

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

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TRIPARTITE EMPLOYMENT CONDITIONS FORUM (TREF)

Eighty-fourth meeting

**Geneva – 21 November 2013**

**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 two-year period from 2012 to 2014 and presented to TREF in 2012.



## I. INTRODUCTION

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

Strategic objectives set for 2012-2014 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.

This report outlines the on-going actions undertaken in pursuit of these objectives across the three axes of recruitment, career development and work environment.

## 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 are being taken 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. Recommended action included the reinforcement of efforts to extend the applicant pool at the sourcing and shortlisting stages and the monitoring of progress to redress anomalies.

### (i) **Actions taken to improve the distribution of under-represented nationalities**

Multiple actions are being taken by the Talent Acquisition Group in the HR Department to improve the distribution of under-represented nationalities through continually renewed efforts to extend the applicant pool and ensure as wide a range of nationalities as possible at the sourcing and shortlisting stages of recruitment.

Outreach activities are regularly carried out in the Member States in order to promote CERN student and employment programmes through participation in careers fairs, presentations at universities, technical schools and professional associations.

In the period from January 2012 to October 2013, CERN has participated in events in Austria, the Czech Republic, Germany, the Netherlands, Norway, Sweden and Switzerland.<sup>3</sup> In addition, special agreements between CERN and various Member States are also in place aimed at optimising the chances of recruiting from under-represented nationalities.

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

<sup>2</sup> Appendix 1: Summary table of 'Priority areas for action' identified for Diversity Programme in 2012-2014.

<sup>3</sup> Appendix 2: Table of outreach activities undertaken by the Talent Acquisition Group (HR Department) at CERN.

Moreover, special agreements, *initiated by individual under-represented Member States*, have been signed to fund student positions at CERN by:

- Austria – for doctoral students
- Germany – for technical and doctoral students
- Greece – for technical, doctoral, administrative students and fellows
- Norway – for technical students
- Sweden – for technical students

Trainee programmes have also been agreed and implemented with Spain and Portugal to enable young people specialising in engineering and technology to gain initial practical experience in CERN's high-tech activities for periods of one to two years.

In addition to traditional methods of job advertisement and dissemination, innovative use is made of social media and other means to attract a diverse applicant pool and promote CERN's attractiveness as an employer.

*The longer term aim of these actions is to create a talent pipeline that could eventually lead to an increase in the representation of under-represented nationalities at CERN.*

Recruitment actions are constantly monitored on the basis of personnel return in relation to the Member State contributions. However difficulties in recruitment persist in some countries despite multiple actions over recent years.

**(ii) Actions taken to achieve an optimal gender distribution in all professional categories**

Pro-active measures with regard to gender distribution continue to be focused on the sourcing and pre-selection stages of recruitment, as well as selection practice. These include the following actions taken:

- Advertising a diversity policy that encourages women to apply.
- Undertaking of social media and outreach actions, in particular the development of videos, to attract women to roles in science and technology; this includes a focus on increasing the interest of girls in science and technology and subsequent engagement at post-secondary level such that there is a higher level of female participation in the candidate pool.
- Ensuring a selection of qualified women in long and short lists of candidates wherever possible.
- Assuring gender distribution in the composition of selection boards and providing prior training to selection board members on competency-based interview techniques.
- Adopting a selection board interview practice that guards board members against the risk of assumptions and stereotypes that may lead to possible bias.
- Evaluating and selecting on the basis of objective, non-discriminatory criteria.

As demonstrated in the table below, this pro-active approach has proved successful over the years, with the gender distribution reaching parity in 2012 for the professional administrator category (5A) and positively increasing parity in the research physicist, applied physicist, engineer and technician categories (1,2,3) where the applicant pool is limited.

Staff Members	Res Phys	Appl Phys	Computing	Engineer	Technician	Crafts	Prof Admin	Adm Assist	Adm Clerk	TOTAL
% W 1995	2.88	2.9	11.11	0.53	2.82	5.81	18.49	78.89	73.11	14.06
% W 2003	9.72	8.46	10.1	10.94	5.8	3.41	32.81	83.94	63.16	17.31
<b>% W 2012</b>	<b>10.13</b>	<b>12.94</b>	<b>10.82</b>	<b>13.95</b>	<b>6.23</b>	<b>5.3</b>	<b>51.61</b>	<b>93.85</b>	<b>53.85</b>	<b>20.42</b>
<b>Raw data 2012</b>										
TOTAL W	8	33	41	54	55	7	64	244	7	513
TOTAL STAFF	79	255	379	387	883	132	124	260	13	2512

*Table: Trend in the numbers of women staff members by professional category between 1995 (launch of Equal Opportunities Programme) and 2012*

Source: CERN Personnel Statistics

Continued action is needed, however, to maintain progress, and in particular to understand and renew efforts to address the 'leaky pipeline' in science and engineering categories where the ~ 12% average representation of female recruitment levels is lower than the ~ 19% average representation of women at the beginning of the career, as demonstrated by the Fellowship and Student programmes<sup>4</sup>.

### 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 those of improving the number of gender role models across the Organization and ensuring equal development prospects between the specialist and managerial career tracks.

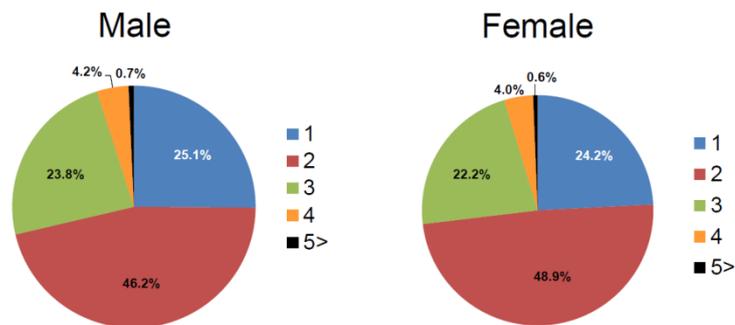
Recommended actions include the regular monitoring of advancement and promotion decisions, the inclusion of women in leadership training programmes and subsequent succession planning, and the revision of the Career Path Guide.

<sup>4</sup> Appendix 3: Table showing the percentage of female staff members in categories 1 and 2, and in the Fellowship and Student Programmes as at 31.12.2012.

(i) **Advancement and promotion**

Monitoring of advancement and promotion decisions, as presented in the graph below, shows no gender bias over the last seven years since the launch of the current (MARS) performance appraisal system.

Average number of steps over the period 2007-2013



Source: Presentation made at the HR public meeting at CERN on 23.09.2013

Although these figures confirm equal advancement for men and women on an annual basis, there are to date relatively few women in the senior staff career paths, as shown in the table below. The proportion of eligible men in top career paths is currently greater than the proportion of eligible women, and a further effort is required in order to achieve a visible number of gender role models in decision-making positions across all professional categories if CERN is to overcome the 'glass ceiling' effect accumulated over the years.

		Total % of women in professional categories 1, 2 and 5A <b>200</b>	Total % of men in professional categories 1, 2 and 5A <b>1023</b>
Senior Staff (Career Paths F and G)	57 W / 423 M	57 / 200 <b>28.5%</b>	423 / 1023 <b>41.3%</b>
Staff in top career path (G)	7 W / 89 M	7 / 200 <b>3.5%</b>	89 / 1023 <b>8.7%</b>

Source: CERN Personnel Statistics (31.12.2012)

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

*The challenge is not only to have a high count of women, it is also essential to ensure that the Organization has women in the positions that count!*

(ii) **Leadership training and appointment to hierarchical positions**

Women represent ~ 30% of staff taking part in management and communication training programmes over the last two years.

With regard to hierarchical positions, women today hold ~ 20% of line management (Group and Section Leader) positions, which represents a positive increase over the last 13 years. However, it should be noted that half (51%) of these hierarchical positions are held by women in the administrative sector and that out of a total of 14 women Group Leaders, only 7 are in the science and engineering professional categories.

There is currently one woman in CERN's Enlarged Directorate.

<b>Hierarchical Position</b>	<b>2000</b>	<b>2013</b>
Line Management (Group and Section Leaders)	27 W / 487 M <b>5% W</b>	49 W / 213 M <b>23% W</b>
Management Board in 2000 (DG, Directors and Division Leaders) Enlarged Directorate in 2013 (DG, Directors and Department Heads)	No women	<b>1 W / 12 M</b>

Source: CERN Equal Opportunities report, 2000 and 2013 data provided by the HR Department (31.07.2013)

(iii) **Equal prospects for technical specialist and managerial careers**

It has been agreed to study the question of equal prospects for technical specialist and managerial careers in the context of a forthcoming revision of the CERN Career Path Guide.

#### IV. STRATEGIC OBJECTIVES RELATING TO THE WORK ENVIRONMENT

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

Actions aimed at integrating diversity principles in the work environment have been focused on raising awareness of challenges and promoting understanding across the different dimensions of the Organization's diverse workforce, 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**

Three 'Diversity in Action' workshops designed to explore the meaning of diversity and share the experience of working with differences at CERN were run in 2012 and 2013, each time with a maximum participation of ~ 40 colleagues representing all categories of CERN contributors. These workshops were aimed at providing participants with insights into diversity, helping them to develop greater sensitivity to differences and exploring ways to recognise and overcome possible biases, thereby strengthening the tradition of inclusiveness at CERN.

In addition, workshops were also organised within two departments with the aim of promoting dialogue and the exchange of ideas between the younger generation of staff and the departmental managements concerned.

**(ii) Raising awareness through talks on diversity-related topics**

Several talks have been organised within the framework of the Diversity Programme on topics, covering the dimensions of professional creativity, gender and disability:

- *“Diversity in the workplace: how to capitalise on differences to foster innovation” - concrete strategies and approaches to capitalise on a diverse workforce and create the right environment where differences become an asset that leads to creativity, idea generation and ultimately, innovation.* The speaker, Cristina Bianchi, is a qualified coach with a focus on management and leadership development both in the private and public sector.
- *“Le cerveau a-t-il un sexe?” L'objectif de cette conférence est de donner à comprendre le rôle de la biologie mais aussi l'influence de l'environnement social et culturel dans la construction de nos identités de femmes et d'hommes.* The speaker, Catherine Vidal, is a neurobiologist and research director at the Institut Pasteur. She also devotes her time to disseminating scientific knowledge through publications, lectures and the media.
- *“From Newton to Hawking and beyond: Why disability equality is relevant to the world of particle physics” - providing some basic data about global disability, and the socially-imposed barriers which disabled people face. It will also offer some practical suggestions on how to respect and include people with disabilities in the workplace.* The speaker, Thomas Shakespeare, is a social scientist and ethicist with 25 years' experience with the disability movement, including working in the disability arts and providing disability equality training.
- *“Women in science, technology, engineering and maths (STEM). Where are we now and how can we move?”* The speaker, Jocelyn Bell Burnell, is a Visiting Professor at the University of Oxford. In a career spanning over four decades, she has made outstanding contributions to astronomy, the public understanding of science, in particular advancing the role of women in science, and to the promotion of physics.

**(iii) Work/life balance**

The Diversity Programme has proposed the creation of a fellowship position for STEM researchers who have had to interrupt or reduce their scientific activities (e.g. for family reasons, career change or personal reasons). This proposal, aimed at encouraging graduates to return to either full-time or part-time work following a career break, is currently being studied with a view to running a pilot in 2014.

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

- A new on-site crèche

In addition to the existing nursery school and the reserved places in neighbourhood crèches, support to young parents has recently been enhanced through the opening of a new on-site crèche. This new facility is fully integrated in the nursery school, with the Kindergarten now able to welcome children aged from three months to six years. It includes a room for preparing baby formula, a breastfeeding corner and all the equipment needed to ensure the well-being of even the youngest infants.

- Disability support

All new buildings and building renovations make provision for disabled access, and ad hoc additional structures such as the construction of banisters at the entrance to a building have been installed on request.

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

- Informal Networks

Provision has been made under the scope of the Diversity Programme to publicise Informal Networks which permit CERN contributors who share an identifiable common interest in work-related issues to keep in contact with each other and to exchange ideas, information and experiences related to their integration at CERN. These Informal Networks relate to the various dimensions of workplace diversity and, to date, cover aspects such as the nationality networks, a Lesbian, Gay, Bi-sexual, Trans-sexual (LGBT) network and a disability network. The aim of these networks is to provide a forum for discussion and support as well as, if necessary, informal interaction with the CERN management, but they do not constitute a political platform or a means for collective bargaining.

## V. GENDER AWARENESS AND OUTREACH

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

- CERN's Director-General participated in a panel discussion organised by UNESCO on 'Women in Science – a necessity' in July where he stressed the need for sustained action to “*encourage* girls and women to consider a career in science, *employ* them [...] through equitable processes and *enable*, i.e. create an inclusive work environment that allows everybody to give of their best”<sup>5</sup>.
- A group of young women scientists at CERN participated in a UN (ECOSOC) Youth Forum in March on "Young Women in Science" Forum where they exchanged ideas on how to attract and retain women in science.

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<sup>5</sup> CERN Bulletin, 15 July 2013, <http://cds.cern.ch/journal/CERNBulletin/2013/29/News%20Articles/1561119?ln=en>

- Gender-related presentations were made by senior physicists in the context of the teacher training programme and at collaboration meetings on request.
- Presentations were made by the Diversity Programme to visiting high-school students in collaboration with the Visits Service; a full day shadowing women 'role models' was also organised for an award winning high school science student as part of her reward.
- CERN career opportunities were presented during a Career Development Workshop for young women scientists at the ETH in Zurich.
- Several CERN women scientists, together with members of the Diversity Office, participated in an 'Expanding Your Horizons (EYH)' event in Geneva aimed at raising awareness of local school girls about the numerous potential careers available in the areas of science and technology<sup>6</sup>.
- Regular networking and best practice events included participation in the EU Gender Summit, on-going meetings of Diversity representatives from international organizations and an exchange of experience with a group of women working in the nuclear field visiting CERN from the IAEA, Vienna.
- The Diversity Programme, together with the Code of Conduct, was also presented during the LHC collaboration meetings on the recommendation of the ACCU.
- Language style guides used at CERN were reviewed to include a recommendation that gender neutral language be used wherever possible, and documents updated, as needed, to include the Diversity principles.
- An on-going collaboration has been put in place with the Summer Student Lecture Committee to promote the best possible representation of women 'role model' lecturers in the programme. A presentation on 'Diversity at CERN' will also be included in the Summer Student Lecture programme.

## VI. CONCLUDING REMARKS

CERN's Diversity Policy<sup>7</sup> has been published and the programme is firmly established as one of the pillars of the Organization's Human Resources Strategy and provides a basis for the day-to-day integration of diversity principles across all policy, procedures and practice.

Continued efforts need to be sustained in order to attract and retain as diverse a workforce population as possible. Success in recruitment will always be partly dependent on the external market; the challenge of anchoring an enabling and inclusive work environment and culture is however fully within the Organization's sphere of control and the key to success lies in continually engaging both management and staff as equal stakeholders and ambassadors for diversity.

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<sup>6</sup> Expanding Your Horizons, November 2013, <http://www.expandingyourhorizons.org/conferences/Geneva/page1.php>  
<sup>7</sup> [www.cern.ch/diversity](http://www.cern.ch/diversity)

## VII. APPENDICES

**Appendix 1:** Summary table of priority areas for action identified for the Diversity Programme in 2012-2014

		STRATEGIC OBJECTIVES	ACTIONS
RECRUITMENT	# 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>
CAREER DEVELOPMENT	# 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>
WORK ENVIRONMENT	# 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>

**Appendix 2:** Table of Outreach activities undertaken by the Talent Acquisition Group of the HR Department at CERN.

Outreach initiatives for 2013 (to date: 31.10 2013)

TU Day TU Career	Vienna	Austria	17/04/2013
International Career fair	Berlin	Germany	26/01/2013
Industrietag - Hochschule Furtwangen   Furtwangen University	Furtwangen	Germany	24/04/2013
Trondheim Career Fair	Trondheim	Norway	06/02/2013 07/02/2013
CERN Accelerator School	Trondheim	Norway	19/08/2013 22/08/2013
INTERNATIONAL CAREER DAY	Lausanne	Switzerland	21/03/2013
Meyrin Economic Forum - Forum de l'economie et de l'emploi	Meyrin	Switzerland	28/05/2013 30/05/2013
Empowering the Future - Twente University	Twente	Netherlands	15/05/2013

Outreach initiatives for 2012

Lund University visit	Lund	Sweden	17.01.2012
Norway roadshow: University College of Narvik University College of Sør-Trøndelag NTNU Trondheim	Several	Norway	24.01.2012 27.01.2012
Turku job fair	Turku	Finland	08.02.2012
Big Bang Fair NEC Birmingham	Birmingham	United Kingdom	15.03.2012
DSE Copenhagen 2012	Copenhagen	Denmark	28.03.2012
International Career Day	Lausanne	Switzerland	29.03.2012
Software Eng Tech roadshow	Several	Germany; Denmark; Belgium; Sweden; Switzerland; France; Greece; Austria; Netherlands	07.05.2012
Meet @ Köln	Köln	Germany	10.05.2012
Technician Roadshow	Several	Slovakia, UK, Germany, Finland, Denmark, Switzerland, Belgium and France	13.05.2012
FYSICA-CHEMIE 2012	Twente	Netherlands	30.05.2012
Nuit des Chercheurs - CERN	Geneva	Switzerland	21.09.2012

**Appendix 3:** Table showing the percentage of female staff members in categories 1 and 2 and in the Fellowship and Student Programmes as at 31.12.2012.

	<b>Staff Members (categories 1 and 2)</b>	<b>Fellows</b>	<b>Students (Doctoral and technical)</b>
<b>TOTAL</b>	1100	524	305
<b>Male</b>	964	425	246
<b>Female</b>	136	99	59
<b>% of Female</b>	<b>12.4%</b>	<b>18.9%</b>	<b>19.3%</b>

Source: CERN Personnel Statistics (31.12.2013)

Staff Members categories 1 and 2: Research Physicists and Scientific and Engineering work  
Fellows and Students (excluding administrative category)