Diversity and gender equality initiatives at CERN

A quick overview

Geneviève Guinot – CERN HR department – on behalf of the CERN Diversity Office

1st workshop on High Energy Theory and Gender – September 2018

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Diversity @ CERN at a glance

- Support from CERN Member States / Reporting to Members States. [CERN annual personnel statistics](#)

- Tradition of equal treatment and socially responsible employer: collegial decision-making, gender disaggregated data, work-life balance provisions.

- Diversity embedded in CERN HR Strategy: mainstreaming diversity in HR policies and processes (recruitment, L&D, performance management).

- Engaging CERN people to maintain and develop an inclusive workplace
  - Improving CERN people’s understanding of diversity matters – raising awareness on diversity and inclusion through various activities, e.g. workshops, seminars, projects.
  - Supporting CERN contributors in taking an active role in diversity activities – building ownership, e.g. diversity taskforce in the Communication and Education Group.
  - Encouraging teams to mainstream diversity principles in their activities – creating synergies, e.g. gender inclusive language guidelines.
Our journey – key dates

1980

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

1993

- Report on Women in Scientific Careers at CERN

1996

- LunchCollider
- Women In Technology

2010

- Code of Conduct
- Competency Model
- Diversity Policy
- Ombuds
- Harassment Investigation Panel
- Diversity Programme

VALUES

Communities
- LunchCollider
- Women In Technology

CERN’s excellence derives from an environment in which the knowledge and perspectives of a diverse workforce are valued and dialogue is encouraged at all levels.

As CERN contributors, we:
- Respect and value differences.
- Promote inclusiveness in the workplace in terms of both personal characteristics and professional abilities.
- Demonstrate team spirit and invest in team building.
- Treat others with tact, courtesy and respect.
- Abstain from and actively discourage discrimination in all forms.
- Avoid offending others by exercising restraint, and are aware that statements or actions not intended to be offensive to another person may be perceived as such.
- Retain from unpleasant or disparaging remarks or actions, in particular on the basis of sex, age, religion, beliefs, nationality, culture, ethnicity, race, sexual orientation, status at CERN, disability, or family situation.

Welcome to LGBTQ CERN

CERN Brochure 2015-300-Crg December 2015
CERN diversity - scope of action

- Remaining an attractive and competitive employer
- Employer
- Leading Scientific Institution
- Influencing
- Host Institute
- Offering a respectful and inclusive workplace
International collaborations – a complex set-up

CERN to provide a framework applicable to all

- Appointment to leadership positions
- Appointment of conveners
- Allocation of talks at conferences
- Monitoring numbers
- Gender sensitive communication
- Aspects of work environment
  - Work-life balance
  - Inclusive / respectful work atmosphere
- Outreach activities
- Guiding people at the early stage of their career

Local / national / regional context

Diversity / E.O Policy / Gender equality plan

HR processes / policies

LHCb Early career, Gender and Diversity Office
### The structure of our workforce

<table>
<thead>
<tr>
<th></th>
<th>Employed Members of Personnel (MPE)</th>
<th>Associated Members of Personnel (MPA)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Staff members</td>
<td>Fellows</td>
</tr>
<tr>
<td>Cat 1 (Research physicists)</td>
<td>86</td>
<td>117</td>
</tr>
<tr>
<td>Cat 2 (Engineers and Applied physicists)</td>
<td>1181</td>
<td>555</td>
</tr>
<tr>
<td>Cat 3 &amp; 4 (Technicians)</td>
<td>914</td>
<td>116</td>
</tr>
<tr>
<td>Administrative staff</td>
<td>459</td>
<td>42</td>
</tr>
</tbody>
</table>

#### Recruitment markets:
- **high and medium-high R&D intensity sectors (private companies)**
  - Proportion of women in MPE population: 21%
  - Proportion of women in science and engineering (MPE): 15%
    - 16% for research physicists

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**What's So Special about STEM? A Comparison of Women's Retention in STEM and Professional Occupations**

Jennifer L. Glass, Sharon Sassler, Yael Levitte, Katherine M. Michelmore

*Social Forces*, Volume 92, Issue 2, 1 December 2013, Pages 723–756,
Our career structure for staff members

Based on the idea of a dual ladder

- Parallel progression for staff members with leadership roles and staff members with expertise.
- **Senior staff** (highest 3 grade of a 10 grade scale), meaning staff members
  - highly competent in their professional fields, who have led important projects/services or
  - performed individual work involving innovation and the use of several disciplines...

EU funded project under Horizon 2020
http://www.genera-project.com/index.php/project-outputs
Our career structure for staff members

Evolution of the proportion of senior staff in the population by gender

Source: Diversity data – January 2018

Proportion of women – from 2000 to 2018

- Line Management positions: 6% ⇒ 24% (Section and Group Leaders)
- Top management positions: 0 ⇒ 18% (Directorate Members)

Source: HR database – Sept. 2018

<table>
<thead>
<tr>
<th></th>
<th>Physicists and Engineers</th>
<th>Senior staff (Phys. &amp; Engr.)</th>
<th>Proportion of senior staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>151</td>
<td>55</td>
<td>36%</td>
</tr>
<tr>
<td>M</td>
<td>1116</td>
<td>439</td>
<td>39%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1267</td>
<td>494</td>
<td>39%</td>
</tr>
</tbody>
</table>
Main issues over the years

- Attracting women in Science & Engineering

Source: Diversity data – January 2018

- Addressing the leaky pipeline

Source: 2017 CERN Annual Personnel Statistics
Improved recruitment practices

• Recruitment techniques:
  - competency-based interviewing techniques
  - All selection committee members are trained
  - Collegial decision-making by a gender-diverse committee
  - Monitoring and reporting

• Elements on unconscious biases in the recruitment training (since 2015 – 35 sessions, 343 participants)

• Social networks

• Outreach actions

[Picture of people working on a computer]

[Image of a diverse group of people discussing]

[Text: "Coding has no gender", a CERN-Fermilab joint campaign]

Female physicists, engineers and computer scientists shared their experiences of building a career in science
Outreach actions – sharing vision / role modelling / hands-on workshop

Hands-on science workshops ran by physicists and engineers

Expanding your Horizons – Geneva and Girls in ICT

30 female CERN scientists ran coding workshops for school age girls

Django Girls

Role modelling:

Visiting schools on International Day of Women And Girls in Science

Fabiola Gianotti
Director-General, European Organization for Nuclear Research

I commit to undertake the following:

To host at least one annual event at CERN dealing with an important issue for women’s empowerment in science, engineering and technology.

To systematically include slides in the presentations of CERN to the visitors of the Director-General (close to 140 visits per year), on diversity at CERN and notably on gender equality, to outline CERN’s diversity policy and potentially influence other organizations by sharing a vision.
...being inclusive...non linear career paths

- 1-2 persons hired per year for 2-year Science or Engineering Fellowship
- Minimum 2 years’ career break, due to personal reasons
- May 2018: 8th Post-Career Break Fellow hired
Broadening access to STEM via gender inclusive teaching

• Introducing a Gender Inclusive Teaching module at CERN International and National Teacher Programmes

• Engaging CERN people to deliver the module
  ➤ Developing an organisational gender competency

• Creating a Community of Practice
  ➤ Sharing knowledge and information
% of boys and girls expecting a career as science and engineering professionals

Boys are 2.4 times more likely than girls to expect a career as scientists and engineers.

Credit: Francesca Borgonvoni – OECD – June 2018
From ABC of Gender Equality in Education
The work culture

- Career path
- Mobility
- Work environment
- Experience of different treatment
- Recognition of work

- **Listening to postdoctoral scientists: narratives of mobility, gender and social life**
  
  Sabine Lorenz Schmidt, Lund University, 2013.

- **Support for early careers in science at CERN. Understanding expectations.**
  
  DrKlea Faniko (University of Geneva, CH), Prof. Naomi Ellemers and Prof. Belle Derks (Utrecht University, NL) - [https://indico.cern.ch/event/504510/](https://indico.cern.ch/event/504510/)

"Fixing" the work culture

Disseminating diversity competence at CERN through workshops and training

- **Selecting the right person for CERN** - includes modules on unconscious bias and stereotypes
- **Effective cross-cultural training** - mandatory for all staff newcomers
- **Diversité dans le langage: s'exprimer de façon inclusive du point de vue du genre**
- **Diversity in Action** - Interactive workshop for all CERN contributors - Usually held two times per year
  - Since 2012: 9 workshops; **223 participants**
- **Adhoc workshops**, e.g. for the ALICE Junior group; 2hr workshop designed and facilitated by the Diversity Office
  - Diversity in workplace
  - Avoiding stereotypes and unconscious bias
  - Bystander behaviour
- **Inclusive Leadership training**, a pilot of 1 day training for managers
  - Unconscious bias, stereotypes and their influence in the working environment
  - Understanding and managing diverse workforce
  - Counteract negative impacts of bias in workplace and develop inclusive leadership
“Fixing” the work culture

Implementing policies to help the Organization move away from normative views on families & career commitment.

Two main areas of work

- Inclusive family definition and family friendly policies
- Work-like balance policies in a context of international mobility

If we ask employees for their views on a policy, ..., what influences them is not the existence of an elegant policy, but the way it was applied to them by their boss.

Pr. John Purcell, University of Bath, UK

- Gender paradox in Research and Innovation in Nordic countries (Interview of Dr Strandberg, Senior Adviser at NordForsk)
- Achievements of support programs for promoting women in STEM in Korea (Statistics since 2006 - WISET)
Concluding remarks

• Continue to raise awareness, in particular on various forms of sexism
• Acquire more qualitative and quantitative data
• Improve policies
• Continue the conversation to break the norms

Tackling occupational stress
by Fabiola Gianotti

Surveys and studies dating back to the 1990s show that stress in the workplace is on the rise. This has serious consequences for the individuals concerned in terms of their physical and mental health, as well as for their general well-being and personal relationships. For that reason alone, it is incumbent on any responsible employer to address the issue head on. Occupational stress also has a negative impact on productivity due to deteriorating working relationships, reduced quantity and quality of output, and absences.