



D&I 25 by '25 Q&A

Introduction

English

Many interesting questions were raised in both the English and French HR Public sessions on 26 and 27 April 2021. We have compiled them below (as they were asked), with their answers. (Note: similar questions have been grouped).

Français

De nombreuses questions intéressantes ont été soulevées lors des sessions publiques HR en anglais et en français, les 26 et 27 avril. Nous les avons compilées (telles qu'elles furent posées) ci-après avec leurs réponses (NB : nous avons regroupé les questions similaires). Dans la mesure du possible, les questions en français ont une réponse en français.

- Will the gender diversity be considered for contractors?
The 25 by '25 strategy focuses on CERN's employed members of personnel (MPE's: Staff members & Fellows), as this is the population for which CERN has direct influence on recruitment. However, we do hope that an increased focus and awareness over the next years can have a positive ripple effect on the wider CERN community.
- A 25% nationality cluster is huge, given how many Member States CERN has. Even 10-15% is already significant and should be avoided. At the same time, there are many sections or groups at CERN which have certain nationalities badly overrepresented. After a certain time, it seems that they employ or retain their compatriots more often than not. Will this be identified, and actively fought?
For nationality, the 25 % will be used as an indicator to spot potential nationality clusters. Meaning, that if there is one or more nationalities represented by 25 % or more in a department, group or sector, that is an indicator of where efforts to 'flip the trend' may be encouraged going forward. The nationality situation is complex. For instance, in some departments, certain nationality clusters can be explained by the need for local expertise, language requirements, etc. In other departments there are nationality clusters, but of under-represented states. This highlights why the strategy has to have a flexible & holistic approach, i.e. that we have to keep both the big picture and the department-specific focus in mind. The 25 % indicator is only one angle for improving nationality balance.
- In terms of nationality balance: Out of the 17 positions for Department leaders and Sector Directors, 5 are from UK, if I am not mistaken. It does not look very balanced to me. Newly appointed: BE DH, SY DH, FAP DH, ATS Sector Director, HR DH.
- It is important to observe long-term trends as, for instance, GB has been and is still considered underrepresented in terms of personnel. This is why, as explained above, we need to combine flexibility with global picture. The very positive development for the Senior Management group is the significant increase in its % of women (NB: the FAP DH is German).
- What actions is CERN going to be prepared to take if we are not on track?
 - R.e. 25 by '25, who is held responsible if the goals are not achieved?
There are no penalties for not reaching the 25% target, nor is there any material prize for reaching it. Every increase, however small, must be acknowledged and celebrated. The overarching goal of this strategy is to increase awareness and to observe a more diverse workforce long after 2025. The respective Department and Sector Heads are accountable to ensure that the momentum to improve in these areas continues.
- I don't understand what a diversity-positive approach in merit/promotion actually means!
 - If it is linked to the MERIT (as written in the presentation slides), doesn't it state that there are accountability consequences?
The proposal is to build into our processes opportunities to formally acknowledge actions that foster diversity and / or inclusion. Actions might include: the colleagues who have volunteered to supervise students within the 'Technical Internship for Students with Disabilities' programme; the 25 by '25 focal point, members of the Diversity Roundtable etc. all of which enable the culture of the department/group/sector to become more diverse and inclusive. Just like other contributions such as being a CERN Guide, we would encourage such actions to be referenced in the MERIT exercise, for instance.
It concerns an acknowledgement of individuals who implement diversity-positive actions and to encourage create a culture of recognition in this area.
- Who are the "focal points" and do they themselves represent a diverse cross section of the CERN staff?

The focal points are the 'internal working group' and representatives of the 25 by '25 strategy for each department. They will be key stakeholders in creating the department-tailored fitness plans, and serve as the link between the Department Head and the D&I Programme. They will also be the go-to persons for feedback from their Departmental colleagues. Department Heads have been encouraged to identify focal points who represent different nationalities, genders, levels of seniority, age, competency, and how long they've been at CERN.

- Why setting a target at 25%? Was this chosen based on some global indications?
 - Why is the target set at 25%? Since the female representation is say 21% in MPEs, it is just a 4% increase in 4 years, which may not be a not big target to dream.

25 % was set as a reasonable yet ambitious target. Ambitious because to achieve 4% increase of the overall MPE average, we need to think corresponding recruitment drives of almost 30% women over the next 5 years. This is why we call the target "aspirational", and it would also bring CERN closer to our comparator Organizations in this regard, since we are currently well below the average.

- It was said that Departments where male colleagues are below 75% will be asked to recalibrate: why would we do this? I understand that you do not want to skew the statistics of the more "technical" departments, but it is really counterintuitive that you would push to lower the percentage of women in some departments.

The overall goal of 25 by '25 on the gender aspect is to create a better gender balance, because gender balance – as any diversity - has a positive effect on the working culture. That goes for department/groups with clusters of men and for clusters of women.

- What about already hired women in management positions?

The 25 by '25 strategy rather places a focus and a joint, accelerated effort – endorsed and followed up by the top management at CERN – to 'flip the trend' in specific areas related to gender and nationality going forward. The departments/groups that are already quite balanced in terms of gender will look more closely into the positioning of the women and men, by looking into the gender distribution in grades, professional categories and benchmark jobs.

- If 'excellence' is the main factor is above everything else, how does it not contradict 25 by 25'? 'Excellence' and 'diversity' are not mutually exclusive. Like all science, what leads to innovation is not homogenous group-thinking, but rather a diversity of thoughts, perspectives and opinion. 'Excellence' does not refer to one specific way of doing things.

The 25 by '25 strategy aims to systemise the already existing efforts to encourage more diversity, as well as find new methods to boost the gender and nationality diversity.

Long before the 25 by '25 strategy was carved out, 'diversity' has been one of CERN's core values, as well as one of CERN's goals in its [mission statement](#) : 'Diversity and bringing nations together'.

- How realistic is it to move from the current 21.x% to 25% in 2025 while the % of young ladies graduating from university in engineering and technology is far less than 25%? This low % is reflected in the small number of female applications submitted to CERN in these fields. To reach the 25 by '25 target, we (mankind) should 1- understand the causes of the gender unbalance observed at university in engineering and technology and 2- identify the in-depth changes required in the education and society to address this unbalance. Such changes can certainly not be effective in 4 years.

We agree that there are a number of societal factors, but by being a world leading science institution, CERN has the opportunity (some would even say responsibility, as a publicly-

funded organisation) to lead the change. Citizens the world over are looking to CERN for world-leading science and inspiration, so this is an opportunity to show the global science community that diversity in all its aspects are also important, because it benefits the science. If this is something that can inspire the future generations of scientists and move on from the 21 % proportion of women, that is also a level of success.

The challenge of increasing diversity in an organisation is not solved by solely focusing on recruitment. Many things have to happen simultaneously. As the history of gender and nationality distribution is complex (as the example described above), the solution has to take many aspects into account as well – time being one of the most important ones.

The 25 by '25 strategy is not only about creating a fast change, but it offers an opportunity to look at the entire process from the university level to the employees' journey within the Organization, from for instance junior to senior level.

The 25 by '25 strategy is also about changing certain aspects of the working and science culture in order to become more inclusive and thus *attract* a more diverse candidate pool.

- What about nationality clusters not among all members of personnel in a given department, but among the management of that department?

Among the many aspects that come under this initiative, also looking into the nationality distribution within the leadership of each department is indeed key.

- Why is 25% a good number? Why is it better than 20% or 30% ? If women are particularly good at a given position, shouldn't we go to 70% ? 80% ? If they are not better than men on a given position, shouldn't we target 50% ? etc.

(This question is based on the assumption that gender and professional abilities are linked). CERN's Percentage of women has hovered around the 20% mark for many years and CERN's top management has committed to increasing this proportion of women with a reasonable but ambitious starting target of achieving 25% (see answer above), with a particular focus on women STEM.

For nationality, the 25 % is reasonable, since there is no member state that contributes with more than 25 % of the total budget.

- Is there a plan to recognise non-binary gender in the strategy?

There is no particular focus on this aspect of gender diversity in the overall 25 by '25 strategy. However, if departments/groups/sectors would like to focus on it, they would be most welcome to do so, with the support of the Diversity & Inclusion Programme. Non-binary gender remains agenda focus for HR, as do all activities beyond nationality and gender.

- How is the building of a non-diverse cluster already being avoided in the hiring process (e.g. men only hiring men, certain nationalities only hiring certain nationalities)?

CERN's current hiring process embeds diversity in the selection panels (there must be a nationality, gender & department mix in the panel). Part of the process of creating department-tailored fitness plans is to do a self-assessment on the hiring process and practices. The aim is to uncover gaps and improvement areas, and for HR to provide specific tools and actions to help improve in those areas of need.

- Why isn't race being addressed in the program 25 by '25? Shouldn't CERN also increase the contracts with black people?

Race, just as the many visible and invisible characteristics we work on, is not measured in our personnel statistics. CERN can only measure progress of aspects that we collect data on. Again, emphasising the flexibility of the strategy, should a department/group/sector wish to include this dimension of diversity in their 25 by '25 fitness plan, the D&I Programme will support the

initiative the best way possible, knowing that it might be challenging to report formally on the progress.

- La Gender Target semble pouvoir être assimilée à la mise en place d'un quota sans pour autant vraiment le nommer comme tel.
 - Pouvez-vous confirmer et n'êtes-vous pas inquiets que cela ouvre la voie à la mise en place d'autres quotas toujours plus ciblés ?

Non, un « quota » est un objectif quantitatif obligatoire qui met en valeur et, en priorité, une caractéristique définie comme le genre, l'âge, ou la nationalité. Le concept de « Target » a été choisi expressément pour nous encourager vers un objectif que nous espérons atteindre mais que nous savons très ambitieux. Il n'y a aucune volonté de la part de l'Organisation de mettre en place des quotas.

- Pourquoi ne pas étendre cette obligation à tous les comités (CPCD, CPR, CPCRI ...) ?
Nous avons déjà en place la pratique d'assurer la diversité de ces comités. A noter que le faible nombre de femmes dans certains secteurs rend cela parfois compliqué de trouver des volontaires pour ces rôles sans pour autant solliciter toujours les mêmes personnes.
- Diversité de genre nécessite une meilleure reconnaissance de la parenté partagée. Les pères devraient aussi avoir la possibilité de garder des jeunes enfants, pour (entre autre) permettre aux mères de revenir plus tôt au travail. Or actuellement on leur accorde 2 semaines de congé. Tout à fait, la parentalité partagée est un excellent moyen d'engager les deux parents (dans les cas où l'enfant a ses deux parents) envers les exigences du rôle parental, et effectivement l'allongement de la durée du congé de paternité ou d'accueil de l'enfant pour l'autre parent est une voie dans laquelle le CERN pourrait s'engager. Même si les choses évoluaient dans ce sens au CERN, le partage dans le couple parental ne pourrait s'appliquer que lorsque les deux parents travaillent au CERN. Nous ne pouvons pas influencer ce qui se passe dans les Etats hôtes.
- Vous parlez de généralisation du langage inclusif. Comment prévoyez-vous de mettre cela en place?

Il existe une excellente formation, ouverte à tous, assurée par l'équipe des traducteurs, T&M sur le langage inclusif, en français. Par ailleurs, nous sommes en train de finaliser un exercice de modification des Statut et Règlement du Personnel pour en rendre la formulation 'neutre' d'un point de vue du genre, en langue anglaise en premier lieu (la révision de la version française est en cours). Nous sommes tous encouragés à prendre conscience de notre propre usage de la langue (anglais et français) et à ne pas hésiter à proposer des alternatives lorsque nous lisons ou entendons des termes non-inclusifs.

- Comment faire face à la difficulté de trouver des candidates qui correspondent à ces objectifs, en particulier dans les métiers techniques (mécanique) ? Il y a déjà peu d'effectifs féminins dans les écoles...

Il est vrai qu'il existe une réelle difficulté à trouver des candidates pour certains postes dans ces certains domaines. Mais il faut redoubler d'efforts.

Nous devons nous mobiliser à tous les niveaux, pas seulement lors de recrutement. Par exemple, le projet annuel du groupe Education et Communication au mois de février qui consiste à inviter des femmes scientifiques du CERN à partager leurs expériences dans les écoles de la région locale a toujours besoin de nouveaux volontaires.

- Avez-vous prévu d'augmenter la visibilité du CERN dans les universités pour augmenter le nombre de candidats pouvant être potentiellement issue des minorités ?



Oui, c'est la situation actuelle. Des actions multiples dans nos états membres sont assurées par HR et la collaboration des collègues de tous les départements est la bienvenue pour renforcer le message que le CERN est un employeur de choix.

- Le laboratoire semble plus préoccupé par la stratégie de diversité et inclusion que par le recrutement de personnels talentueux, quels que soit leur genre, origine, couleur de peau ou quelque autre critère. Pouvez-vous nous rassurer sur ce point ?

La diversité et l'excellence ne sont pas mutuellement exclusifs. Toute sélection a été jusqu'ici et demeure à ce jour axée sur les compétences. L'Organisation se préoccupe du fait que la proportion de femmes reste stable depuis 10 ans et semble décroître même dans les STEM. Il est donc important d'adresser ce problème et ce d'autant plus que d'autres organisations voient leur situation s'améliorer de ce point de vue. En outre, il faut prendre en compte le grand nombre d'études qui prouvent que les équipes diversifiées atteignent de meilleurs résultats. Pour cette raison, il faut évaluer le potentiel du candidat ou de la candidate, aussi au regard de sa contribution à l'excellence de l'équipe.

- On parle de diversité et je pense que la diversité dans les langues est aussi importante, car la diversité de la pensée passe aussi par la diversité de la langue. Or de moins en moins de textes sont également en Français au CERN (sans parler des autres langues), à commencer par les notices d'emploi et le site de la Diversité en anglais seulement.

Tous les documents officiels et le site principal du CERN sont publiés dans les deux langues. La traduction d'autres documents et sites internet dans la langue française est surtout une question de ressources à l'heure actuelle. L'anglais étant la langue commune utilisée dans le monde global scientifique, la priorité est donnée au contenu en cette langue pour assurer la diffusion au plus grand nombre, tout en gardant la volonté de tout fournir dans les deux langues dans la mesure où cela est possible.