


Does the five-yearly review at
CERN guarantee the laboratory's
attractiveness?





The five-yearly review of financial and social conditions is a common practice among international organizations. What are its objectives, how is it carried out at CERN, and what can reasonably be expected from this exercise? The seminar will attempt to answer these questions.

SA Seminar, November 3rd, 2025
S. Evrard, on behalf of the Staff Association

Disclaimer: this seminar and accompanying presentation are provided for informational purposes only and do not constitute a binding position of the Staff Association.



OUTLINE

- Overview of the five-yearly review process
- Overview of the last three five-yearly reviews
- Member & Associated Member State personnel distribution
- Attractiveness & Retention of talents
- Outcome and closing remarks

Overview of the five-yearly review process

Legal Principles in Intergovernmental Organisations (IGOs)

1. Recruitment and Employment Conditions

To fulfil its international mission, an intergovernmental organization (IGO) must employ highly competent staff recruited from all Member States. Employment conditions must therefore enable the recruitment of qualified personnel from across all Member States.

2. Fundamental Principles Governing Employment Conditions

a. Flemming Principle

(Applicable to “support positions” / “general service staff”)

Employment conditions for general service staff must be among the best prevailing local conditions.

b. Noblemaire Principle

(Applicable to “professional”, internationally recruited personnel)

IGOs must offer employment conditions capable of attracting professionals from all Member States, including those in which salaries are highest.

3. Equal Pay for Equal Work

Staff must receive equal pay for work of equal value, regardless of nationality or the salary levels prevailing in their country of origin.

4. Right to a Methodology for Salary Adjustments

Personnel have the right to a clear and stable methodology for salary adjustments. IGOs are therefore obliged to:

- Establish a periodic review and salary adjustment method;
- Ensure the chosen methodology produces results that are stable, foreseeable, and clearly understood;
- Apply the methodology consistently and only modify it for the future.

Five-Yearly review objectives

1. Staff Members

- To ensure that the financial and social conditions offered by the Organization enable it to recruit and retain staff members from all its Member States who are of the highest competence and integrity, and who are essential for carrying out the Organization's mission.

2. Graduates

- To ensure that the financial and social conditions offered to graduates remain attractive and competitive compared to those offered by comparable research institutions.

3. Associated Members of the Personnel

- To ensure that the financial and social conditions offered by the Organization allow it to host associated members in its research facilities, while taking into account the highest cost-of-living level in the Organization's local region.

4. Proposals and Decisions

- The results of comparative studies serve as a **guide** for the Director-General in formulating proposals, and for the Council in making decisions regarding any adjustment of financial and social conditions for staff members.
- When taking such decisions, the Council may consider all relevant **objective criteria** related to the proper functioning of the Organization, including its **budgetary situation**.

Mandatory components of the 5YR

Who	Staff Members	Graduates	Associated Members of the Personnel (MPA's)
Goals	Recruit and retain staff of highest competence and integrity from all MS	Offer attractive and competitive conditions % comparable Research Institutes	Host MPA at CERN despite highest cost-of-living level in the Organization's local region
What	Basic salaries	Stipends	Subsistence allowances
Comparator	Main recruitment market	Comparable Research Institutions	Cost-of-living level in the local region of the Organization
Data Collection	For grades 1 to 3 (Flemming principle), data from employers established in the local region For grades 4 to 10 (Noblemaire principle), data collected by the OECD from employers established in the MS that offer the most competitive salaries	Data collected from the relevant research institutions	No data collection
Results	Guide for the DG	Guide for the DG	Guide for the DG
Outcome	DG proposes, Council decides*	DG proposes, Council decides*	DG proposes, Council decides*

*In taking its decision, the Council may take into account all relevant objective criteria related to the proper functioning of the Organization, including its budgetary situation.

Optional components of the 5YR

Applicable to: Staff Members, Graduates, and Members of the Personnel Associated (MPAs)

1. Scope

Any other financial or social conditions not already covered may be included in this review.

2. Start of Procedure

The Director-General (DG) shall submit to the Council, for decision, a proposal identifying the specific financial and social conditions to be reviewed.

3. Data Collection and Comparison

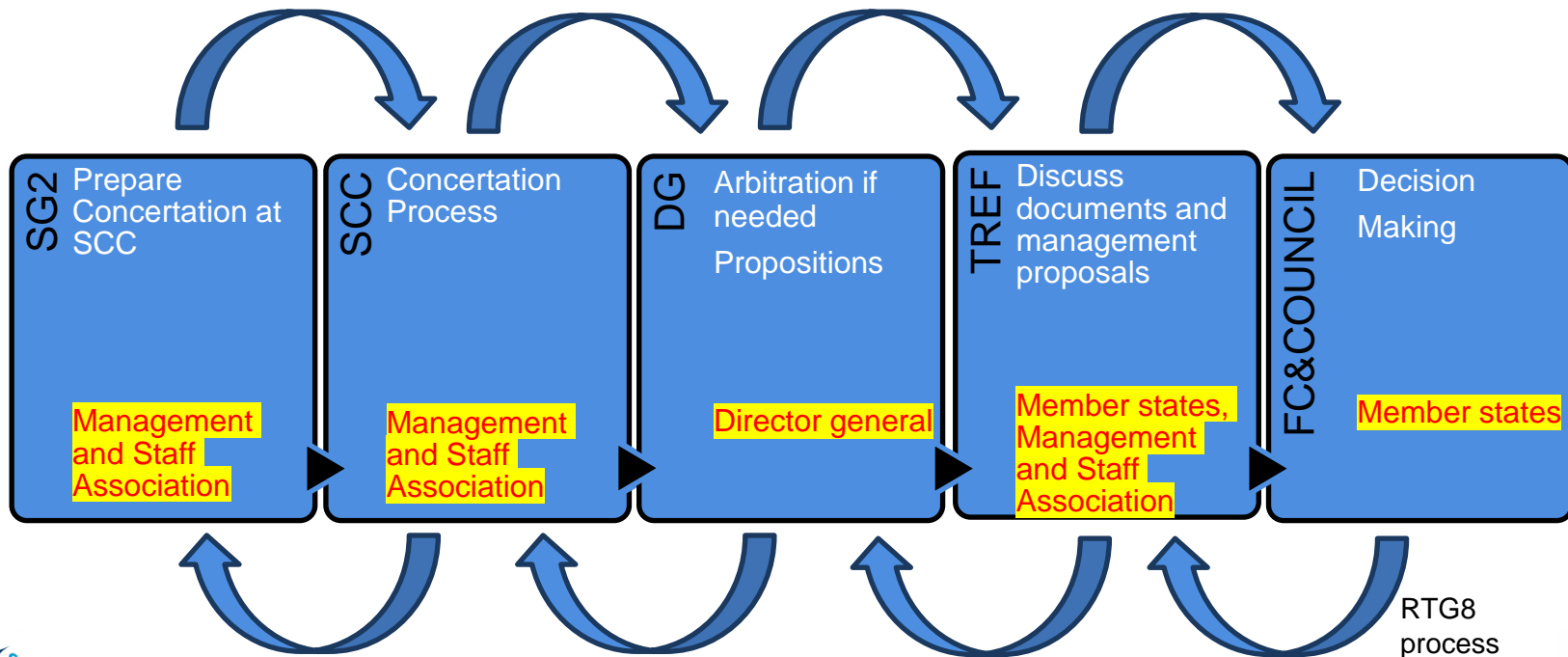
Data concerning the financial and social conditions under review shall be collected from intergovernmental organizations offering among the most competitive financial and social conditions.

4. Review Method and Procedures

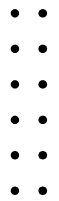
Within the framework of the five-yearly review, the Council may also decide to revise any related procedures for application in subsequent reviews.

Process Flowchart

SG2: sub-group N°2
SCC: Standing Concertation Committee
TREF: Tripartite Employment Conditions Forum
FC: Finance Committee



Timeline



2025



- Overview of the five-yearly process
- Summarise outcome of previous five-yearly reviews
- Preliminary data gathering for reports.
- Preliminary discussions with external stakeholders (OECD, consultants).
- Summarize outcome of previous five yearly reviews.

2026



- Factual information & clarification
- Report on recruitment markets for staff members
- Report on recruitment and retention of staff members
- Data collection process for salary comparison and related mandates
- Report on comparator research institutions for fellows
- Management's proposal identifying the financial and social conditions to be reviewed
- Discussion
- Report on recruitment markets for staff members
- Report on recruitment and retention of staff members
- Data collection process for salary comparison and related mandates
- Report on comparator research institutions for fellows
- Management's proposal identifying the financial and social conditions to be reviewed
- Information & discussion
- Report on recruitment markets for staff members
- Report on recruitment and retention of staff members
- Report on comparator research institutions for fellows
- Decision :
 - Management's proposal identifying the financial and social conditions to be reviewed
 - Obligatory conditions (basic salary, stipend, subs. allow.)
 - Optional conditions
- Factual information and clarification
- oral report on data collection process

2027



- Written report on data collection of optional conditions
- Written report on data collection of obligatory conditions
- Information
 - Management proposals
- Discussion
 - Management proposals
- Decision on final Management proposals



Courtesy of HR dept.



Annual review of basic salaries and stipends

Purpose

The purpose of this annual review is to protect basic salaries and stipends from the erosion of purchasing power resulting from any increase in the cost of living

Procedure

Basic salaries and stipends shall be reviewed using the basic salary and stipend index, which consist of the following two components:

a) First component

The Geneva cost-of-living movement for the twelve-month period (August-August)

b) Second component

The average movements of the real net salaries of the civil servants:

- of the Swiss Federal Public Service, and
- of the Member States whose regular contribution in the current year is more than 2% of the Organization's Budget, for the twelve-month period (June-June) according to the formula:

$$I = \frac{Gva * [CH + \sum_{n=1}^p a_n * s_n] / 2}{100}$$

I	Basic salary and stipend index
Gva	Geneva cost-of-living movement (August-August)
CH	Average movement of real net salaries of the civil servants of the Swiss Federal Public Service (June-June)
a_n	Weighting for Member State n
s_n	Average movement of real net salaries of civil servants in the Civil Service of Member State n (June-June)
p	Number of Member States determined using the criterion set out in paragraph 18b)

Provisional 2026 Cost Variation Index: 1.01
i.e. 1% increase of basic salaries

Overview – Last Three Five-Yearly Reviews

Overview – Last Three Five-Yearly Reviews

- **Mandatory Part - Staff Member**
- **Mandatory Part – Fellows**
- **Mandatory Part – Associated Members of Personnel (MPAs)**
- **New career structure & Advancement**
- **CERN Health Insurance Scheme**
- **Pension Fund**
- **Non-Resident Allowance and Installation indemnity**
- **Family and Child Allowances**
- **Contract Policy**
- **Leaves**
- **Diversity Measures**
- **Annex A1**
- **Summary of 5YR**

Overview – Last Three Five-Yearly Reviews

Mandatory Part - Staff Member

<i>Subject</i>	<i>5YR 2010</i>	<i>5YR 2015</i>	<i>5YR 2021</i>
Result of salary survey	Level High Tech Swiss Industry : +41% on average	Level High Tech Swiss Industry : +31% on average	Level High Tech Swiss Industry : +9% on average
Scale of basic salaries of staff members	<ul style="list-style-type: none"> ➤ Slight differentiated increase in salary scale to cover CHIS contribution increase • 0% for CP A to C • + 2 % for CP D (+1% in 2011 and +1% in 2012) • + 4% for CP E and higher (+2% in 2011 and +2% in 2012) 	<ul style="list-style-type: none"> ➤ No change in salary scale (levels) ➤ New structure of salary scale according to new grade and BMJ implementation 	<ul style="list-style-type: none"> ➤ No change in salary scale

Really very little has been done on the obligatory part of the 5YR to catch up the differences of salaries compared to Swiss industry.

Overview – Last Three Five-Yearly Reviews

Mandatory Part – Fellows

<i>Subject</i>	<i>5YR 2010</i>	<i>5YR 2015</i>	<i>5YR 2021</i>
Result of survey	➤ Financial conditions remain attractive	Idem	Idem
Stipends	➤ Decrease of the seniority supplement <ul style="list-style-type: none"> • - 6 % of the total stipends for Technical Engineer fellows • - 3% of the total stipends for Master and PhD fellows 	➤ No change	➤ No change but GRAD prog. in 2022 ➤ 10% decrease of stipends

Mandatory Part – Associated Members of Personnel (MPAs)

<i>Subject</i>	<i>5YR 2010</i>	<i>5YR 2015</i>	<i>5YR 2021</i>
Result of survey	Subsistence allowances are adapted to the cost of living in the Geneva region	Subsistence allowances are adapted to the cost of living in the Geneva region	Subsistence allowances are adapted to the cost of living in the Geneva region
Subsistence allowances	➤ No change	➤ No change	➤ No change <ul style="list-style-type: none"> • New Cola (!Taxable!) introduced in 2020 • Not part of 5YR /\

Nothing has been done on the obligatory part of the 5YR for fellows and MPAs to improve their financial conditions.

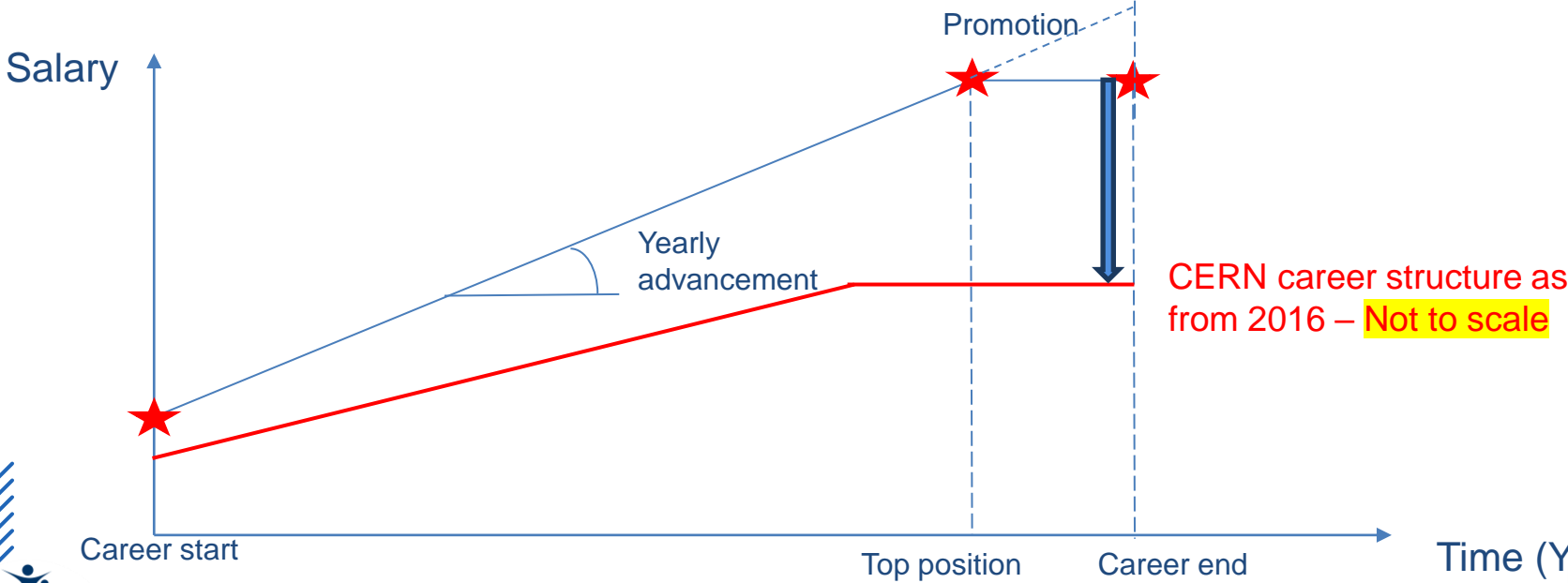
Overview – Last Three Five-Yearly Reviews

<i>Subject</i>	<i>5YR 2010</i>	<i>5YR 2015</i>	<i>5YR 2021</i>
<p><i>New career structure & MERIT recognition</i></p>	<ul style="list-style-type: none"> ➤ Slight technical modifications • Extension of band b of career paths B to E • Increase of Step value expressed in percentage for CP F and G to align with step value expressed in percentage for career paths A-E 	<ul style="list-style-type: none"> ➤ Complete redesign of the career structure <ul style="list-style-type: none"> • Creation of benchmark jobs • Replacement of career paths by grades • Shorter perspectives for low grades/extended ones for high grades, grey area in 3rd grade of a BMJ • Suppressed ECE (Exceptional Career Extension) Promotion guide updated accordingly • Individual mapping of staff members in the new scheme • Consequences: personal position for > 150 staff ➤ From Mars to Merit <ul style="list-style-type: none"> • Suppression of steps • Recurrent salary increase expressed in % of BMJ midpoint (4 levels: Insufficient fair – strong – outstanding) → drastic reduction of the recurrent budget • Non-recurrent Performance Payments (not pensionable, not subject to CHIS, 2 levels: 1.15% and 2.15% expressed in % of BMJ midpoint x 12) ➤ No salary increase for promotions 	<p>No change</p> <p>No Compensation of the impact of the new career structure</p>

Overview – Last Three Five-Yearly Reviews

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Career = entry point + advancement + promotions



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Overview – Last Three Five-Yearly Reviews

<i>Subject</i>	<i>5YR 2010</i>	<i>5YR 2015</i>	<i>5YR 2021</i>
<p>CERN Health Insurance Scheme</p>	<ul style="list-style-type: none"> ➤ Complete redesign of the reimbursement scheme and increase in contributions <ul style="list-style-type: none"> • Replaced the deductible by three reimbursement thresholds (80-90-100%) • Based on Out-of-pocket expenses (FCA) • No reduction in CHIS benefits • Guaranteed freedom of choice of health care providers • Increase the total contribution rate to the Health Insurance Scheme by 24 % (respecting the share of 1/3 for staff, 2/3 for the Organisation) phased in 8% in 2011, then by 4% each year from 2012 to 2015 • Introduction of a reimbursement bonus in certain countries • To cover the accumulated deficit: a lump sum of 5 million francs injected into the CHIS budget 	<ul style="list-style-type: none"> ➤ Not on the agenda 	<ul style="list-style-type: none"> ➤ Not on the agenda

Overview – Last Three Five-Yearly Reviews

Subject	5YR 2010	5YR 2015	5YR 2021
<p><i>Pension Fund</i></p>	<ul style="list-style-type: none"> ➤ Part of the agenda <ul style="list-style-type: none"> • Tripartite package adopted • 60 MCHF/year of CERN annual budget allocated to PF by MS until PF full funding (FF) foreseen in 2041 • Pension No-indexation up to 8% for current pensioners until FF • Pension Under-indexation up to 8% for future retirees until FF • However, it has been decided to postpone the decisions regarding new staff members until after the 5YR2010 • New conditions for >2012 staff members: 1.87 % annual accrual rate and 67 years as legal age for retirement (share 1/3 staff – 2/3 Organization becomes 40%-60%) 	<ul style="list-style-type: none"> ➤ Not on the agenda <ul style="list-style-type: none"> • However the recognition of partnerships (see Family section below: extended pension rights to surviving partners with actuarial consequences on the Pension Fund 	<ul style="list-style-type: none"> ➤ Not on the agenda

Overview – Last Three Five-Yearly Reviews

<i>Subject</i>	<i>5YR 2010</i>	<i>5YR 2015</i>	<i>5YR 2021</i>
International * indemnity and Installation indemnity	—	II Eligibility extended to career paths A to B	—

The non-residence allowance was modified and reduced in the 5YR 2007 → international allowance.
The budget savings obtained were then reused to boost advancement until 2015 and then discontinued.

<i>Subject</i>	<i>5YR 2010</i>	<i>5YR 2015</i>	<i>5YR 2021</i>
Family and Child Allowances	—	<ul style="list-style-type: none"> ➤ Full recognition of registered partnership • Extended rights for pension to surviving partner. Actuarial consequences for the Pension Fund 	—

Overview – Last Three Five-Yearly Reviews

<i>Subject</i>	<i>5YR 2010</i>	<i>5YR 2015</i>	<i>5YR 2021</i>
Contract Policy	—	New and still current contract policy just finalized before and not in the scope of the 5YR 2015	—

<i>Subject</i>	<i>5YR 2010</i>	<i>5YR 2015</i>	<i>5YR 2021</i>
Saved Leaves	<ul style="list-style-type: none"> ➤ Premium of 1000 CHF/year for STSLS participants 	<ul style="list-style-type: none"> ➤ Premium of 1000 CHF/year for STSLS participants converted into a decrease of the slice cost for Staff Members: <ul style="list-style-type: none"> • 1st slice: 1.5% to 1% of basic salary • 2nd slice: 2.5 % to 2% of basic salary 	STSLS improved in 2024 outside 5YR

STSLS: Short Term Saved Leave Scheme

Overview – Last Three Five-Yearly Reviews

<i>Subject</i>	<i>5YR 2010</i>	<i>5YR 2015</i>	<i>5YR 2021</i>
Diversity Measures	—	<ul style="list-style-type: none"> ➤ Several improvements among others: <ul style="list-style-type: none"> • Maternity, Paternity and Parental leave • Dual career measures • Extension of fellow contract in case of maternity 	<ul style="list-style-type: none"> ➤ Only a Benchmarking exercise was achieved.

<i>Subject</i>	<i>5YR 2010</i>	<i>5YR 2015</i>	<i>5YR 2021</i>
Annex A1 modification	<ul style="list-style-type: none"> ➤ Introduction of an affordability clause 	<ul style="list-style-type: none"> ➤ TREF more involved and informed in the 5YR process 	<ul style="list-style-type: none"> ➤ Management tried unsuccessfully to change the scope of the local survey to include BMJ 3-4-5 (technicians & Admin. Assistants).



Summary of 5YR topics

	1995	2000	2005	2010	2015	2021	2027
Salary	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Stipends	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Subsistence	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Career structure	Yes	No	Yes	No	Yes	No	?
CHIS	Yes	Yes	Yes	Yes	No	No	?
PF	Yes	Yes	Yes	Yes	No	No	?
NRA then Int. Indemn.	Yes	No	Yes	No	Yes	No	?
Family and Child	Yes	No	Yes	No	Yes	No	?
Contract policy	Yes	No	Yes	No	No	No	?
Leaves	No	No	No	Yes	Yes	No	?
Diversity	No	No	No	No	Yes	Yes (BM)	?
Annex A1	Yes	Yes	Yes	Yes	Yes	Yes	?

SAVINGS on the Personnel Budget since 2010

30 MCHF of overall savings on the personnel budget by 2025 due to the MERIT recognition and promotion scheme established in 2016 (only this part = 60 MCHF of savings by 2025)

Stop of the transfer of the non-residence allowance savings to the advancement budget

2015: No salary catch-up despite the 31% gap with our benchmarks
2021: No salary catch-up despite the 9% gap with our benchmarks

Under-indexation of pensions by 8% and increase in pension contributions for active employed members of the personnel

Retirement at 67

Following transition measures, further reduction in the promotion budget by no longer including people in personal positions and at the top of their grade

Reduction of the promotion budget from **2.1% of the salary mass** to 1.55% of the total payroll of eligible persons, i.e. ca **1.4% of the salary mass**

Taxation of subsistence, which became COLA (Cost Of Living Allowance)

Reduction of stipends of +/- 10 % from fellowship to graduate program

2015 5YR a clear fall in possible advancement and promotion

SAVINGS on the Personnel Budget 5YR2015

Revised cost
simulations
including
arbitration

Cost in MCHF 2015 prices	Career Structure*	Diversity (partnership)	Diversity (other items)	Cumulative total
Year +5	-3	10	5	12
Year +10	-60	20	10	-30

* Impact of abolishing the tracks, 4 year but phased transition, implementation on international indemnity

TREF meeting 26/11/2015

Main achievements obtained outside the five-yearly review by the SA

1. Organisational and Political Gains

- Successful implementation of a new business model for the Staff Association Kindergarten
- Transition from max 4 to 8 SLS slices (Saved Leave Scheme)
- Introduction of a new PTP (Part Time Work Program – pre-retirement measure)
- Implementation of teleworking arrangements (up to 2 days/week)
- Internal justice improvements
- Launch of a new Graduate Programme

2. Social Protection and Benefits

- Progress achieved on pension guarantees
- Secured CHIS (Cern Health Insurance Scheme) coverage in the event of dissolution of the Organization

3. Career and Development Initiatives

- Career Development Working Group: introduction of a programme for *Individual Career Development Discussions*

4. Crisis Response Measures

- Temporary crisis measures: 2.5% salary contribution and 5 additional leave days
- Early departure scheme: reduction of penalty factors

Appeals Before the ILOAT

5YR 1995	5YR 2000	5YR 2005	5YR 2010	5YR 2015	5YR 2021
No	No	Yes J2778	No	Yes J4273	Yes AT 5-5899 (in progress)

ILOAT: International Labour Office Administrative Tribunal
ILO Administrative Tribunal

Although not all appeals are won, some are, and the reasoning set out by the judges provides valuable clarification on what the Organization may or may not do. This helps to **make the five-year review procedure more stable, predictable, and transparent.**

Member & Associated Member State personnel distribution



CERN Attractiveness: objectives in terms of MS & AMS returns

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S II 1.03
Competence, integrity and fitness

The Director-General shall take steps to ensure that the members of the personnel appointed are of the **highest competence** and **integrity** and fit to perform the functions entrusted to them.

S II 1.04
Fair distribution

At the time of appointment of members of the personnel and subject to the provisions of Article S II 1.03 and to the relevant conditions relating to Associate Membership, the Director-General shall strive to ensure as **fair a distribution** as possible of **nationals of the Member and Associate Member States** and of **genders**.

5YR

CERN must be able to attract and retain the staff members required for the execution of its mission from all its Members States ... these staff members must be of the highest competence and integrity. CERN Staff Rules and Regulations Annex 1

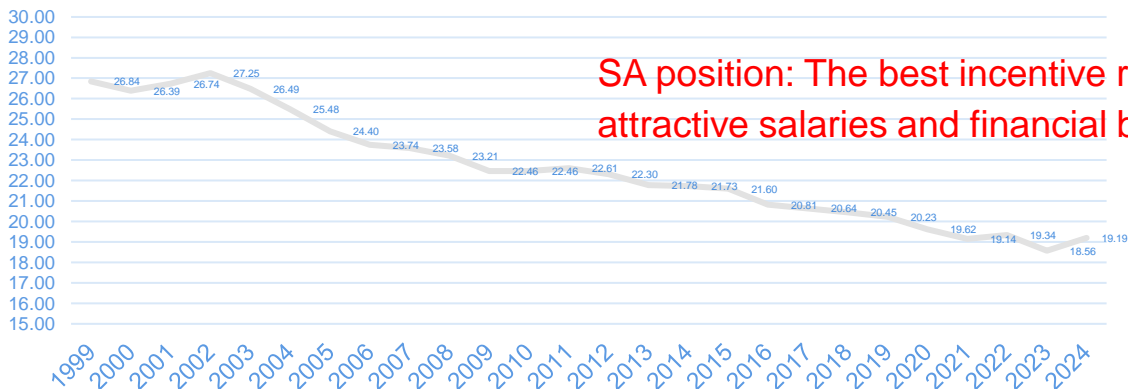


Member & Associated Member state distribution

Country	2020 Return	2021 Return	2022 Return	2023 Return	2024 Return
AT	0.99	0.97	0.98	1.03	0.99
BE	1.44	1.38	1.39	1.39	1.32
BG	1.78	1.66	1.60	1.42	1.43
BR					0.00
CH	2.02	2.11	2.00	2.02	2.08
CY	0.91	0.90	0.88	0.86	1.26
CZ	0.35	0.37	0.41	0.33	0.45
DE	0.33	0.31	0.31	0.30	0.30
DK	0.40	0.36	0.34	0.34	0.33
EE		0.00	0.00	0.00	0.27
ES	0.93	0.88	0.93	0.99	1.04
FI	0.82	0.89	0.84	0.77	0.76
FR	2.71	2.70	2.66	2.71	2.72
GB	0.50	0.51	0.53	0.47	0.49
GR	1.92	2.09	2.36	2.56	2.61
HR	0.00	0.45	0.91	0.92	0.94
HU	0.97	0.95	0.85	0.78	0.67
IL	0.00	0.00	0.02	0.02	0.03
IN	0.09	0.14	0.19	0.30	0.32
IT	1.19	1.18	1.20	1.25	1.28
LT	0.91	0.90	0.91	1.38	1.40
LV		0.00	0.00	1.77	1.32
NL	0.53	0.51	0.50	0.48	0.48
NO	0.30	0.30	0.22	0.25	0.30
PK	0.48	0.47	0.98	1.13	1.16
PL	1.13	1.16	1.19	1.18	1.19
PT	1.93	2.08	2.00	2.11	2.25
RO	0.67	0.76	0.75	0.72	0.69
RS	0.83	0.94	0.91	0.72	0.82
SE	0.31	0.37	0.36	0.39	0.36
SI	0.43	0.32	0.31	0.21	0.20
SK	0.96	1.04	1.03	1.01	1.21
TR	0.16	0.17	0.46	0.68	0.49
UA	0.91	1.34	1.36	0.92	1.79
Total UR	12	13	11	11	13

- HCPBMS (High Contributing Poorly Balanced Member States)
 - DE – 20% budget vs 6% staff (30% return)
 - GB – 15% budget vs 7% staff
 - NL – 5% budget vs 2% staff
 - NO+SE+DK – 6% budget vs 2% staff
- These 6 countries pay almost half CERN budget and are all very low on personnel returns.
- SA @ TREF 2020: this imbalance has continued to grow over the past 20 years.

Evolution of Panel CZ,DE,DK,GB,NL,NO,SE,SK (% of CERN staff)



SA position: The best incentive remains attractive salaries and financial benefits.



Member & Associated Member State Personnel distribution

“Several of the poorly balanced Member States have openly declared in the Finance Committee and the Council that their support for the FCC and CERN’s future more generally might be contingent upon *an improvement in their personnel returns*” – CERN DG

→ **Launch of Conscious Hiring Policy (2024 – one year on)**

→ **Launch of a TREF working group on MS personnel return** (TREF = TRipartite Employment conditions Forum)

- The hiring strategy *is*:
- A “Conscious Hiring” approach
- Ensuring opportunities for candidates in all our Member States
- The hiring strategy *is not*:
- Quotas
- Positive/negative discrimination
- Hiring restrictions/bans

- ensure PBMS amongst finalists
- max 50% candidates invited from ORMS

Creating opportunities & increasing possibilities for diversity

SA position:

- No quota – no bashing of any MS
- Excellence must remain the key criteria
- An increase in the number of applications from the PBMS is a good thing, but it does not necessarily mean an increase in PBMS staff.

Attractiveness & Retention of talents

Attractiveness & Retention of talents

Top 3 Factors why nationals from underrepresented countries consider applying for a job abroad

Germany

1. Duration of employment contract
2. Career growth and continuing training opportunities
3. Salary and other financial benefits

Denmark

1. Salary and other financial benefits
2. Work-Life balance
3. Career growth and continuing training opportunities

Romania

1. Salary and other financial benefits
2. Career growth and continuing training opportunities
3. Culture and values/reputation of the organization

UK

1. Salary and other financial benefits
2. Work-Life balance
3. Career growth and continuing training opportunities

Sweden

1. Salary and other financial benefits
2. Work-Life balance
3. Career growth and continuing training opportunities

Czech Republic

1. Salary and other financial benefits
2. Career growth and continuing training opportunities
3. Culture and values/reputation of the organization

Norway

1. Career growth and continuing training opportunities
2. Culture and values/reputation of the organization
3. Work-Life balance

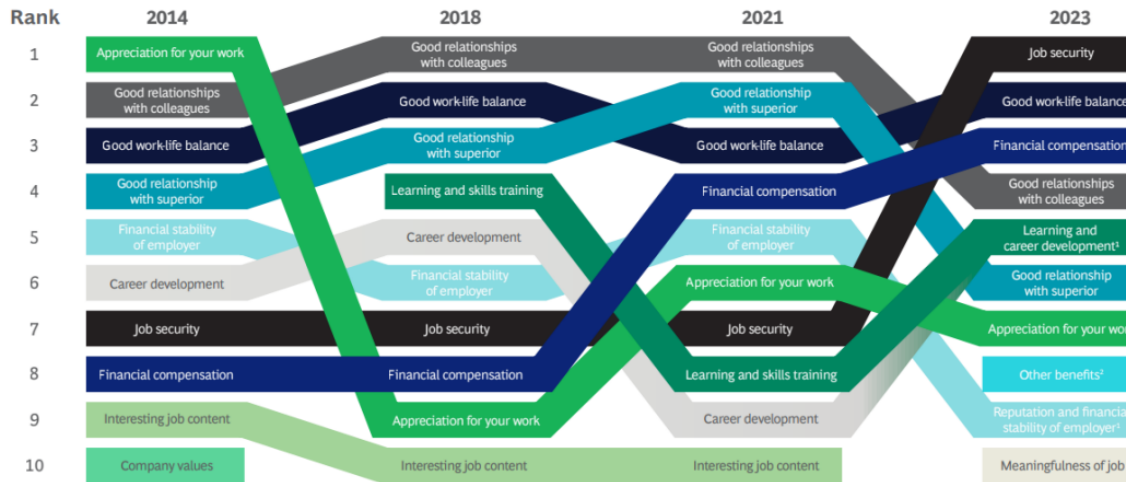
The Netherlands

1. Salary and other financial benefits
2. Career growth and continuing training opportunities
3. Culture and values/reputation of the organization

Source: HR survey

Attractiveness & Retention of talents

Job seekers preferences are evolving



Source: BCG/The Network/The Stepstone Group proprietary web survey (conducted Q4 2023) and analysis.

Courtesy of HR dept.

Attractiveness & Retention of talents

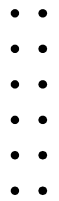


Room for improvement

Financial and social conditions	<ul style="list-style-type: none"> Review of financial conditions incl. salary in order to stay competitive - Competition is huge. Better advertisement of existing benefits such as installation indemnity, family allowance, School fees, pension and health insurance package. Aspects like family support, parental leave etc. are very important and should be improved.
Career	<ul style="list-style-type: none"> Career evolution and training opportunities Motivation and engagement at an age >55 Internal/external (detachment) mobility
Life in local area	<ul style="list-style-type: none"> More support in onboarding/relocation and local integration (housing). Better support when it comes to removal/end of contract. Improve mental health support
Working conditions	<ul style="list-style-type: none"> Increase percentage of teleworking & flexibility in working hours. Too High-performance pressure. Too stiff structures/too much bureaucracy and hierarchies - Modernization of culture is needed Workload unevenly distributed and often too heavy.
Contract Policy	<ul style="list-style-type: none"> Increase job security (Indefinite contract awarded more quickly). At an age >35, the question arises as to whether you should still apply for a temporary staff position. High turnover → Social environment changes very often. Establishing a social network can be challenging. Too specialised jobs - difficult to reposition oneself in the industry afterwards. No longer cutting-edge technology for engineers and technicians.

Source: HR survey

Outcome and Closing Remark



Key Issues and Observations - Last six 5YR

- **Salary Evolution:**
There has been no general salary catch-up for CERN staff since 2000 — more than two decades without adjustment. As a result, a significant gap remains between CERN's salaries and those of its comparator organizations.
- **Career Structure:**
The career structure continues to be a recurrent issue, revealing inconsistencies in the Organization's long-term personnel policy.
- **Policy Orientation:**
In recent reviews, legal & budgetary considerations have tended to predominate over broader strategic or human resource perspectives.
- **Diversity Focus:**
While diversity remains an important objective, it is increasingly being used as an alternative focus that diverts attention from addressing the core issue of salary competitiveness.

The SA prefers measures that apply to all staff members, not just targeted measures.

Outcome

Challenges and Context

- CERN continues to face significant challenges in achieving its objectives related to the balanced distribution of personnel — both in terms of nationality and gender, as well as national personnel returns.
- The CERN Staff Association raised concerns in 2020 at TREF, highlighting the urgency of these issues.
Since then, management (Conscious Hiring) and TREF (WG) initiatives have been launched, but conclusive results are still awaited.

Attractiveness and Retention — Key Incentives

According to the Staff Association, attractiveness and retention rely primarily on:

- Competitive salaries and financial benefits
- Career growth and continuous training opportunities (*noting the negative impact of the 2016 reform*)
- A satisfactory work–life balance

Outcome

Comprehensive Approach to Attractiveness and Retention

A satisfactory level of attractiveness and retention can only result from a multifaceted and competitive employment package, which also includes:

- Working conditions
- Life in the local area (integration)
- Mental health

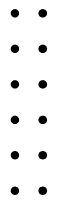
Upcoming five-yearly review (2027)

- The 2027 Five-Yearly Review, scheduled to begin in November 2025, will be a unique opportunity to address existing challenges, improve the overall situation, and correct the lasting negative impact of the 2015 Review.

Closing Remarks

Does the Five-Yearly Review at CERN Guarantee the Laboratory's Attractiveness?

- In principle, the five-yearly review mechanism is well designed and should enable the Organization to address and correct any deterioration in its capacity to attract and retain highly competent staff recruited from all Member States, not forgetting GRADs and MPAs
- In practice, however, significant improvements cannot be achieved overnight. Improving financial and social conditions is a long-term endeavor that demands sustained efforts from the **Staff Association, Management, and Member States**. Short-term approaches should be avoided. This process requires strong concertation based on the full commitment of all parties.



The END

Thank you for your attention

