

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

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TRIPARTITE EMPLOYMENT CONDITIONS FORUM (TREF)

Eighty-Seventh Meeting

Geneva – 10 October 2014

**DIVERSITY PROGRAMME**

**REPORT TO TREF**

This report, by the CERN Diversity Office, contains information on the on-going actions undertaken by the Organization in relation to the priority areas identified for action over the period from 2012 to 2014 and presented to TREF in 2012.



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## I. INTRODUCTION

In 2012, the Diversity report to TREF<sup>1</sup> introduced the aims, principles, scope and the implementation of the newly-launched Diversity Programme.

Strategic objectives set for the period from 2012 to 2014 were also presented<sup>2</sup>, together with proposals for pro-active measures (rather than positive discrimination) in the various priority areas identified for action.

In 2013, the Diversity report to TREF<sup>3</sup> provided information on the actions undertaken in pursuit of these objectives across the three axes of recruitment, career development and work environment, plus a set of qualitative and quantitative results.

This report outlines the continued implementation of the 2012-2014 diversity strategic objectives, in particular covering the period from January 2014, date upon which the new Diversity Programme Leader took up function.

## II. STRATEGIC OBJECTIVES RELATING TO RECRUITMENT

# 1	Improve distribution of under-represented nationalities
# 2	Achieve gender distribution in recruitment for all professional categories

Pro-active measures in the sourcing and pre-selection stages of recruitment, with a view to addressing two dimensions of diversity, namely under-represented nationalities and gender distribution, have continued. Additional actions have also been undertaken since the beginning of 2014 and are included below:

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<sup>1</sup> CERN/TREF/388

<sup>2</sup> Appendix : Summary table of 'Priority areas for action' identified for Diversity Programme in 2012-2014

<sup>3</sup> CERN/TREF/395

(i) **Diversity analytics for enhanced understanding of diversity challenges in the recruitment process**

For the two strategic objectives under the recruitment priority area, the HR Department proposes to extend the scope of the statistical data that is studied to include data at all stages of the recruitment process, with the objective to further identify remaining recruitment challenges.

(ii) **Specific actions taken to improve the distribution of under-represented nationalities**

In addition to a number of outreach events, held in Member States, mentioned in the 2013 report<sup>4</sup>; CERN has participated in career events in Finland, Germany, Norway, Switzerland, and the Netherlands since the beginning of 2014 and will participate in events in the Czech Republic and Sweden before the end of 2014.

Spouse employment has regularly been identified as a mobility barrier in previous research conducted in academic institutions and international corporations. It was also identified by CERN as a key factor in our own recruitment and retention issues. With this in mind, the Diversity Office, together with a social science researcher, is currently designing a survey to more clearly understand the difficulties and also expectations of staff members and their partners facing dual career situations, with the objective to make a recommendation for spouse employment measures.

(iii) **Specific actions taken to achieve an optimal gender distribution in all professional categories**

Since July 2014, the Diversity Office has supervised an MSc in Human Resources Management and Development dissertation work, at the University of Manchester, on the topic of “*Ensuring optimal gender representation through recruitment activities: the case of CERN*”.

Following a request from the ATLAS Collaboration, the HR Department has agreed to provide data on gender, nationality and age to the LHC collaborations. This is expected to deepen the Organization’s understanding of its overall demographics and provide a more significant diversity sample for exploring the “leaky pipeline” effect in science and engineering.

Updated results on gender distribution across the professional categories (Table 1) demonstrate that the current pro-active measures focused on the sourcing and pre-selection stages of recruitment, as well as selection practice, achieve overall sustained effectiveness.

	Res Phys	App Phys	Computing	Engineering	Technician	Crafts	Prof Admi	Adm Assist	Adm Clerk	TOTAL
	Cat 1	Cat 2	Cat 2	Cat 2	Cat 3	Cat 4	Cat 5A	Cat 5B		
1995	2.88	2.9	11.11	0.53	2.82	5.81	18.49	78.89	73.11	14.06
2003	9.72	8.46	10.1	10.94	5.8	3.41	32.81	83.94	63.16	17.31
2012	10.13	12.94	10.82	13.95	6.23	5.3	51.61	93.85	53.58	20.42
2013	10.39	12.79	9.69	14.62	6.1	7.69	54.01	93.25	58.33	20.45
<i>Raw data 2013</i>										
TOTAL W	8	33	38	56	54	9	74	235	7	514
TOTAL STAFF	77	258	392	383	885	117	137	252	12	2513

**Table 1: Trend in the numbers of women staff members by professional category between 1995 and 2013**

Source: HR Department – August 2014

The data on recruitment of staff members for the period from 2010 to 2013<sup>5</sup> still indicates a lower probability for women applicants to be recruited. In 2013 however, the Organization recruited women at a higher rate than the pool of applicants in science and engineering (Table 2).

	Application		Selected	
	W	M	W	M
Research Physicist	14.73%	85.27%	17.65%	82.35%
Applied physicists and Engineers	10.66%	89.34%	16.67%	83.33%

**Table 2: % of women and men applicants and selected candidates – 2013 numbers**

Source: CERN Personnel Statistics 2013 – HR Department April 2014

### III. STRATEGIC OBJECTIVES RELATED TO CAREER DEVELOPMENT

# 3	More gender role models
# 4	Career development for technical and managerial paths in parallel

These objectives are related to the ‘gender’ and ‘profession’ dimensions of the diversity programme and aim at promoting diversity principles in two areas of career development, namely improving the number of gender role models across the Organization and ensuring equal development prospects for specialists and managers.

#### (i) Diversity analytics for enhanced understanding of gender role models’ evolution

The HR Department is currently developing diversity analytics in order to statistically examine in more detail the Organization’s managerial demographics and diagnose any gender bias.

#### (ii) Update of the senior staff pool and hierarchical position

The proportion of women senior staff members remains stable CERN-wide at around 12% of the total population, as does the proportion of senior staff members among the female professional of categories 1, 2 and 5A at close to 29% (Table 3). The proportion of women in the top career path (3.8% in 2014) is comparable to the previous year (3.5%).

		Total % of women in professional categories 1, 2 and 5A <b>209</b>	Total % of men in professional categories 1, 2 and 5A <b>1038</b>
Senior Staff (Career Paths F and G)	60 W / 435 M	60 / 209 <b>28.70%</b>	435 / 1038 <b>41.90%</b>
Staff in top career path (G)	8 W / 85 M	7 / 209 <b>3.80%</b>	85 / 1038 <b>8.20%</b>

**Table 3: Female representation in senior staff population**

Source: CERN Personnel Statistics (31.12.2013)

Note: Total number of men in professional categories (1, 2 and 5A) excluding the Director-General

The percentage of women in a line management position has dropped from 23% in 2013 to close to 19% in 2014. There are currently four out of the eleven departments, or assimilated units, whose Management Teams do not include women.

Hierarchical Position	2000	2014
Line Management (Group and Section Leaders)	27 W / 487 M <b>5% W</b>	54 W / 288 M <b>18.7% W</b>
Senior Management (Director-General, Directors and Division Leaders or Department Heads)	No women	<b>1 W / 12 M</b>

**Table 4: Female representation in the management positions**

*Source: CERN Equal Opportunities report, 2000 and 2014 data provided by the HR Department (04.08.2014)*

### (iii) Leadership Coaching Programme

A Leadership Coaching programme was launched in April 2014 by the HR Department for Senior Management and Group Leaders. Leadership coaching is a customized leadership development process that optimizes performance, enhances strategic thinking to support effectiveness and efficiency while developing the coachee's vision and direction whilst aligning them to the Organization's.

### (iv) Women role models

A significant increase was observed in the representation of women lecturers at the 2014 High School Teachers Programme. The percentage of female lecturers was 27% covering close to 30% of the total lecturing time with key topics such as Introduction to Particle Physics or Particle Detectors. This is compared to 9-10% of female speakers over the previous two years.

Following CERN's participation in the Geneva 2013 "Expand your Horizon" event, a full week shadowing women 'role models' was organised for a middle school girl who spontaneously contacted CERN.

## IV. STRATEGIC OBJECTIVES RELATING TO THE WORK ENVIRONMENT

# 5	Promote the exchange of ideas and understanding between generations and professions
# 6	Explore ways to improve work/life balance
# 7	Promote a work environment based on mutual respect and inclusiveness

Actions aimed at integrating diversity principles in the work environment have been continued by raising awareness to challenges, promoting understanding across the different dimensions of the Diversity Programme, improving support structures wherever possible and promoting an enabling work environment for all CERN contributors.

**(i) Exchange of ideas and understanding between generations and professions**

In July 2014, the Diversity Programme organised an intergenerational forum for discussion on ‘*Making a career in Science*’ between students, junior and senior scientists and engineers. The 80 participants were also presented the results of a research conducted at the University of Lund (SE) on the experience of postdoctoral scientists at ESS Lund (SE)<sup>6</sup>. More than 90% of the participants said that they would welcome any other opportunity to exchange and learn from more experienced professionals.

**(ii) Explore ways to improve work/life balance**

The Diversity Programme published, with the support of the Communications Group, a short information brochure collating in one document the major support structures available to CERN staff members. It is hoped that this will contribute to enabling them to ensure an optimal work/life balance, providing a family-friendly workplace culture and creating an inclusive work environment. The brochure is entitled *Your Life@CERN*<sup>7</sup> and is designed as a working tool for HR professionals to communicate with staff members on the possibilities open to them.

**(iii) Improved support structures providing an enabling work environment for all**

CERN recruited, on a post career break fellowship position, a female researcher returning to work after a three-year break for family reasons. CERN’s Director-General has agreed to continue this initiative and open three more post career break positions until the end of 2015. This programme aims to foster and support a diverse pool of talents by providing opportunities to those who have made a break in their scientific career.

The Diversity Programme, with the support of CERN’s Medical Service and Social Affairs Service, has produced a set of recommendations for improving accessibility to CERN’s facilities. The implementation of some of the recommendations has started with the support of the GS Department and the HSE unit, e.g. location on the CERN Geographical Information System of wheelchair accessible restrooms and accessible parking spaces.

**(iv) Environment based on mutual respect and inclusiveness**

Two ‘Diversity in Action’ workshops designed to explore the meaning of diversity and share the experience of working with differences at CERN were run in April and September 2014. The responses of participants, in the three latest workshops, to various diversity questions have been analysed. By providing participants with insights into diversity, the workshops have raised awareness in particular to the importance of recognising and overcoming unconscious biases.

To mark International Women's Day, the Communications Group asked voices from the CERN community to express their opinions on gender, diversity and collaboration at CERN. Voices included the President of CERN Council, Prof. Agnieszka Zalewska, CERN’s Director-General, Prof. Rolf Heuer, CERN's Life Sciences advisor, Dr Manjit Dosanjh, and Dr Giulia Fornaro, a postdoctoral student at CERN.

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<sup>6</sup> Sabine Lorenz-Schmidt, “*Listening to post-doctoral scientists: narratives of mobility, gender and social life*”, Department of Gender Studies, Lund University – December 2013

<sup>7</sup> <https://diversity.web.cern.ch/news>

The Diversity Programme organised a networking event with Google Zürich to celebrate this year's International Women's Day. Round-table discussions on "*Women in Science, Technology and Engineering*" were organised and technical talks on IT topics by two female engineers from Google and CERN delivered. Attendance (80 participants) was gender balanced with active roles also taken by male senior staff members.

On the same occasion, a video<sup>8</sup> was released, featuring diverse teams of diverse professional backgrounds all led by women.

## V. GENDER AWARENESS AND OUTREACH

Although the scope of CERN's Diversity Programme covers various dimensions, particular emphasis is particularly placed on the gender dimension and various types of actions have been taken to raise awareness and promote the drive for more women in science, as described below:

- Participation in events includes an invitation to the CERN Diversity Programme Leader from the Director-General of the Joint Research Center (European Commission) to talk at the Gender Summit Europe 4 plenary session (July 2014) on Best Practices on Gender Policy in Research Organizations.
- The Diversity Office offered the opportunity to around 10 professionals from categories 1, 2 and 5A, staff members and fellows, men and women, to participate to networking events on women in leadership including presentation by gender diversity expert consultants and hands-on workshops.
- The CERN Diversity Programme Leader assisted the EuroCirCol (European Circular Energy-Frontier Collider Study) project team in the drafting of the gender section of the Horizon 2020 EU Research and Innovation Programme submission proposal.
- The French section of the Translation and Minutes Group at CERN have been invited to share their experience and practice in using non-discriminatory language, in particular with regard to gender in a workshop due to take place in October 2014.

## VI. CONCLUDING REMARKS

Since the beginning of the year, the Diversity Programme has concentrated its efforts on continuing to gain visibility Organization-wide, working with stakeholders to anchor diversity principles in policies, procedures and practice within the Organization, and engaging more staff in several initiatives with the objective to build a collective diversity competency.

This visibility has also resulted over recent months in the development of a number of contacts and exchanges between the Diversity Programme Leader and members of the physics community, from representative of institutes (SLAC, University of Hamburg, FermiLab) wishing to share experiences and practices, and also from users wishing to further disseminate the diversity principle within the Collaboration they are involved in.

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<sup>8</sup> Video presented at the eighty-sixth meeting of TREF

## VII. APPENDIX

Summary table of priority areas for action identified for the Diversity Programme in 2012-2014

		STRATEGIC OBJECTIVES	ACTIONS
<b>RECRUITMENT</b>	# 1	<ul style="list-style-type: none"> <li>Improve distribution of under-represented nationalities through pro-active measures in sourcing and pre-selection – “<i>excellence</i>” remaining over-arching criterion</li> </ul>	<ul style="list-style-type: none"> <li>Reinforce efforts to extend applicant pool in sourcing and short listing stages</li> <li>Monitor to maintain progress and redress anomalies</li> <li>Develop further contacts to attract more applicants through enhanced outreach activities</li> </ul>
	# 2	<ul style="list-style-type: none"> <li>Achieve optimal gender distribution in recruitment for all professional categories – “<i>excellence</i>” remaining the over-arching criterion</li> </ul>	<ul style="list-style-type: none"> <li>Reinforce efforts to achieve gender distribution in sourcing and short listing stages</li> <li>Monitor to maintain progress and redress anomalies</li> <li>Explore ways of assuring temporary solutions for maternity leave cover</li> </ul>
<b>CAREER DEVELOPMENT</b>	# 3	<ul style="list-style-type: none"> <li>More gender role models</li> </ul>	<ul style="list-style-type: none"> <li>Succession planning (m/w)</li> <li>Leadership training (m/w)</li> <li>Coaching and mentoring (m/w)</li> </ul>
	# 4	<ul style="list-style-type: none"> <li>Propose parallel career development (technical and managerial paths in parallel)</li> </ul>	<ul style="list-style-type: none"> <li>Align advancement criteria</li> <li>Provide development planning – technical or managerial as appropriate</li> </ul>
<b>WORK ENVIRONMENT</b>	# 5	<ul style="list-style-type: none"> <li>Promote the exchange of ideas and understanding between generations and professions</li> </ul>	<ul style="list-style-type: none"> <li>Workshops within departments, sectors or CERN-wide – facilitated discussions on specific themes related to Organization life</li> </ul>
	# 6	<ul style="list-style-type: none"> <li>Explore ways to improve work/life balance</li> </ul>	<ul style="list-style-type: none"> <li>Assess necessity of email / meetings outside working hours – enhance awareness of possible impact within hierarchical relationship</li> <li>Support requests for part-time, SLS, Work from home, in line with individual and service needs</li> </ul>
	# 7	<ul style="list-style-type: none"> <li>Promote a work environment based on mutual respect and inclusiveness</li> </ul>	<ul style="list-style-type: none"> <li>Design and deliver events to raise awareness and exchange experience of diversity in the work place</li> <li>Assure regular communication</li> <li>Continually update support structures such as reserved places in local crèche, kindergarten, etc., in line with need</li> <li>Ensure access and equipment as needed for disabled individuals</li> </ul>