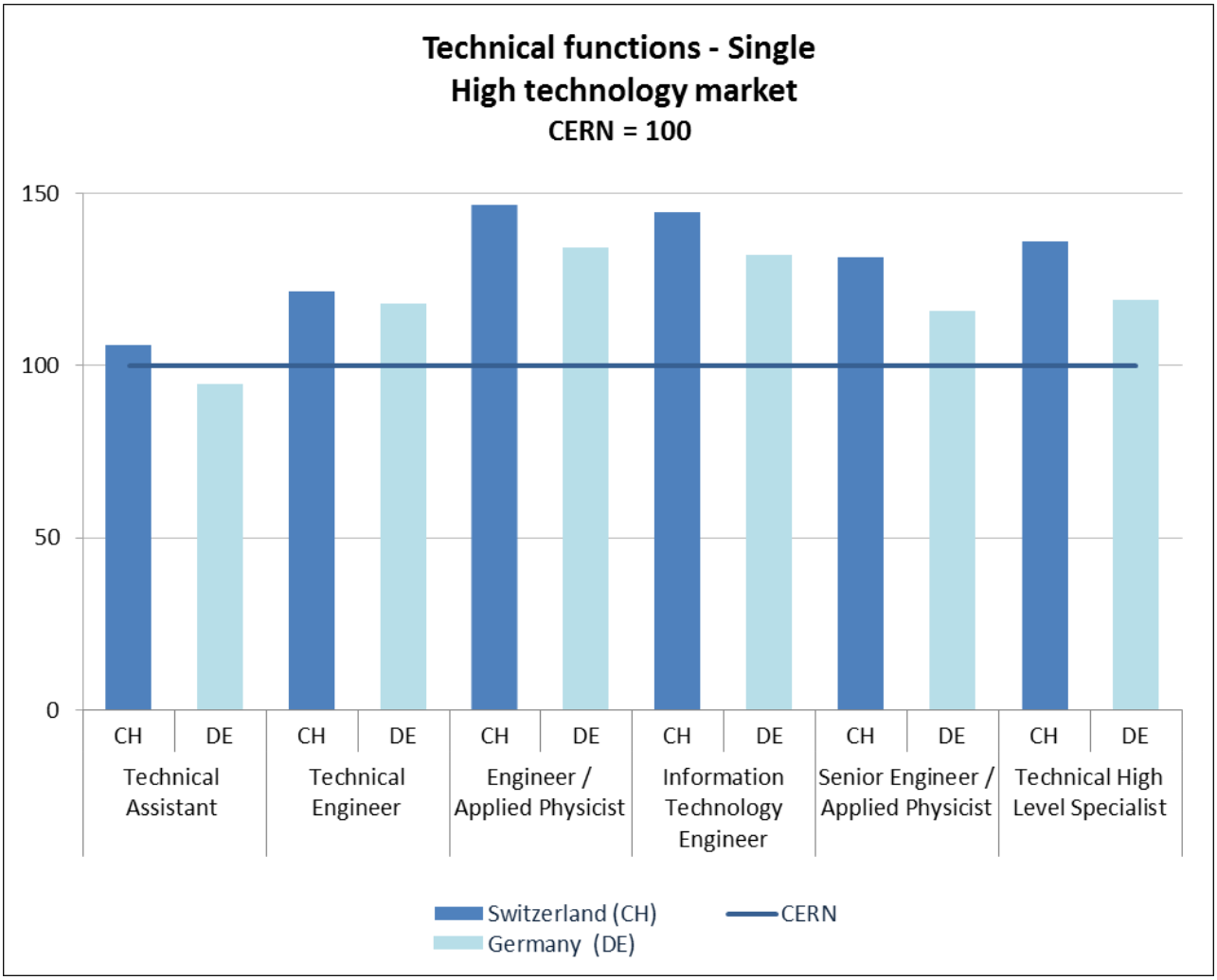


Table 1- Total cash compa-ratios for the technical functions, high technology market, single staff.

High Technology Market CERN = 100			
No.	CERN Function	**Switzerland**	**Germany**
1	Technical Assistant	106	95
2	Technical Engineer	122	118
3	Engineer / Applied Physicist	146	134
4	Information Technology Engineer	144	132
5	Senior Engineer / Applied Physicist	132	116
6	Technical High Level Specialist	136	119

3.3. For the majority of the studied technical functions, after gross-to-net calculations and purchasing power adjustments, private reference salaries for single employees in Switzerland and Germany show more competitive levels than the CERN reference salaries.

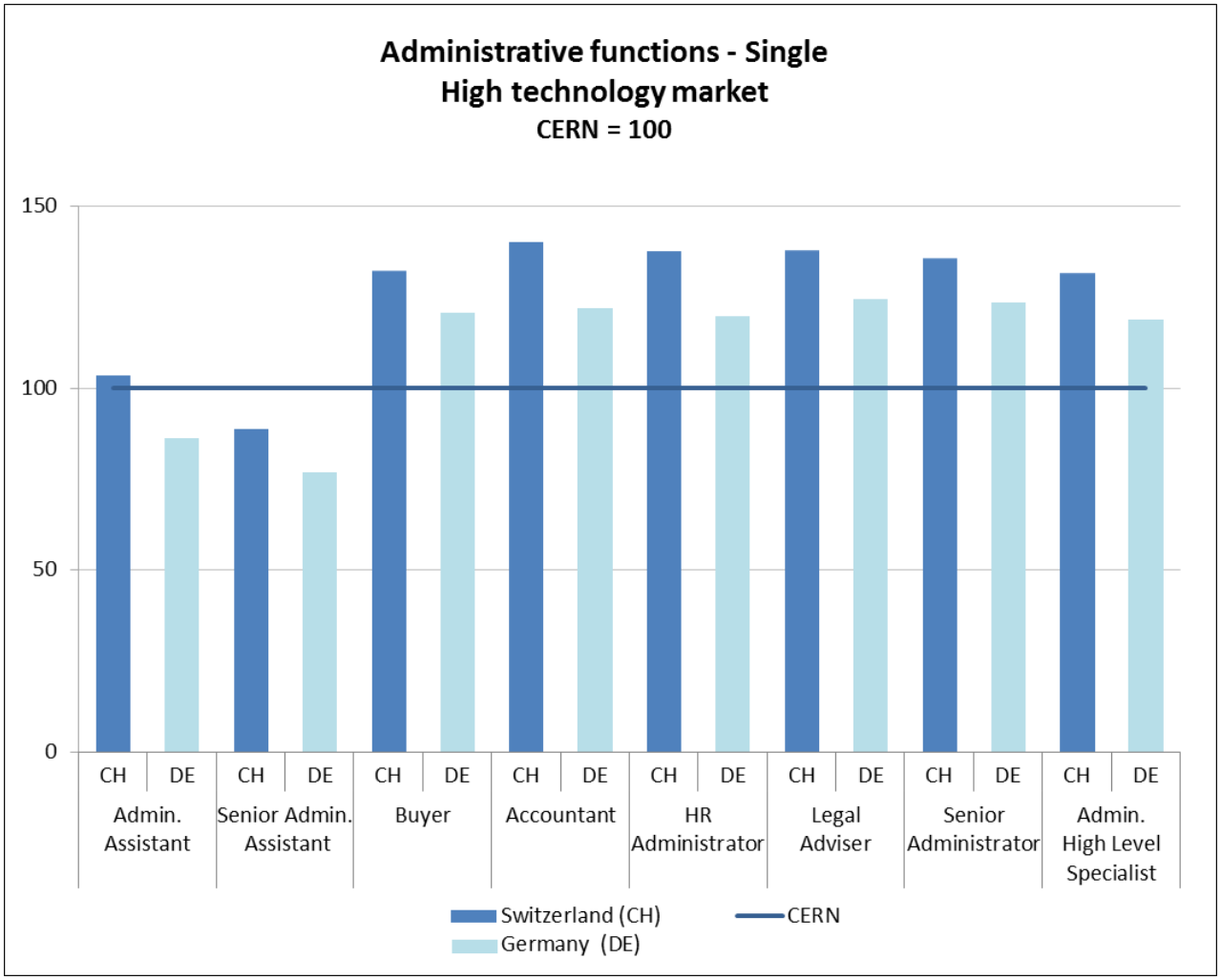
3.4. The **Swiss** private high technology market net of tax salaries are above the reference salaries of CERN (100), with compa-ratios ranging between **6% to 46% higher** for the different jobs.

3.5. With exception of the Technical Assistant function (No. 1), for which the compa-ratio is slightly below the CERN reference salary, the **German** net of tax salaries **are 16% to 34% above** the reference salaries of CERN (100).

3.6. When observing the technical functions in the Swiss and the German private high technology markets, it is noted that respectively they pay, **on average, 31% and 19% higher** than CERN (100).

Administrative functions – selected market

Graph 2 - Results for administrative functions, high technology market, single staff.



3.7. Results for the administrative functions in Switzerland and Germany show a mixed picture amongst the "assistant" type functions (Administrative Assistant / Senior Administrative Assistant) and the rest of the family. The salary levels in the high technology private market for the administrative functions - with the exception of the assistants - surpass the CERN reference salaries.

Table 2- Total cash compa-ratios for the administrative functions, high technology market, single staff.

High Technology Market CERN = 100			
No.	CERN Function	**Switzerland**	**Germany**
7	Administrative Assistant	103	86
8	Senior Administrative Assistant	89	77
9	Buyer	132	121
10	Accountant	140	122
11	Human Resources Administrator	138	120
12	Legal Advisor	138	124
13	Senior Administrator	136	123
14	Administrative High Level Specialist	132	119

3.8. The private market reference salaries for single employees in **Switzerland** for the administrative **functions numbers 7 and 8 are on par, or below**, CERN reference salaries. While in **Germany** salaries for **functions 7 and 8 are 14% to 23% below** CERN reference salaries (100).

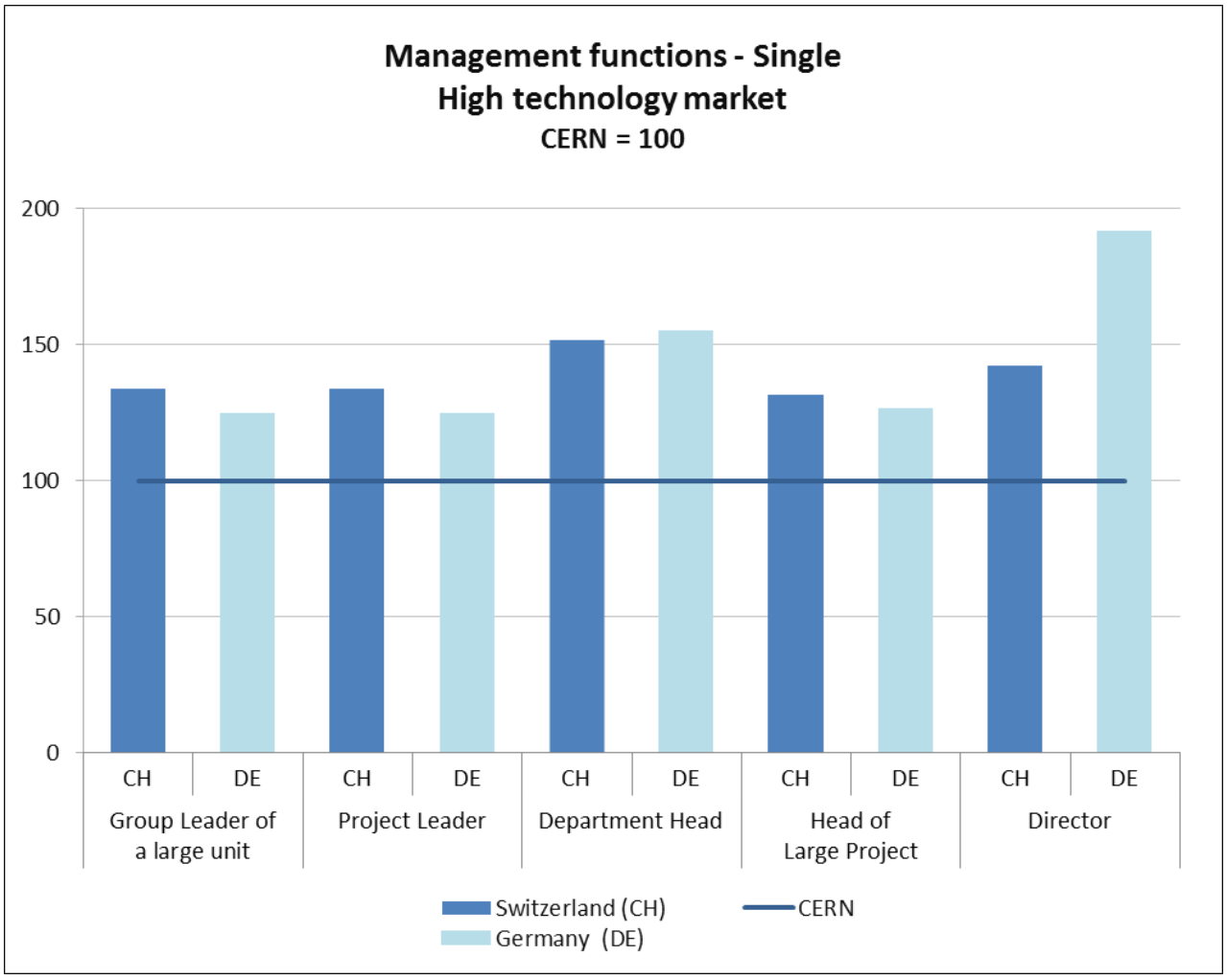
3.9. In the selected **Swiss** private market, the compa-ratios for the administrative **functions numbers 9 to 14** show that the salary of a single employee varies from **32% to 40% above** the reference salaries of CERN (100).

3.10. In the **German** market, the compa-ratios for the **functions numbers 9 to 14** show that the salary of a single employee varies from **19% to 24% above** the reference salaries of CERN (100).

3.11. On **average**, for the administrative functions, the **Swiss** and the **German** private high technology markets pay respectively **26% and 11% higher** than CERN (100).

Management functions – selected market

Graph 3 - Results for management functions, high technology market, single staff.



3.12. Altogether, the private high technology sector reference levels in Switzerland and Germany demonstrate high competitiveness, in comparison to the CERN reference salaries across all the management functions. At the same time, when moving towards the higher functions of Department Head and Director, the net of tax remuneration increases significantly for the German market.

Table 3- Total cash compa-ratios for the management functions, high technology market, single staff.

High Technology Market CERN = 100			
No.	CERN Function	**Switzerland**	**Germany**
15	Group Leader of a large unit	134	125
16	Project Leader	134	125
17	Department Head	152	155
18	Head of Large Project	132	127
19	Director	142	192

3.13. In **Switzerland**, for single employees in management functions; private salaries range from **32% to 52% above** the reference salaries of CERN (100).

3.14. In **Germany**, for single employees, private salaries for the management functions range from **25% to 92% above** the reference salaries of CERN (100).

3.15. With respect to the Director function, Germany takes the lead with a compa-ratio of 92% above the midpoint reference salary of CERN (100).

3.16. **On average**, management functions, in both the **Swiss** and the **German private high technology markets**, are respectively **39% and 45% higher** than CERN (100).

4. Analysis and Conclusions

4.1. CERN reference salaries as of 1 January 2015 have been compared against net of tax remuneration in the private sector, and predominantly, the high technology sector within the Swiss and German geographical markets, for staff whose civil status is single.

4.2. To complete the analysis and to corroborate the results from the selected high technology sector, the net of tax remuneration for the private general market in Switzerland and Germany was also examined (for results, please refer to Annex I – Comparison for the general market).

Results

4.3. Overall, the assessment of the present study has been improved, due to an upgrade of Hay Group's datasets, which enabled the gathering of private market salary data on a job family approach, and as a result, the salaries used in comparisons have been differentiated not only by selected geographical market, but also by the nature of the function, as identified by Hay Group's datasets. Before treating the data, the ISRP has comprehensively verified the integrity of this salary data provided by Hay Group.

4.4. Upon examination of **private high technology market** reference salaries, for single employees, and after gross-to-net calculations and purchasing power adjustments; **Switzerland was found to be the most competitive geographical market** for the majority of the studied CERN functions. For all the observed functions, the Swiss high technology market is, on average, 31% above CERN reference salaries (100) considering the P75 comparison level.

4.5. However, for the functions of **Department Head and Director**, **Germany** stands out as **the most competitive geographical market within the private high technology sector**. This is even more notable for the Director function, which shows a compa-ratio of 92% above the CERN reference salary.

4.6. For the Director position, the different approach on remuneration for the high technology sector between Switzerland and Germany can be explained by two factors: the different spread in both markets (i.e. given that the German market has a bigger spread, it is better represented, thus more stable at P75 level for this position); and the global economic environment, namely the crisis, which has generated public pressure for transparency and fairness in executive pay. The Swiss high technology sector, having greater receptiveness, has adapted to this tendency by providing pay increases through base salary and by giving incentives through benefits other than short-term variable pay, as opposed to the German practice of linking the company's competitiveness to the Director's short-term variable pay.

4.7. It is worth mentioning, that although the German high technology market appears to be less competitive for most of the observed functions; the private net of tax remuneration in the sector remains competitive, with market salaries, on average, 23% above CERN reference salaries.

4.8. When analysing the **Swiss** market results, it is important to note that, **with the exception of the functions Engineer/Applied Physicist and Senior Engineer/Applied Physicist, the private general market is more competitive**

than the private high technology market across all the selected CERN functions (on average, the general market is 37% above CERN reference salaries and the selected high technology market is 31% above CERN).

4.9. The difference in remuneration trends in the high technology market when compared to the general market for the above mentioned technical functions can be explained by the fact that these type of jobs are typically identified to core activities within the high technology sector; consequently, the higher levels of salaries correspond to the high importance of these key positions in the sector.

4.10. For the Swiss market, the Senior Administrative Assistant is the only function where the net of tax salary is below the reference salary of CERN; the overall trend for this position is somewhat stable when compared to the results of the 2010 study.

Market trends

4.11. **Switzerland confirms its position as the most competitive market amongst CERN's Member States.** When comparing net of tax salaries in the Swiss private market against those used in the past survey for functions 1 to 18, it is observed that the high technology sector has evolved, on average, 3% over the past five-year period.

4.12. For the German private market, when comparing net of tax salaries, after cost-of-living adjustments, against those of the past survey for all the surveyed functions (1 to 19), the results show that the high technology sector has evolved, on average, 2% over the past five-year period.

4.13. To provide an additional comparison with the private market on year-to-year market movements, gross salary data from a stable sample has also been observed. According to best practice, by using "same companies" whose pay practices were captured in the same two years (e.g. 2013 and 2014) for the analysis of trends, the potential upward or downward impact of new companies is eliminated. The cumulative comparisons of four-year market movements for Switzerland and Germany are provided in table 4 and 5 below.

Table 4 – Switzerland: General Market Movements over the past four years from Hay Group's database.

Switzerland **General Market Movements**	
Employee Categories	*2010-2014*
Senior Management / Executives	5.8%
Middle Management / Seasoned Professional	4.5%
Supervisory /Junior Professional	2.7%

Table 5 – Germany: General Market Movements over the past four years from Hay Group's database.

Germany General Market Movements	
Employee Categories	*2010-2014*
Senior Management / Executives	13.0%
Middle Management / Seasoned Professional	10.1%
Supervisory / Junior Professional	9.9%

4.14. The difference between the German private market movements registered in Hay Group's datasets, when compared to the relatively low evolution of German net of tax salaries used in the study, is primarily due to the adjustment in cost-of-living differentials (PPP factor). When comparing the PPP factors used to convert German salaries into Swiss salaries, in the present and past study, it can be noted that **over the past five-year period, the cost-of-living differential between the two countries has narrowed significantly,** to the extent that about 12% less per Swiss Franc would be needed to pay a German individual in order to maintain the same purchasing power as five years ago; in other words, less Swiss Francs are required to buy the equivalent basket of goods in Germany.

CERN salary trends

4.15. When comparing CERN reference salaries used in the present study against those used in the past study, after the technical adjustments of the salary grid in 2010, which consisted in the adjustment of the steps value in career paths F to G and the equivalent reduction of length for the corresponding salary bands; the **effective average evolution in salaries over the five-year period is 3%** (0% for career path C, 2% for career path D, and 4% for career paths E to G).

Overall conclusions

4.16. When comparing the current positioning of CERN against the Swiss private high technology market in 2015 with that of the previous study carried out in 2010, it is notable that total cash remuneration in the selected sector has evolved at a similar pace as CERN salaries for most of the studied functions. Consequently, the resulting low trend in CERN levels – where the Swiss private market is on average 31% above CERN – are in line with those found in the 2010 study, for staff whose civil status is single.

4.17. The positioning of CERN against the German private high technology sector in 2015, when compared to that of the previous study of 2010, reveals that the evolution in German net income, without the adjustment of cost-of-living differentials, has been higher than CERN's (for the surveyed functions, the net income has evolved 13% on average, over the five-year period). However when transposing German net of tax salaries to Swiss salaries by means of PPP adjustments (i.e. what someone from Germany should be paid if working in Switzerland), cost-of-living differentials have an effect on the competitiveness of the German market when compared to the Swiss market - resulting in an average evolution of 2% over the five-year period.

4.18. Finally, when observing in parallel the private high technology market levels against the private general market levels results in the present study, it is noted that, on average, net of tax salaries, adjusted by the purchasing power parities, are higher in the general market than in the selected high technology market. CERN's overall salary levels against the private market in Switzerland and in Germany are summarised in the table 6 below.

Table 6- Average cash compa-ratios, all functions,
high technology and general market, single staff.

Private market comparison CERN = 100			
Switzerland		**Germany**	
High technology	General	High technology	General
131	137	123	124

Annex I – Comparisons for the general market

a) The below results from the general market are presented only to corroborate the results from the selected high technology sector. The graphs for each job family show the positioning of CERN (= 100), for each job, against the general private market. A value under 100 means that CERN is above the general market, while a value exceeding 100 means that CERN is below the general market.

b) To complete the presentation of results, the tables grouping the market compa-ratios used in the construction of graphs, are also provided.

Technical functions – general market

Graph A1 - Results for technical functions, general market, single staff.

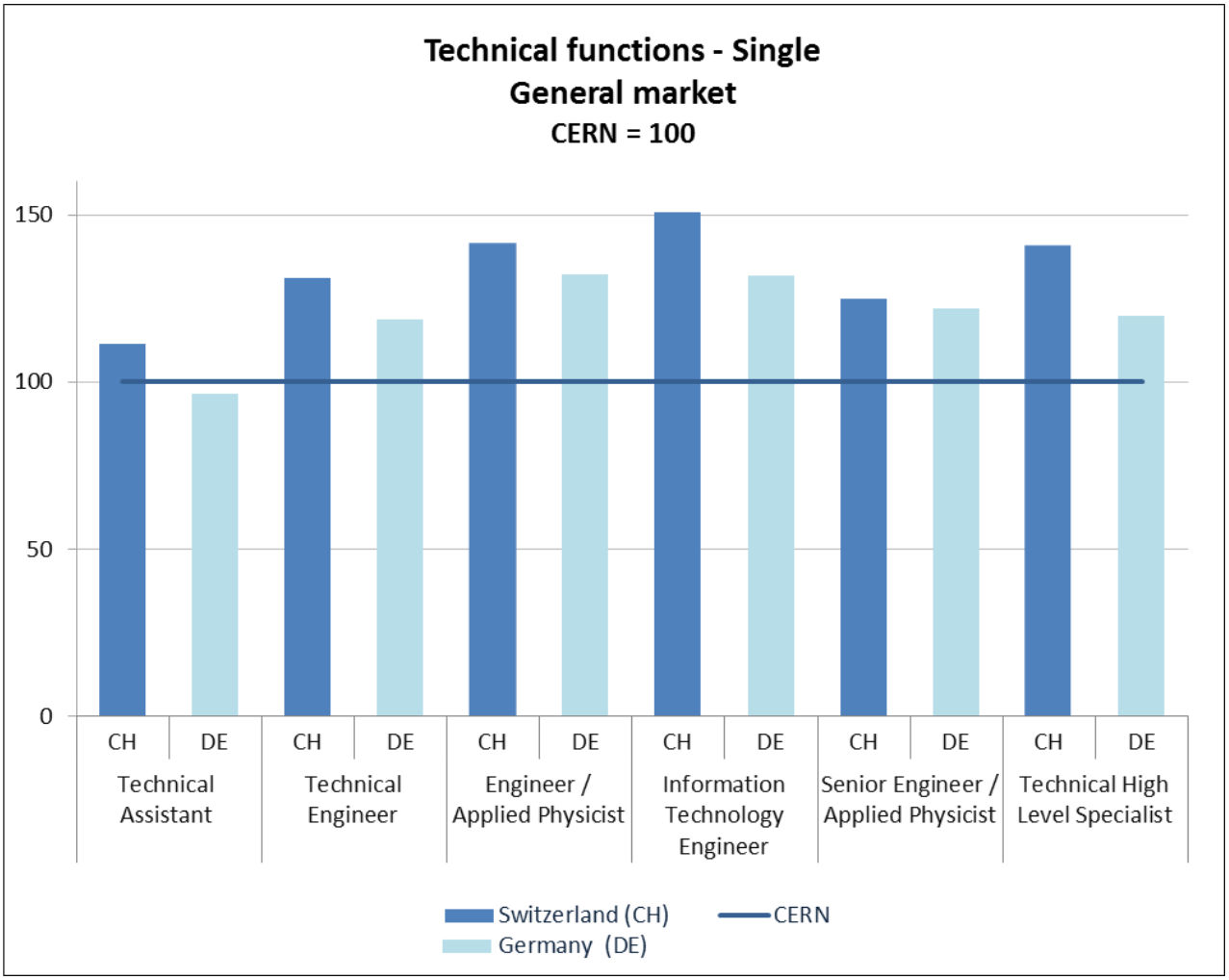


Table A1- Total cash compa-ratios for the technical functions, general market, single staff.

General Market CERN = 100			
No.	CERN Function	**Switzerland**	**Germany**
1	Technical Assistant	112	96
2	Technical Engineer	131	119
3	Engineer / Applied Physicist	141	132
4	Information Technology Engineer	151	132
5	Senior Engineer / Applied Physicist	125	122
6	Technical High Level Specialist	141	120

c) The Swiss private general market salaries are above the reference salaries of CERN (100); with compa-ratios ranging from 12% to 51% higher for the different jobs.

d) The German general market salaries are on par, and up to 32% above the reference salaries of CERN (100).

e) On average, the technical functions in the **Swiss** and in **German** general private markets pay respectively **33% and 20% higher** than CERN (100).

Administrative functions – general market

Graph A2 - Results for administrative functions, general market, single staff.

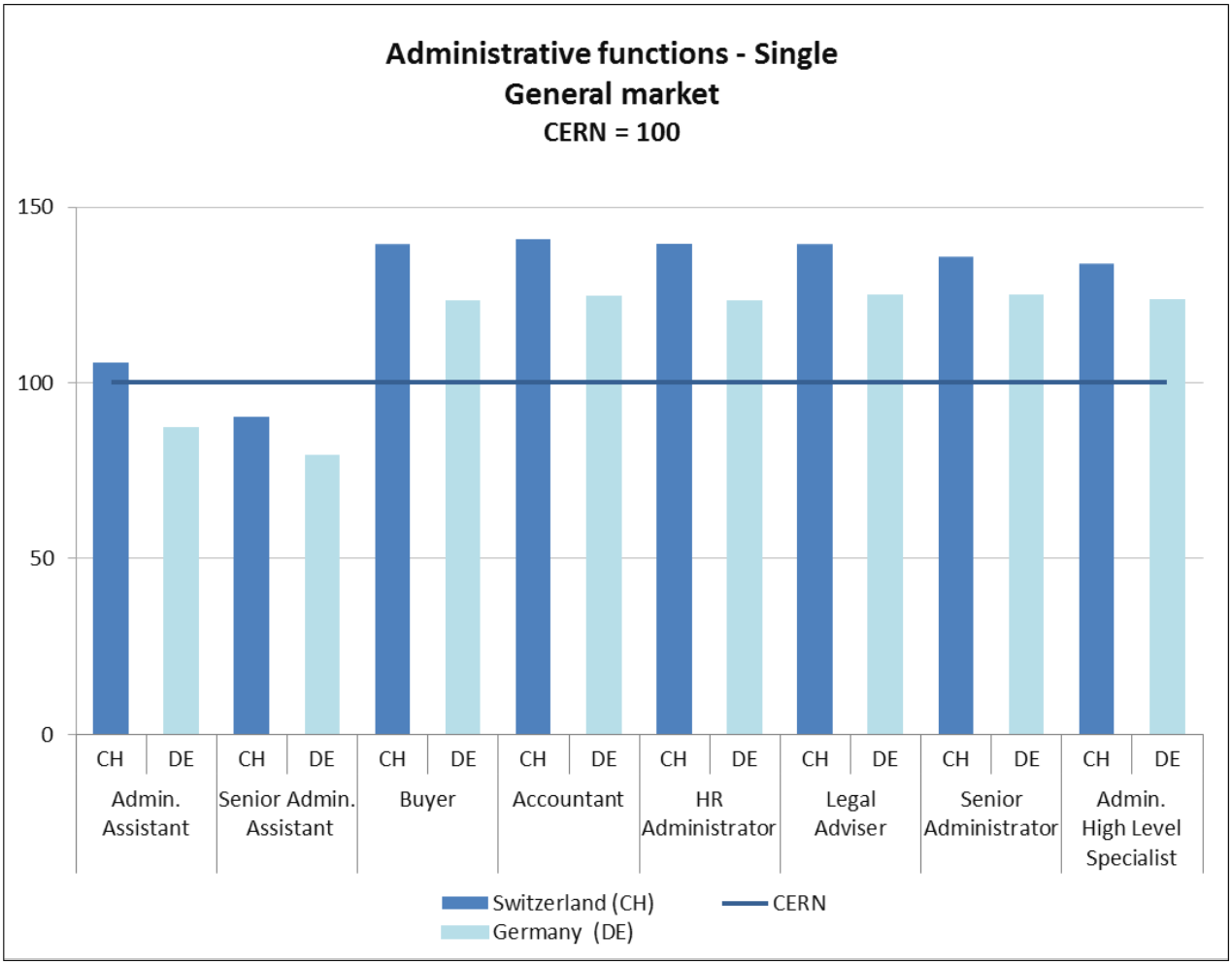


Table A2- Total cash compa-ratios for the administrative functions, general market, single staff.

General Market CERN = 100			
No.	CERN Function	**Switzerland**	**Germany**
7	Administrative Assistant	106	88
8	Senior Administrative Assistant	90	80
9	Buyer	140	123
10	Accountant	141	125
11	Human Resources Administrator	140	124
12	Legal Advisor	140	125
13	Senior Administrator	136	125
14	Administrative High Level Specialist	134	124

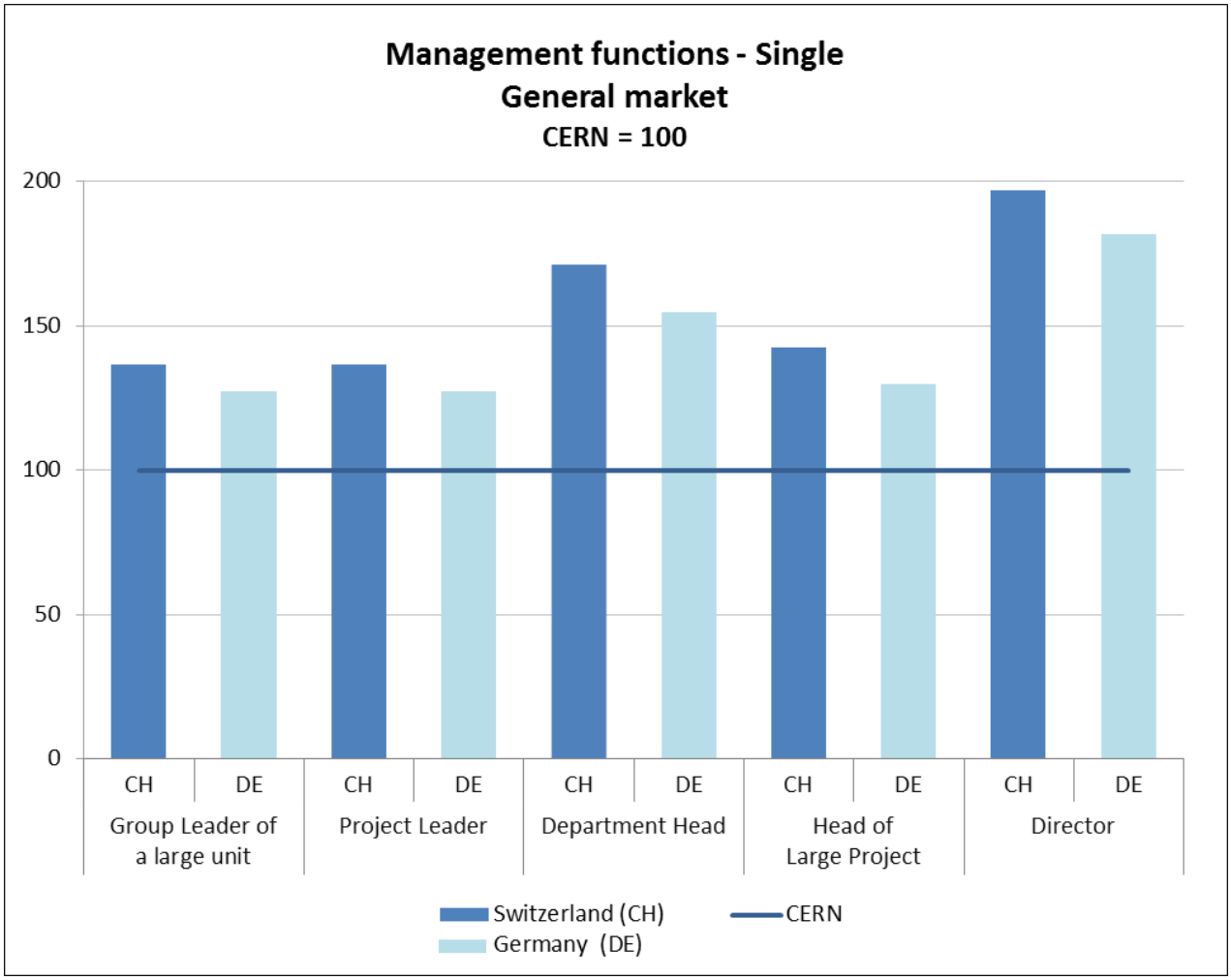
f) For the administrative functions in the Swiss general market, the salary levels of a single employee range from 10% below to 41 % above the reference salaries of CERN (100).

g) The salary levels of a single employee in the German general private market range from 20% below to 25 % above the reference salaries of CERN (100).

h) On **average**, **administrative functions** in the **Swiss** and the **German** selected private markets pay respectively **28%** and **14% higher** than CERN (100).

Management functions – general market

Graph A3 - Results for management functions, general market, single staff.



i) As for the selected private market, the general market reference levels in Switzerland and in Germany are highly competitive in comparison to CERN reference salaries for all management functions.

Table A3- Total cash compa-ratios for management functions, general market, single staff.

General Market CERN = 100			
No.	CERN Function	**Switzerland**	**Germany**
15	Group Leader of a large unit	137	127
16	Project Leader	137	127
17	Department Head	171	155
18	Head of Large Project	142	130
19	Director	197	181

j) In the Swiss general market, for single employees, management functions range from 37% to 97% above the reference salaries of CERN (100).

k) For the German general market, for single employees, management functions range from 27% to 81% above the reference salaries of CERN (100).

l) On average, management functions in the **Swiss** and the **German general private markets** are respectively **56% and 44% higher** than CERN (100).

Annex II – List of companies in the high technology sector per country

HayGroup

Participating companies - High Technology Market Switzerland 2014

3M (Schweiz) AG	Electrolux AG	PSA International SA
ABB Schweiz AG	Elliott Turbomachinery S.A.	RICOH Schweiz AG
Acima Chemical Industries Ltd. (Rohm & Haas Company)	ENERSYS Schweiz GmbH - Gesellschaft für Energiesysteme	RWD Schlatter AG
Agfa Graphics Switzerland AG	Ferring International Center S.A.	SCA Hygiene Products AG
Agfa HealthCare AG	Firmenich SA	Siegwerk Switzerland AG
Amcor Group GmbH	Gaba Holding AG	Siemens Schweiz AG
Arbonia AG	GE Corporate (CH)	Siemens Switzerland Ltd Building Technologies Group
Bayer (Schweiz) AG	Givaudan Schweiz AG	SIG Services Industriels de Geneve
Bayer Health Care	Hilti AG	Sika AG
Beiersdorf AG	Honda (Suisse) S.A.	Solvay (Schweiz) AG
Belimo Automation AG	Honeywell AG	Steinel Solutions AG
Benteler Automotive SA	Huba Control AG	Styron Europe GmbH
Bombardier Transportation (Switzerland) AG	Huntsman Advanced Materials (Switzerland) GmbH	Sun Chemical AG
Cabot Switzerland GmbH	Huntsman Textile Effects Switzerland	Swarovski (Schweiz) AG
Caterpillar S.A.R.L.	INEOS Nova	Swisslog Holding AG
Chemtura Europe GmbH	Ivoclar Vivadent AG	Syngenta Crop Protection AG
Chep Schweiz B.V.	John Deere International Switzerland	Tecan Trading AG
Citroen (Suisse) SA	Kimberly-Clark GmbH	TomTom International BV
Clariant International Ltd.	Klöckner Pentaplast Schweiz AG	Turbomach S.A.
Compass Group (Schweiz) AG	Landis & Gyr AG	Wärtsilä Switzerland Ltd.
Constellium Valais SA	Lanxess International SA	YARA Balderton Ltd.
Crown Obrist AG	Merz Pharma Schweiz AG	Zimmer Schweiz GmbH
Daniel Swarovski Corporation AG	Michelin Suisse SA	Zimmer Surgical SA
Donaldson Schweiz GmbH	Monsanto Europe SA	
Dow AgroSciences Switzerland S.A.	Octapharma AG	
Dow Europe GmbH	Olympus Suisse SA	
DSM Nutritional Products AG	Peugeot (Suisse) SA	
Du Pont de Nemours Internat. S.A.	PPG Dr. A. Schoch AG	
Eastman Chemicals B.V.	PPG Industries Europe Sàrl	
Eaton Industries Manufacturing GmbH	Procter & Gamble International Operations SA	

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Participating companies - High Technology Market Germany 2014

3M Deutschland GmbH	Esprit Europe GmbH	Octapharma Biopharmaceuticals GmbH
ABB AG	EVONIK Industries AG	Octapharma GmbH
Adam Opel AG	Exact Software Deutschland GmbH	Olympus Europa SE & Co. KG
Agfa Graphics Germany GmbH & Co. KG	ExxonMobil Chemical Central Europe GmbH	Omron Electronics GmbH
AgfaGevaert Graphic Systems GmbH	Firmenich GmbH	OSRAM AG
Agfa-Gevaert HealthCare GmbH	Fisher & Paykel Healthcare GmbH & Co. KG	Otto Bock HealthCare GmbH
AIR LIQUIDE Deutschland GmbH	Franz Haniel & Cie. GmbH	Outotec (Filters) GmbH
Air Products GmbH	FUJIFILM Europe GmbH	Outotec Deutschland GmbH
Air Products Performance Materials GmbH	GE Aviation Deutschland GmbH	OXEA Deutschland GmbH
Akzo Nobel Chemicals GmbH	GE Energy Germany GmbH	Panasonic Deutschland GmbH
Akzo Nobel Coatings GmbH	Getrag International GmbH	Panasonic Europe Ltd.
Alcoa Holding GmbH	GIRA Giersiepen GmbH & Co. KG	Panasonic Marketing Europe GmbH
Aliseca GmbH	Goodyear Dunlop Tires Germany GmbH	Peras GmbH
Almatis GmbH	Grifols Deutschland GmbH	Peugeot Deutschland GmbH
Amcor Flexibles Deutschland GmbH	Groupon GmbH	Philips GmbH
ANGUS Chemie GmbH	Grünbeck Wasseraufbereitung GmbH	Pirelli Deutschland AG
Arkema GmbH	Guhl Ikebana GmbH	Plastic Omnium GmbH
Ashland-Südchemie-Kernfest GmbH	Hager Electro GmbH & Co. KG	Poclain Hydraulics GmbH
ASML Germany GmbH	Hamworthy Serck Como GmbH	PPG Industries Lacke GmbH
Astellas Pharma GmbH	Hankook Tire Europe GmbH	Praxair GmbH
Atral-Secal GmbH	Harman/Becker Automotive Systems GmbH	Procter & Gamble Service GmbH
Basell Polyolefine GmbH	Hawker GmbH	PSA Peugeot Citroen
Bayer AG	Henkel AG & Co. KGaA	PULS GmbH
Bayer Business Services GmbH	Hettich Management Service GmbH	RaumComputer Entwicklungs- und Vertriebs GmbH
Bayer CropScience GmbH	Hilti Deutschland AG	RECARO Aircraft Seating GmbH & Co.
Bayer HealthCare AG	Hoerbiger Automatisierungstechnik GmbH	Rexam Beverage Can Recklinghausen GmbH
Bayer HealthCare Pharmaceuticals	HOERBIGER Deutschland Holding GmbH	Ricoh Deutschland GmbH
Bayer MaterialScience AG	Honda Deutschland	Roche Pharma AG
Bayer Technology Services GmbH	Honeywell Aerospace GmbH	Rolls-Royce Deutschland Ltd. & Co. KG
Behr GmbH & Co. KG	Honeywell Bremsbelag GmbH	ROVI Cosmetics International GmbH
Beiersdorf AG	Honeywell Holding AG	Rowenta Werke GmbH
Beiersdorf Manufacturing Hamburg GmbH	Honeywell Speciality Chemicals Seelze GmbH	Sabic Innovative Plastics Technologies Germany GmbH
Beiersdorf Shared Services GmbH	Huhtamaki Deutschland GmbH & Co. KG	SABIC Polyolefine GmbH
Bekaert Deutschland GmbH	Huntsman (Germany) GmbH	Saltigo GmbH
Belden Deutschland GmbH	Huntsman (Germany) GmbH, Osnabrück Betriebsstätte	Sanofi-Aventis Deutschland GmbH
Benteler Automobiltechnik GmbH	Huntsman Advanced Materials (Deutschland) GmbH	SANYO Component Europe GmbH
Benteler Distribution International GmbH	IFF International Flavors & Fragrance	SAS Automobiltechnik Zwickau GmbH
Benteler Tube Management GmbH	INEOS Köln GmbH	SAS Autosystemtechnik GmbH & Co. KG - Werk Köln
Berker GmbH & Co. KG	Inergy Automotive Systems Germany GmbH	SAS Autosystemtechnik GmbH & Co.KG - Werk Leipzig
Biomérieux Deutschland GmbH	InfraTec GmbH	SAS Autosystemtechnik Saarlouis
Biotest AG	Interkordsa GmbH	SAS Autosystemtechnik Verwaltungs GmbH
Bombardier Transportation GmbH	IST Metz GmbH	Sasol Germany GmbH
Borealis Agrolinz Melamine Deutschland GmbH	ITW Fastener Products GmbH	Sasol Solvents Germany GmbH
Borealis Polymere GmbH	Kaba GmbH	Sasol Wax GmbH
Bridgestone Deutschland GmbH	KAO Chemicals GmbH	SCA GmbH

Participating companies - High Technology Market Germany 2014

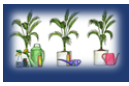
Brose Fahrzeugteile GmbH & Co. Kommanditgesellschaft	Kao Germany GmbH	SCA Hygiene Products GmbH
Bureau Veritas Certification Germany GmbH	Kao Manufacturing Germany GmbH	SCA Packaging Containerboard Deutschland GmbH
Cabot Aerogel GmbH	Karl Mayer Textilmaschinenfabrik GmbH	Schott AG
Caterpillar EDC GmbH & Co. KG	Kemira Germany GmbH	SEI ANTech-Europe GmbH
Caterpillar Motoren GmbH & Co. KG	Kimberly-Clark GmbH	Siegwerk Druckfarben AG & Co. KGaA
Celanese AG	Klöckner Pentaplast GmbH	Siemens AG
Celanese Chemicals Europe GmbH	Knorr Bremse AG	Siemens AG - Energy
Celanese Emulsions GmbH	Kongsberg Automotive GmbH	Siemens AG - Healthcare
Celanese Holding GmbH	Kontron AG	Sika Deutschland GmbH
Celstran GmbH	Kraton Polymers GmbH	SIRONA Dental Systems GmbH
CeramTec GmbH	Kromberg & Schubert GmbH & Co. KG	Solvay Acetow GmbH
Chemische Fabrik Budenheim KG	KWS SAAT AG	Solvay GmbH
Chemtura Organometallics GmbH	L´Oréal Deutschland GmbH	Sonoco Alcore Deutschland
Christian Karl Siebenwurst GmbH & Co KG	Lanxess Accounting GmbH	Spraylat GmbH
Citroen Deutschland AG	Lanxess AG	Styrolution Group GmbH
Claas KGaA mbH	LAPP Insulators GmbH	Styron Deutschland GmbH
Clariant Service GmbH	Lear Corporation GmbH	Sumitomo Electric Bordnetze GmbH
Colep Holding GmbH	LEO Pharma GmbH	Swisslog GmbH
Colgate-Palmolive GmbH	Linamar Antriebstechnik GmbH	Syngenta Agro GmbH
Constellium Singen GmbH	Linde AG	Tanatex Deutschland GmbH
Continental AG	LSG Sky Chefs Deutschland GmbH	Tchibo GmbH
CQLT SaarGummi Deutschland GmbH & Co. KG	Lufthansa Systems GmbH	Tehalit GmbH
Crown Nahrungsmitteldosen Deutschland GmbH	Lufthansa Technik AG	Terex Material Handling & Port Solutions AG
Currenta GmbH & Co. OHG	Mahle International GmbH	tesa SE
Cytec Surfaces Specialities Germany GmbH	Martinswerk GmbH	Thimm The Highpack Group
Danfoss Compressors GmbH	MASCHINENFABRIK REINHAUSEN GMBH	ThyssenKrupp AG
Danfoss Silicon Power GmbH	MAUSER Kunststoffverpackungen GmbH	Ticona GmbH
Deere & Company European Office	Mazda Motor Europa GmbH / Europ. R&D Centre	Timken Germany GmbH
Deutsche Infineum GmbH	Mazda Motor Europe GmbH	TOMRA Sorting GmbH
Deutsche Shell Chemie GmbH	Mazda Motors (Deutschland) GmbH	TomTom Development Germany GmbH
DNV Germany GmbH	Merck KGaA	Toyota Motor Europe
Donaldson Gesellschaft mbH	Merz Pharma GmbH & Co. KGaA	TrelleborgVibracoustic GmbH
Dow AgroSciences GmbH	MetoKote Deutschland GmbH	Turbomach GmbH
Dow Corning GmbH	Michelin Reifenwerke KGaA	United Initiators GmbH & Co. KG
Dow Deutschland GmbH & Co. OHG	Mitsubishi Polyester Film GmbH	Vetter Pharma-Fertigung GmbH & Co. KG
Dow Olefinverbund GmbH	Mitsui Chemicals Europe GmbH	Wacker Chemie AG
Dow Wolff Cellulosics GmbH & OHG	Momentive Specialty Chemicals, Inc	WESTFALIA-Automotive GmbH
Dräxlmaier Group GmbH	Monsanto Agrar Deutschland GmbH	WILO SE
Dresser Rand GmbH	Moog GmbH	YARA Gmbh & Co. KG
DSM Food Specialities GmbH	Neovia Logistics Germany GmbH	YXLON International GmbH
DuPont de Nemours (Deutschland) GmbH	New Albea Kunststofftechnik GmbH	ZF Friedrichshafen AG
Eagle Ottawa Germany Holding GmbH	Nippon-Seiki Europe B.V.	ZF Lenksysteme GmbH
Eastman Chemical Deutschland GmbH	Nufarm Deutschland GmbH	Zumtobel Licht GmbH
EFEN GmbH	Nutrinova Nutrition Specialties & Food Ingredients GmbH	

Annex III – List of companies in the general market per country

HayGroup

Participating companies - General Market Switzerland 2014

3M (Schweiz) AG	Eni Suisse S.A.	PepsiCo International
A.C. Nielsen Switzerland	ETRO AG (Switzerland)	Peugeot (Suisse) SA
ABB Schweiz AG	Evonik Degussa International AG	Philip Morris International Management SA
Abercrombie & Fitch Switzerland	Feldschloesschen Getränke AG	PostNL - Switzerland
Accor gestion Hoteliere SA	Ferrero (Schweiz) AG	PPG Dr. A. Schoch AG
Acima Chemical Industries Ltd. (Rohm & Haas Company)	Ferring International Center S.A.	PPG Industries Europe Sàrl
ADM International Sarl	Firmenich SA	Pringles Int. Operations Sarl
AFG Management AG	Fluxys Switzerland SA	Procter & Gamble International Operations SA
Agfa Graphics Switzerland AG	Forbo Holding AG	PSA Finance Suisse SA
Agfa HealthCare AG	Forces Motrices de Mauvoisin SA	PSA International SA
Alcoa Europe S.A.	Forster Profilsysteme AG	Puig (Suisse) SA
Aleris Switzerland GmbH	Frito-Lay Trading Company (Europe) GmbH	Quadrant EPP AG
Alstom (Switzerland) AG	Gaba Holding AG	REGA Schweizerische Rettungswacht
Amcor Group GmbH	GE Corporate (CH)	Richemont International SA
Amway (Schweiz) AG	Geberit International AG	RICOH Schweiz AG
Arbonia AG	Gefco (Schweiz) AG Transporte	Roberto Cavalli Switzerland
Armstrong DLW (Switzerland) AG	Giorgio Armani Srl	RWD Schlatter AG
ASK Chemicals Gremolith AG	Givaudan Schweiz AG	RWE Supply & Handel Schweiz S.A.
Axpo AG	Groupe SEB Schweiz GmbH	SABMiller Europe AG
Axpo Trading AG	Groupon CH GmbH	Saint-Gobain Isover SA
BALLY	Gucci Luxury Goods International	Sanofi-Aventis (Schweiz) AG
Barilla G. e R. Fratelli	Guess Switzerland	SBM Holding Inc. SA
Bayer (Schweiz) AG	H&M Hennes & Mauritz AG	SCA Hygiene Products AG
Bayer Consumer Care AG	Heineken Beverages Switzerland AG	Schoeller Allibert Swiss Holding Sarl
Bayer Health Care	Helvetia Versicherungen	Schweizerische Bundesbahnen (SBB) AG
Bayer International S.A.	Hilti AG	Shell (Switzerland) AG
Beiersdorf AG	Hoerbiger Holding AG	Shell Brands International AG
Bekaert (Schweiz) AG	Holcim (Schweiz) AG	Shell Finance Switzerland AG
Bel Suisse SA	Holcim Group Services Ltd.	Shell Lubricants Switzerland AG
Belimo Automation AG	Honda (Suisse) S.A.	Siegwerk Switzerland AG
Benteler Automotive SA	Honeywell AG	Siemens Schweiz AG
Bic Société (Suisse) SA	Huba Control AG	Siemens Switzerland Ltd Building Technologies Group
Bombardier Transportation (Switzerland) AG	Huntsman Advanced Materials (Switzerland) GmbH	SIG Services Industriels de Geneve
Bombardier Transportation Financial Services S.à r.l.,	Huntsman Textile Effects Switzerland	Sika AG
Bottega Veneta Switzerland	IFRC - Intern. Federation of Red Cross and Red Crescent Soci	Skim SA
BP Europe SE, ZN BP (Switzerland) Zug	Implenia Management AG	Solen Versicherungen AG (Shell)
Bridgestone Schweiz AG	INEOS Nova	Solvay (Schweiz) AG
British American Tobacco Switzerland SA	International SOS Switzerland	SR Technics Switzerland AG
Bunge Europe SA	Invacare International Sarl	Steinel Solutions AG
Burberry Switzerland	Ivoclar Vivadent AG	Steiner AG
Bureau Veritas Switzerland	John Deere International Switzerland	Stihl Vertriebs AG



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Participating companies - General Market Switzerland 2014

Cabot Switzerland GmbH	Johnson Matthey & Brandenberger AG	Styrolution International S.A.
Cargill International S.A.	JT International AG Dagmersellen	Styron Europe GmbH
Caterpillar S.A.R.L.	JT International S.A.	Sun Chemical AG
Cenduit GmbH	Kaba AG	Swarovski (Schweiz) AG
CEVA Logistics Switzerland GmbH	Kaba Management + Consulting AG	Swiss International Airlines Ltd.
Chemtura Europe GmbH	Kardex Group	Swisslog Holding AG
Chep Schweiz B.V.	Kellogg (Schweiz) GmbH	Switzerland Global Enterprise
Chiquita Banana Company B.V.	Kimberly-Clark GmbH	Syngenta Crop Protection AG
Citroen (Suisse) SA	Klinik Hirslanden AG	Tecan Trading AG
Clariant International Ltd.	Klöckner Pentaplast Schweiz AG	Tech Data (Schweiz) GmbH
Cofely AG	Knorr-Bremse Rail Systems Schweiz AG	Terex Global GmbH
COFRA HOLDING AG	Kuehne + Nagel	tesa Bandfix AG
Colgate Palmolive AG	Landis & Gyr AG	Tessenderlo Schweiz AG
Colgate Palmolive Europe Sarl	Lanxess International SA	Tiffany & Co.
Comet Holding AG	Latam Airport Holdings Switzerland GmbH	Tiffany Switzerland Watch Company Sagl
Compass Group (Schweiz) AG	Laureate Education Schweiz	TMF Services S.A.
Constellium Valais SA	LeasePlan Schweiz AG	TNT Swiss Post AG
Continental Suisse SA	Legrand (Suisse) S.A.	TomTom International BV
Coty Geneva SA - Coty (Schweiz) AG	LELY Swisse GmbH	Total (Suisse) SA
CRH Production & Distribution Concrete Switzerland	Lloyds TSB Bank plc.	Total Gestion Internationale S.A.
Cristal Inorganic Chemcals Switzerland Ltd	Lotus Bakeries Schweiz AG	Trans Adriatic Pipeline AG
Crown Obrist AG	Louis Dreyfus Commodities Suisse S.A.	Transocean Management Ltd.
Danfoss A/S	Mars Schweiz AG	Turbomach S.A.
Daniel Swarovski Corporation AG	Mattmark AG, Kraftwerk Zermeiggern	Umicore Thin Film Products AG
Danone AG	Mazda (Suisse) SA	Unilever Foodssolutions
Donaldson Schweiz GmbH	Media Saturn Management AG	Unilever Schweiz GmbH
Dow AgroSciences Switzerland S.A.	Merz Pharma Schweiz AG	Unilever Schweiz Service AG
Dow Europe GmbH	Michelin Suisse SA	Unilever Supply Chain Company AG
Dr. Oetker AG	Mondelez Europe GmbH	Vaillant GMBH
DSM Nutritional Products AG	Mondelez Schweiz Production GmbH	VIOZ
Du Pont de Nemours Internat. S.A.	Monsanto Europe SA	Voyages-SNCF Switzerland
Eastman Chemicals B.V.	Nestlé Nespresso S.A.	Wärtsilä Switzerland Ltd.
Eaton Industries Manufacturing GmbH	Nestlé Suisse SA	World Vision International
Egger Holzwerkstoffe Schweiz GmbH	Nike (Schweiz) AG	YARA Balderton Ltd.
EgoKiefer AG	Nyrstar Sales & Marketing AG	ZF Services Schweiz AG
Electrolux AG	Octapharma AG	Zimmer Schweiz GmbH
Elettricità Industriale SA	Office Depot GmbH	Zimmer Surgical SA
Elliott Turbomachinery S.A.	Officine Idroelettriche di Mesolcina SA	Zumtobel Holding AG
Energie Thun AG	Olympus Suisse SA	
ENERSYS Schweiz GmbH - Gesellschaft für Energiesysteme	Panasonic Marketing Europe GmbH	

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Participating companies - General Market Germany 2014

3M Deutschland GmbH	AVEBE European Sales Center GmbH	Cargobull Finance GmbH
50Hertz Transmission GmbH	AWISTA Gesellschaft für Abfallwirtschaft und Stadtreinigung	Caterpillar EDC GmbH & Co. KG
A.C. Nielsen GmbH	B/E Aerospace Systems GmbH	Caterpillar Global Mining Europe GmbH
ABB AG	Bahlsen GmbH & Co. KG	Caterpillar Motoren GmbH & Co. KG
Adam Opel AG	Baker Hughes INTEQ GmbH	Caverion Deutschland GmbH
Adidas AG	Bally Deutschland GmbH	CBM Christoffel-Blindenmission / International Office
Adolf Föhl GmbH + Co. KG	Bank of Scotland - Niederlassung Berlin	CC GmbH
AGC Glass Europe	Bare Escentuals Deutschland GmbH	CEB GmbH
AGCO FINANCE GmbH	Barilla Wasa Deutschland GmbH	Celanese AG
Agfa Graphics Germany GmbH & Co. KG	Basell Polyolefine GmbH	Celanese Chemicals Europe GmbH
AgfaGevaert Graphic Systems GmbH	Bayer AG	Celanese Emulsions GmbH
Agfa-Gevaert HealthCare GmbH	Bayer Business Services GmbH	Celanese Holding GmbH
Agip Deutschland AG	Bayer CropScience GmbH	Celstran GmbH
Agrana Fruit Germany GmbH	Bayer HealthCare AG	CEMEX Deutschland AG
Agrana Juice Services & Logistik/Sales + Marketing GmbH	Bayer HealthCare Pharmaceuticals	CeramTec GmbH
Ahold Germany GmbH	Bayer MaterialScience AG	CFP Brands Süsswarenhandels GmbH
AIR LIQUIDE Deutschland GmbH	Bayer Technology Services GmbH	CGG Land Services - CGG Veritas
Air Products GmbH	Behr GmbH & Co. KG	Chantelle Lingerie GmbH
Air Products Performance Materials GmbH	Beiersdorf AG	Chemische Fabrik Budenheim KG
Akzo Nobel Chemicals GmbH	Beiersdorf Customer Supply GmbH	Chemtura Organometallics GmbH
Akzo Nobel Coatings GmbH	Beiersdorf Manufacturing Hamburg GmbH	Chiesi GmbH
Alcoa Deutschland GmbH	Beiersdorf Shared Services GmbH	Chiquita Deutschland GmbH
Alcoa Holding GmbH	Bekaert Deutschland GmbH	Christian Karl Siebenwurst GmbH & Co KG
Aleris Extruded Products Germany GmbH - Bitterfeld	Bel Deutschland GmbH	Citroen Deutschland AG
Aleris Extruded Products Germany GmbH - Bonn	Belden Deutschland GmbH	Claas KGaA mbH
Aleris Extruded Products Germany GmbH - Vogt	Benteler Automobiltechnik GmbH	Clariant Service GmbH
Aleris Recycling (German Works) GmbH	Benteler Deutschland GmbH	Coca-Cola Erfrischungsgetränke AG
Aleris Rolled Products Germany GmbH	Benteler Distribution International GmbH	Coca-Cola GmbH
Alfred Ritter GmbH & Co. KG	Benteler Tube Management GmbH	Cofra Düsseldorf GmbH
Aliseca GmbH	Berker GmbH & Co. KG	Colep Holding GmbH
Allgemeine Gold- und Silberscheideanstalt AG	Berliner Energie Agentur GmbH	Colgate-Palmolive GmbH
Almatis GmbH	BiC Deutschland GmbH & Co. OHG	Compagnie de Saint-Gobain Deutschland GmbH
Amcor Flexibles Deutschland GmbH	Biomérieux Deutschland GmbH	Compania Sudamericana de Vapores GmbH
Amcor Tobacco Packaging GmbH	Biotest AG	Compass Group Deutschland GmbH
AMWAY GmbH	Bitburger Brauerei Th. Simon GmbH	Constellium Singen GmbH
Andreas Stihl AG & Co. KG	bofrost* Dienstleistungs GmbH & Co. KG	Continental AG
ANGUS Chemie GmbH	Bombardier Transportation GmbH	Converse GmbH
apetito AG	Bonduelle GmbH	Corbion Purac Germany
Aramark Restaurations GmbH	Booking.com (Deutschland) GmbH	Coty Beauty
ARCADIS Deutschland GmbH	Borealis Agrolinz Melamine Deutschland GmbH	Coty Germany GmbH
ArcelorMittal Eisenhüttenstadt GmbH	Borealis Polymere GmbH	Coty Prestige
Archer Daniels Midland Hamburg AG	BP Europa SE	CQLT SaarGummi Deutschland GmbH & Co. KG
Ariston Thermo Deutschland GmbH	BP Gelsenkirchen GmbH	CRH Europe Production & Distribution
Arkema GmbH	BP Lubes Marketing GmbH	Crown Nahrungsmitteldosen Deutschland GmbH
Armacell International GmbH	BP Oil Marketing GmbH	Currenta GmbH & Co. OHG
Asahi Kasei Fibers Deutschland GmbH	BP Refining & Petrochemicals GmbH	CWS-boco International GmbH
Ashland-Südchemie-Kernfest GmbH	Bridgestone Deutschland GmbH	Cytec Surfaces Specialities Germany GmbH
ASML Germany GmbH	British American Tobacco (Germany) GmbH	Danfoss Compressors GmbH
Astellas Pharma GmbH	British American Tobacco (Industrie) GmbH	Danfoss GmbH
Athlon Car Lease Germany GmbH & Co	Brose Fahrzeugteile GmbH & Co. Kommanditgesellschaft	Danfoss Silicon Power GmbH
Atral-Secal GmbH	Bureau Veritas Certification Germany GmbH	Danone GmbH
Aurubis AG	Cabot Aerogel GmbH	DATEV eG
AutoForm Engineering Deutschland GmbH	Cardif Allgemeine Versicherung DE	De Lage Landen Leasing GmbH

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Participating companies - General Market Germany 2014

Decathlon Sportspezialvertriebs GmbH	Fisher & Paykel Healthcare GmbH & Co. KG	Helvetia Versicherungen
Deckers Outdoor	Fluxys Deutschland GmbH	Henkel AG & Co. KGaA
Deere & Company European Office	FM Insurance Company Ltd.	Henry Schein Medical GmbH
Delipapier GmbH	Forbo Flooring GmbH	Hermes Fulfilment GmbH
Deutsche Annington Immobilien GmbH	Franz Haniel & Cie. GmbH	HEROS Geld- und Werttransport GmbH
Deutsche Infineum GmbH	Freudenberg Home and Cleaning Solutions GmbH	Hettich Management Service GmbH
Deutsche Lufthansa AG	Freudenberg Nonwovens	Hilfswerk der deutschen Lions
Deutsche Shell Chemie GmbH	FrieslandCampina Germany GmbH	Hilti Deutschland AG
Deutsche Shell Holding GmbH	FUJIFILM Europe GmbH	Hoerbiger Automatisierungstechnik GmbH
Deutsche Telekom AG	Gassco Deutschland	HOERBIGER Deutschland Holding GmbH
Diageo Deutschland GmbH	Gasunie Deutschland GmbH & Co. KG	Holcim (Deutschland) AG
DNV Germany GmbH	GDF Suez E&P Deutschland GmbH	Honda Deutschland
DÖHLER GmbH	GDF Suez Energy Deutschland	Honeywell Aerospace GmbH
Donaldson Gesellschaft mbH	GE Aviation Deutschland GmbH	Honeywell Bremsbelag GmbH
Doosan Babcock Energy GmbH	GE Capital Deutschland	Honeywell Holding AG
Douwe Egberts Retail Germany GmbH	GE Energy Germany GmbH	Honeywell Speciality Chemicals Seelze GmbH
Dow AgroSciences GmbH	GE Oil & Gas GmbH	Hudson Advisors Germany GmbH
Dow Corning GmbH	GE Power & Water GmbH	Huhtamaki Deutschland GmbH & Co. KG
Dow Deutschland GmbH & Co. OHG	GE Transportation Systems Deutschland GmbH	Huntsman (Germany) GmbH
Dow Olefinverbund GmbH	Geberit GmbH & Co. KG	Huntsman (Germany) GmbH, Osnabrück Betriebsstätte
Dow Wolff Cellulosics GmbH & OHG	Geberit Mapress GmbH	Huntsman Advanced Materials (Deutschland) GmbH
Dr. August Oetker Nahrungsmittel KG	Gefco Deutschland GmbH	IFF International Flavors & Fragrance
Dr. Schär AG	Germanwings GmbH	IHI Charging Systems International GmbH
Dräxlmaier Group GmbH	Gerolsteiner Brunnen GmbH & Co. KG	IHK München und Oberbayern
Dresser Rand GmbH	Getrag International GmbH	InBev Deutschland, Brauerei Beck GmbH & Co.
DSM Food Specialities GmbH	GEZE GmbH	INEOS Köln GmbH
DuPont de Nemours (Deutschland) GmbH	GIRA Giersiepen GmbH & Co. KG	Inergy Automotive Systems Germany GmbH
Dyrup GmbH	Glanbia Nutritionals Deutschland GmbH	Infineon Technologies AG
E & J Gallo Winery GmbH	Glatfelter Dresden GmbH	InfraLeuna GmbH
E.ON SE	Glatfelter Falkenhagen GmbH	InfraTec GmbH
Eagle Ottawa Germany Holding GmbH	Glatfelter Gernsbach GmbH	Interkordsa GmbH
Eastman Chemical Deutschland GmbH	Goodyear Dunlop Tires Germany GmbH	Intersnack Knabber-Gebäck GmbH & Co. KG
Eckes Granini GmbH & Co. KG	Google Germany GmbH	IPI GmbH
EFEN GmbH	Greenpeace	IST Metz GmbH
EGGER Holzwerkstoffe Brilon GmbH & Co. KG	Grifols Deutschland GmbH	ITW Fastener Products GmbH
Energie SaarLorLux AG	Groupe SEB Deutschland GmbH	Ivoclar Vivadent GmbH
envia Mitteldeutsche Energie AG	Groupon GmbH	J. Eberspächer GmbH & Co. KG
ERGO Direkt Versicherung AG	GRTgaz Deutschland GmbH	Johann Barth & Sohn GmbH & Co. KG
Esprit Europe GmbH	Grünbeck Wasseraufbereitung GmbH	JT International Germany GmbH
Esso Deutschland GmbH	Guhl Ikebana GmbH	Kaba GmbH
Estee Lauder Companies GmbH	Habitat for Humanity Deutschland	Kalzip GmbH
Euroclear Bank SA/NV	Hager Electro GmbH & Co. KG	Kantar Media GmbH
European Southern Observatory (ESO)	Hager Vertriebsgesellschaft mbH & Co. KG	KAO Chemicals GmbH
EVONIK Industries AG	Hamburg Südamerikanische Dampfschifffahrts-Gesellschaft KG	Kao Germany GmbH
Exact Software Deutschland GmbH	Hamworthy Serck Como GmbH	Kao Manufacturing Germany GmbH
Exxon Mobil Production GmbH	Hankook Tire Europe GmbH	Kardex Produktion Deutschland GmbH
ExxonMobil Central Europe Holding GmbH	hanseWasser Bremen GmbH	Karl Mayer Textilmaschinenfabrik GmbH
ExxonMobil Chemical Central Europe GmbH	Harman/Becker Automotive Systems GmbH	Kaspersky Labs GmbH
ExxonMobil Gas Marketing Deutschland GmbH	Hawker GmbH	KELLOGG (DEUTSCHLAND) GMBH
Federal Express Deutschland GmbH	HEAG Südhessische Energie AG (HSE)	Kellogg Manufacturing GmbH & Co. KG
Federal Express Europe Inc.	HeidelbergCement AG	Kemira Germany GmbH
Ferrero MSC GmbH & Co. KG	Heidelberger Lebensversicherung AG	Kermi GmbH
Firmenich GmbH	Heineken Deutschland GmbH	KIA MOTORS Deutschland GmbH

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Participating companies - General Market Germany 2014

KIA Motors Europe GmbH	Metro AG	Philips GmbH
Kimberly-Clark GmbH	M-I SWACO	Phillips 66 Continental Holding GmbH
Klöckner Pentaplast GmbH	Michelin Reifenwerke KGaA	Piaggio Deutschland GmbH
KME Brass Germany GmbH	MiRO Mineraloelraffinerie Oberrhein GmbH & Co. KG	Pilkington Holding GmbH
KME Germany GmbH & Co. KG	Mitsubishi International GmbH	Pirelli Deutschland AG
Knorr Bremse AG	Mitsubishi Polyester Film GmbH	Plastic Omnium GmbH
Kongsberg Automotive GmbH	Mitsui Chemicals Europe GmbH	Poclain Hydraulics GmbH
Kontron AG	MOL (Europe) GmbH	Point S Deutschland GmbH
Kraton Polymers GmbH	Mölnlycke Health Care GmbH	PPG Industries Lacke GmbH
Kromberg & Schubert GmbH & Co. KG	Momentive Specialty Chemicals, Inc	Praxair GmbH
Krups GmbH	Mondelez Deutschland Services GmbH & Co. KG	Procter & Gamble Service GmbH
KSPG AG	Monier Roofing Components GmbH & Co.KG	PSA Finance Deutschland GmbH
Kühne + Nagel (AG & Co.) KG	Monsanto Agrar Deutschland GmbH	PSA Peugeot Citroen
Kulmbacher Bank eG	Moog GmbH	Puig Deutschland GmbH
Kuwait Petroleum (Deutschland) GmbH	MVV decon GmbH	PULS GmbH
KWS SAAT AG	MVV Energie AG	Raiffeisenbank Aschaffenburg eG
L´Oréal Deutschland GmbH	MVV Umwelt GmbH	Randstad Deutschland GmbH & Co. KG
Lafarge Zement GmbH	Neovia Logistics Germany GmbH	RaumComputer Entwicklungs- und Vertriebs GmbH
Lanxess Accounting GmbH	Nespresso Deutschland GmbH	Ravensburger AG
Lanxess AG	Nestlé Deutschland AG	recall Deutschland GmbH
LAPP Insulators GmbH	Netrion GmbH	RECARO Aircraft Seating GmbH & Co.
Laureate Education Inc.	New Albea Kunststofftechnik GmbH	Refresco Deutschland GmbH
Lear Corporation GmbH	Nike Deutschland GmbH	Regus GmbH & Co. KG
Lechwerke AG	Nippon-Seiki Europe B.V.	Rexam Beverage Can Recklinghausen GmbH
LEGO GmbH	Novoferm GmbH	Richemont Dienstleistungs AG
Lely Deutschland GmbH	Nufarm Deutschland GmbH	Ricoh Deutschland GmbH
LEO Pharma GmbH	Nutrinova Nutrition Specialties & Food Ingredients GmbH	Roche Pharma AG
Linamar Antriebstechnik GmbH	Octapharma Biopharmaceuticals GmbH	Röhlig & Co. GmbH & Co. KG
Linde AG	Octapharma GmbH	Rohm and Haas Europe Trading ApS
Lindström GmbH	Office Depot Deutschland GmbH	Rolls-Royce Deutschland Ltd. & Co. KG
Lotus Bakeries GmbH	Olympus Europa SE & Co. KG	ROTEX Heating Systems GmbH
LSG Sky Chefs Deutschland GmbH	Omron Electronics GmbH	Rotkäppchen-Mumm Sektkellerei GmbH
Lufthansa Cargo AG	OMV Deutschland GmbH	ROVI Cosmetics International GmbH
Lufthansa Passage Airline	Ortec Logiplan GmbH	Rowenta Werke GmbH
Lufthansa Systems GmbH	OSRAM AG	RWE AG
Lufthansa Technik AG	Otto (GmbH & Co KG)	RWE DEA AG
Mahle International GmbH	Otto Bock HealthCare GmbH	RWE Generation SE
Mainova AG	Outokumpu GmbH	RWE IT GmbH
Marc O'Polo AG	Outotec (Filters) GmbH	RWE Service GmbH
Mars GmbH	Outotec Deutschland GmbH	RWE Supply & Trading GmbH
Martinswerk GmbH	OXEA Deutschland GmbH	S&B Industrial Minerals GmbH
Mary Kay Cosmetics GmbH	Oxfam Deutschland e. V.	SABIC Deutschland GmbH & Co. KG
MASCHINENFABRIK REINHAUSEN GMBH	OXFAM Deutschland Shops GmbH	Sabic Innovative Plastics Technologies Germany GmbH
MAUSER Kunststoffverpackungen GmbH	Panasonic Deutschland GmbH	SABIC Polyolefine GmbH
Mazda Motor Europa GmbH / Europ. R&D Centre	Panasonic Europe Ltd.	SABMiller Brands Europe a.s.
Mazda Motor Europe GmbH	Panasonic Marketing Europe GmbH	Saint-Gobain Isover G+H AG
Mazda Motors (Deutschland) GmbH	PB GELATINS GmbH	Saint-Gobain Oberland AG
MB Petroleum Deutschland GmbH	PCK Raffinerie GmbH	Saint-Gobain Rigips GmbH
Media-Saturn-Holding GmbH	Peras GmbH	Saint-Gobain Sekurit Deutschland GmbH
Melitta Zentralgesellschaft mbH & Co. KG	Perkins Motoren GmbH Dieselmotoren	Saint-Gobain Weber GmbH
Merck KGaA	Petrofac Deutschland GmbH	Saltigo GmbH
Merz Pharma GmbH & Co. KGaA	Peugeot Deutschland GmbH	Sanofi-Aventis Deutschland GmbH
MetoKote Deutschland GmbH	Philip Morris GmbH	SANYO Component Europe GmbH

HayGroup

Participating companies - General Market Germany 2014

SAS Automobiltechnik Zwickau GmbH	swb AG	Vanderlande Industries Logistics Software GmbH
SAS Autosystemtechnik GmbH & Co. KG - Werk Köln	swb Erzeugung GmbH & Co. KG	Vattenfall Europe AG
SAS Autosystemtechnik GmbH & Co.KG - Werk Leipzig	swb Services GmbH & Co. KG	Versatel AG
SAS Autosystemtechnik Saarlouis	swb Vertrieb Bremen GmbH	Vetter Pharma-Fertigung GmbH & Co. KG
SAS Autosystemtechnik Verwaltungs GmbH	Swiss Re Europe SA	Vivawest Wohnen GmbH
Sasol Germany GmbH	Swisslog GmbH	Vopak Dupeg Terminal Hamburg GmbH
Sasol Solvents Germany GmbH	Syngenta Agro GmbH	Voyages SNCF
Sasol Wax GmbH	Talanx Service AG	VSE Aktiengesellschaft
Save the Children	TAM Airlines S/A	Wacker Chemie AG
SCA GmbH	Tanatex Deutschland GmbH	Waertsilae Deutschland GmbH
SCA Hygiene Products GmbH	Tankstellen-Support GmbH	WD-40 Company Ltd.
SCA Packaging Containerboard Deutschland GmbH	Tchibo GmbH	Werra Papier Wernshausen GmbH
Schlumberger GmbH	Tech Data Europe GmbH	Wesernetz Bremen GmbH
Schlumberger IES GmbH	Tech Data GmbH & Co.OHG	Wesernetz Bremerhaven GmbH
Schoeller Allibert GmbH	Techem Energy Contracting GmbH	WESTFALIA-Automotive GmbH
Schott AG	Techem Energy Services GmbH	Westland Kaas Specialiteiten B.V.
Schweppes Deutschland GmbH	Tehalit GmbH	Westnetz GmbH
SEAUTO-E GmbH	Telefónica Germany GmbH & Co. OHG	Wilhelmsen Ships Service GmbH
SEI ANTech-Europe GmbH	TenneT TSO GmbH	WILO SE
Sekisui Alveo BS GmbH	Terex Material Handling & Port Solutions AG	Wintershall Holding GmbH
SELL GmbH	tesa SE	WORLD VISION Deutschland e. V.
Shell Deutschland Oil GmbH	Tetra GmbH	Wrigley GmbH
Shell Energy Deutschland GmbH	Thimm The Highpack Group	YARA Gmbh & Co. KG
Shell Erdgas Beteiligungsgesellschaft GmbH	ThyssenKrupp AG	YXLON International GmbH
Shell Global Solutions Deutschland GmbH	Ticona GmbH	ZF Friedrichshafen AG
SIBELCO Deutschland	Tiffany & Co.	ZF Lenksysteme GmbH
Siegwerk Druckfarben AG & Co. KGaA	TIGI Eurologistic GmbH	Zumtobel Licht GmbH
Siemens AG	TIGI HAIRCARE GmbH	
Siemens AG - Energy	Timken Germany GmbH	
Siemens AG - Financial Services	TMF Deutschland AG	
Siemens AG - Healthcare	TNT Express Deutschland GmbH	
Sika Deutschland GmbH	TNT Post Holding Deutschland GmbH	
Singapore Economic Development Board	TOMRA Sorting GmbH	
Siniat GmbH	TomTom Development Germany GmbH	
SIRONA Dental Systems GmbH	TOTAL Deutschland GmbH	
SITA Deutschland GmbH (Suez)	TOTAL Raffinerie Mitteldeutschland GmbH	
Smurfit Kappa Packaging GmbH	Toyota Deutschland GmbH	
Sol Meliá Deutschland GmbH	Toyota Informations-Systeme GmbH	
Solvay Acetow GmbH	Toyota Material Handling Europe	
Solvay GmbH	Toyota Motor Europe	
Sonoco Alcore Deutschland	TransnetBW GmbH	
Spraylat GmbH	TrelleborgVibracoustic GmbH	
Stadtwerke Düsseldorf AG	Turbomach GmbH	
Stadtwerke Münster	UASC (NWE) GmbH	
Stadtwerke Osnabrück AG	Umicore AG & Co. KG	
Statkraft Markets GmbH	Unilever Deutschland GmbH	
Statkraft Power Generation Deutschland	Unilever Food Solutions GmbH	
Stork Technical Services GmbH	Uniqlo Europe, Ltd., German Branch	
Styrolution Group GmbH	United Initiators GmbH & Co. KG	
Styron Deutschland GmbH	Vacon GmbH	
Sumitomo Electric Bordnetze GmbH	Vaillant Group (Vaillant GmbH)	
Sun Chemical Osterode Druckfarben GmbH	Vallourec & Mannesmann Deutschland GmbH	
SÜWAG Energie AG	Vanderlande Beewen GmbH	

APPENDIX 5

Progress Report on the Fellows and Associates component of the Five-yearly Review

(CERN/TREF/419)

CERN/TREF/419
Original: English
8 May 2015

ORGANISATION EUROPÉENNE POUR LA RECHERCHE NUCLÉAIRE
CERN EUROPEAN ORGANIZATION FOR NUCLEAR RESEARCH

TRIPARTITE EMPLOYMENT CONDITIONS FORUM (TREF)

89th Meeting

Geneva – 28 May 2015

FIVE-YEARLY REVIEW 2015

PROGRESS REPORT ON THE FELLOWS AND ASSOCIATES COMPONENT OF THE FIVE-YEARLY REVIEW

This report, which TREF is invited to discuss, has been drawn up in the framework of the 2015 five-yearly review of the financial and social conditions of members of the personnel. It outlines the preliminary results for the fellows and associates component of the five-yearly review, including the results of the comparison of data received from the comparator research institutions for fellows as defined in CERN/TREF/402.

I. – INTRODUCTION

Annex A 1 of the Staff Rules and Regulations states that for fellows, who are employed[1] members of personnel:

"The purpose of the five-yearly review is to ensure that the financial and social conditions offered to fellows remain attractive compared to those in comparable research institutions".

Document CERN/TREF/402 of May 2014 identified the institutions from which data would be collected for fellows in the framework of the current five-yearly review.

For associated members of the personnel, Annex A 1 states:

"The purpose of the five-yearly review is to ensure that the financial and social conditions offered by the Organization to associated members of the personnel allow it to host them in its research facilities, taking into account the highest cost-of-living level in the local region of the Organization."

This document presents the first results of the data collected from the comparator organisations.

Document CERN/TREF/402 submitted to TREF in May 2014 and subsequently approved by the Council (CERN/FC/5832-CERN/3124) defined the following institutions as the comparator organisations to be used in the framework of the 2015 five-yearly review: Deutsches Elektronen-Synchrotron (DESY), European Molecular Biology Laboratory (EMBL), the European Space Agency (ESA), the European Organisation for Astronomical Research in the Southern Hemisphere (ESO) and the European Union (EU).

Data were therefore collected from these organisations, whom CERN would like to thank for their collaboration.

In line with the methodology described in Annex A1 for staff members' salaries, the basis for comparison was the "basic stipend", i.e. the amount of the stipend after taxation, prior to any deductions for health and social security and excluding any additional allowances or benefits where applicable. However, due to differing practices across the comparator organisations, comparisons including other obligatory remuneration components are also provided as supplementary information.

II. – FELLOWS

The Fellowship Programme is separated into two sub-programmes[2]:

- The **Senior Fellowship Programme** addresses PhD holders and graduates with at least four years of work experience after their degree. The recruitment criteria are academic and research excellence, and candidates are ranked according to these criteria either by Member State Delegations in the case of research physicists or by a CERN panel of experts in the case

[1] Members of the personnel are divided into two categories: ***employed*** members of the personnel comprising staff members, fellows and apprentices and ***associated*** members of the personnel comprising associates for the purposes of international collaboration, exchange of scientists and training.

[2] The separation of the Fellowship Programme into two sub-programmes was introduced in the five yearly review of 2005 (see "*Proposed Amendments to the Tenth Edition of the Staff Rules and Regulations*" (CERN/FC/5033-CERN/2659)), March 2006

of applied scientists. Fellows working in theoretical or experimental particle physics have a free choice of the research topic that they wish to study.

- The **Junior Fellowship Programme** targets holders of at least a Technical Engineer degree (or equivalent) and at most an MSc degree (or equivalent), with no more than four years of experience. The recruitment criteria match technical qualifications and skills with specific CERN activities. The programme emphasises the concept of "on-the-job training".

This separation is now well established and has enabled efficient management of both populations. For example, the 2010 five-yearly review included a proposal to maintain the stipends for senior fellows at their current level but to adjust those for junior fellows by -3% to -6% in order to align them with comparable pre-doctoral fellow rates[3]. Savings made via the reduction of the Junior Fellowship stipends were invested in a dedicated training budget for fellows, thus improving the career development aspect of the programme.

It should be noted that the comparator organisations make the same distinction between pre-doctoral and post-doctoral fellowships with some organisations placing more emphasis on post-doctoral fellowships and others choosing not to implement pre-doctoral fellowships at all. Therefore, to provide a more accurate analysis, the comparison makes a distinction between the two sub-programmes.

1) Senior Fellowship Programme

The Senior Fellowship Programme is comparable to what is often termed as a '*post-doctoral*' fellowship in the comparator organisations, or '*Experienced Researcher'* in the case of the European Commission (EC).

CERN's fellowship stipends comprise a basic amount, to which a seniority-based supplement is added (see document CERN/FC/5033-CERN/2659). The 2014 rates for senior fellows are shown in Table 1 below.

	Basic Amount	**4465**

	Seniority Level	**Seniority-based supplement**
Seniority-based supplement	Between 4 and 6 years' research experience (or PhD)	2547
	Between 6 and 8 years' research experience	2927
	Between 8 and 10 years' research experience	3252
	(Just) Over 10 years' research	3578

Table 1 - Seniority-based supplement for the Senior Fellowship Programme in 2014 (CHF/month)

The highest seniority level provides some flexibility for "*appointing outstanding individuals whose experience profile would exceed the standard 10-year limit*" (CERN/FC/5033-CERN/2659). As a consequence, the range of the senior fellow stipend scale is wider than that of any of the other comparator organisations. However, the highest-level supplement is seldom used, and concerns only around 1% of fellows.

[3] See "*Five-yearly review 2010 - Proposals by the Management*" (CERN/FC/5497-CERN/2946), December 2010

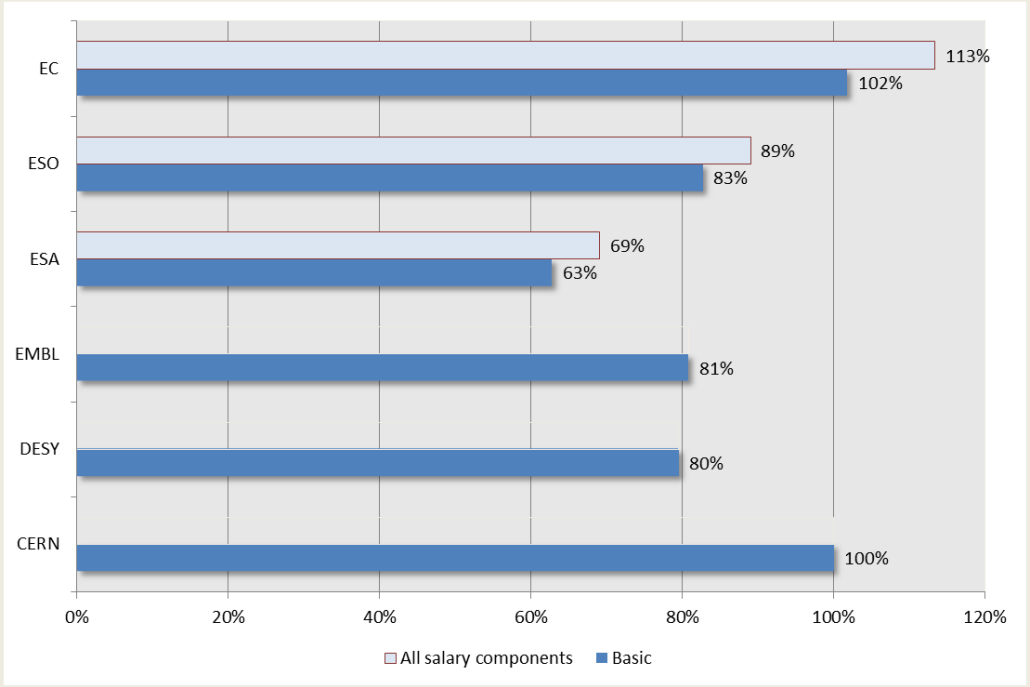

Figure 1 - Comparison of the minimum basic stipends of senior (PhD) fellows across the comparator organisations[4]

Figure 1 compares the minimum amounts of basic stipend paid to senior fellows calculated according to the five-yearly review methodology set out in Annex A1 of the Staff Rules and Regulations (dark blue bars).

CERN provides a basic stipend that remains constant over the entire duration of the fellowship. Some comparator organisations increase the stipend during the fellowship, in which case the average entry-level stipend was taken. Furthermore, a sub-set of the comparator organisations supplement the stipend with additional mandatory components (i.e. a 'mobility allowance' in the case of the EU, and an 'expatriation allowance' in the case of ESO and ESA), while CERN does not provide similar benefits[5]. For completeness, the amounts including these additional mandatory components are indicated in light blue for the relevant comparator organisations.

Whereas CERN has a scale that includes a seniority-based supplement, as illustrated in Table 1, the EC provides a single rate[6] for post-doctoral fellows, independent of seniority.

The graph in Figure 1 demonstrates that, in general, the conditions offered at CERN to recent post-doctoral fellows remain attractive.

Much of the gap between the CERN rates and those of the comparator organisations can be explained by the evolution of PPP in the host countries of the comparator organisations. For example, in 2009

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4 All values have been converted into Swiss francs by applying the applicable Purchasing Power Parity (PPP) in the case of the comparator organisations which host fellows and the "flat rate" using the Swiss correction coefficient for the EC.

5 Prior to 2007 fellowship stipends at CERN could be supplemented by a non-resident allowance of between 9% and 12%.

6 This single rate is termed the "flat rate" by the EC, which is a contribution to the host organisation towards both the stipend and social security. The data used reflects the standard EC rate for Swiss-based host organisations; EC-funded fellows at CERN receive their stipend at the CERN rate.

the PPP for Germany was 0.5237: in other words, 5237 euros had the same purchasing power as 10,000 CHF. In 2014 the PPP for Germany was 0.5854, meaning that 5854 euros had the same purchasing power as 10,000 CHF. This 12% change in PPP has not yet been fully reflected in the increases applied to fellowship stipends in Germany. Furthermore, ESA has indicated that it is about to embark on a review of its rates in recognition of the fact that they have not evolved for a number of years.

2) Junior Fellowship Programme

The Junior Fellowship Programme, introduced in 2007, targets holders of at least a Technical Engineer degree (or equivalent) and at most an MSc degree (or equivalent), with no more than four years of experience. Junior fellows are comparable to what are often termed as '*pre-doctoral*' fellows in some comparator organisations, or as '*Early Stage Researchers'* in the case of the EC.

CERN's fellowship stipends comprise a basic amount, to which a seniority-based supplement is added (see CERN/FC/5033-CERN/2659). The 2014 rates for junior fellows are shown in Table 2 below.

	Basic Amount	**4465**

	Seniority Level	**Seniority-based supplement**
Diploma level	Technical Engineer (or equivalent)	700
	MSc (or equivalent)	1948

Table 2 - Seniority-based supplement for the Junior Fellowship Programme

Figure 2 compares the minimum amounts of basic stipend paid to junior fellows. ESO is absent since it does not offer pre-doctoral fellowship opportunities. As in the case of senior fellows, some comparator organisations increase the stipend during the fellowship, in which case the average entry-level stipend was taken. Furthermore, a sub-set of the comparator organisations supplement the stipend with additional mandatory components (i.e. a 'mobility allowance' in the case of the EC and an 'expatriation allowance' in the case of ESA) – these amounts are shown in light blue.

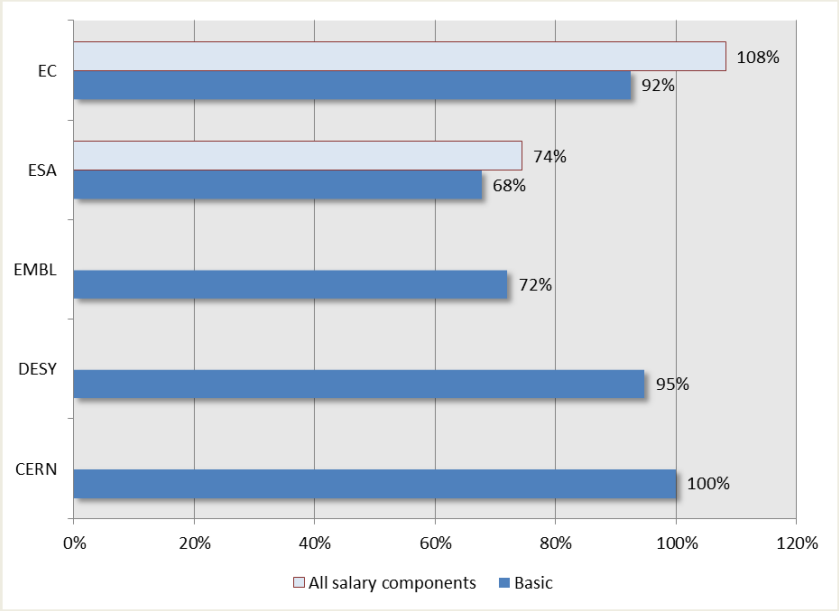

Figure 2 - Comparison of the minimum basic stipends of the junior (pre-doctoral) fellows across the comparator organisations

The graph above demonstrates that conditions offered at CERN to pre-doctoral fellows are attractive.

Following the reductions of -3% and -6% applied to these stipends in the last five-yearly review, the gap has closed to a certain extent but not completely. This is explained by the evolution of PPP in the host countries of the comparator organisations between the two reference periods (as explained above for the senior fellows), which has not yet been offset by the application of equivalent increases in those institutes.

Figure 3 shows the evolution of the seniority supplements between the start and the end of the reference period. At the start of the reference period the stipends for junior fellows were reduced by 3% and 6% as outcome result of the last five-yearly review. During the current five-year reference period, the cost-variation index applicable to stipends has been 0% each year, except in 2011[7].

[7] For 2011 the Council granted an index of 0.35% for stipends as part of the cost-variation index of the personnel budget (CERN/FC/5494-CERN/2936)

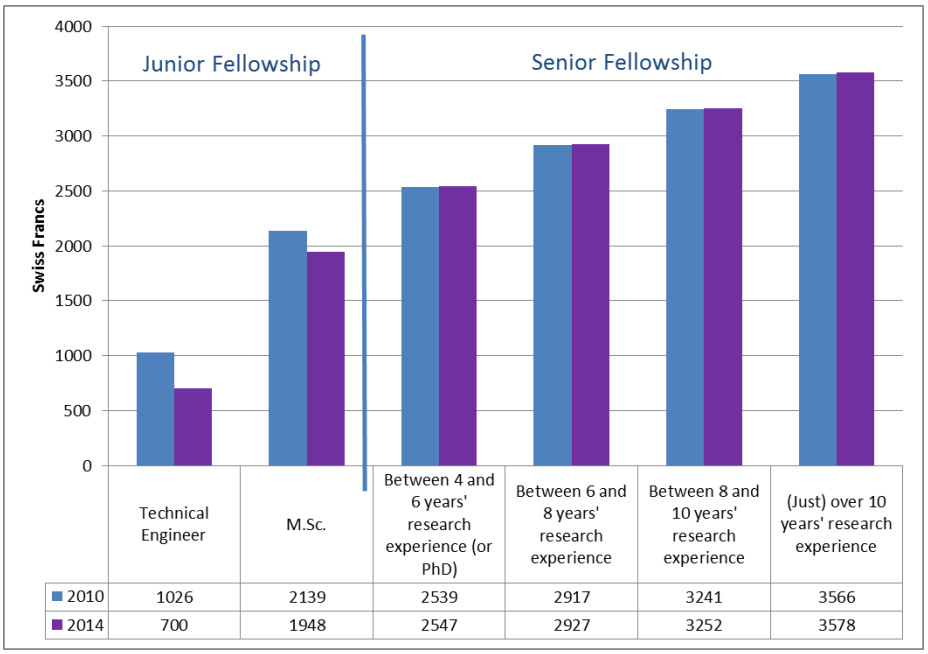

Figure 3 - Seniority supplements applied to the Junior and Senior Fellowship Programmes

Additional considerations

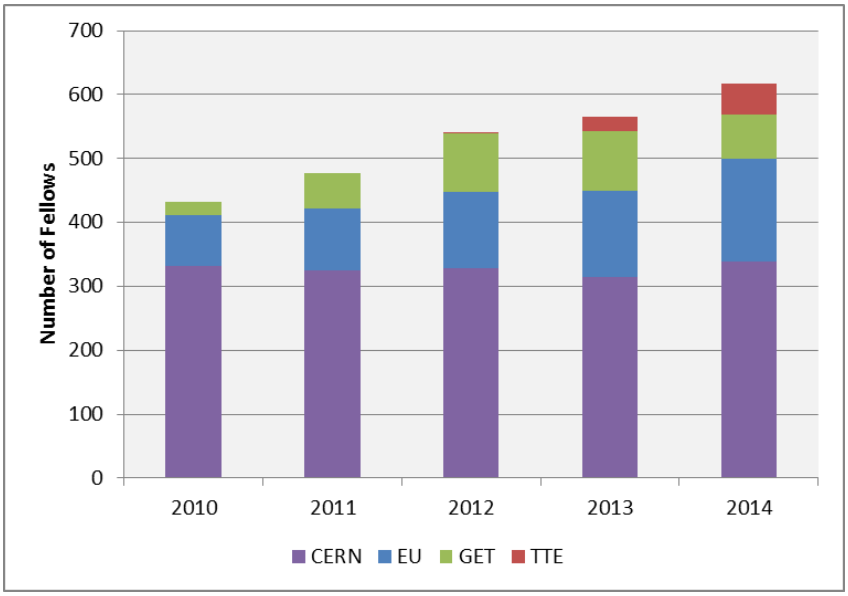

Figure 4 – Evolution of the fellowship programme over the reference period

Figure 4 illustrates the significant growth (41%) in the fellowship programme over the reference period. This is partly due to an increase in success in obtaining Marie-Curie funding, as well as to the introduction and expansion of the engineering component of the GET (Graduate Engineering Training) programme.

However, despite the expansion of the programme, data extracted over the current reference period shows an increased level of refused offers for fellowships from a number of countries including Austria, Belgium, Germany, the United Kingdom and Finland, where the average is around 10%, compared to an average of 5% overall, indicating difficulties in attracting applicants from these countries.

For senior fellows the amounts paid by CERN are broadly comparable with those paid by other institutes based in Switzerland, lying in between the rates offered by EPFL in Lausanne and ETHZ in Zurich. While these institutes are not formally part of the comparison, they are effectively a competitor for research fellows wishing to come to Switzerland, where CERN's conditions are at best amongst the average.

In the case of junior fellows, it is worth noting that take-home pay at CERN is 4162 CHF per month. If a young researcher comes to CERN, the take-home pay that he or she receives as a junior fellow is only marginally higher (1%) than the minimum subsistence amount paid by the Organization to associated members of the personnel for the purpose of exchange of scientists (MPAx) and international collaboration (MPAc) (further details in section III below).

Conclusion for fellows

Based on the data gathered from the comparator organisations and the subsequent analysis performed, it can be concluded that for both the junior and senior categories of the fellowship programmes, the financial conditions at CERN remain attractive compared to those in comparable research institutions abroad.

III. – ASSOCIATED MEMBERS OF THE PERSONNEL

The purpose of the five-yearly review is to ensure that the financial and social conditions offered by the Organization to associated members of the personnel allow it to host them in its research facilities, taking into account the highest cost-of-living level in the local region of the Organization.

Annex A1 of the Staff Rules and Regulations states that: "*The annual review of subsistence allowances and family benefits shall be performed using the Geneva cost of living movement*". The basic subsistence rate to-date is 4128 CHF.

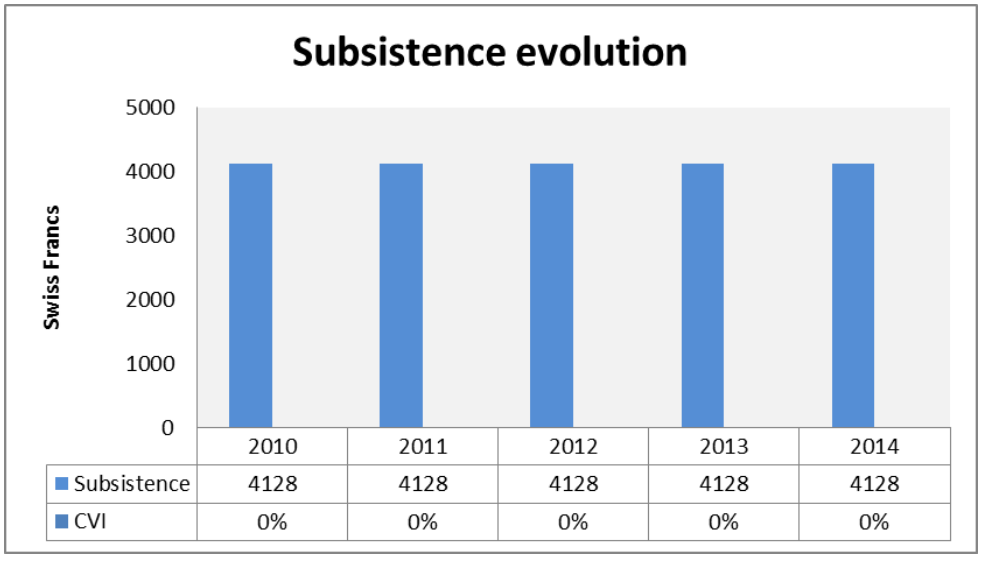

Figure 5 - Evolution of the Geneva Cost Variation Index (CVI) and its impact on the minimum subsistence for associates

Figure 5 illustrates the application of the Geneva Cost-Variation Index (CVI) to the basic subsistence rate payable to associates since the introduction of the methodology in 2007. During the current reference period (2010-2014) the subsistence has remained constant at 4128 CHF due to the low or even deflationary cost-of-living evolution in Geneva.

The 11th edition of the Staff Rules and Regulations divides Associated Members of Personnel into three broad categories:

I. Associates for the purpose of international collaboration (MPAc);
II. Associates for the purpose of exchange of scientists (MPAx);
III. Associates for the purpose of training (MPAt).

For the purposes of a comprehensive analysis covering all three of the above categories whilst maintaining consistency with previous benchmarking, this document examines the subsistence rates paid by CERN to project associates for the MPAc category, to Scientific and Corresponding associates for the MPAx category and to students for the MPAt category.

1) Scientific Associates

The aim of the Scientific Associates Programme is to provide scientists from all over the world with an opportunity to participate in challenging research and development and to promote the exchange of knowledge in cutting-edge scientific and technological fields. The programme is open to scientists and engineers wishing to spend a period of up to one year at CERN and who are on leave of absence from their home institute, which, as their employer, remains responsible for their social security coverage.

In 2007 a new payment scheme was introduced for scientific associates, which supplemented the basic subsistence rate paid to associates with a seniority-based supplement reflecting the prestige of the programme and linked to the cost of living.

Figure 6 shows the evolution in the number of scientific associates, which ramped up during the operation of the LHC to reach a peak in 2012, the year of discovery of the Higgs Boson. It subsequently declined at the start of LS1, but began to increase again in 2014 as the preparations for Run 2 got under way.

During the reference period CERN continued to attract and retain some of the most prestigious scientists as scientific associates, which demonstrates the continued success of the simplified payment methodology introduced in 2007.

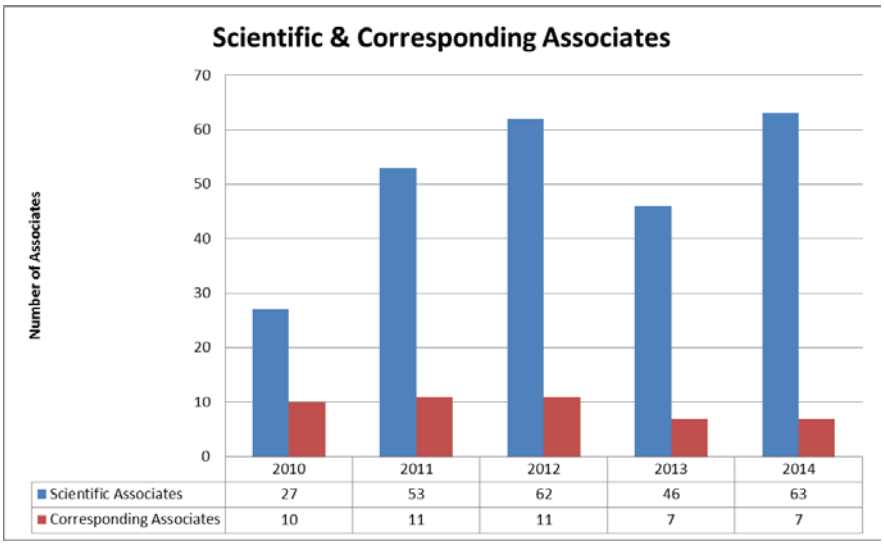

Figure 6 - Evolution of the number of Scientific and Corresponding Associates over the reference period

2) Corresponding Associates

The Corresponding Associates Programme awards short-duration positions for a period of a maximum of six months to scientists holding research or teaching posts to help them remain abreast of developments in particle physics and related fields. Corresponding associates receive the basic rate applicable to scientific associates but are not entitled to the seniority supplement.

Figure 6 shows the evolution of the number of corresponding associates. CERN has continued to attract a relatively stable number of corresponding associates during the reference period.

However, we can observe a lower number of corresponding associates during the two years of LS1 than during the previous three years of LHC operation, reflecting the fact that periods of machine operation are of greater interest for this category of personnel to come to CERN.

3) Project Associates

The project associate category was introduced in 1994. The objective was to detach some of the scientific, engineering and technical staff from institutes to CERN for a limited period of time and assign them to a specific project (primarily projects associated with LHC construction). Besides the educational advantages, this category opened up the possibility for non-Member States to contribute to CERN projects with a view to extending and strengthening scientific collaboration.

Project associates are engineers, scientists and technicians who come to CERN either on an individual basis or as a member of a team. They must have an external employer, i.e. a scientific institute (commercial firms do not qualify) from which they receive a salary during the entire period of association, and they must also be entitled to return to their institute upon termination of their period of association. They must also have social security coverage provided by their institute or taken out at their own initiative. The period of association with CERN is for an initial period of up to one year, renewable subject to the agreement of the employing institute, up to a maximum total period of three years.

CERN pays project associates a subsistence allowance that corresponds to the standard subsistence allowance payable to associated members of the personnel (4128 CHF/month).

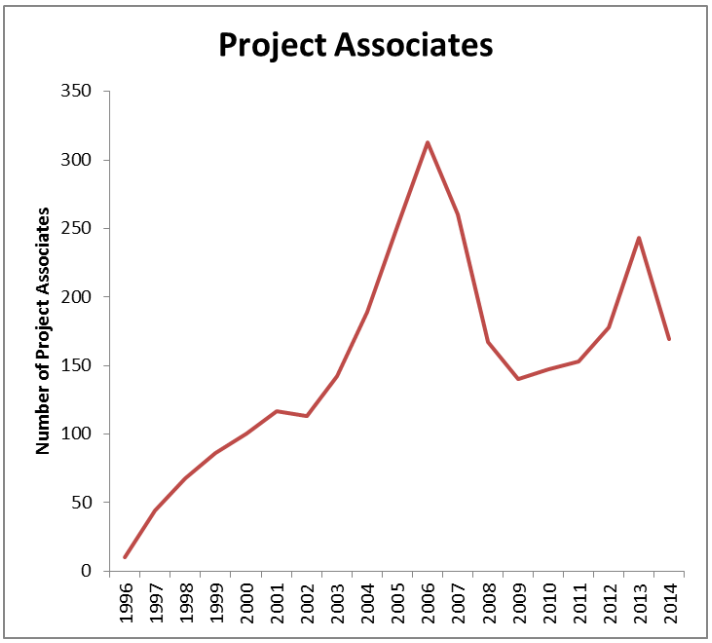

Figure 7 - Evolution of the number of project associates since the first arrivals in this category

Figure 7 shows two peaks in the number of project associates, the first during LHC construction and the second during LS1. A third peak, similar in size to that of LS1, can be anticipated for LS2.

Conclusion for Associates

As all categories of associates receive at least the basic subsistence allowance, and since this allowance has been indexed in line with the cost of living in Geneva, it can be concluded that the rates payable to associates remain in line with the objective that CERN should "*host them in its research facilities, taking into account the highest cost-of-living level in the local region of the Organization"* (Annex A1).

The above categories of associates represent the more highly remunerated members of the associated members of personnel (MPA) category, who come to CERN after completing their studies and having acquired a certain amount of experience. They are fewer in number than the student population.

For the purposes of this five-yearly review, an analysis is also provided of the student category, where there is significantly more competition to attract high-calibre students to CERN, and where the subsistence payments are lower than those of the associates.

4) Students

The CERN student programmes constitute a key element of CERN's strategy for training junior researchers and introducing them to the global research community. They also provide the Organization with valuable human resources, contributing to the advancement of all major research projects. They comprise:

- The **Summer Student Programme**, aimed at undergraduates in physics and engineering, who are invited to come to CERN during the summer months for periods of between 8 and 13 weeks.

- The **Technical Student Programme**, aimed at undergraduate students in technical fields, whose educational establishments require them to spend a training period of several months (typically 12) in industry or in a research establishment.
- The **Administrative Student Programme**, aimed at undergraduate students in administrative fields, whose educational establishments require them to spend a training period of several months (typically 12) in industry or in a research establishment.
- The **Doctoral Student Programme**, aimed at postgraduate students who wish to prepare a doctoral thesis in a technical field. They may spend up to three years at CERN.

Since the 2007 five-yearly review the following rates have applied for students (expressed in 2014 prices):

- basic rate : 2830 CHF/month for summer;
- basic rate plus 16% for technical and administrative students (3283 CHF/month in total);
- basic rate plus 30% for doctoral students (3679 CHF/month in total).

Throughout the reference period of 2010-2014, as the cost-variation index was 0%, the rates quoted above for 2014 are identical to those at the start of the period in 2010.

Despite the fact that the student subsistence rates were not increased, CERN has managed to continue to attract a fairly high number of students, as illustrated in the Personnel Statistics as well as in Figure 8. Thanks to additional project funding and a number of bilateral agreements, the programmes have grown in size over the reference period.

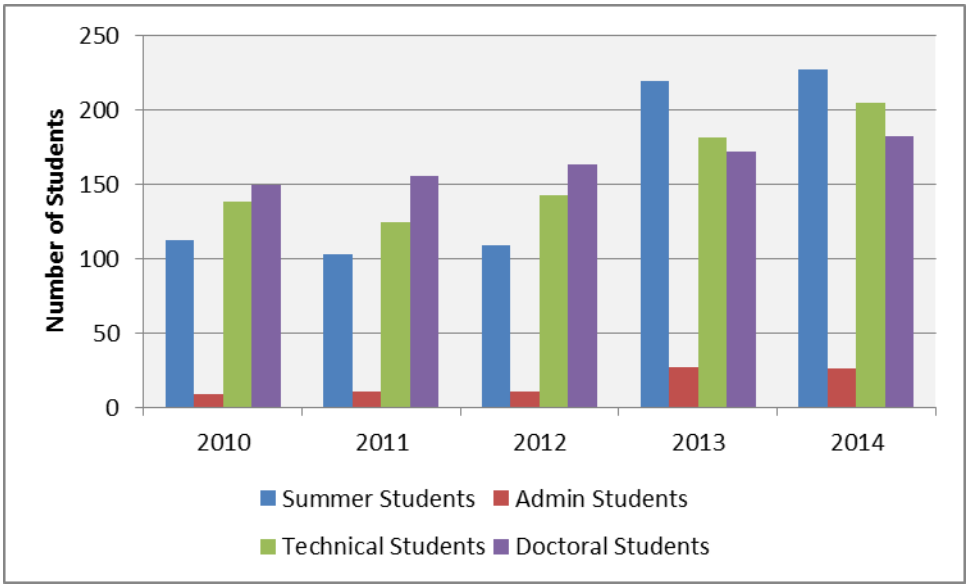

Figure 8 - Evolution of the number of participants in CERN's student programmes over the reference period

The comparator organisations also provided data concerning their student populations as supplementary information. The results are shown in Figure 9 below.

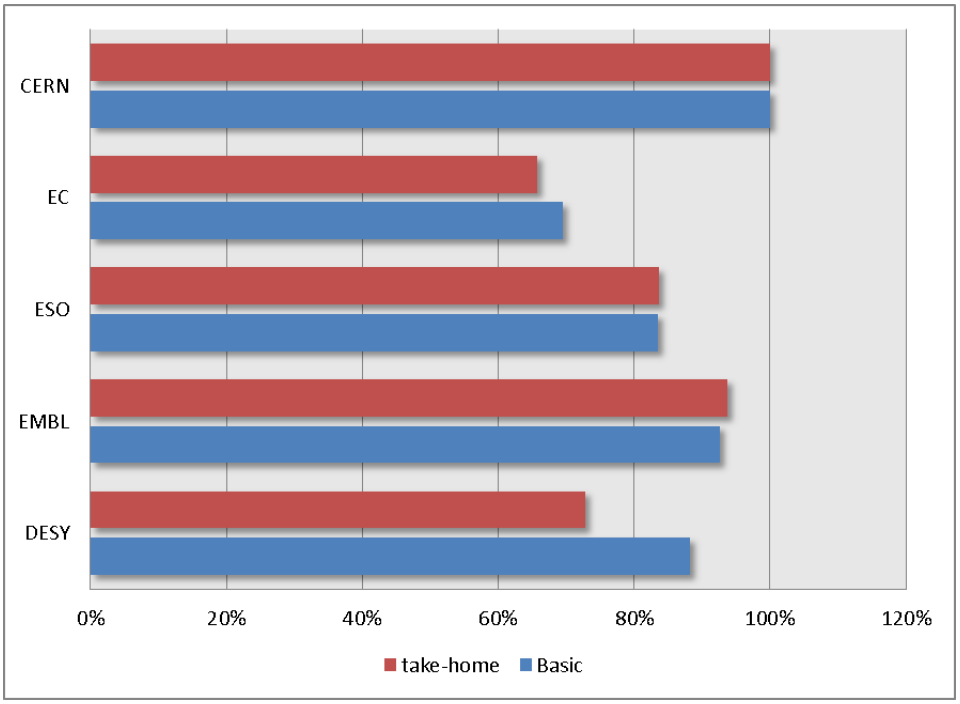

Figure 9 - Comparison of doctoral student payments (basic subsistence and take-home pay) across the comparator organisations. In the case of the EC, on its recommendation, the half-rate[8] is used.

Conclusion for Students

The above graph demonstrates that CERN rates remain competitive with those of the comparator organisations while also remaining in line with the evolution of the cost of living. The evolution of the number of students, as illustrated in the annual personnel statistics, also supports this.

IV. – GENERAL CONCLUSION

The initial results of the data collected for fellows from the comparator organisations DESY, EMBL, EU, ESA and ESO indicate that "*the financial and social conditions offered to fellows remain attractive compared to those in comparable research institutions*".

Regarding associated members of personnel, the subsistence amounts at CERN have been indexed according to the Geneva CVI, which remained at 0% during the entire reference period. A cross-check of the student rates across the comparator organisations and the observed continued growth of all programmes for Associated Members of the Personnel demonstrate the continued attractiveness of these programmes. The initial results for Associated Members of the Personnel therefore indicate that "*the financial and social conditions offered by the Organization to associated members of the personnel allow it to host them in its research facilities, taking into account the highest cost-of-living level in the local region of the Organization*".

*****

[8] The 'half-rate' is the applicable rate defined by the EC in cases where an employment contract cannot be granted, e.g. in the case of students. It is defined as 50% of the rate for researchers holding an employment contract.

APPENDIX 6

"Benchmark study on diversity" - Report from SIRP/OECD

(CERN/TREF/413)

CERN/TREF/413
3 March 2015
SIRP(2015)04

Paris, 26 January 2015

International Service for Remunerations and Pensions
Service International des Rémunérations et des Pensions

BENCHMARK STUDY ON DIVERSITY

To the attention of CERN

Study by the International Service for Remunerations and Pensions (ISRP)

JANUARY 2015

ABOUT THIS REPORT

This report outlines the results of the ISRP's benchmark study on diversity for CERN.

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1. Introductory comments – context of the study

1.1 In order for the "Diversity study" to correspond to CERN's specific context, seven International Organisations have been selected. All of these Organisations are based in Europe, and were chosen either because their area of work is comparable to CERN's, or because their size and the large number of officials they employ make them interesting comparators. It must be noted that some of the institutions listed below are the Executive Body of a larger Organisation, and therefore are not International Organisations as such; however, for readability purposes, those institutions will also be referred to as "International Organisations" throughout this report.

1.2 Before going further into the details of the staff composition of the Organisations which participated to this study, the main characteristics of these institutions must be described.

1.3 First of all, **CERN** was created in 1954. The Headquarters are in Geneva, Switzerland. CERN has 21 Member States and 7 Observer States. CERN's objective is to study the basic constituents of matter: the fundamental particles.

1.4 The **European Molecular Biology Laboratory** (EMBL) was established in 1974 and is headquartered in Heidelberg, Germany. EMBL has 21 Member States and 6 Observer States. EMBL's mission is to promote molecular biology across Europe, through research on the fundamental understanding of basic biological processes in model organisms.

1.5 The **European Space Agency** (ESA) was created in 1975. Its headquarters are in Paris, France. ESA has 20 Member States. ESA's mission is to shape the development of Europe's space capability.

1.6 The **European Southern Observatory** (ESO) was created in 1962 and has its Headquarters in Garching, Germany. ESO has 14 Member states. The Organisation's mission is to provide state-of-the-art research facilities to astronomers and astrophysicists.

1.7 The **International Thermonuclear Experimental Reactor Organization** (ITER) is the youngest of the participating Organisations: it was created in 2007. ITER Headquarters are in Saint-Paul Lez Durance, France, and has 7 Member States – the European Union counting as only one Member State. ITER is an international nuclear fusion research and engineering megaproject, which is currently building the world's largest experimental tokamak nuclear fusion reactor.

1.8 The **United Nations Office in Geneva** (UNOG) is the second-largest office site of the United Nations. The United Nations was established in 1945, which led to the creation of UNOG in 1966. Like CERN, the Headquarters of UNOG are in Geneva, Switzerland. The United Nations have the highest number of Member States amongst the Organisations studied: 193 Member States and 2 Observer States. It should be noted that, for relevance purposes, this study will specifically focus on UNOG, and not on the United Nations as a whole. UNOG's mission is to represent the UN Secretary-General in Geneva; it is the biggest UN duty station outside of New York.

1.9 The **European Commission** (EC) was created in 1951, and has its headquarters in Brussels, Belgium. It has 28 Member States. The EC is the European Union's executive body.

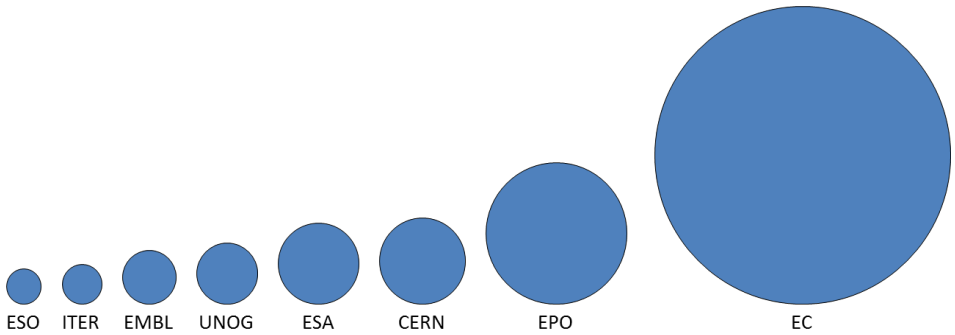
1.10 The **European Patent Office** (EPO) was created in 1973 and is based in Munich, Germany. It has 38 Member States and 2 Observer States. The EPO is the executive body of the European Patent Organisation; it carries out searches and substantive examinations on European patent applications and international applications filed under the Patent Cooperation Treaty.

Staff composition of the participating Organisations – Career aspects

1.11 The **total number of staff members** amongst the participating International Organisations varies importantly. CERN's population is in the median range, with a total number of 2513 staff members. This is comparable to ESA's population, which is composed of 2226 staff members.

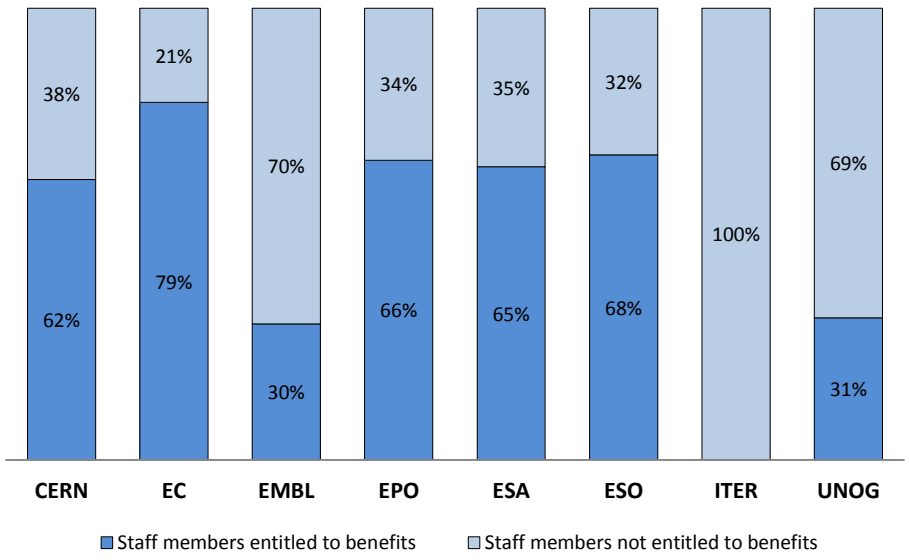
1.12 ESO and ITER are smaller organisations, with respectively 416 and 545 staff members, followed by EMBL with 967 staff members and UNOG with 1273 staff members. The EPO and the European Commission are larger than CERN, as they respectively employ 6814 and 30019 staff members.

Figure 1: Schematic representation of the participating Organisation's staff population



1.13 The charts hereinafter demonstrate that the participating Organisations all have a significant expatriate population, with most of these Organisations – including CERN – paying **special benefits to staff members on international assignment** which equates to approximately two thirds of their population. It should however be noted that comparing entitlement to these benefits does not enable us to provide a precise picture of the internationality of the staff population. In fact, the rules governing entitlement to specific benefits for staff members with international appointment may differ significantly from one Organisation to another, and this is why these graphs show a third of the overall staff population is entitled to expatriation benefits at EMBL and UNOG – although UNOG has by far the highest number of Member States. It should be kept in mind that EMBL, similarly to CERN, does not have "expatriation benefits" as such. No staff members are entitled to expatriation benefits at ITER, where such benefits simply do not exist. For clarity purposes, this report will later regroup this category of benefits, using the term "expatriation benefits".

Figure 2: Special benefits for staff members on international assignment



1.14 With regards to the **average length of career**, one group of Organisation displays relatively homogenous results, in the medium range of the overall data: CERN (12 years), ESA (13.9 years) and UNOG (13.11 years).

1.15 EMBL stands out, with an average length of career significantly shorter: 5.5 years. At the extreme opposite, the average length of career at ESO is 25 years. It should be noted that no data could be collected from ITER in this regard, as the Organisation has only existed for 7 years and thus was not able to provide relevant information.

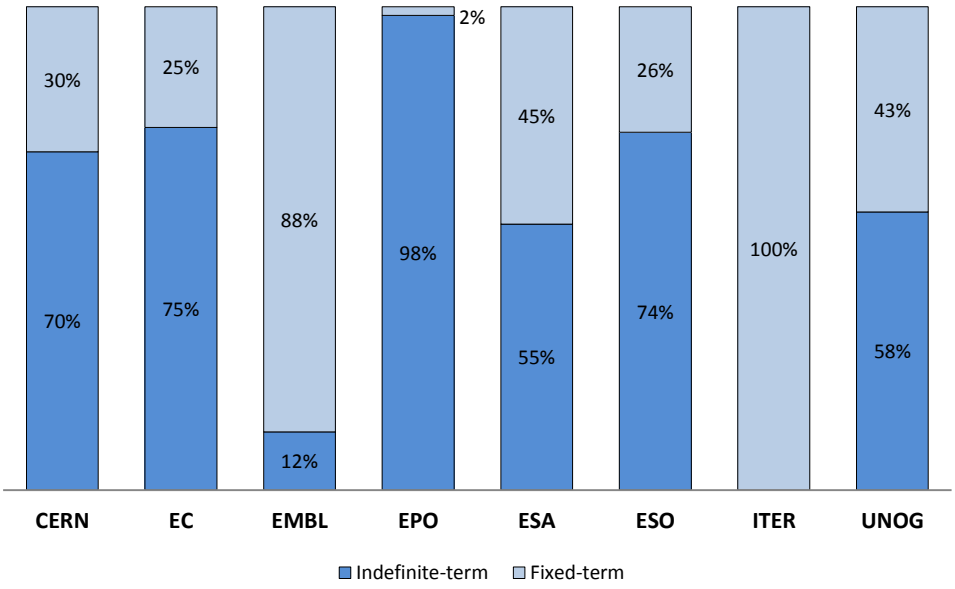
1.16 In most of the studied Organisations, the majority of staff members are entitled to **indefinite-term appointments**.

1.17 However, while this category of staff member is close to half of the overall population of ESA (55%) and UNOG (57.50%), the proportion of staff entitled to indefinite-term appointments is significantly higher at CERN (70%), and even higher at ESO (74%) and the EC (75%). At the EPO, this proportion is 98.2% of staff, a rather rare figure for an International Organisation.

1.18 Consistently with the fact that it has the shortest average length of career, EMBL also has the smallest ratio of staff members under indefinite-term appointment: 12%.

1.19 Quite singularly, ITER staff regulations do not provide for indefinite-term contracts, so 100% of ITER staff members are appointed with fixed-term contracts.

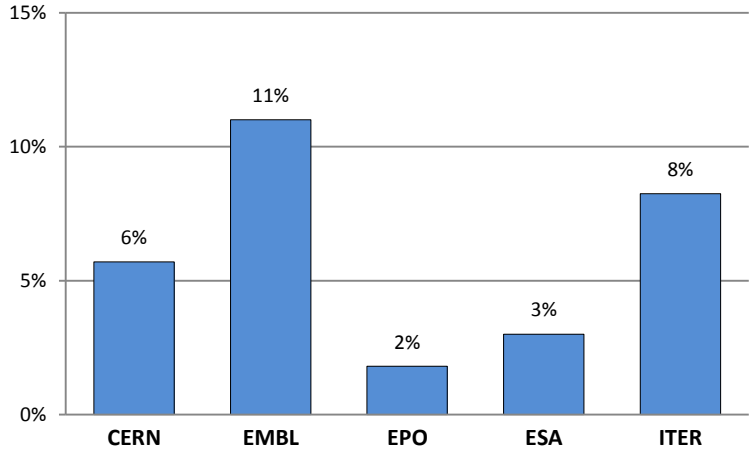
Figure 3: Type of appointment



1.20 The **external turnover rate**, which is roughly the rate of staff members leaving the Organisation each year, is influenced by several different factors (from the contractual policies of the Organisation, to well-being at work) and must therefore be analysed with caution.

1.21 CERN has an external turnover rate of 5.70%, close to ITER's 8.25%. EMBL is slightly higher, with 11%. The EPO and ESA have a particularly low turnover, with respectively 1.80% and 3%, but it must be noted that both of these Organisations are "career Organisations", and therefore try to maintain this rate as low as possible, by retaining their staff members for as long as possible.

Figure 4: External turnover rate



Staff composition of the participating Organisations – Age aspects

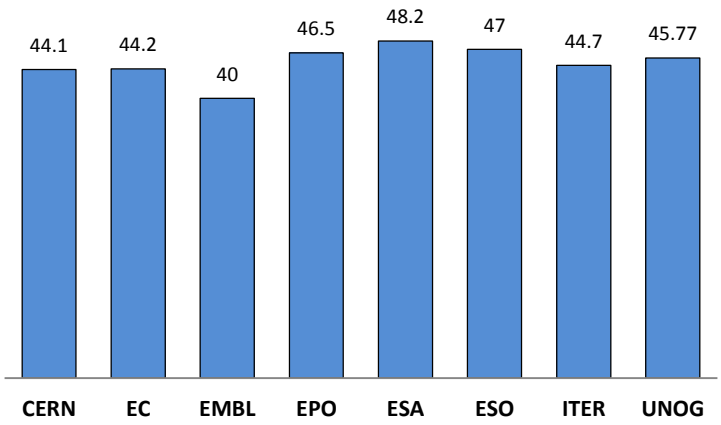
1.22 The collected data on the age of staff members of the participating Organisations shows similar results amongst all the Organisations.

1.23 First, we can see that the **average age of staff** in all the Organisations fits within a very short range. EMBL has the youngest population of all the participating Organisations, with an average age of 40 years. CERN ranks second, with an average age of 44.1 years. The European Commission follows closely, with an average age of 44.2. These Organisations are followed by ITER (44.7), UNOG (45.77), the EPO (46.5), ESO (47) and ESA (48.2).

1.24 In this regard, data on ITER is not as relevant as data from other Organisations, because ITER is still a young Organisation, and it is therefore difficult to predict how the average age will evolve. Furthermore, it is interesting to remark that ESA's ranking as the Organisation with the oldest population can be interpreted as an effect of the contractual policy, encouraging staff members to stay for longer than in other Organisations.

1.25 It must be noted that the **median age of staff** in all of the studied Organisations is never further than one year from the average age. This may demonstrate that the age pyramid of the population is balanced in these Organisations, but more detailed data would be needed to fully support this assumption. Consistently with the data on the average age of staff, EMBL ranks with lowest median age, followed by CERN, whilst ESO and ESA have the highest value.

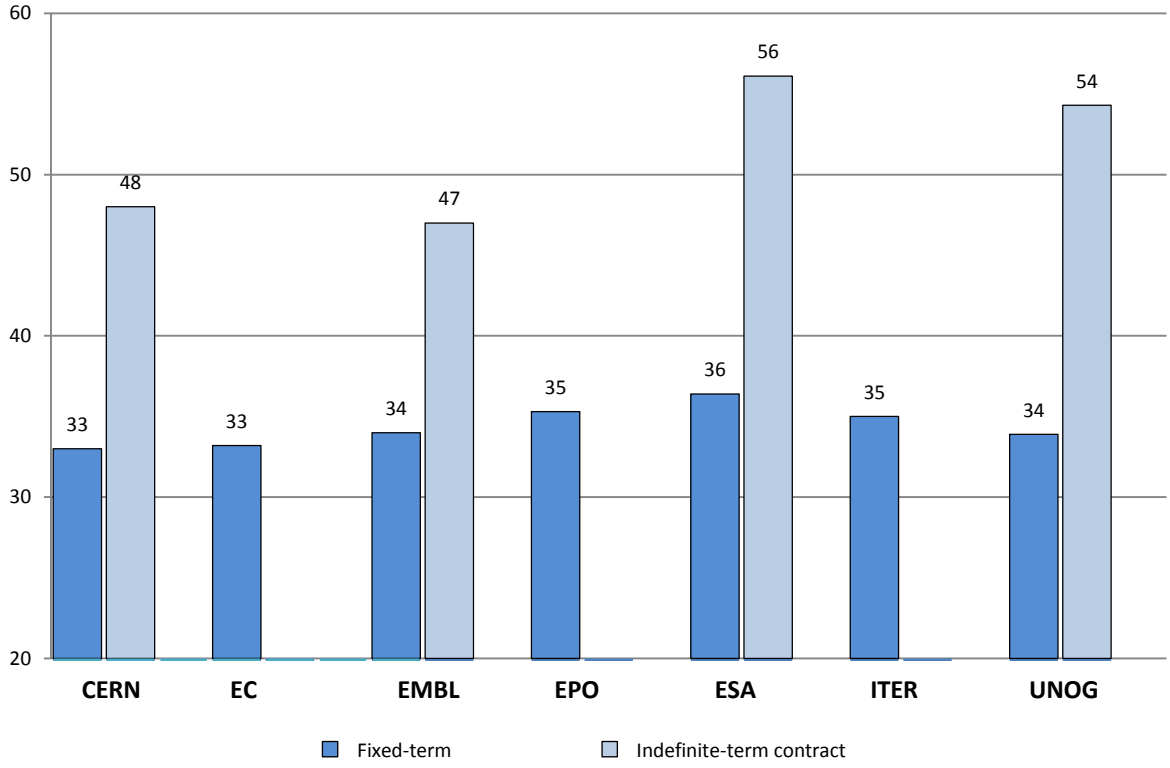
Figure 5: Average age of staff members



1.26 Similarly, the **average age at appointment** is very close in all of the Organisations. CERN has the lowest average age at appointment: 33 years, followed by the EC, with 33.2 years and UNOG with 33.89 years. The average age at appointment is then 34 at EMBL, 35 at ESO, 35.3 at the EPO and 36.4 at ESA.

1.27 A similar pattern can be seen on **average age at end of appointment**, with EMBL being the lowest: 47 years, followed closely by CERN with 48 years. UNOG and ESA are far beyond, with respectively 54.21 years and 56.1 years.

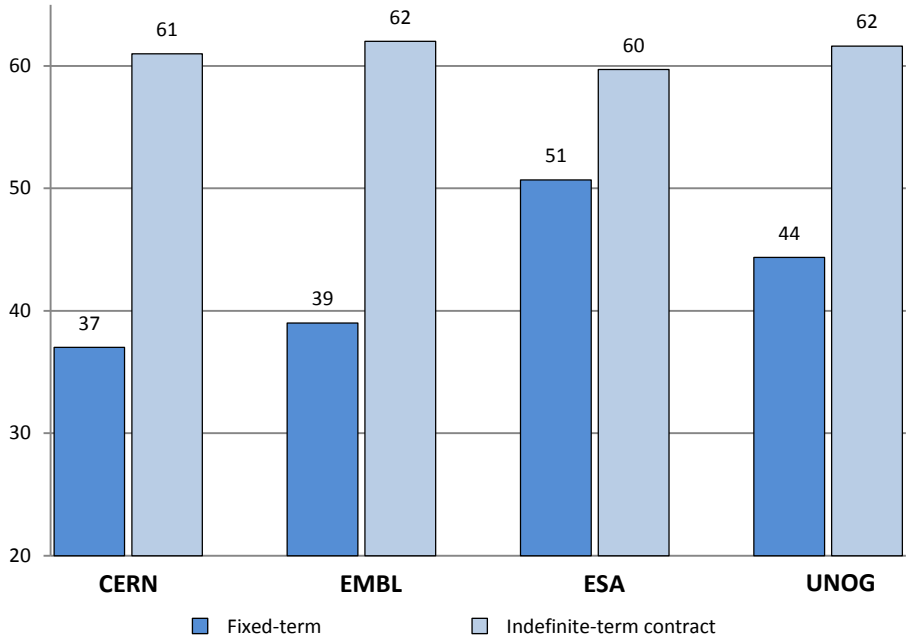
Figure 6: Average age at appointment and end of appointment



1.28 When looking at the details, the data is more fragmented for the **average age at end of appointment for fixed-term contracts**. CERN is still the lowest, with 37 years, and EMBL follows with 39 years, but the difference with the other Organisations is more pronounced, where the average age is 44.35 years at UNOG and 50.7 years at ESA.

1.29 As could be expected, the **average age at end of appointment for indefinite-term contracts** is closer from one Organisation to another, and significantly higher than the result for fixed-term contracts. Indeed, staff members on indefinite-term contracts would logically have a tendency to leave the Organisation when they reach retirement age; although there may of course be other reasons for the appointment to end, the retirement age is pulling up the average. Therefore, with 61 years, CERN does not have the lowest value in this regard – and this could be explained by the fact that CERN has the highest statutory retirement age of all the studied Organisations (67 for staff hired as of 2012). This age is 59.7 years at ESA – where most of the staff members are currently entitled to retire at age 60. The highest values are 61.63 years for UNOG, and 62 years for EMBL.

Figure 7: Average age at end of appointment, by type of contract



Staff composition of the participating Organisations – Gender aspects

1.30 Quantitative data on gender is particularly relevant in the context of this study, but it is also one of the most difficult aspects to decipher.

1.31 As Rolf Heuer, Director-General of CERN recently stated: "*At CERN, as in other scientific organisations, the average representation of women drops as they progress in their career*." The collected data allows us to put figures on this "leaky pipeline" phenomenon and, although specific policies will be discussed later, we can already draw a few conclusions on CERN's diversity policies by analysing the quantitative data.

1.32 First of all, it shall be reminded that the specific recruitment pool and the overall field of activities of an Organisation have an important impact on gender balance. For example, CERN has a field of activities that is narrower than the European Commission's and, in addition to this, CERN's pool of recruitment is typically one that has a higher male population than others – this is true for most scientific organisations, but is even more flagrant in the field of particle physics, engineering and technology. Therefore, CERN currently has 20.45% of female staff, whilst this proportion is 59.90% at the European Commission

1.33 Actions promoting gender diversity must aim at removing all hindrances because of which the proportion of female staff might be abnormally lower in an Organisation's population than what it is in the corresponding recruitment pool. This explains why CERN does not aim at attaining a figure greater than 50% of female staff.

1.34 An interesting way of measuring how effective the gender policies of an employer are, is to assess the steadiness of the female proportion from one job category to the other, and then to see how this compares to other Organisations. In order to do so, this study uses a classification with three categories: support positions, professional positions and management positions. In this regard, and as a preliminary remark, it should be noted that the definition of these three categories was left

to each participating Organisation's discretion, so definitions may slightly vary from one Organisation to another, though this does not actually affect the global relevance of the results.

1.35 As the graphs hereinafter demonstrate, the proportion of female staff at CERN is consistent throughout the different job categories: with an overall population of 20.45% female staff, there are 24% female staff members in support positions (technicians and administrative support), 17% in professional positions (physicist, engineers and professional administrators), and 23% in management positions (staff members with managerial functions, taken from the two other categories). The fact that this proportion in management positions is superior to the overall proportion demonstrates the success of CERN's efforts to keep a stable global ratio.

1.36 CERN's results are in total contrast with ESA's. Indeed, although ESA has a relatively equivalent overall proportion of female staff members (26%), the positions breakdown is a lot less consistent than CERN, with a particularly high ratio of females in support positions (85%), which drops to 21% for professional positions and 8% in management positions. To a lesser extent, two other scientific organisations (ESO and ITER) show a similar pattern, with a significantly higher ratio of females in support positions, and a drop when it comes to professional and management positions.

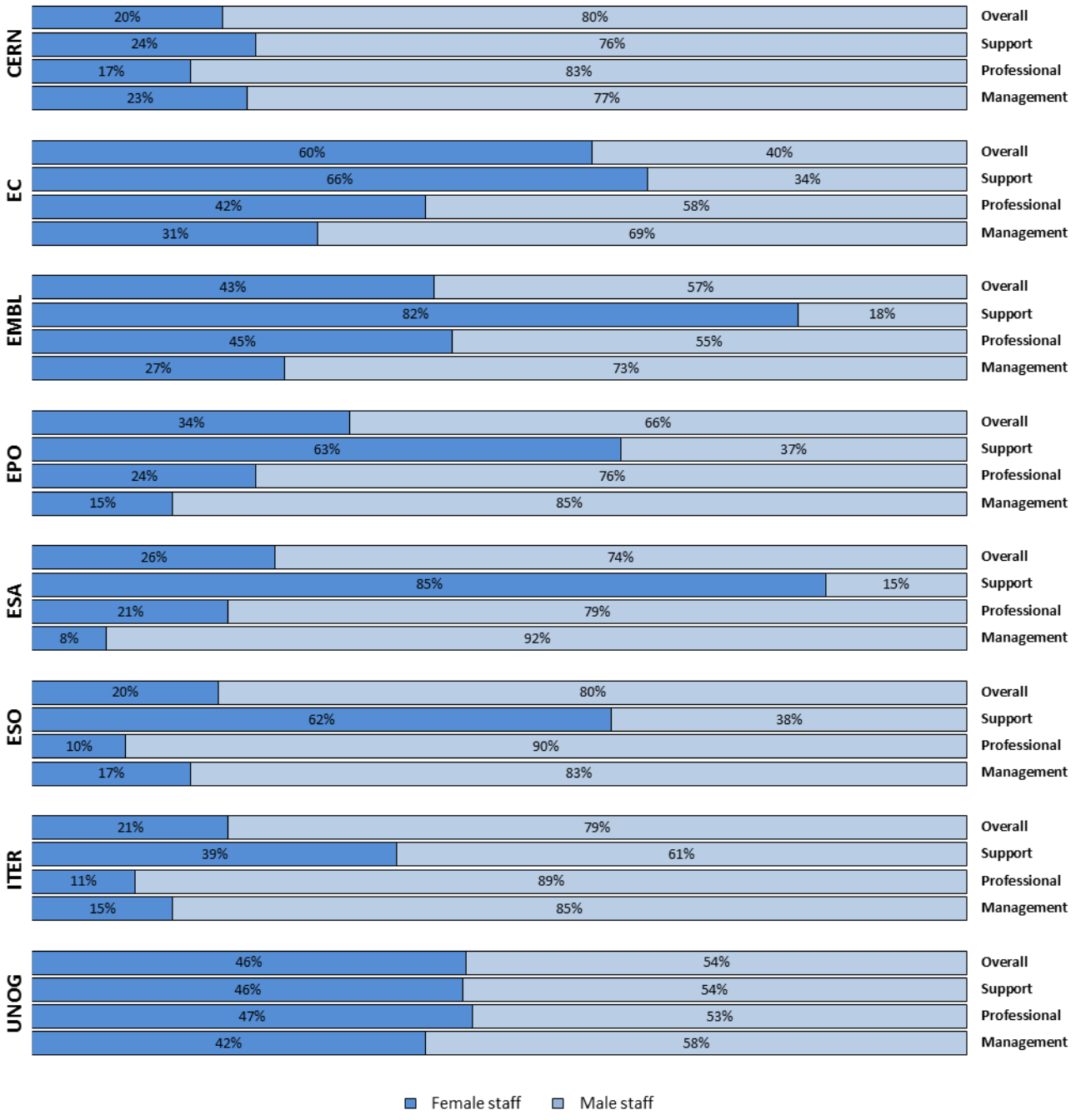
1.37 However, in spite of these good results for CERN, it must be noted that the overall proportion of women at CERN is amongst the lowest of the studied Organisations. Indeed the lowest ratio of female staff is found in scientific Organisations, with very close results for CERN (20.45%), ESO (20%) and ITER (21%).

1.38 EMBL, with a 43% overall female population stands out among the scientific Organisations, thanks to its equivalent ratio of women in professional positions (45%). However, while the gap between support positions (82%) and management positions (27%) is reminiscent of the staff repartition of ESA, ESO and ITER; EMBL's ratio of women in management positions is amongst the highest of the participating Organisations.

1.39 The European Commission, while not a scientific Organisation, also shows a similar pattern, despite the fact that the overall population has the highest ratio of females amongst the studied Organisations: 59.90%. The ratio for support positions, although slightly higher, remains close, with 65.90%; it then drops to 42.10% for professional positions and 30.60% for management positions. The situation is even more apparent at the EPO, where the ratio of female staff in support positions is 62%, with 24% in professional positions and 15% in management positions.

1.40 Finally, UNOG demonstrates very good results, both in the overall composition of staff, which is very close to the perfect balance (with an overall population of 46.43% female staff), and in maintaining the consistency of this balanced ratio throughout the different job positions : 46.09% in support positions, 47.09% in professional positions and 42.17% in management positions.

Figure 8: Staff population by gender and employment position

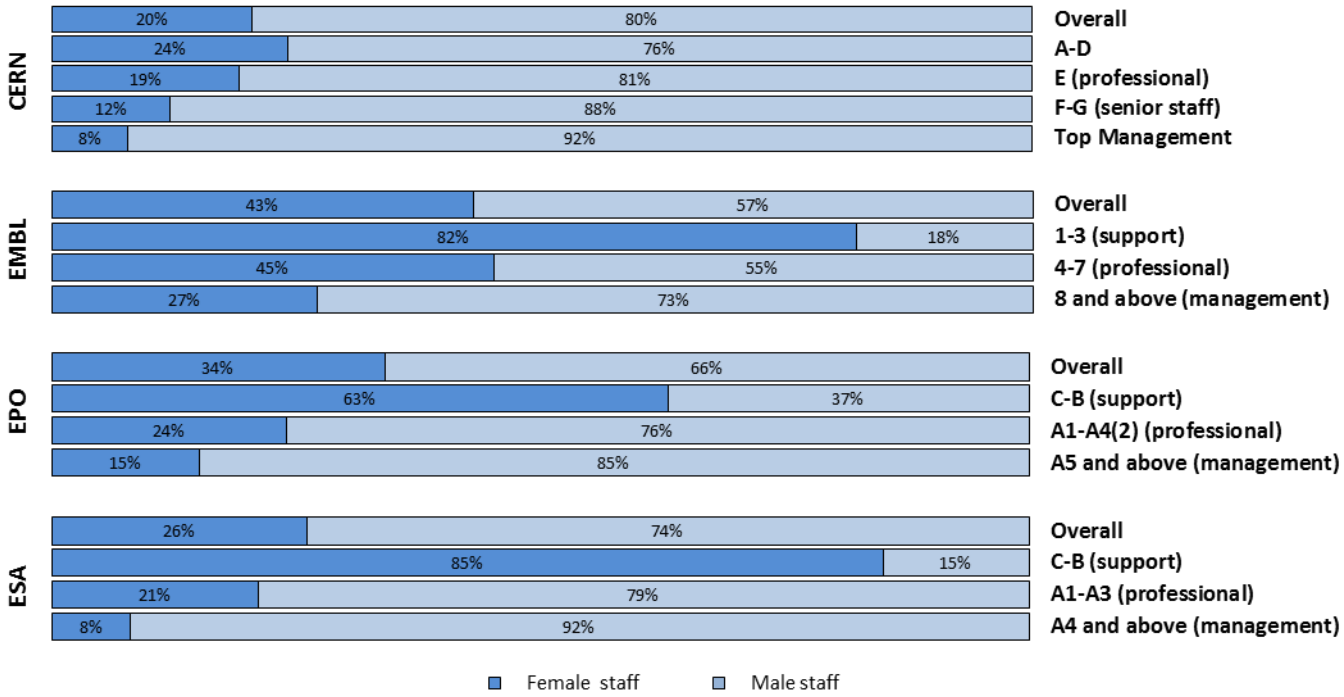


1.41 The results are different when another breakdown of job categories is used. For example, when only using data related to **career structures** – without taking account of the actual managerial functions that some staff members may have regardless of the career path or grade they belong to – the results for CERN are not as good as stated above, and the proportion of female staff regularly drops as the career paths increase.

1.42 Nevertheless, it must be stressed that, contrary to other Organisations which use a grade-based approach in order to define the three types of employment positions presented in the previous graph (Figure 8), the ratios for CERN are still relatively stable for career paths corresponding to support and professional positions. The graph hereinafter illustrates the gender

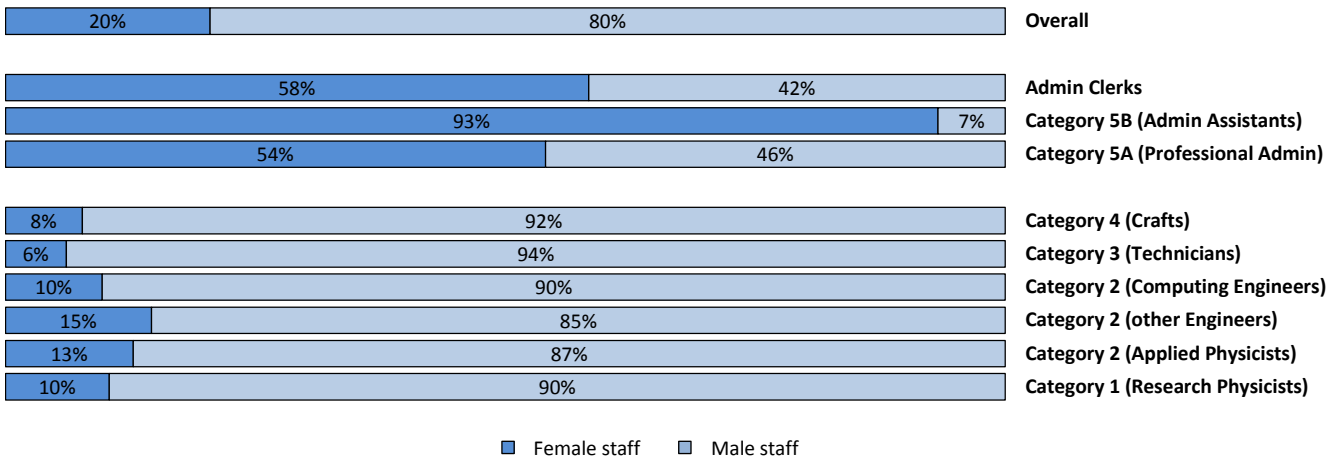
composition of CERN staff population by career path; this ratio is compared to those of EMBL, the EPO and ESA that were presented in the previous graph, as these three Organisations use a grade-based approach to define the three previous categories (support, professional and management).

Figure 9: Staff population by gender and career path/grade



1.43 However, the breakdown according to which the results are the least balanced for CERN is where **professional codes** are used. In this regard, the graph shows that the proportion of female staff members is largely superior to 50% in administrative positions (regardless of grade or level of responsibility), whilst this ratio is never above 15% for scientific or technical positions. As already discussed, the recruitment pool in which CERN recruits staff members for scientific positions is rather unbalanced, so the disequilibrium in the graph below must be commented with caution, and those results are far from being the most relevant for benchmarking purposes. For example, the EPO, UNOG and the European Commission recruit few staff members with specialisations corresponding to CERN's categories 1, 2, 3 and 4, whereas those categories represent 84% of CERN staff members.

Figure 10: CERN staff population by gender and professional code



1.44 The year in which diversity policies were first introduced, while not the sole explanation for the results, does have some relevance. Indeed, diversity policies were introduced in the United Nations in 1945, i.e. even before UNOG was established. The diversity policies at the EC date back to 1988. Although CERN shows good results overall, the first form of diversity policies (the "Equal Opportunities policy statement") was only introduced in 1996, and resulted in an additional provision in the Preamble of CERN Staff Rules, according to which CERN "*reaffirms equality of treatment between people and rules out discrimination between members of its personnel on account of sex, race or religion, as one of the basic principles of its personnel policy*" ; however, the first specific diversity policies were only introduced in 2014. The most recent date of introduction of diversity policies is found at EMBL, where the "*Internal Policies on Equality and Diversity*" was introduced in 2010. All of this must be put in contrast with ESA and ESO, which never formally implemented any diversity policies. This demonstrates that International Organisations with diversity policies have better results than those who do not have any such policies, thus confirming the positive and concrete impact that diversity policies have.

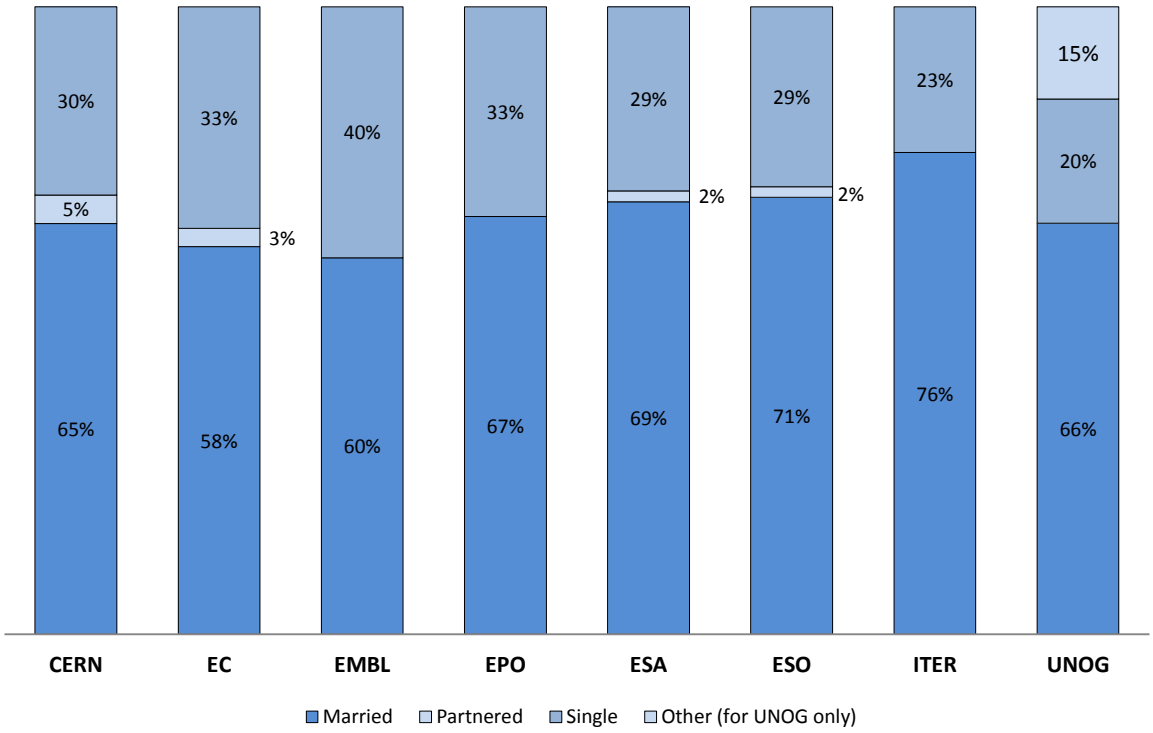
Staff composition of the participating Organisations – Family aspects

1.45 Policies implemented in favour of families, whether they relate to the capacity for all staff members to have their spouse/partner recognised within the meaning of the staff rules, or to measures that guarantee having children will not hinder the staff members' career development, are an important part of diversity policies.

1.46 The graphs below show that the breakdown of the **marital situation** of the staff members of the participating Organisations is consistent from one Organisation to another. Indeed, in all Organisations, the vast majority of staff members are married. CERN stands in the median range, with 65%, equal to UNOG. EMBL has the lowest proportion of married staff, with 60%, closely followed by the European Commission with 62%. The EPO has 67% of married staff, and this ratio is 69% at ESA, 76% at ESO and 77% at ITER.

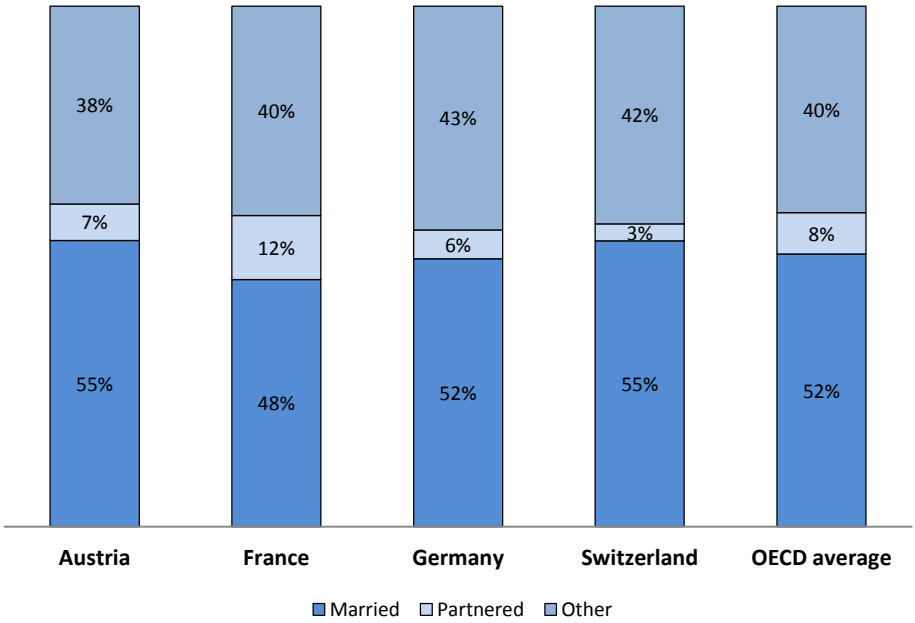
1.47 However, it must be noted that the notion of spouse differs from one Organisation to the other (more details are given later in this study). Therefore, the proportion of partnered couples presented below is not totally comparable from one Organisation to another, as one partnership may be recognised in some Organisations, whereas it may not be in another. It should also be noted that in some Organisations, such as EMBL, ITER, the EPO and UNOG, registered partnerships give rise to the exact same rights as marriage, and have therefore been counted as "marriage". Moreover, it shall be noted that most Organisations – CERN included – do not recognise "cohabitation"; therefore, staff members living in "community of life" status were counted as single.

Figure 11: Marital status in the participating Organisations



1.48 At the scale of countries, the repartition is slightly different, as the proportion of married persons is about 10% higher on average in the participating Organisations than in the OECD countries; concurrently, the proportion of persons with no recognised form of union is 10% lower in the participating Organisation than in the OECD average. The graph below shows the relationship status in four countries (Austria, France, Germany and Switzerland) and the OECD average; the category "Other" accounts for persons who are single, widowed, divorced and/or separated. The data are extracted from Figure 3.8 of the recent OECD report "*Society at a Glance 2014: OECD Social Indicators"*.

Figure 12: Marital status at national level

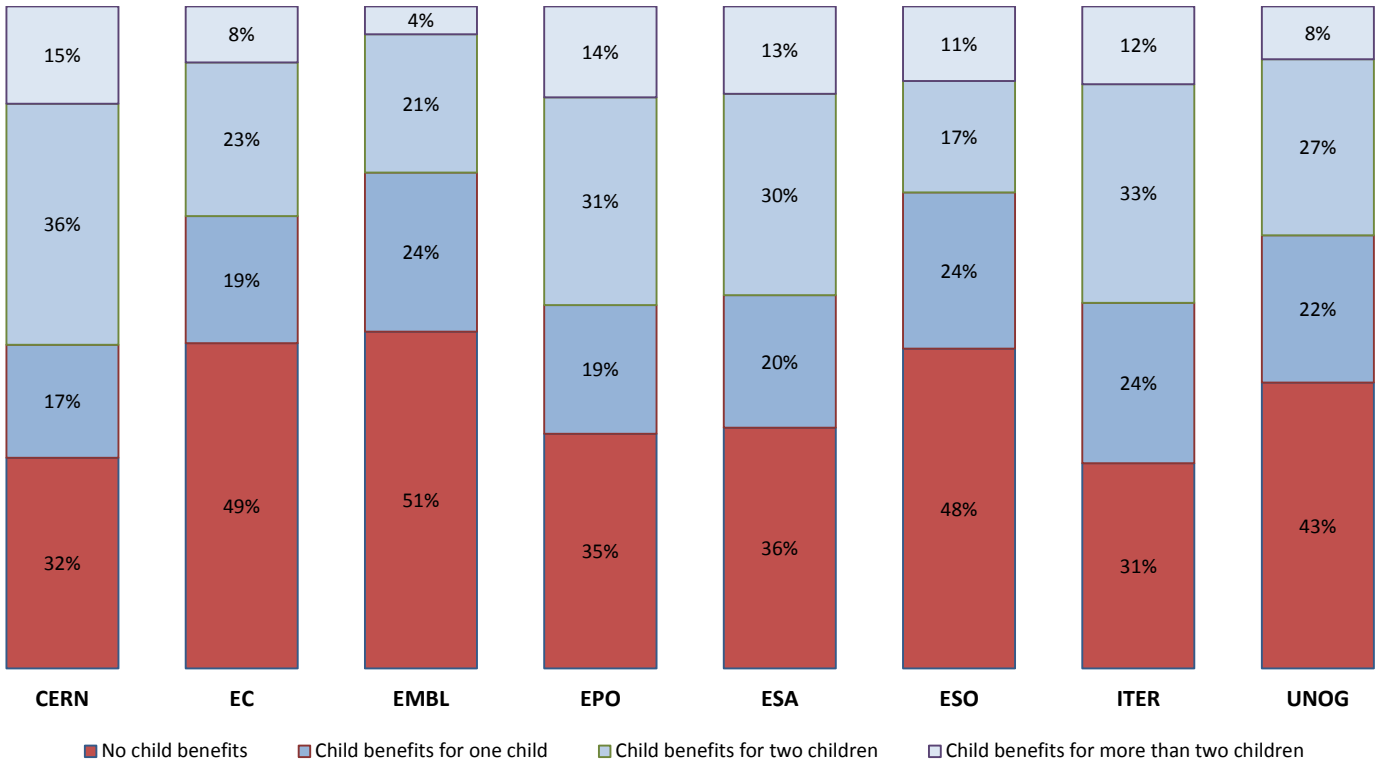


1.49 The graphs hereinafter show the proportion of staff members that are **entitled to child benefits** within the participating Organisations. The situation is rather balanced from one Organisation to another: in most of the Organisations – with the exception of EMBL – the majority of staff members are paid child benefits. In this regard, it may be noted that, in most Organisations, the majority of staff members who are entitled to child benefits are paid child benefits for two children – with the exception of EMBL and ESO.

1.50 CERN ranks amongst the Organisations with the lowest proportion of staff members with no entitlement to child benefits: 32%. This proportion is slightly lower at ITER, with 31%. In the other Organisations, there are more staff members who do not receive child benefits: 43% at UNOG, 48% at ESO, 49% at the European Commission.

1.51 It should be reminded that the following graphs do not show how many children staff members actually have on average – as such data would be particularly difficult to collect – but only the number of children who give rise to the payment of child benefits.

Figure 13: Child benefits



1.52 With regards to entitlement to **benefits for other dependents**, the proportions vary a lot from one Organisation to another.

1.53 This can be explained by the different meanings that "other dependents" may have from one Organisation's staff rules to another's. These notions may be so diverse that no proper conclusions can be drawn from the collected data, without a study dedicated to this point. For example, at CERN, this category basically only refers to the spouse/partner of a staff member when the couple has no child while, in other Organisations, the category may also include benefits for handicapped children or dependent parents or step-parents (with varying definitions from one Organisation to another), when benefits for dependent parents do not even exist at CERN or EMBL.

1.54 In this regard, it can be stressed that benefits for dependent relatives other than children exist at ESA, the EPO, ITER and UNOG; with varying conditions pertaining to the level of kinship or to the actual level of contribution to the person's resources for him/her to be considered a dependent. For example, at UNOG, the Staff Rules provide that "*A father, mother, brother or sister of a staff member shall be considered as a secondary dependant if the staff member provides such a person with not less than half of that person's financial resources, and in any case with not less than twice the amount of the dependency allowance*", whilst at ITER this allowance may only be paid with regards to the father or mother of the staff member or his spouse, and only if this person is older than 65 and lives with the staff member or has resources under the poverty threshold. At ESA, an ex-spouse may also raise entitlement to dependent allowance.

1.55 With this in mind, it may however be noted that there is a group of participating Organisations that show relatively similar proportions of staff members entitled to benefits for other dependents. This group includes CERN, UNOG and ITER, with proportions of respectively 9%, 11% and 18%.

1.56 The results are much lower for the EPO, the EC and ESA, which have very restrictive definitions of "other dependents", displaying respectively 0.3%, 0.6% and 1.5%. At the opposite end, 6% of ESO staff members are entitled to benefits for other dependents.

Conclusion on the introductory comments

1.57 To summarise these preliminary points, it can be concluded that, besides the fact that they are of varied sizes, the participating Organisations are very similar in most aspects regarding their staff composition, with however a remarkable disparity on the first notion that comes to mind when mentioning "diversity": gender diversity.

1.58 The quantitative data show that CERN ranks amongst the best of the participating Organisations when it comes to maintaining a stable ratio of female staff members over the different levels of responsibilities – although with the notable exception of "Top Management". This good result is however moderated by the fact that CERN has one of the lowest overall ratio of female staff amongst the participating Organisations, and that it is therefore less challenging to maintain the proportion of females throughout the whole Organisation. In addition, it should be noted that CERN shows an important disequilibrium with regards to gender balance across the different types of jobs, with a vast majority of female staff in administrative positions, and the opposite in scientific positions. Although the latter conclusion demonstrates that there is still room for improvement, it must be remembered that CERN is not completely responsible for this unbalance, as the recruitment pool in CERN's field of activities is largely composed of males.

1.59 The four following parts of the study will explore various aspects of policies that have an impact on diversity. For each of these topics, it will be of major interest to see where CERN ranks, and where there is room for improvement.

2. Consideration of the evolving nature of family structures

2.1. Over the last decades, the notion of family has been through important changes, principally because national legislations have implemented new forms of unions differing from marriage and, more recently, some countries have integrated the possibility for same-sex couples to enter into various forms of unions, either marital or non-marital.

2.2. The staff regulations of International Organisations are not directly affected by national laws, but they nevertheless have to evolve simultaneously in order to avoid discrimination.

2.3. The main difficulty for International Organisations is that they have to adapt to a variety of situations, as the national laws of all their Member States evolve at a different pace, and not necessarily towards the same point. Yet, the national legislation of the Host State(s) plays a major role in orientating, or at least setting the tone, of what employees will be expecting in terms of recognition of non-marital forms of unions.

2.4. In the context of diversity policies, the lack of recognition of new forms of unions may sometimes amount to discrimination on the ground of sexual orientation and the freedom to choose a marital situation. In so far as this is true, it must however be observed that International Organisations cannot afford to pay complete family benefits to all their staff members regardless of their marital situation. Moreover, it may not necessarily be acceptable for Member States to see their citizens being granted a family status by the Organisation, despite the fact that these individuals would not be legally allowed to such status in their home country. Therefore, many International Organisations have chosen to make some limitative choices, and have implemented limited recognition of non-marital form of unions within their Staff Rules.

<u>Recognition of non-marital unions within the framework of family allowances</u>

2.5. Unsurprisingly, all of the participating Organisations recognise non-marital unions for the purpose of some (or all) of their financial and social benefits.

2.6. At ESA, although civil partnership is fully recognised as equivalent to marriage, it is specified that in cases where the national law of a Member State provides for different types of registered partnerships, only those types of partnership which give rights closest to marriage under national legislation can be recognised within the Agency, since the consequences of such recognition will be full assimilation to marriage. This is purely hypothetical as, to our knowledge; there are no countries in which different types of registered partnerships are recognised by national law. However, such rules enable ESA to clarify certain situations. Indeed, in some countries where registered partnerships are recognised by national law, cohabitating couples may also enter into a legal agreement which defines the status and obligations of both individuals; in those situations, there is a legal form of union with effects under national law, but these effects are not as close to marriage as a registered partnership would be, so ESA would not grant such couple the same rights as a married or partnered couple. This situation may occur for example in France or Belgium, where registered partnership is respectively the "*Pacte Civil de Solidarité"* (PACS) and the "*Cohabitation Légale*", but where cohabitating couples may also have a form of legally recognised union through respectively the "*Certificat de Concubinage*" and the "*Contrat de Vie Commune*".

2.7. At the EPO and the European Commission, non-marital forms of unions are only recognised when the partners are not in the legal capacity of getting married: this is assessed by virtue of the law of the country of residence for EPO staff and, at the European Commission, the partnership must be recognised by a Member State, either the country of residence or the country of citizenship. In

other words, in these two Organisations, only married couples are entitled to family benefits, unless a couple does not have the capacity to get married – most of those cases being related to the absence of same-sex marriage in the national legislations concerned. The major issue with this orientation is that it does not leave a margin of appreciation to staff members who have the capacity of either getting married or entering into civil partnership: when both possibilities exist, those staff members have the obligation to get married if they want to be entitled to family benefits.

2.8. Nevertheless, the staff members of most of the participating Organisations do not have to make such a choice, as these Organisations recognise civil partnership as equivalent to marriage with regards to many social benefits. By doing so, these Organisations are able to limit the interference of national legislation, and this requires less administrative follow-up.

2.9. It must also be noted that the European Commission may recognise cohabitation (or "community of life") as equivalent to civil partnership. This allows couples who cannot get either married or enter into civil partnership, to be entitled to family benefits regardless of the legal hindrances at national level. The European Commission is the only Organisation studied that allows for such recognition. Nevertheless, such recognition would be difficult in the Organisations that already allow for an equivalent recognition of marriage and civil partnership, as this would result in granting family benefits to almost all of their staff members.

2.10. EMBL also recognises cohabitation, as long as the situation of the couple satisfies the criteria of the Organisation's own definition of such a union. It should however be noted that the application of this rule to couples in community of life is purely hypothetic, at EMBL does not have any such case at the moment.

2.11. The vast majority of the studied Organisations base their recognition of civil partnership on the law of their Member (or Associated/Observer Member) States, with the notable exception of EMBL and ITER, in which a civil partnership may be registered in any country.

2.12. Interestingly enough, as a consequence of the Organisations basing their recognition of marriages on national legislations, it can be inferred that – unless otherwise stated in internal regulations – there would not be any legal obstacle to the Organisation recognising a marriage that would not be authorised under the law of the Host State(s) such as, for example, marriages that are polygamous or in which the two spouses have a close blood relationship. However, in practice, it may be politically complicated for an International Organisation to grant recognition to a form of marriage that would be contrary to what the national legislation of the Host State(s) allows – but it may as well be difficult not to recognise a marriage that was legally contracted in another country; therefore, the Organisation's margin of appreciation has to be used with care.

2.13. There is more flexibility regarding the recognition of registered partnerships and, in addition to what is provided for by national law, several Organisations have implemented their own rules regarding the recognition of these forms of unions. For example, at ESA and the European Commission, the Staff Rules specify that there shall not be any such blood relationship between the partners that would preclude their marriage under the relevant national law, and neither of the partners shall be already married nor shall he/she have already entered into another registered partnership.

Figure 14: Recognition of non-marital forms of unions

	Recognition of registered partnership according to the law of…		Recognition of cohabitation
	Member, Associate and/or Observer States	Any country	
CERN	x		
EC	x		x
EMBL		x	x
EPO	x		
ESA	x		
ESO	x		
ITER		x	
UNOG	x		

2.14. Most Organisations do not have a dedicated process to deal promptly with evolutions within national legislations. In fact, such process is relatively unnecessary when civil partnerships are recognised as fully equivalent to marriage; but it is however important for the Organisation to be aware of the appearance of new forms of unions, and this necessitates some monitoring. CERN and ESO integrate those evolutions in the five-yearly process of reviewing the financial and social conditions of members of their personnel. At EMBL, integrating the evolutions of national legislations within the Organisation's staff rules is one of the mandatory tasks of the EMBL Administration and Council delegates who regularly review and analyse national legislation and adapt the Organisation's rules and regulations accordingly. The EPO also monitors the evolutions of the legislation of its member countries, in order to guarantee that when same-sex marriages are not allowed, the EPO internal regulations would recognise registered partnerships.

2.15. In an International Organisation, the main purpose of the recognition of civil partnership as equivalent to marriage is to allow partnered couples to be entitled to the same family benefits as married couples. This is why the reality of the recognition of civil partnerships in the participating Organisations may be assessed through a comparison of the entitlement to family benefits for married couples and for partnered couples.

2.16. In all of the studied Organisations, **health insurance** is granted to couples with a recognised partnership in the same way that it is for married couples. The European Commission also offers health coverage to non-marital unions that would not, in other regards, be recognised as equivalent to marriage.

2.17. Most of the Organisations grant **family allowances** identically to all types of recognised unions, but CERN is the only exception, as CERN only grants family allowances to partnered couples when they have at least one dependent child, whilst married couples do not need to have a dependent child to be entitled to family allowances. Therefore, of all the studied Organisations, CERN has the most restrictive policies regarding the entitlement of partnered couples to family allowances.

2.18. In all the participating Organisations, **child allowances** are granted to partnered couples in the same way as they are to married couples – although this may vary at CERN for reasons of filiation, as later shown in this report.

2.19. At the European Commission, the EPO, ESA and UNOG, the **expatriation allowance** is paid similarly to married or partnered couples. In this regard, CERN offers less favourable conditions, as special benefits for staff members on international assignment are paid differently to a married couple: removal and travel expenses, as well as any installation and reinstallation indemnity, are paid according to the number of family members but, registered partners are not considered as a family member; therefore, partnered couples are not favourably treated.

2.20. ESO offers the least favourable conditions, as no expatriation allowance is paid at all when the staff member is not married; and ITER and EMBL do not have any proper expatriation benefits, although EMBL has a somehow comparable "non-resident allowance", which is paid at a higher rate when the staff member has a spouse or partner.

2.21. In most of the participating Organisations, **home leave** is paid identically to partnered couples as it is to married couples. CERN is the only exception: for the same reasons as for the benefits for internationally-recruited staff, partners are not considered as family members and therefore do not give rise to the same home leave as a spouse.

2.22. CERN is also the only organisation to differentiate between partnered and married couples with regards to **special leave for family reasons**: at CERN, staff members with a spouse are entitled to special leave for marriage, death of spouse or death of a parent-in law, but partnered staff members cannot benefit from analogous benefits.

2.23. With regards to the **pension for surviving spouse or partner**, the situation varies. Most Organisations grant the same benefits with regards to either a deceased spouse or partner (EC, EMBL, EPO, ESA and ITER); whereas this is not the case in some others. At CERN, for example, benefits in the event of death are paid to the family but, as the partner is not considered a family member, the partner is thus not entitled to those benefits. ESO being a member of CERN Pension Fund, also applies the same rules.

2.24. Lastly, a noteworthy particularity of UNOG must be considered. Officials of the United Nations are all affiliated to the United Nations Joint Staff Pension Fund (UNJSPF), which has its own interpretation of national legislations, and this interpretation may differ from UNOG's. A flagrant example is the case of the French PACS, as this non-marital union is not recognised by the UNJSPF as equivalent to marriage, although it is considered by UNOG as equivalent to marriage. Thus, because of this autonomous assessment of the recognition of registered partnerships, a "*pacsed*" pensioner of UNOG will not be entitled to family benefits, even though this partnership was assimilated to marriage when the individual was employed by UNOG.

Figure 15: Entitlement to social benefits for a staff member's recognised registered partner,

		CERN	EC	EMBL	EPO	ESA	ESO	ITER	UNOG
Health insurance	Identical	x	x	x	x	x	x	x	x
	Different								
	Not granted								
Family allowances	Identical		x	x	x	x	x	x	x
	Different	x							
	Not granted								
Child allowances	Identical	x*	x	x	x	x	x	x	x
	Different								
	Not granted								
Expatration benefits	Identical		x	x	x	x			x
	Different	x						n/a	
	Not granted						x		
Home leave	Identical		x	x	x	x	x	x	x
	Different	x							
	Not granted								
Special leave	Identical		x	x	x	x	x	x	x
	Different								
	Not granted	x							
Survivor's pension	Identical		x	x	x	x		x	
	Different								
	Not granted	x					x		x

* may vary depending on filiation

2.25. Overall, CERN's recognition of civil partnerships may only be assessed as partial, or at least as not matching the level of most other Organisations. Indeed, there is little use in recognising civil partnerships when this is not followed by perceptible effects, such as equal entitlement to family benefits when compared to married couples. In concrete terms, CERN is the only one of the studied Organisations that does not grant partnered couples the same rights for family allowances, home leave and special leave for family reasons. This lack of recognition is also regrettable for pension issues, as the death of a CERN staff member would leave his/her partner without any sort of social coverage from CERN.

Recognition of step children

2.26. The **recognition of step children** within the context of family allowances is directly linked to the topic of recognition of non-marital forms of unions: if the partner of a staff member is recognised as having equivalent rights to a spouse, it is coherent to adopt a similar approach for the child(ren) this partner may have.

2.27. Nevertheless, it must be noted that non-automatic recognition of step children may be rightfully justified by the prioritisation of filiation over actual dependency. However, prevailing filiation over dependency is a rather conservative approach that may not always correspond to the rationale of family allowances, which is to support staff by covering extra costs due to the presence of family members.

2.28. In this regard, EMBL, ESA and ESO have a very favourable approach, as any child from someone who is not a recognised spouse or partner but lives under the roof of the staff member may be recognised as a "dependent child", for as long as there is effectively a situation of dependence. At ESA, this goes even further, as a child without any filiation to the staff member or his/her spouse/partner may also be recognised as a dependent child, subject to the discretion of the administration.

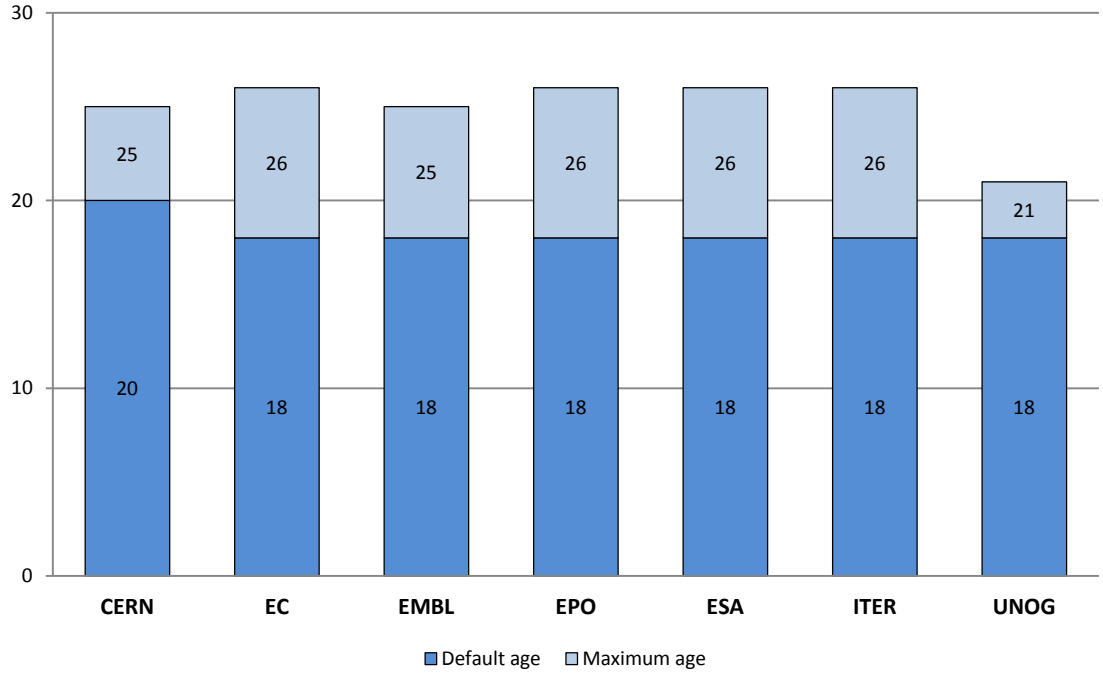
2.29. The EPO, UNOG and the European Commission would recognise the step child only if the parent is married or has entered into a civil partnership with the staff member. As previously stated, CERN is more restrictive, as a step child may only be recognised if the staff member is married to the parent of the child.

2.30. Contrary to all the other studied Organisations, ITER has a rather conservative approach, as a step child cannot be recognised as dependent, unless the staff member has a formal legal obligation of maintenance.

2.31. These differences in the modalities of recognition of step children set apart, the benefits granted to step children are identical to benefits granted to any other staff member's child, in all the participating Organisations: health insurance, family allowances, child allowances, home leave, and pension as orphan – except for ITER where step children are not recognised by default.

2.32. The picture of the recognition of step children cannot be complete unless CERN's definition of a "dependent child" is benchmarked against those of other Organisations. First, it must be noted that all of the Organisations recognise by default children as dependents up to a certain age. With the notable exception of CERN, where this age is 20, all of the participating Organisations grant dependent status to children by default until age 18. In all Organisations, the recognition of dependent status for children can be extended, in situations where the child is receiving full-time education or vocational training; this is up to age 25 at CERN and EMBL, age 26 at the European Commission, the EPO, ESA and ITER, but only up to age 21 at UNOG. Therefore, on this aspect, CERN is in an intermediate position: whilst having the most generous default recognition of dependent status for children (in terms of age), CERN has one of the lowest values for the maximum age up to which such status may be granted – although the difference with the most common value is only one year.

Figure 16: Age of entitlement to dependent child status



2.33. Additional conditions for assessing dependent status may vary from one Organisation to another; for example, ITER, the EPO and UNOG Staff Rules do not specify that the child must be unmarried, while this is clearly stated in the Regulations applicable at CERN, EMBL and the European Commission. There may also be other criteria, such as the professional activity of the child (and the corresponding remuneration above which a child may lose the "dependent" status) or a certain level of disability, above which the child is recognised as a dependent regardless of the condition of age.

3. Support structures for spouse/partner employment

3.1. As shown in the introductory part of this report, most staff members of the participating Organisations are internationally recruited, and the majority of them are married or partnered.

3.2. Although these staff members move because they have found a job, the integration of their spouse or partner may be a source of difficulties; for example, if the duty station is located in a country where a different language is spoken, or because the profile of the spouse/partner makes it difficult for him/her to find a new job in the area surrounding the duty station.

3.3. In order to favour the recruitment of staff members with the most varied family situations, it may be advisable to implement measures that favour the integration or employment of the staff member's spouse. Indeed, the capacity of the spouse/partner to be employed in the new place of residence may be critical to certain new employees, who may then decline a job offer if such possibilities are not granted. Therefore, in addition to improving the diversity of staff members' backgrounds, support structures for spouse/partner employment are also a way to improve the Organisation's attractiveness to new qualified employees.

3.4. In most of the participating Organisations – with the exception of ITER – some measures are set in place to support dual career couples and/or help integration of the spouse or partner, but structures are of very variable kinds and sizes from one Organisation to another.

3.5. It is at CERN, EMBL, the EPO and ESO that these structures are implemented for the widest range of people, as the person living with the staff member may benefit from these measures regardless of their form of union, even if the couple is just in common life status. In the other participating Organisations, the individual has to be either married or have registered partner status.

Structures for dual career couples

3.6. None of the participating Organisations have implemented **dual employment** measures, i.e. specific measures for having both spouses/partners working in the Organisation. There is no formal rule against such type of employment in any of the Organisations – except for the fact that couples may not work in reporting line with one another – but no guidelines either. It is indeed particularly difficult to set up a dual employment scheme, especially in scientific Organisations whose field of activity is very specific. Neither are there **dual career networks** in most of the Organisations, i.e. a formal network allowing for both spouses/partners being employed (with possibly different employers), with the exception of ESO (but no supplementary details were provided by this Organisation).

3.7. While not all of these Organisations have formal dual career or dual employment measures, some of them do have a proactive approach to support employment of their staff members' spouse/partner.

3.8. For example, ESO has a **career counselling service**. In addition to also having a career counselling service that gives advice on ways of approaching looking for work in Belgium, the "Welcome Office" of the European Commission organises job hunting seminars, in conjunction with professional trainers.

3.9. UNOG does not have career counselling as such but, similarly to CERN, spouses of internationally recruited staff members are supported in their efforts to obtain relevant work permits at the duty stations; in particular, in Geneva, efforts are made to support a request for a "*Permis Ci*" – which is a special work permit that may be delivered by the Swiss cantonal

administration to the family members of an international civil servant. There is also informal career counselling provided by EMBL, upon request by the staff member's spouse or partner.

3.10. ITER also has a "Welcome Office", which is in charge of helping the newcomers and their families with formalities at their arrival in France, including assistance with finding accommodation and relocation, integration activities and language training.

3.11. CERN does not provide the spouse or partners of its staff members with any comparable program, but it must be noted that information on local job market or advice may be occasionally and informally provided by the Social Affairs service or HR advisors.

3.12. Support structures for spouse/partner employment are open to both international and local staff members at CERN, the European Commission, the EPO and ESA. However, only staff members on international assignment are entitled to such measures at EMBL, ESO and UNOG.

Structures for social integration

3.13. Social life integration might be the first step for spouses towards integration into the job market through, for example, the development of a network or language learning.

3.14. The most common support measures for spouse/partner employment are **spouse networks** and **language training**.

3.15. Indeed, all of the participating Organisations have social clubs, to which spouse and partners of staff members are allowed to participate. In particular, CERN, UNOG and the European Commission have special programs to help newcomers to settle at the duty station and to get to know new people. The EPO also has a spouse network, subsidised by the Organisation.

3.16. Language training is available at CERN, ESO, ITER, the EPO, UNOG and the European Commission. At the European Commission, those classes allow spouses or partners to learn a "survival level" of English, French and/or Dutch. At CERN and UNOG, access to language classes is subject to charge.

3.17. Finally, none of the participating Organisations provide their staff members with support measures such as the grant of a **lump sum for training purposes** or, when the spouse/partner cannot travel to the duty station, the **coverage of long-distance commuting expenses**.

3.18. It should however be noted that this is compensated at CERN by the payment to new expatriate staff members of a higher amount of travel/removal/installation indemnities when they move with their family members. In comparison, it can be noted that UNOG staff members can be placed on "special leave without pay" in order to accompany their spouse who resides away and moves to the duty station.

4. Support structures for new parents and families

4.1. Support structures for new parents and families are essential for the long-term preservation of diversity. Two main aspects have to be covered by the specific staff regulations in order to ensure that family-related policies do not deter staff members from building a family: the career of future parents must be protected, and particular care must be provided for female staff members, who are the most affected by the birth of a child.

4.2. In a context of modernisation of family-related policies, it is also necessary to pay attention to the situation of same-sex couples, as well as parents who adopt a child.

4.3. Finally, before proceeding to the detailed analysis, it must be noted that benefits such as maternity leave and family-related leave may be important criteria for new staff members to apply for a post in an Organisation. Therefore, this factor has an influence on the attractiveness of the Organisation.

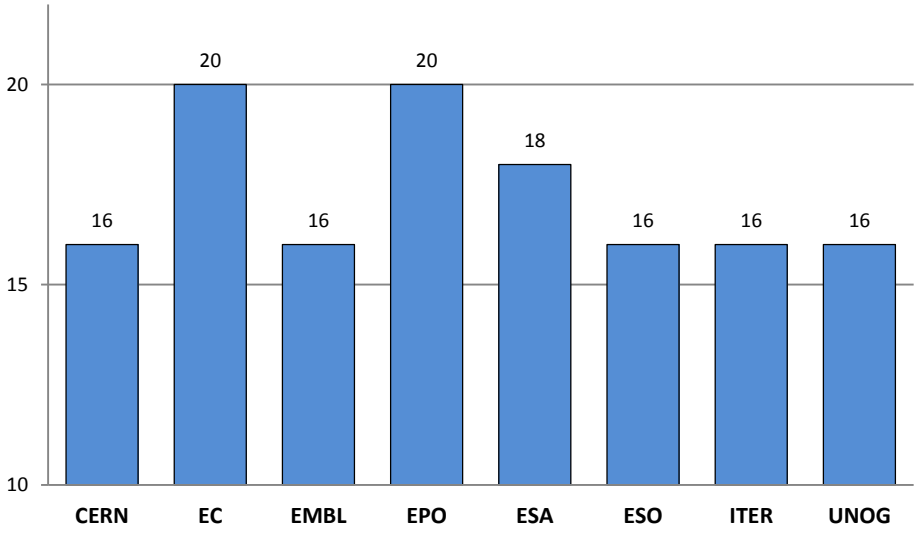
Birth and adoption leave

Maternity leave

4.4. All of the participating Organisations provide for continued remuneration during maternity leave and, in all the Organisations, 100% of the remuneration is paid during the leave.

4.5. 16 weeks is the most common duration for maternity leave, it is applied by CERN, EMBL, ESO, ITER and UNOG. This value is notably equal to the duration of maternity leave under French law, but higher than the 14 weeks provided for by the Swiss Federal law. However, there are higher durations in the three other Organisations: 18 weeks at ESA and 20 weeks at the European Commission and the EPO.

Figure 17: Duration of standard maternity leave (in weeks)



4.6. All the Organisations grant additional days, subject to specific conditions.

4.7. The most common conditions under which additional days are granted are conditions relating to the specificities of the pregnancy and delivery of the child.

4.8. Multiple births give rise to 2 additional weeks at EMBL, 3 additional weeks at CERN and ESO, 4 weeks at the European Commission and the EPO, 10 weeks at ESA. ITER grants a particularly high number of additional weeks of maternity leave in case of multiple births: 18 additional weeks for the birth of twins, to which another 12 weeks are added in the case of the birth of triplets or more children.

4.9. Maternity leave may also be extended if the mother already has children. In this case, 3 additional weeks are granted at CERN and ESO from the birth of the second child. Some Organisations do not grant additional days from the birth of the second child, but from the birth of the third child: 4 weeks at the EPO, 8 weeks at ESA, and 10 weeks at ITER.

4.10. Finally, maternity leave may be prolonged for health reasons, such as premature birth (at CERN, EC, EPO and ESO), or birth of a disabled or ill child (at the EC, the EPO and ESA). In these cases, 3 additional weeks are granted at CERN and ESO and 4 weeks at the European Commission and the EPO; at ESA, this extension is possible under production of a medical certificate, but then it is deemed to be sick leave. UNOG has the most restrictive approach, as additional days may only be granted on a case by case basis, where complications are caused to the child and/or the mother at birth.

4.11. At CERN and ITER, there is also a "breastfeeding leave" in addition to the maternity leave. This additional leave is 2 weeks at ITER and 4 weeks at CERN. At UNOG, there is no breastfeeding leave, but breastfeeding mothers may have up to 2 hours per day off, for up to one year, in order to accommodate breastfeeding.

4.12. CERN is the only of the studied Organisations to provide a specific extra maternity leave for single mothers: 3 weeks; however, this cannot be cumulated with the extra leave that is granted in case of multiple birth or from the birth of the second child.

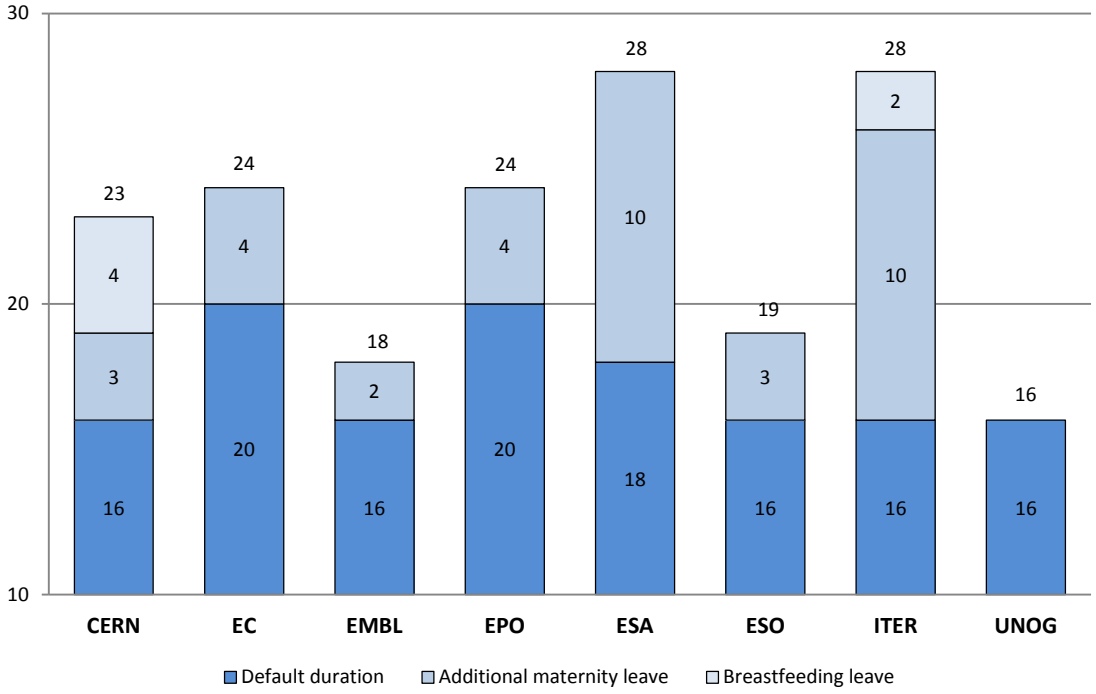
4.13. At ESA, two extra days of special leave may be granted, at the discretion of the Head of Personnel.

4.14. Finally, it can be noted that in all Organisations for which such data were available, regular maternity leave may only start not earlier than 6 weeks before the expected date of confinement (CERN, European Commission, EPO, ESA and UNOG) – although this may be extended to 8 weeks at ESA in case the household already has two dependent children.

4.15. The graph hereinafter summarises the theoretical maximum length of maternity leave in the participating Organisations. Because of the variety of the different forms of additional days of maternity leave and how these additional days may be combined together, this graph has to be read with caution, and a few preliminary comments must be made. First of all, UNOG has the shortest duration of all, but, although the staff rules do not provide for specific additional days (and this does not preclude the Organisation from allowing additional days on *ad hoc* basis), it should be noted that this is counterbalanced by the fact that paternity leave at UNOG is by far the longest amongst the participating Organisations, thus encouraging fathers to be effectively present during the post-birth period. Conversely, ITER has the longest possible duration of maternity leave (46 weeks), but this is only applicable in the rare event of the birth of triplets; because of the rarity of such occurrence, this graph only shows the additional days granted from the birth of the third child of the staff member, raising the total length to 26 weeks, to which 2 further weeks may be added for breastfeeding. Regardless of this, ITER is still on top of the graph, *ex aequo* with ESA. CERN is in the highest range, but this is due to the very favourable length of the breastfeeding leave, although this does not

amount *stricto sensu* to maternity leave – in fact, if breastfeeding were not included in this graph, CERN would rank in the bottom half of the participating Organisations.

Figure 18: Maximum duration of maternity leave (in weeks)



4.16. Contract termination during maternity leave may prove particularly problematic for staff members who were appointed under definite-term contracts, and whose maternity leave goes beyond the expected date of end of employment. However, the staff regulations of all the studied Organisations are very protective in this regard.

4.17. At CERN, Staff Rule II 4.21 provides that "*Female employed members of the personnel shall be entitled to remunerated maternity leave during which no decision may be taken to dismiss them*.", and the Rules at EMBL, EPO and UNOG are equivalent.

4.18. The situation is even more protective at the European Commission, where the period of notice for termination of a fixed-term contract cannot commence from the beginning of pregnancy until the end of maternity leave. The period of notice is the period preceding the normal date of end of a fixed-term contract (between 1 and 3 months, depending on seniority), during which the contract may be terminated earlier, either by the servant or the institution.

4.19. At ESA, in the event of a fixed-term appointment reaching its last day during maternity leave, the post may be declared vacant at the date of expiry of the contract, but the staff member concerned shall retain her entitlement to emoluments (salary, allowances and indemnities) and other benefits.

4.20. For such a thorny topic, it is interesting to examine the law of the host countries of the Organisation. In Switzerland, the laws provide for at least 80% of remuneration to be maintained during maternity leave, but there is no obligation for the employer to keep on paying this remuneration beyond the last day of a fixed-term contract.

4.21. In France, the situation is different, as remuneration does not have to be maintained during the maternity leave, and the date of termination of a fixed-term contract is not postponed; thus, a contract may be terminated while the mother is on maternity leave. However, there is a major difference between the situation of French employees and international civil servants: in France, allowances are paid throughout the maternity leave by French social security, and therefore the employment situation does not necessarily affect the remuneration perceived by the person on maternity leave. At the contrary, international civil servants in most Organisations, if dismissed by the Organisation, may not be covered by a social security scheme anymore, and therefore lose their remuneration – although this is not completely pertinent for CERN, which has an unemployment scheme that covers such loss of remuneration for former staff members (but not for fellows).

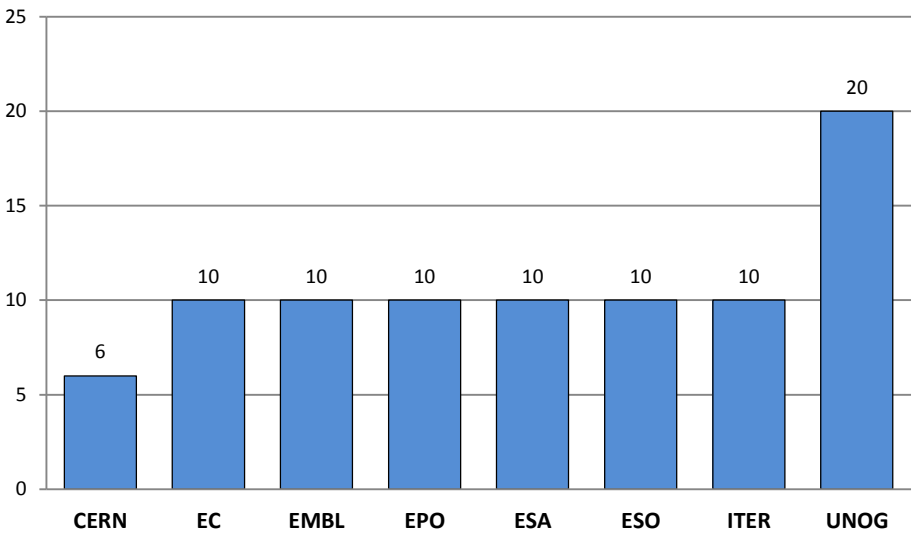
Paternity leave

4.22. Paternity leave does not have to be as substantial as maternity leave, especially because fathers do not need the same physical recovery as mothers after the birth of a child. Nevertheless, paternity leave cannot be excessively short either, as it is now considered as rather normal for the father to be able to spend some time with his newborn child, and to assist the mother during the first days of parenting. In this regard, it may be noted that the European Union has influenced many European countries (see European Parliament legislative resolution P7_TA(2010)0373), which have now taken measures to safeguard the right to such leave – although the legislative evolutions tend to focus on improving parental leave for fathers, rather than changing the framework for paternity leave.

4.23. As with maternity leave, remuneration is maintained at 100% during the complete duration of the paternity leave in all the participating Organisations.

4.24. However, there are significant variations amongst the Organisations. First of all, paternity leave at CERN has the shortest duration amongst the participating Organisations: 6 days. The most common duration is 10 days, which is applied at the European Commission, EMBL, the EPO, ESA and ESO. At ITER, the duration of paternity leave is 3 working days plus 11 calendar days – it is thus equivalent to the duration of paternity leave at the EC, EPO, ESA and ESO. Finally, UNOG has by far the longest paternity leave: 4 weeks.

Figure 19: Duration of standard paternity leave (in days)



4.25. Logically, the variety and duration of additional days that may be granted is lower than for maternity leave.

4.26. First of all, it must be noted that EMBL, the EPO, ESO and ITER do not grant any sort of additional days of paternity leave.

4.27. ESA and UNOG may grant some additional days, on a case by case basis. At ESA, it would be a maximum of 2 days of special leave, whereas this would be 4 additional weeks at UNOG.

4.28. At the European Commission and at CERN, the staff regulations provide for specific reasons that may justify additional days. Thus, at CERN, paternity leave may be extended for 3 days in case of multiple births. At the European Commission, 2 additional days are granted from the birth of the second child, and 10 additional days are granted in case of the birth of a disabled or seriously ill child.

4.29. It must be noted that, while paternity leave at CERN is shorter than in any other participating Organisation, CERN allows that this leave be taken in a flexible manner: the father may take the leave in several instalments, but the whole entitlement must be taken during the year following the birth. The same possibility exists at EMBL, but the 10 days of leave must be taken within six months after birth.

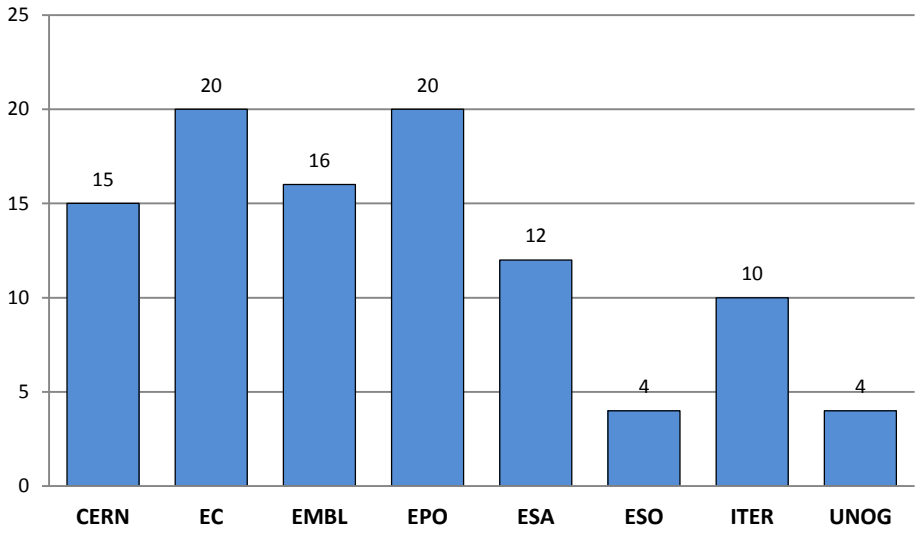
Adoption leave

4.30. Adoption leave has to meet some needs that are different than what is necessary following the birth of a child. Although this leave is shorter in most Organisations than the maternity leave, it is significantly longer than paternity leave in most of the cases. Like maternity and paternity leave, adoption leave is remunerated at 100% for the duration of the leave.

4.31. In two Organisations, duration of the adoption leave is significantly shorter than in others: 4 weeks at ESO and UNOG, although it is 8 weeks at UNOG for staff members on international appointment in non-family duty stations – which are duty stations in which the staff member's dependents are restricted from being present, for reasons of safety and security.

4.32. The duration of adoption leave is 10 weeks at ITER, 12 weeks at ESA, 15 weeks at CERN, 16 weeks at EMBL and 20 weeks at the European Commission and at the EPO.

Figure 20: Duration of standard adoption leave (in weeks)



4.33. It is interesting to note that, similarly to paternity leave, CERN uses a flexible approach, as the adoption leave may also be taken in more than one instalment – but the whole entitlement must be taken during the six months following the child's arrival.

4.34. CERN and ESA do not provide the possibility to increase this standard duration. EMBL does not have specific additional days for adoption leave either, but the leave can be extended at the discretion of the Director-General.

4.35. At the European Commission and at ESO, multiple adoptions on the same date give rise to an additional 4 weeks of adoption leave. The European Commission and the EPO extend the adoption leave for the same 4-week duration if the adopted child is disabled or seriously ill, and ESO gives 11 additional weeks if the adopted child is under 6 years of age.

4.36. ITER gives the highest number of additional days, with 12 additional weeks in case of multiple adoption, and 8 additional weeks if the staff member has already 2 dependent children.

4.37. The EPO implemented a restrictive measure, depending on the employment situation of the staff member's spouse or partner: if this person is in less than half-time paid employment, then the staff member may only be granted 10 days' special leave.

4.38. In all of the participating Organisations, same-sex couples are entitled to the same adoption leave than different-sex couples.

4.39. Finally, in all of the participating Organisations, the duration of either the birth or adoption leave has to be shared between both parents when the two of them are staff members of the Organisation.

Leave for family reasons

4.40. The availability of leave for family reasons provides staff members with the ability to take care of unpredictable family-related matters, whilst limiting the impact that absence resulting from such events may have on their career.

Parental leave

4.41. Within the context of this study, "parental leave" differs from maternity/paternity/adoption leave, as it is a specific type of leave devoted to the care of a child beyond the birth-related period of leave.

4.42. In most Organisations – including CERN – parental leave is not remunerated. ESA stands as an exception, in which the staff member concerned remains entitled to 30% of his/her remuneration during the first two months. At the European Commission and the EPO, remuneration is not maintained, but the staff member is entitled to a specific allowance; this monthly allowance currently amounts to EUR 911.73 at the European Commission (plus one third for isolated parents or parents with a disabled child), and to about EUR 990 at the EPO (more precisely: 25% of the basic salary for grade B3, step 3). The amount paid by the EPO may be extended for single parents or for fathers who wish to take additional leave while their spouse or partner is on maternity leave; then, the monthly allowance is about EUR 1300 (a third of the basic salary for grade B3, step 3).

4.43. The maximum duration of parental leave varies a lot from one Organisation to the other, with 2 months at ESA, 3 months at CERN and ESO, 120 days at the EPO, 6 months at the European Commission, 36 weeks at EMBL and up to 2 years at UNOG. In addition, it must be noted that parental leave at the European Commission cannot be shorter than one month, whilst at CERN

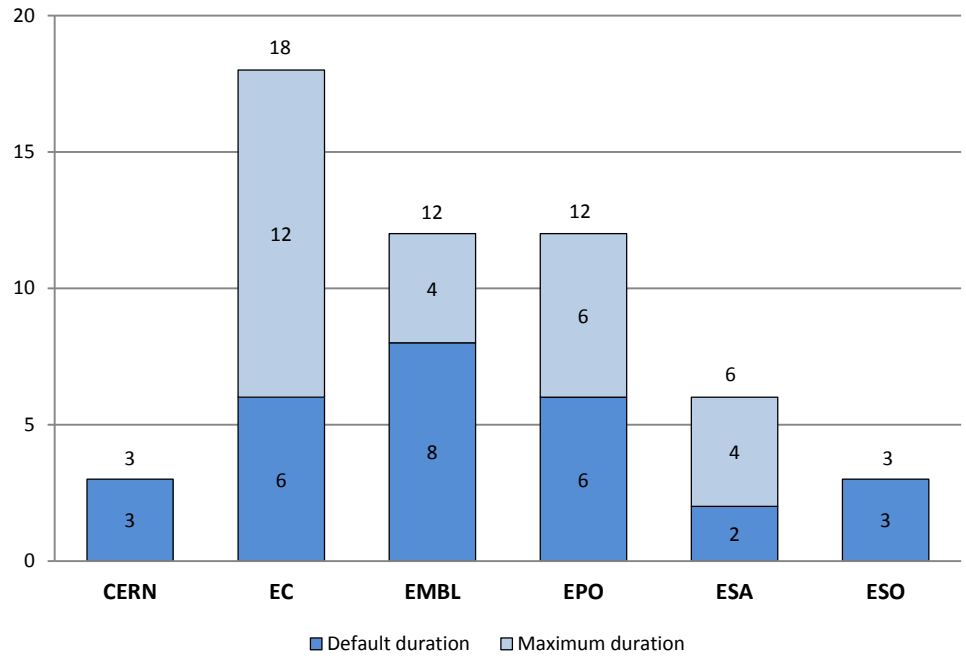
parental leave has to be at least ten days long. There is no proper parental leave at ITER, but ITER staff members may take up to 45 days of unpaid leave every two years in case of family reasons.

4.44. Parental leave can be taken either in the form of full-time or half-time leave, at the European Commission and the EPO.

4.45. The duration of the leave may be extended, at the discretion of hierarchy, by 4 (unpaid) months at ESA, 6 or 12 months at the European Commission (for single parents, disabled or severely ill child). At the EPO, the duration of parental leave is doubled (and is then equal to 240 days) for single parents. Similarly, at EMBL, the maximum duration of parental leave is a total of 52 weeks (equivalent to a year) when added to the duration of the maternity leave that was taken. At UNOG, parental leave may be extended by up to two additional years. CERN and ESO do not allow for any extension of the parental leave.

4.46. The graph hereinafter shows the different durations of parental leave amongst the participating Organisations. Contrarily to the other family-related leaves, both default and maximum durations of parental leave are comparable. UNOG was not included in this graph, for readability purposes, as the particularly important duration of parental leave in this Organisation would have affected the scale of this graph. CERN, along with ESO, has the shortest duration for parental leave, and both Organisations are also the only ones not to grant any additional day – with the exception of ITER, where there is no parental leave.

Figure 21: Duration of parental leave (in months)



4.47. Parental leave usually has to be taken within a limited period of time following the child's birth. This period is 3 years at CERN and ESA, 12 years at the European Commission.

4.48. Parental leave may be taken part-time at ESO and the European Commission.

4.49. At the European Commission and ESA, staff members continue to pay their contribution to the Social Security Scheme and Pension Scheme during parental leave; they are therefore entitled to

the relevant benefits. Staff members on parental leave also continue to be entitled to the payment in full of the dependant allowances and education allowance. At the EPO, the same applies for social security, but contribution to the Pension Scheme is suspended after one month, unless the staff member asks to become a voluntary member. In addition, it should be noted that at the European Commission and the EPO, the full contribution to the social security scheme is borne by the institution, but only when parental leave is full-time.

Other forms of leave for family reasons

4.50. In all of the participating Organisations, there is a variety of other family-related leaves.

4.51. The most common form of leave is paid special leave in the event of sickness of a close relative. The duration of this special leave can be up to 5 days at ITER and the European Commission, up to 7 days at CERN, UNOG and ESO, up to 8 days at ESA and up to 10 days at EMBL. In addition, it should be noted that, at CERN, 5 extra days of special paid leave may be granted to single parents in the event of serious illness of a child. At the EPO, staff members are entitled to a predetermined total of 180 working days of special family leave over their career.

4.52. At EMBL, the special leave of up to 10 days per year is devoted to nursing a dependent child at home, and expires when the child reaches 12 years of age. Entitlement to this special leave is extended to 20 days per year for single-parent families, and 25 days per year where there are 3 or more dependent children under 12 years of age (50 days in this case for single-parent families).

4.53. All the Organisations also have special leave for a number of other cases, such as marriage (of the staff member or of a close relative), death of a relative, change of residence… the duration of which usually varies between 1 and 5 days.

4.54. The Staff Rules for most of the participating Organisations also provide for unpaid compassionate leave, to take care of a close relative. The duration of this leave cannot exceed 2 months at ESA, 3 months at CERN (where it must be taken in fractions of 10 days minimum) and ESO (where the leave has to be taken in a single instalment), and 9 months or 18 months at the European Commission; whether it is taken as a full-time leave or a part-time leave.

4.55. In addition, ESA staff members can ask to be granted a specific status for up to two years, owing the serious illness of the staff member's child, spouse/partner or parent. However, ESA staff members who are placed on "non-active status" are not guaranteed reinstatement.

4.56. The EPO, ITER and UNOG did not mention any form of unpaid compassionate leave.

4.57. Last, it must be stressed that, at CERN, staff members are entitled to take unpaid leave for up to 6 years (subject to a yearly renewal of the agreement). The existence of such a particularly long form of leave is undoubtedly an advantage for staff members, but the counterpart is the administrative and managerial burden linked to the reintegration of these staff members after such an important period of absence.

Consequences on social and financial conditions

4.58. The real availability of unpaid family leave for staff members can only be assessed through an evaluation of their impact on other career aspects and entitlement to benefits. Indeed, staff members may be deterred from taking unpaid leave if such decision encompasses the mandatory loss of most of their social security cover. From the Organisation's point of view, the best option seems to be to leave the choice at the staff member's discretion: while this leaves the choice of receiving social security benefits to the individuals concerned, some other staff members may not

deem preferable to contribute to the Organisation's social protection schemes if they are no longer remunerated.

4.59. For non-remunerated leave, **health insurance** is maintained at the European Commission, EMBL, ESO and ITER. It is optionally maintained at ESA, if the staff member continues to pay his/her personal contributions to the Scheme; it may also be maintained at UNOG, but at the full cost of the staff member. At CERN and the EPO, there is a hybrid situation, in which health insurance is mandatorily maintained if leave duration is less than a month, and optionally maintained beyond this duration, at the normal cost for parental leave, but at full cost for the staff member during compassionate leave. Therefore, none of the participating Organisations mandatorily waive health insurance coverage from the beginning of the leave period.

4.60. The situation varies with regards to **contribution to the pension scheme**: the contribution is maintained at the European Commission, ESA and ITER. At CERN, EMBL, ESO and UNOG, it may optionally be maintained, but at the full cost of the staff member. At the EPO, the situation is hybrid, as contribution is maintained for two months, and then optionally maintained, but only for the "Salary Saving Plan" which is the defined contributions component of the pension scheme. At ESA, the Staff Regulations specify that the contributions to the Pension Scheme are calculated on the basis of the staff member's salary immediately before the start of the leave period.

4.61. **Family allowances**, **child allowances** and **education allowances** are waived in most Organisations: CERN, EMBL, ESO, ITER and UNOG. However, they are maintained at the European Commission and ESA. At the EPO, these allowances are maintained for a month, and waived afterwards, unless the staff member requests to become a voluntary affiliate to the social security scheme. It should be noted that, at CERN, the amount of education allowance that is waived is proportionate to the length of the period of absence over the year.

Figure 22: Entitlement to social benefits during non-remunerated leave

		CERN	EC	EMBL	EPO	ESA	ESO	ITER	UNOG
Health insurance	Maintained	1 month	x	x	1 month	x	x	x	
	Optionally maintained	x			x				x
	Waived								
Family allowances	Maintained		x		1 month	x			
	Optionally maintained				x				
	Waived	x		x			x	x	x
Child allowances	Maintained		x		1 month	x			
	Optionally maintained				x				
	Waived	x		x			x	x	x
Education allowance	Maintained		x		1 month	x	x		
	Optionally maintained				x				
	Waived	x		x				x	x
Contribution to the pension scheme	Maintained		x		2 months	x		x	
	Optionally maintained	x		x	x		x		x
	Waived								

4.62. In summary, this table shows that entitlement to social benefits during non-remunerated family leave at CERN is amongst the least favourable of the participating Organisations. Indeed, CERN, although not systematically the least favourable Organisation, never guarantees a level of social benefits equivalent to the Organisation(s) showing the best results. As a consequence, it can be argued that non-remunerated leave at CERN is less favourable to staff members in this Organisation than in the others.

Childcare facilities

4.63. For new parents, the availability of childcare facilities is an important and reassuring element, which is also a sign of a proactive participation of the Organisation towards its staff members' well-being. Most International Organisations are located in major cities, where finding childcare facilities may be a real struggle for parents, either because there are no places available in private institutions, or because they are not entitled to public crèches or kindergartens. Therefore, childcare facilities are a very significant component of the "social package" available to staff members, and thus their availability is highly beneficial to the Organisation's attractiveness.

4.64. Amongst the participating Organisations, two of them do not have any dedicated childcare facilities, or arrangements with external child care facilities: UNOG and ITER. However, it must be noted that ITER has a dedicated international school, accepting children from 3 years old to *Baccalauréat* age, which was created by France as part of the country's engagements in order to host ITER; this school is considered a French public school. France also erected an international public middle and high school as part of its commitment to co-host CERN; this school has five international sections, leading to a special version of the "*baccalauréat*" or to a dual high school diploma. The European School in Munich is a comparable structure, that is made available to the children of staff members of the EPO. Although the above-mentioned educational institutions were built in the context of the hosting of an International Organisation, it must be noted that these schools are not reserved to the children of the Organisations' staff members.

4.65. ESA has different arrangements, depending on the duty station, and did not provide more details.

4.66. ESO has an agreement with an offsite childcare facility, located within a walking distance from the Headquarters. All staff members, fellows, students and paid associates can benefit from these facilities, as soon as their child reaches 6 months of age. 15 places are reserved for ESO, and the fees are reduced for a full-time placement via financial participation of the Organisation. The ratio of places available per person is difficult to evaluate, as ESO childcare facilities are made available for more people than just the Organisation's 416 officials; the ratio is therefore inferior to 4 places for 100 persons.

4.67. EMBL has on-site childcare facilities, available to all members of personnel, in most of the duty-stations. In Heidelberg, where the HQ is located, as well as in Hinxton (United Kingdom) and Monterotondo (Italy) the childcare facility receives children from 3 months to 6 years of age; in Hamburg (Germany), children are accepted up to the age of 3. The Heidelberg facility has up to 124 places, and is partly financed by the Organisation. With around 750 staff members working in Heidelberg, there are about 17 childcare places for 100 staff members.

4.68. CERN has two on-site care facilities: a crèche for children between the ages of 3 months and 2 years (22 places), and a kindergarten for children aged 2 to 4 years (68 places). The structure also entails an infant school for children from 4 to 6 years old (80 places). Those facilities, partly financed by the Organization and the Staff Association, are accessible to anyone, even for children of persons

not working at CERN, but children of CERN Collaborators (including visiting scientists) have priority. A fraction of the fees may be waived based on the family monthly gross income.

4.69. CERN also has arrangement with two off-site facilities: one in Switzerland and one in France, both of them being for children between the ages of 4 months and 4 years. The Swiss site has 20 places reserved for CERN, including 4 earmarked places in order to address the specific needs of associate members of the personnel who come to CERN for a short period of time, and the French site has 40 places reserved for CERN. For the Swiss site only, 1/3 of the costs are covered by CERN and the city where the facility is located. Overall, CERN offers 150 childcare places (age 4 months to 4 years). As for ESO the ratio of places available per person is difficult to evaluate, as CERN childcare facilities are open to more than the Organization's 3000 employed members of personnel. Therefore the ratio is of the order of 5 places for 100 persons.

4.70. The situation of the European Commission is particular, as the Organisation occupies 60 different buildings in Brussels. A childcare facility is located nearby each group of buildings, for a total of 4 in-house nurseries (for children between the ages of 8 weeks and four years old), with a capacity of around 1250 places; a further 300 places have been contracted to local private nurseries; there is also a childcare service organised in each of the European Schools in Brussels. All these facilities are made available to children of staff members with a contract for a period of 6 months or more. Parental contributions depend on salary and on the number of children in the household but, on average, the European Commission pays around 75% of the running costs and the parents 25%.

4.71. The EPO has an intermediary approach: there are no on-site childcare facilities, but the Organisation subsidised a number of facilities on the local market, in order for those facilities to expand when the demand of EPO staff members exceeds the availability on the local open market. The objective is to encourage the local facilities to reserve places for EPO staff. In addition to this, an agreement with a child-care services provider (R.U.F.) also provides help to find different kinds of child-care, including "emergency solutions" in case of illness, for holiday periods, etc… The facilities subsidised by the EPO are available to all employees, including contract employees.

4.72. In addition to the childcare facilities, some of the studied Organisations offer extra activities for children. CERN has a Toddlers Group, under CERN WoMen's Club activities – which are informal and self-organised by the club's members. The EPO subsidises self-organised clubs offered by the staff members' "*Amicale*", which have an extensive social, learning and free-time program for employees and their families, including during school holidays, and the European Commission provides afterschool childcare (for around 1640 children up to the age of 12 years) and school holiday childcare camps (up to 500 children). When adding nursery places and afterschool childcare places, the European Commission has 3200 places for about 30,000 staff members; thus, the ratio for the European Commission is 11 places for 100 staff members.

4.73. Although CERN has the lowest ratio of available childcare places amongst the four Organisations for which quantitative data were available (CERN, European Commission, EMBL and ESO), CERN still does better than the other participating Organisation based in Geneva (UNOG, which does not have any childcare facilities).

5. Support structures for work/life integration

5.1. Work-life balance could be described as the equilibrium between the time an employee allocates to work and work-related activities (such as commuting to work) and the time available for private life.

5.2. In order to support or improve the work-life balance of its employees, an Organisation may set a number of policies and alternative working conditions, which would help allow the employees to choose more freely how they allocate their time to their work, while keeping the same level of productivity.

5.3. In the context of diversity, support structures for work-life integration show results that are difficult to measure, and that may only be grasped over the long-term. Indeed, those support structures help employees to avoid family-related hindrances to career development.

5.4. Employers have to find the right balance between preserving their productivity and the effectiveness of their staff, whilst protecting their staff members' private lives. The result of good support structures for work/life integration is a more diverse population of employees amongst those with the longest careers, and such measures usually also have a positive impact on motivation, well-being, and productivity. Moreover, it is usually easier for an employer renowned for providing a pleasant working environment, to attract new talents and avoid unwanted departures over the years.

5.5. This part of the study will focus on three types of support structures for work/life integration: those who offer alternative working conditions, those who offer flexibility with paid leaves, and pre-retirement.

Alternative working arrangements

5.6. In most Organisations, the **reference working week** is 40 hours, with a reference working day of 8 hours plus a mandatory lunch break of 30 minutes or 1 hour, with the working period from Monday morning to Friday evening. The exception is EMBL, with a work week of 39 hours.

5.7. However, when it comes to the repartition of **working hours**, three groups of Organisations can be identified.

5.8. In the first group, the Organisations have strictly defined working hours, with no flexibility left to the discretion of the employee. This first group is composed of CERN and UNOG, in both of which the reference working are from 8:30 am to 5:30 pm. However, it should be reminded that, at CERN, staff members have the possibility to deviate from normal working hours by arriving one hour early or leaving one hour late. Comparable arrangements are found at ESO, although ESO only authorises its staff members to arrive 1.5 hours early in the morning. Thus, although working hours are slightly more flexible at CERN and ESO than at UNOG, this does not amount to a proper flexible working hours scheme, as found in the Organisations mentioned below. Nevertheless, it should be noted that ESO plans to introduce such a scheme during the year 2015.

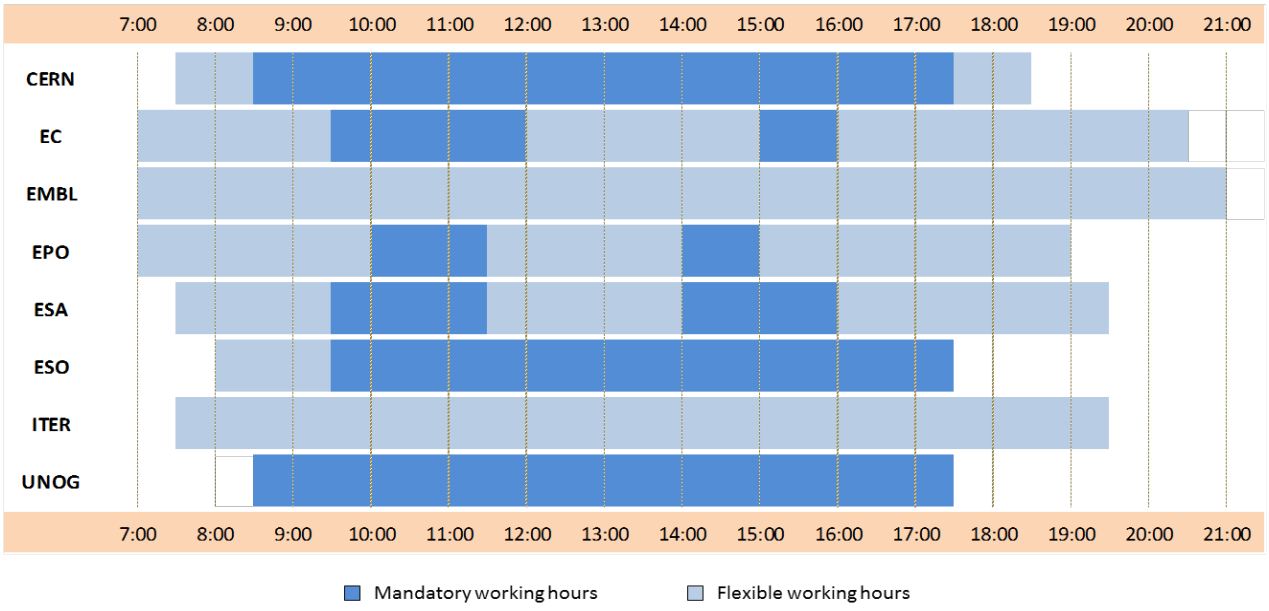
5.9. In the second group, there are two types of work hours: the day is composed of reference working hours, amongst which are "core" working hours during which the staff members have an obligation to be present.

5.10. For example, at the European Commission, there is a "bandwidth" between 7:00 am and 8:30 pm from Monday to Friday. Staff members are to be present at their desks at "core hours", that are 9:30 am to 12:00 pm and 3:00 pm to 4:00 pm. Staff members may then freely choose, on a daily basis, their working hours outside of the core hours and, in addition, work done from home outside

the bandwidth is also considered part of the work time. At the EPO, "core time" is Monday to Friday 10:00 am to 11:30 am and 2:00 pm to 3:00 pm. At ESA, there are also two "core time windows", from 9:30 am to 11:30 am, and from 2:00 pm to 4:00 pm.

5.11. Finally, in the third group, there are no regulated working hours. At EMBL, this is dealt with individually and managers have a certain level of flexibility depending on which area they work in. There is even more freedom at ITER, where the working day is made up of "open access hours" from 7:30 am to 7:30 pm, and it is up to the staff members to decide how they arrange their 40-hour weekly working time.

Figure 23: Working hours



5.12. It should be noted that, in Organisations where the days are divided into core and flexible hours, staff members are not left totally free to arrange their working time, as such situations would unavoidably affect the proper functioning of services. For example, at the EPO, where there are only 2.5 hours of core time per day, internal guidelines provide that "*each employee remains fully responsible for the effective and prompt performance of his duties*"; this means *inter alia* that, when a meeting is organised, the fact that it is out of the core time is not a sufficient motive not to attend it, as "*each employee [has to] respond to the professional needs of his colleagues and the tasks of his unit*". However, at the EPO, the whole responsibility is not on employees, but it is shared with line managers, who "*may limit an employee's freedom […] in order to ensure the proper functioning of the unit, and the performance of its tasks as well as the fulfilment of the duties of the individual employee*". Thus, whilst line managers have to endeavour to allow their staff the maximum freedom to arrange their working time, safeguarding the interests of the service remains priority. Therefore, it must be remembered that the flexibility in the concept of "flexible working hours" is quite relative, and so must be the conclusions that may be drawn from the absence of such system in one Organisation.

5.13. **Teleworking** is an alternative form of work, which allows employees to work from home using information technology, on certain days of the week.

5.14. Staff members appreciate teleworking for two reasons. First of all, some employees feel that they are more productive from home, or simply have a strong preference for this solution because

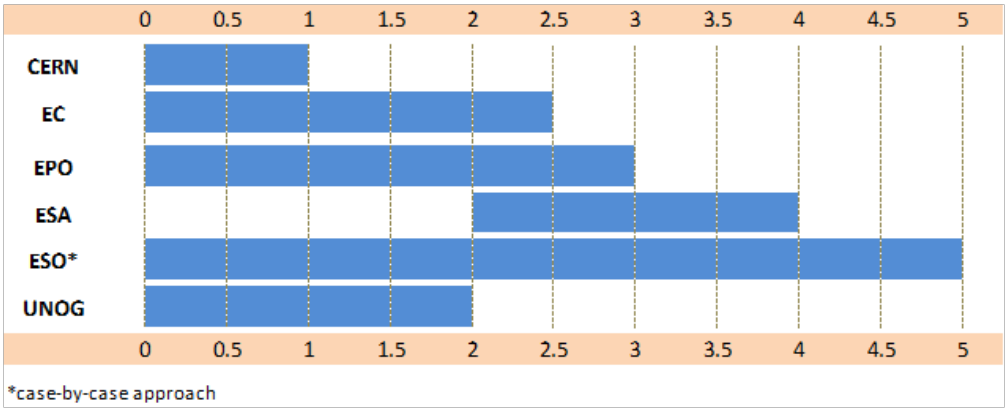
they are more concentrated or less distracted when they work from home; teleworking also helps employees to avoid commuting time to the workplace, and this time can then be used to work. Another reason for the popularity of teleworking is that it allows parents to have more control on the organisation of their family life.

5.15. In most Organisations, except for ITER, some measures have been set in place to allow teleworking. The European Commission is the only Organisation in which teleworking is a right: all staff members are entitled to have either regular telework based on a yearly agreement, or occasional telework. In all of the other organisations – including CERN – teleworking is authorised only if the job allows for it, at the discretion of the staff member's manager. In particular, at the EPO, line managers do not formally have the right to telework and, for staff members who are not line managers, there are a limited number of teleworking authorisations to be distributed across the Organisation.

5.16. At EMBL, there is no legal framework for teleworking, but there are no guidelines against either, so the decision is at the manager's discretion.

5.17. The Organisations which have teleworking allow a variable number of days. CERN authorises either 1 day or 2 half days of telework per week. It is the only one of the participating Organisations to have opted for a binary solution, as all other Organisations allow teleworking within a certain range: up to 2 days at UNOG, between 0.5 and 2.5 days per week at the European Commission, up to 3 days at the EPO, and no formal limit is set at ESO, where all cases are dealt with on an *ad hoc* basis. At ESA, teleworking may be possible for 2, 3 or 4 days per week, so it cannot be less than 2 days, and half days of teleworking are not possible.

Figure 24: Days of teleworking authorised per week



5.18. At CERN and ESO, no equipment is loaned to staff members who telework. This is different at ESA, at the EPO and at the European Commission, where IT equipment is usually loaned to the staff member. At the European Commission, the internal phone line of the official is transferred to his/her personal landline or mobile phone; such possibility does not exist at ESA, where it is the staff member's responsibility to buy communication equipment – but a lump sum of EUR 50 is granted monthly to cover those expenses. Nowadays, most homes are sufficiently well-equipped to allow teleworking using the staff member's own IT equipment, so it can be inferred that the loan of equipment is mostly related to security issues: it makes it easier for the Organisation to ensure that the equipment is properly protected. This is probably one of the reasons why, at the EPO, staff members who telework have the obligation to use the computer equipment supplied by the Organisation.

5.19. At UNOG, programme managers are specifically encouraged to propose flexible arrangements where feasible. At the European Commission, managers who already have teleworkers in their teams must take a half-day course entitled "Manage people you do not see", which is designed to enlighten them about the specificities and peculiarities of managing a team which includes teleworkers. From time to time, general information sessions are used to introduce and reinforce the "business case" of telework for the benefit of organisation and staff alike. Information or training sessions for managers are particularly important, as uninformed managers may be more reluctant to grant teleworking authorisations than other managers, resulting in an unequal access to teleworking arrangements for staff members from different services of an Organisation.

5.20. At CERN, the decision to allow (or not) a staff member to telework is taken by the line manager and the senior manager, and then goes through the HR Department. At the European Commission and the EPO, the process is lighter, as the decision only lies in the line manager's hands; similarly with CERN, the HR Department is involved in case of dispute. ESA has the heaviest approval process, as the teleworking request must be, in principle, first approved by the senior manager, and then by the HR Department of the duty station. The advantage of implicating the HR Department in the approval process is to guarantee a certain level of homogeneity across the different services.

5.21. Interestingly enough, the EPO's teleworking scheme is named "part-time home working", and is described in the EPO Staff Regulations as bringing benefits for both staff and the office, including "*a better conciliation of family/private and professional responsibilities – in other words, a better work/life balance*".

5.22. Another measure that is developing across some employers is **flexitime**, i.e. flexible working hours. Particularly adapted for certain categories of staff who cannot telework, for example because they necessarily have to be at their office in order to perform their mission, flexitime allows staff members to choose their preferred working time scheduled by derogating from the regular working hours, be it for family reasons, to avoid traffic jams, or because they feel more productive in certain hours than others.

5.23. As explained above, many Organisations already provide their staff members with a great deal of flexibility regarding the self-determination of their working hours. For these Organisations (the EPO, the European Commission, EMBL, ESO and ITER), flexitime measures are not necessary.

5.24. However, in CERN, ESA and UNOG, which all have strictly defined working hours, flexitime would be a definite advantage for some staff members. Amongst these three Organisations, CERN is the only one that has not introduced flexitime measures. Nevertheless, it should be noted that, at ESA and UNOG, flexitime is not a right, and therefore requires a specific permission from management. In addition, ESA Staff Regulations specifically mention that the Director-General and the management team do not have any right to request flexitime arrangements.

5.25. In addition to its already flexible working hours, the EPO has a form of **saved working hours** scheme. An EPO employee may deviate from the normal working week, subject to a weekly limit of five hours' credit and five hours' debit; with the accumulated time differences automatically recorded in a "first time account" at the end of the week, through a time administration software with which each staff member may enter any time differences between the hours actually worked and the normal working day. The balance of this time account, known as flexi-hours, may not exceed 16 hours' credit or debit at any time. In addition to this first account, for each eight hours of presence at work, an employee accrues 15 minutes of time credit in a "second time account". Flexi-hours' time credits from both accounts may be freely combined with each other and with leave. In

addition, the balance of these two accounts not used or settled at the end of the calendar year will be automatically carried over into the next year.

5.26. A comparable system was implemented at ESA: hours worked in excess of official working hours (within the flexible window) and on a staff member's own initiative are considered "excess hours". Staff members may accrue those excess hours, which are then converted into "credit hours" that may be used to shorten some working days or taken in the form of "flexi-leave". According to the Rules governing the variable working hours system, up to 6 half-fays of flexi-leave can be taken per calendar month, with a maximum of two half-days taken either consecutively or in one week; in addition, no more than 12 half-days can be recuperated per calendar quarter. A maximum of 24 hours may be carried forward to the next calendar quarter; conversely, the staff member shall not have more than 8 "debit hours" at the end of a calendar quarter. On the contrary, it must be noted that hours worked out of the flexible window and/or not on the staff member's initiative are considered as overtime, and give rise to the dedicated compensation provided for by ESA Staff Regulations, but those hours are not considered "credit hours".

5.27. Control of effective working time is particularly important for Organisations in which there are both flexible hours and a saved working hours scheme. At ESA, the periods of presence are simply controlled by the badging in and out of staff members. At the EPO, it is the employee's responsibility to record its accrued time credit in the time administration tool, otherwise a day is recorded by default as a normal working day.

5.28. One last form of measure is **part-time work**.

5.29. Part-time work is not possible at the European Commission, ESO and UNOG.

5.30. ESA is the only participating Organisation to allow annualised part-time work; thus, at ESA, staff members may be authorised to work part-time (50%, 60% or 80%). All staff members with at least 2 years' service may apply to switch to part-time work, and reasons need to be given when applying. There is also an automatic right to work part-time for the three years following the birth of a child. In addition to this, it must be noted that some vacancies at ESA are made only for 50% part-time posts, in order to meet temporary operational needs.

5.31. Part-time work is also possible at EMBL. Comparably to flexitime and teleworking, managers at EMBL have a lot of flexibility in determining the relevance and feasibility of part-time work for each staff member, but the Staff Rules provide that part-time work shall not be less than 50% of the regular working hours.

5.32. At the EPO, part-time agreements may be arranged by line managers in the interest of the Organisation, on a case-by-case basis.

5.33. At CERN, part-time work can be authorised on a daily or weekly basis, but there is no annualised part-time work scheme available to all staff – however such scheme exists as a pre-retirement programme (see later).

5.34. To our knowledge, all other part-time work schemes that were implemented in the participating Organisations are "annualised", that is to say they are arranged either around a reduction of daily hours or a reduction of weekly working days, but still with the application of regular working time. Thus, no part-time scheme within the participating Organisations authorises alternative measures like working only one week out of two, or grouping all days off at a single moment of the year.

Alternative acquisition of leave entitlement

5.35. As mentioned in the "Leave for Family Reasons" section, all of the participating Organisations have some sort of special paid leave for a number of family-related events.

5.36. However, CERN is the only Organisation to have set up a **saved leave scheme**, under which staff members may acquire up to 22 additional days of leave per year in exchange for a monthly financial contribution. Each year, any leave on the saved leave account in excess of 22 days is transferred to a long term leave account to be taken at the end of the contract.

5.37. At EMBL, ITER, ESA and UNOG, there is no proper saved-leave scheme, but staff members have the possibility to carry forward days of leave from one year to the next, respectively up to 14 days for ITER, 15 days for EMBL, and 60 days for ESA and UNOG. Such a possibility also exists at CERN, where staff members may carry forward a maximum of 30 days of annual leave from one year to the next.

Pre-retirement

5.38. CERN and the EPO are the only Organisations to have a **pre-retirement programme**; and the implementation of such a programme is currently under discussion at ESO.

5.39. More precisely, CERN has two pre-retirement schemes: the "Progressive Retirement Programme" (PRP) and the "Part-time Work Pre-retirement Programme" (PTW). Those two programmes are available to all staff members aged over 55 years, on indefinite-term contract and who are full-time workers. For the PRP, there is an additional condition that the staff member has at least 30 years of service.

5.40. In the PRP, staff members work 50% of their normal working time, and are remunerated 50% of their former salary, with an additional 20% as PRP indemnity; those staff members stop accruing rights in the Pension Fund.

5.41. The PTW is a more "classic" part-time work scheme, in which the staff members' working hours are reduced to either 60% or 80%, with a *pro rata* remuneration. Staff members in the PTW program remain affiliated to the Pension Fund and may pay contributions *pro rata* or 100%.

5.42. A pre-retirement programme is particularly relevant at CERN, as the Organisation's pension scheme has the highest statutory retirement age of all international organisations (67 years for staff hired as of 2012).

5.43. Similarly, the EPO pre-retirement programme is based on part-time work, but managers are not entitled to the programme. The EPO's programme is not as elaborated as CERN's, and only amounts to a reduction of the employee's working time, with a concomitant reduction of remuneration, leave, allowances and contribution to the social security and pension schemes.

5.44. In addition, it should be noted that the pension schemes of all the participating Organisations allow for early retirement, subject to a reduction of pension entitlements, but this cannot be deemed equivalent to a pre-retirement programme.

Figure 25: Support structures for work/life balance

		CERN	EC	EMBL	EPO	ESA	ESO	ITER	UNOG
Working hours	Totally flexible			x				x	
	Partially flexible		x		x	x			
	Not flexible	x					x		x
Teleworking	Maximum length (if implemented)	1 day	2.5 days	n/a	3 days	4 days	n/a		2 days
	Not implemented							x	
Saved working hours	Implemented				x	x			
	Not implemented	x	x	x			x	x	x
Part-time work	Implemented	x		x	x	x		x	
	Not implemented		x				x		x
Saved leave scheme	Implemented	x							
	Not implemented		x	x	x	x	x	x	x
Pre-retirement programme	Implemented	x			x				
	Not implemented		x	x		x	x	x	x

6. Conclusions

6.1. Despite the differences between the comparators, we observed that most aspects of staff composition resemble from one Organisation to the other, but with the notable exception of gender composition.

6.2. Although CERN recognises, in theory, the **equality of registered partnerships and marriage**, this does not offset the need for a detailed analysis of the benefits to which unmarried couples are entitled. In this regard, CERN is undoubtedly the Organisation with the most restrictive approach, as an important number of benefits – such as family allowances – are not granted to partnered couples, whereas all of the other participating Organisations grant those same benefits. The same can be argued for step children benefits: although recognised step children give rise to the same benefits as the staff member's natural children, the child of a partner cannot be recognised as dependent chid within the meaning of CERN Staff Rules. This is also particularly restrictive, as similar rules can be found in only one of the participating Organisations, whilst on the contrary, an increasing number of other Organisations have now started to recognise step children, even when there is no link of filiation.

6.3. CERN, as with most of the participating Organisations, does not recognise couples in **cohabitation** for the purpose of family benefits. Although this is understandable – particularly for monitoring and financial reasons – it should be stressed that some Organisations (including the European Commission) now recognise cohabitation as equivalent to registered partnerships.

6.4. Some interesting **structures for the social integration of spouse/partner** have developed informally at CERN, through associations that are run by staff members and/or their relatives. Overall, those structures are more accessible at CERN than in most of the other Organisations, as they are available to all individuals who share the life of a CERN staff member, regardless of their form of union – be it statutorily recognised or not – and regardless of the form of contract under which the staff member is appointed.

6.5. Similarly to most Organisations, CERN does not have any **support structures for spouse/partner employment**; and yet, it must be stressed that a few Organisations have formally created formal dual career networks and formal career counselling. This latter form of structure could be developed at CERN, where it already exists informally.

6.6. The absence of formal institutional structures for spouse/partner employment is moderately compensated in all of the participating Organisations by the implementation of language training classes. Spouse networks are also available in all of the Organisations but, although this latter type of structure is encouraged and sometimes subsidised by the Organisation, their existence depends mostly on the will and motivation of the people who participate in them, and the success of such structures cannot be credited to the Organisation.

6.7. For **birth-related leave**, CERN is situated in the upper line of the participating Organisations.

6.8. The basic duration of maternity leave is the same in most Organisations, including CERN, but then two other Organisations have significantly longer durations – in other words, it can be argued that no Organisation provides shorter maternity leave than CERN. However, CERN is one of the only Organisations to allow the possibility of an extension for breastfeeding mothers, and also for single mothers.

6.9. In contrast, paternity leave at CERN is the shortest of all the participating Organisations, but this short duration is partly compensated by the flexible approach according to which paternity leave may be taken in several instalments.

6.10. Finally, the duration of adoption leave at CERN is in the highest range of the participating Organisations and, similarly to paternity leave, the flexibility that ensues from the possibility to take leave in more than one instalment is surely a form of support that adopting parents appreciate.

6.11. However, and in many respects, most aspects of other **family-related leaves** at CERN can be assessed as more restrictive than those implemented in the other Organisations that participated in this study, regardless of whether the conditions pertaining to leave are taken separately or as a whole.

6.12. Although most Organisations – like at CERN – suspend the remuneration of their staff members during parental leave, the choice of the majority seriously contrasts with those Organisations who maintain a form of remuneration, be it in the form of an allocation or a reduced salary. In addition to this, the duration of parental leave at CERN ranks amongst the lowest of all the participating Organisations. Finally, although most Organisations have a rather restrictive approach on the upholding of social benefits during non-remunerated leave, the solutions retained at CERN always rank amongst the most unfavourable.

6.13. Regarding support structures for **work-life integration**, CERN ranks amongst the best Organisations in most aspects.

6.14. In this regard, the only domain in which CERN is running behind is the Organisation's approach to working hours, which is not particularly modern. Indeed, CERN has strictly defined daily working hours, whereas the vast majority of the participating Organisations now have either implemented a distinction between core hours and flexible hours through the day (and not only at the beginning and end of the day), or the Organisations just let their staff members decide when they wish to work within a rather large range of time.

6.15. In compensation to this, CERN has developed a teleworking policy, whose specificities are an interesting way to guarantee – to a better extent – that the majority of staff members have an equal access to teleworking arrangements. However, CERN's teleworking arrangements are dealt with on a case-by-case approach, whereas the implementation of a proper set of rules within the Staff Regulations could definitely improve the staff members' awareness on the existence of such alternative working conditions, and would probably help managers and CERN's HR Department to evenly administer teleworking arrangements across the Organisation.

6.16. Although another participating Organisation also has a form of pre-retirement programme, CERN is the only one of the participating Organisations to have set up a real pre-retirement programme, with specific remuneration conditions. Therefore, CERN could be qualified as a precursor on this aspect.

6.17. Finally, it must be stressed that CERN is also the only Organisation that has implemented a saved leave scheme.

6.18. On the whole, CERN's position among the participating Organisations may be described as average, but with very differing results from one topic to another. Indeed, CERN scores from average to above-average in most aspects that relate to the quality of the working environment, i.e. the ability of staff members to adapt their working conditions to what best suits their needs, along with support measures for spouse/partner employment and integration, and child care facilities. **However, when it comes to family-related aspects of the conditions of employment, CERN's**

policies rank in the bottom half of the participating Organisations, with a particularly limited recognition of non-marital forms of unions, and some of the least favourable family-related leaves.

6.19. Interestingly enough, it can be argued that the areas in which CERN performs better are related to aspects on which the Staff Regulations do not interfere with the implementation of new policies.

6.20. For example, CERN does very well in maintaining a stable ratio of female staff as managerial responsibilities increase, and some pioneering structures have been implemented on flexible working arrangements; it can also be noted that, when it comes to supporting the creation of structures that assist staff members who are new parents or whose spouse is also expatriated, CERN is amongst the most proactive Organisations. All those fields of action are not linked with the Staff Regulations.

6.21. However, and on the contrary, for topics such as maternity and paternity leave, or working hours, which are all provided for by the Staff Rules, it must be stressed that CERN is far from granting the best conditions of all the participating organisations. This is also flagrant for the recognition of registered partnerships. On this aspect, CERN has one of the worst levels of social coverage for unmarried couples. In fact, whilst some Organisations have already started to recognise cohabitation as a form of union granting entitlement to family benefits, CERN's recognition of registered partnerships is quite the opposite, with a number of benefits granted to partnered staff members – and the child(ren) of their partner – so low that CERN's recognition of registered partnership may at best be assessed as incomplete.

6.22. More than just improving diversity at CERN, an evolution of family policies seems necessary in order to modernise CERN's regulatory framework which, on this aspect at least, is rather conservative by modern standards. The effects of this delay in developing those legal elements are, for the moment and as shown by the figures, slightly compensated by the development of other aspects (notably the availability of several childcare facilities), but the promotion of diversity at CERN is probably slowed down by the lack of evolution of the family-related conditions of employment. This latter aspect may be what will need to be improved first, for CERN's Diversity Programme to further develop, and for the Organisation to continue attracting and retaining new talents with the most diverse profiles.

Annex – Explanatory note submitted by the ISRP in September 2014

Context

The International Service for Remuneration and Pension (ISRP) will carry out a benchmark study with the aim of providing the European Organization for Nuclear Research (CERN) with an assessment of its diversity policies in a number of areas.

The starting point for this study is that, as an employer, CERN operates in a very particular environment. CERN is an international organisation with twenty-one Member States, mainly from across Europe, and complying with the necessity to promote the geographical representation of Member States inevitably engenders significant cultural diversity amongst staff members. Moreover, CERN is a large-scale research center, with more than 14,000 members of personnel, including approximately 2,500 staff members and more than 10,000 visiting scientists from over 113 countries; this substantial diversity of nationalities significantly increases the potential for varied individual situations. It must also be borne in mind that CERN, as a scientific organisation specialised in particle physics, operates in a context in which fostering gender diversity proves to be rather complex in comparison to other hiring pools.

It has been accepted that promoting diversity at the stage of recruitment only is not sufficient to be rid of discriminations as, without the continuous application of an adapted set of policies, they always end up resurfacing[1]. Indeed, over the long term and in the absence of such policies, certain strata of a population do not effectively have the same opportunities than the others and, with regard to the family aspect, women and same-sex couples tend to be particularly vulnerable. In such circumstances, taking fleeting actions at the time of recruitment is not enough to efficiently promote diversity amongst staff: above all, the protection and promotion of diversity in this context both necessitate the enforcement of long-term support policies covering the different stages of life. Thus, promoting diversity cannot only be limited to enhancing the most visible aspects of human variety in the workplace (aspects such as gender or ethnic origin): promoting diversity within a group of employees also requires the development of policies helping all individuals to shape their life with equal opportunities, while overcoming the difficulties which may arise from their career choices.

Even though there is a multitude of situations, the most relevant practice from which CERN could draw inspiration is to be found amongst other International Organisations. Therefore, this benchmark study will be based on data from several International Organisations, selected either because they operate within a field of expertise comparable to CERN's or because they are major actors on the international stage.

Methodology

As a preliminary point, a fundamental distinction must be made between "diversity" as a quantifiable parameter and "diversity policies". In fact, it would neither be adequate, nor sufficient, to take a snapshot of the current factual situation amongst the participating organisations and to directly draw conclusions on diversity from it. Indeed, each international organisation operates in a totally specific context, with its proper company culture and career paths. What will have to be studied instead is whether there is cohesion within the global set of policies currently implemented in each organisation, how a given rule may lead to effective changes, and how the policies implemented at CERN compare with those in the other participating organisations.

Apart from CERN, seven organisations will be included within the scope of this benchmark study. Five of these organisations are based in Western Europe and have an area of expertise comparable

[1] see, for instance, Kersten, A. (2000) *Diversity Management: dialogue, dialectics and diversion*, Journal of Organizational Change Management, Vol.13 No.3, pp. 235-248.

to CERN's and therefore face analogous human resources challenges. Hence, the analysis of their practice in the fields covered by this study will allow meaningful conclusions with regard to CERN, and will show where CERN stands within its sector of activity. These organisations are the European Molecular Biology Laboratory (EMBL), the European Patent Office (EPO), the European Southern Observatory (ESO), the European Space Agency (ESA) and the International Thermonuclear Experimental Reactor Organization (ITER Organization).

The two other organisations, i.e. the European Commission and the United Nations, being historically amongst the largest international organisations, are commonly interesting comparators because they enable catching a glimpse of how change is implemented within large structures with a varied personnel composition.

The participating organisations will be sent a questionnaire divided into four themes. For each theme, there will be closed factual questions, such as whether or not one benefit is granted in one situation, and then more open descriptive questions, for example relating to the method used for implementing the changes concerned. In addition, the participating organisations will receive a model questionnaire filled with data on CERN, in order to better grasp the type of answers that is expected from them.

The first theme that will be dealt with is the inclusion of societal developments concerning **family structure** within the organisation's regulatory framework. The participating organisations will be asked whether their staff regulations have been adapted in order to recognise non-marital unions (particularly civil partnership and cohabitation) for the purpose of financial and social benefits and, where appropriate, how these changes were introduced and what differences – if any – still remain between these new forms of family and married families. The next part of the theme will relate to whether step children within reconstituted families and/or unmarried couples give rise to the same benefits as the biological children of a married staff member.

The second theme will evaluate the support structures implemented for **spouse/partner employment**, whether these structures take the form of support towards dual career couples (for example: counselling, formal and informal networks…) or reimbursement of costs incurred from long-distance commuting.

The third theme will be oriented towards the analysis of the regulatory framework supporting **new parents and families**. As regards new parents, the study will compare the different entitlements to leave in the case of birth or adoption, and depending on whether the staff member's gender and marital situation. This part of the questionnaire will also focus on entitlements to leave for other family reasons, such as sick elder or caring responsibilities, as well as the impact of non-remunerated leave on the upkeep of social and financials conditions. Furthermore, the participating organisations will be asked to detail whether and how they provide their staff members with child care facilities.

The fourth and last part of the study will deal with structures for improving **work life integration**. The participating organisations will be requested to provide explanations on how they have adapted their work environment in order to better respond to their staff's evolving needs. The questionnaire will focus on alternatives to regular working conditions (alternatives such as teleworking and flexible hours) and the implementation of new career management systems (notably pre-retirement programmes and saved leave schemes).

Objective

Overall, this study will provide an overview of the way the selected International Organisations implement regulations and support structures aiming at reducing work-related hindrances to a balanced private life. The final report will give CERN the means to benchmark its position against those of comparable employers and, if necessary, to find inspiration from others in order to further improve its current practice and regulatory framework.