

# Diversity Management @ CERN

## Sharing experience

LSC – Virgo meeting – 31 August 2017

Geneviève Guinot – CERN Diversity Office



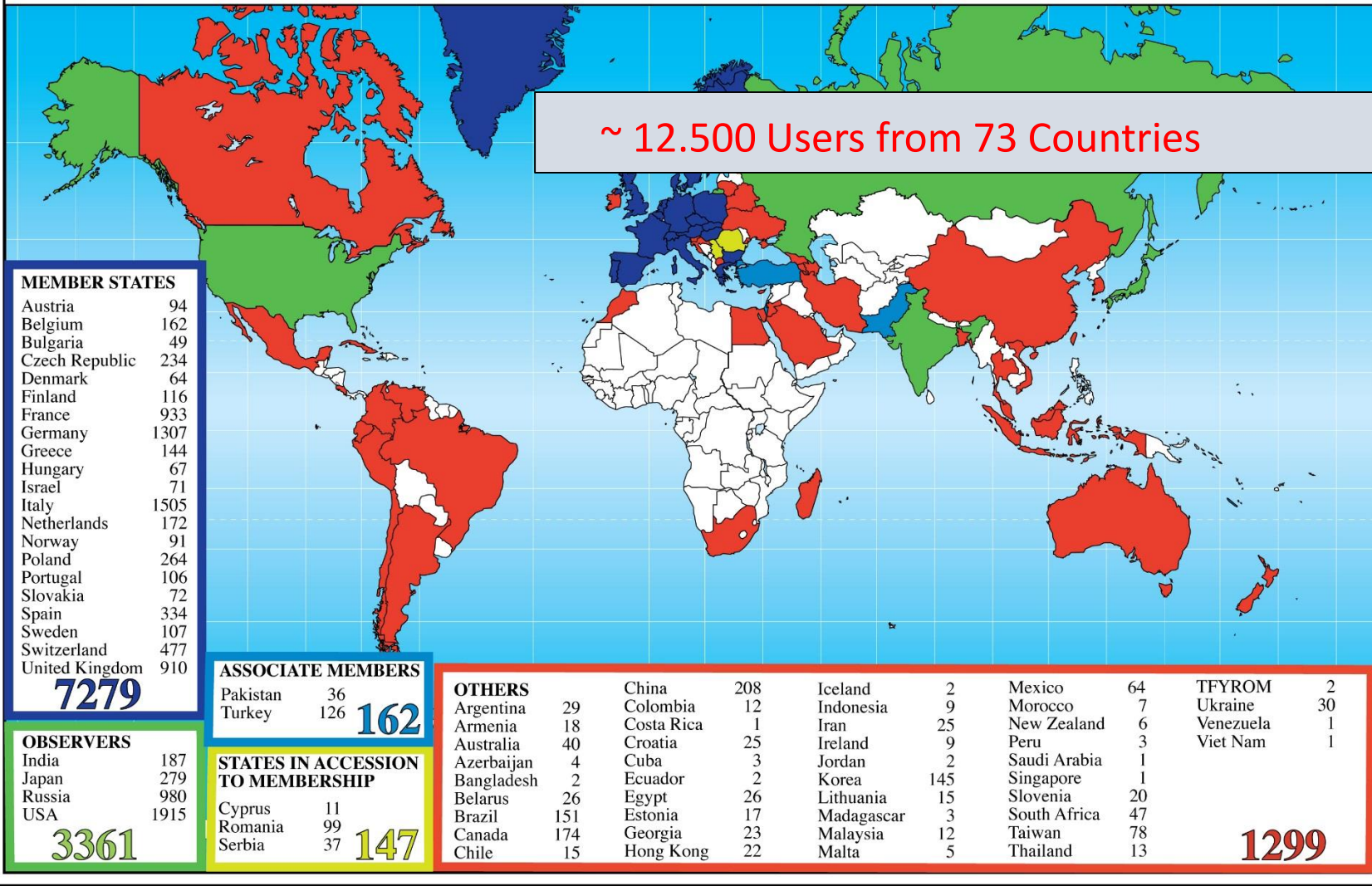
# Diversity at CERN – a polysemic notion

One of the 4 pillars of CERN's Mission



# Distribution of All CERN Users by Location of Institute on 12 January 2016

~ 12.500 Users from 73 Countries



**MEMBER STATES**

Austria	94
Belgium	162
Bulgaria	49
Czech Republic	234
Denmark	64
Finland	116
France	933
Germany	1307
Greece	144
Hungary	67
Israel	71
Italy	1505
Netherlands	172
Norway	91
Poland	264
Portugal	106
Slovakia	72
Spain	334
Sweden	107
Switzerland	477
United Kingdom	910

**7279**

**ASSOCIATE MEMBERS**

Pakistan	36
Turkey	126

**162**

**OBSERVERS**

India	187
Japan	279
Russia	980
USA	1915

**3361**

**STATES IN ACCESSION TO MEMBERSHIP**

Cyprus	11
Romania	99
Serbia	37

**147**

**OTHERS**

China	208
Argentina	29
Armenia	18
Australia	40
Azerbaijan	4
Bangladesh	2
Belarus	26
Brazil	151
Canada	174
Chile	15
Colombia	12
Costa Rica	1
Croatia	25
Cuba	3
Ecuador	2
Egypt	26
Estonia	17
Georgia	23
Hong Kong	22
Iceland	2
Indonesia	9
Iran	25
Ireland	9
Jordan	2
Korea	145
Lithuania	15
Madagascar	3
Malaysia	12
Malta	5
Mexico	64
Morocco	7
New Zealand	6
Peru	3
Saudi Arabia	1
Singapore	1
Slovenia	20
South Africa	47
Taiwan	78
Thailand	13
TFYROM	2
Ukraine	30
Venezuela	1
Viet Nam	1

**1299**



# Demographics

**12 372**

International  
Collaborators

**2 560**

Staff Members

Total of

**16 868**

**750**  
Fellows

**552**  
Students

**634**  
Scientists in  
Exchange

CERN Annual Personnel Statistics 2016



# Diversity at CERN – a polysemic notion

One of the 4 pillars of CERN's Mission



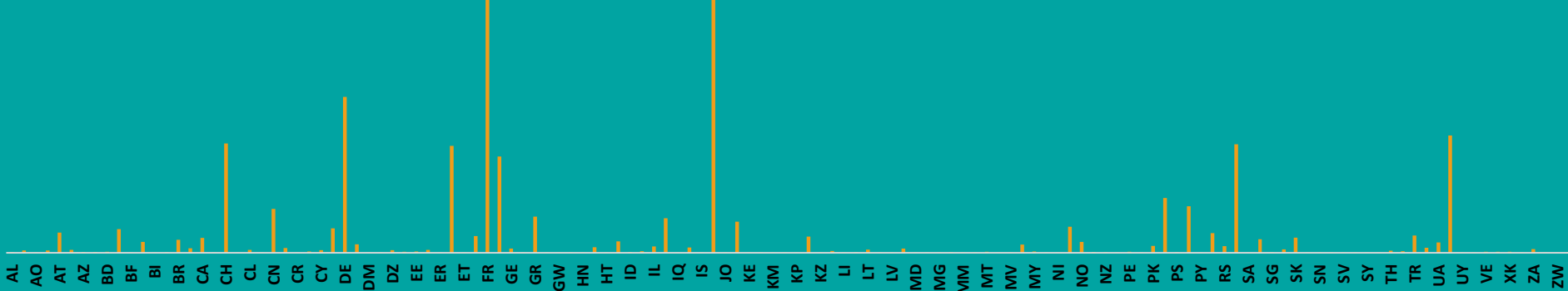
Dimensions



[Inclusion Starts with I](#)

# Demographics

## Nationalities



## Age distribution

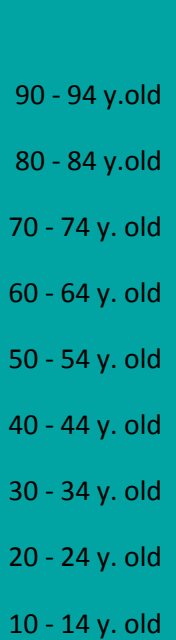
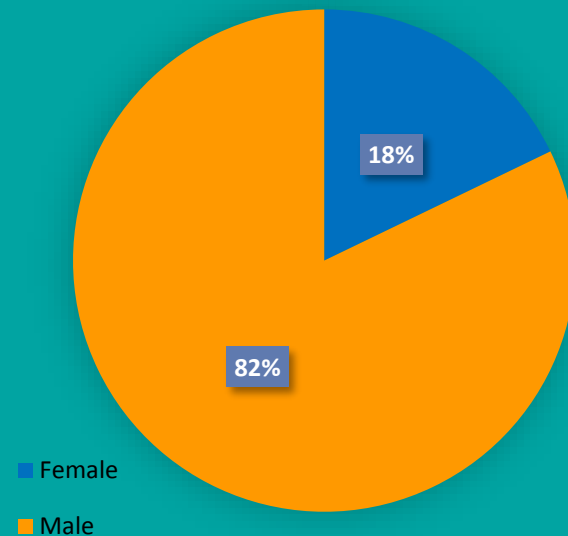


Image: R. Hradil/CERN

## Gender



CERN HR database - June 2017

# CERN Journey in Diversity

1983

REPORT ON WOMEN IN SCIENTIFIC CAREERS AT CERN

Mary K. Gaillard

LAPP, Annecy, France  
and  
CERN, Geneva, Switzerland

1992

RAPPORT DU  
GROUPE CONSULTATIF DE REFLEXION  
SUR LA  
SITUATION DES FEMMES

1996

Creation of an Equal Opportunity Office  
First E.O statement published

2010

Diversity Programme launched

# Diversity at CERN – a polysemic notion

One of the 4 pillars of CERN's Mission



Dimensions



Inclusion Starts with I

One of the 5 CERN's values



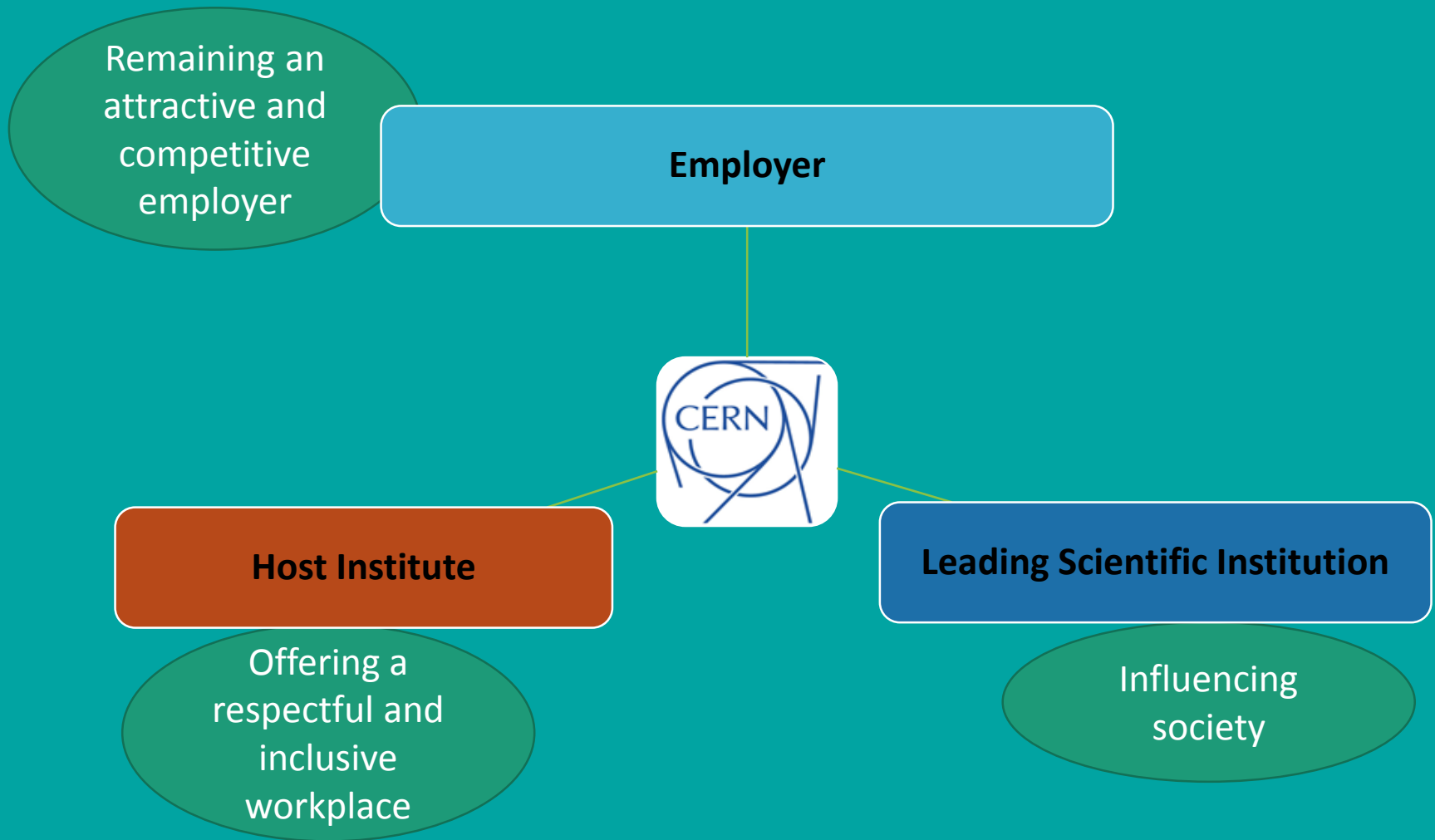
Integrity  
Commitment  
Professionalism  
Creativity

**Diversity** - Appreciating differences, fostering equality and promoting collaboration

Diversity Programme

Focus on added value  
Focus on fair treatment  
Focus on inclusiveness

# CERN Scope of action



# Areas of actions

Promoting sustainable excellence through diversity in research careers



- Build a collective diversity competency
  - Understand the Organization and mechanisms to act
  - Raise awareness

- Weave diversity standards into the practices, processes, and policies
  - Develop and improve programmes and policies
  - Provide advice at all levels, to all services and individuals



- Respond to external stakeholders' expectations
  - Report
  - Promote the Organization's vision



# Support structures

## For an inclusive and respectful workplace

- **Diversity Office**
  - Promote Diversity
  - Monitor and report to management
  - Propose improvements to management
- **Ombuds' function**
  - For all conflict resolution including harassment
  - Advise personnel, raise awareness
  - Conduct conciliation and mediation
- **Medical and Social Affairs Services**
  - Support to an optimal health and well-being at work
  - Psychological and social advice and support
- **Social and professional groups**
  - Social and sport clubs
  - Informal networks: LGBT
  - Communities: WIT, Lunch Collider



# Example of actions

## Improving practices

### ● Recruitment

Competency-based interviewing techniques

All selection committee members are trained

Collegial decision-making by a diverse committee

Monitoring and reporting (including to Member States)

### ● Diversity of CERN's public face

Tagging diversity in pictures

High Energy Women: list of female speakers (for internal use)

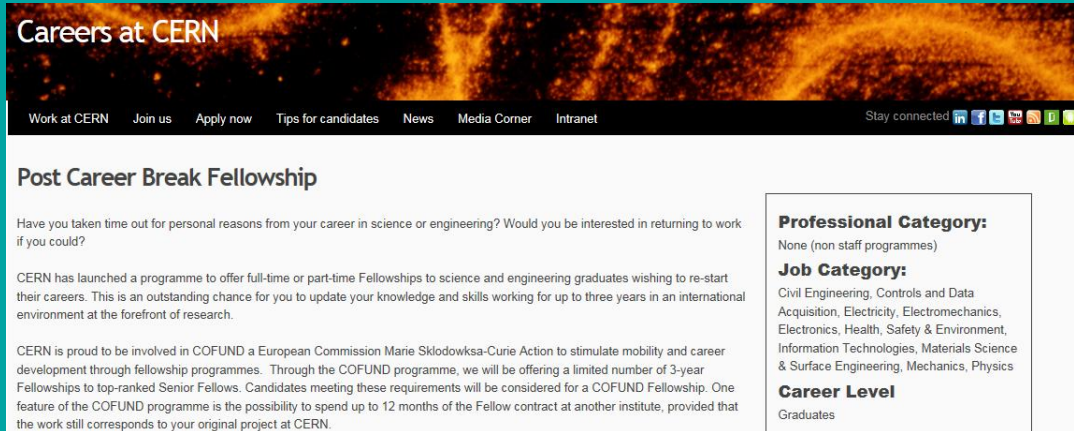
Increased female representation in communication activities (VIP visits, conference, ...)

### ● Non-discriminatory language

# Examples of actions

## Family-friendly policies

### ● Support to returners



**Careers at CERN**

Work at CERN Join us Apply now Tips for candidates News Media Corner Intranet Stay connected

#### Post Career Break Fellowship

Have you taken time out for personal reasons from your career in science or engineering? Would you be interested in returning to work if you could?

CERN has launched a programme to offer full-time or part-time Fellowships to science and engineering graduates wishing to re-start their careers. This is an outstanding chance for you to update your knowledge and skills working for up to three years in an international environment at the forefront of research.

CERN is proud to be involved in COFUND a European Commission Marie Skłodowska-Curie Action to stimulate mobility and career development through fellowship programmes. Through the COFUND programme, we will be offering a limited number of 3-year Fellowships to top-ranked Senior Fellows. Candidates meeting these requirements will be considered for a COFUND Fellowship. One feature of the COFUND programme is the possibility to spend up to 12 months of the Fellow contract at another institute, provided that the work still corresponds to your original project at CERN.

<b>Professional Category:</b> None (non staff programmes)
<b>Job Category:</b> Civil Engineering, Controls and Data Acquisition, Electricity, Electromechanics, Electronics, Health, Safety & Environment, Information Technologies, Materials Science & Surface Engineering, Mechanics, Physics
<b>Career Level:</b> Graduates

### ● Support to parents



### ● Support to dual career couples

#### The International Dual Career Network facilitating the job search of your spouse/partner



Spouses/partners of CERN members of the personnel have access to IDCN, a network in the Lake Geneva region, aimed at facilitating job search for their recently relocated mobile employees' spouses/partners. Events are organized throughout the year in different locations to give members an opportunity to collect information on the regional job market, receive advice from Human Resources professionals, meet with recruiters of the corporate members and network with other spouses/partners in the region.

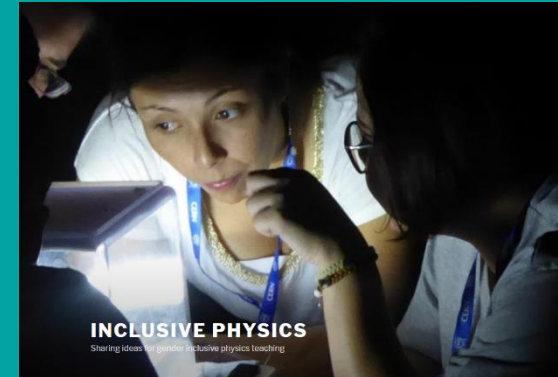
Below you can find further information on the Network and its benefits and the IDCN Membership principles. You can also find more information on the IDCN [website](#).

Image: Alexander Petrenko (alexstudio.ch) - IDCN

# An emphasis on gender equality

...achieve **Excellence** by\* ...

- **E**ncouraging girls and women to take up careers in Science (or to return to SET)



- **E**mploying them [...] we should address this through equitable processes

- Monitoring of all HR processes
- Collegiality of all HR committees

- **E**nabling them, i.e. creating an inclusive work environment that allows them to give of their best



\* CERN Director General, Rolf Heuer, 2013

# Thank You!

**Contact:**

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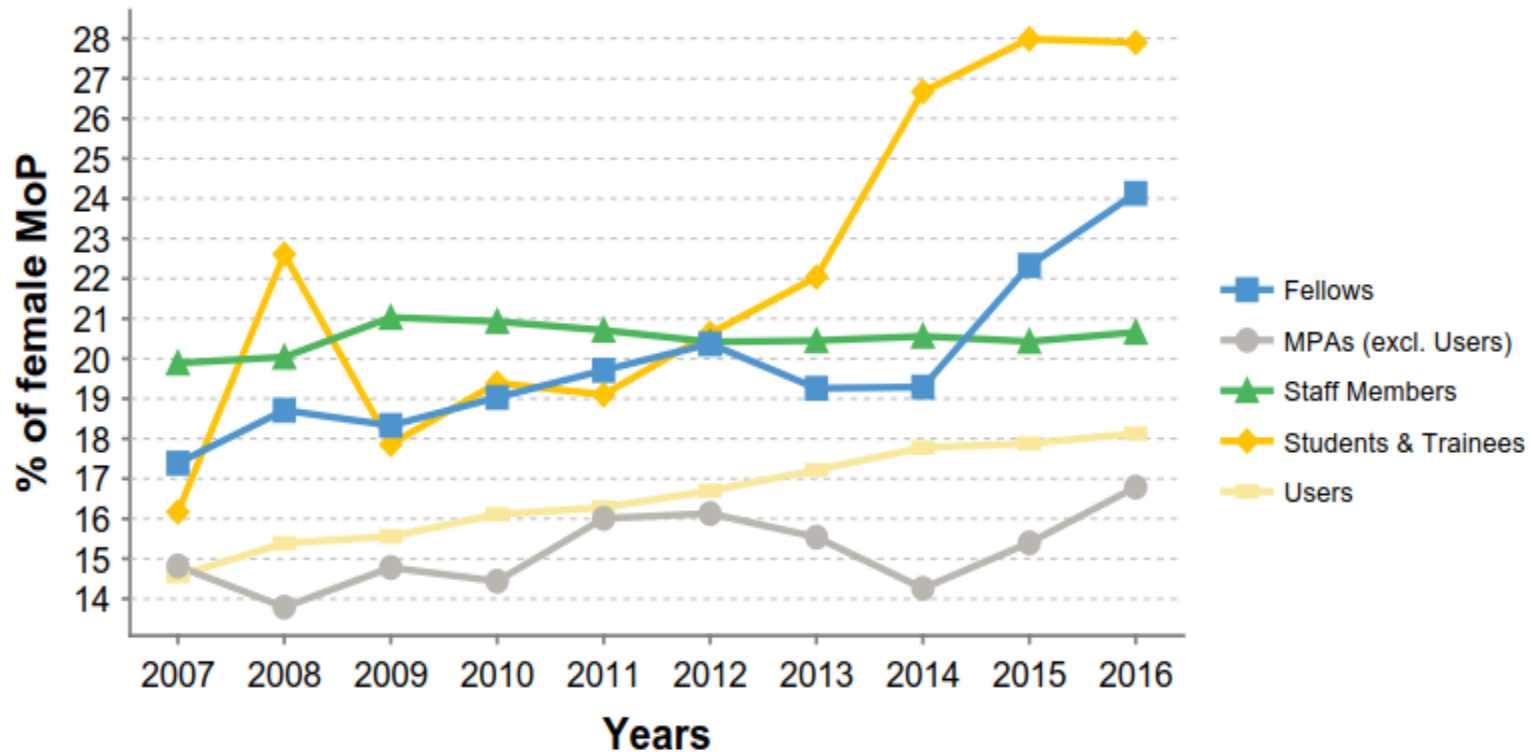
[hr-diversity@cern.ch](mailto:hr-diversity@cern.ch)

**Web Site:**

<http://cern.ch/diversity>



**Figure 3. Evolution in the Percentage of Female Members of the Personnel over the last 10 years**



# A complex set up

CERN regulatory regime and organizational rules apply to the Collaborations

Diversity at CERN

- Appointment to leadership positions
- Appointment of conveners
- Allocation of talks at conferences
- Monitoring of numbers
- Gender sensitive communication
- Aspects of work environment
  - Work-life balance
  - Dual career matters
  - Open the door to unconventional careers
  - Inclusive / respectful work atmosphere
- Outreach activities towards girls and women
- *Guiding people at the early stage of their career*

Diversity in the Collaboration

Local / national / regional context

Diversity / E.O Policy / Gender equality plan

HR processes / policies

# Right ingredients



Sense of  
purpose



Innovation



Trust



Quality of  
life

high level of engagement

# Right ingredients



Cross-fertilisation



Long-term focus



Collaborative decision-making



Excellence as over-arching value

**co-opetition = cooperation + competition**