DIVERSITY & INCLUSION PROGRAMME

~ INTERIM REPORT ~

LOUISE CARVALHO, D&I PROGRAMME LEADER

TREF 10 MAY 2023

Diversity & Inclusion

Outline

CERN | Diversity & Inclusion

D&I BEYOND THE PARADIGM SHIFT

20th Century: hiding our diversity, making it **invisible**, irrelevant, '**blending in**'.

21st Century:

> **From**: A **tokenistic** approach, ie. "Let's place a woman or ethnic minority at the table."

> **To**: A realisation that what we bring to the table through our respective experiences is, in itself, the **competence** and the **quality** that enables:
> - an institute to do **better** science
> - an organisation to maintain a **competitive** edge
> - a company to be more **innovative**

"No longer merely flag waving to celebrate diversity days, we celebrate our dignified understanding that the diversity that makes us human is a determining factor in driving success."

Dr Roshni Mooneeram
CERN Workshop facilitator, "Transforming Bias"

(excerpts from R. Mooneeram, LinkedIn post)

CERN | Diversity & Inclusion
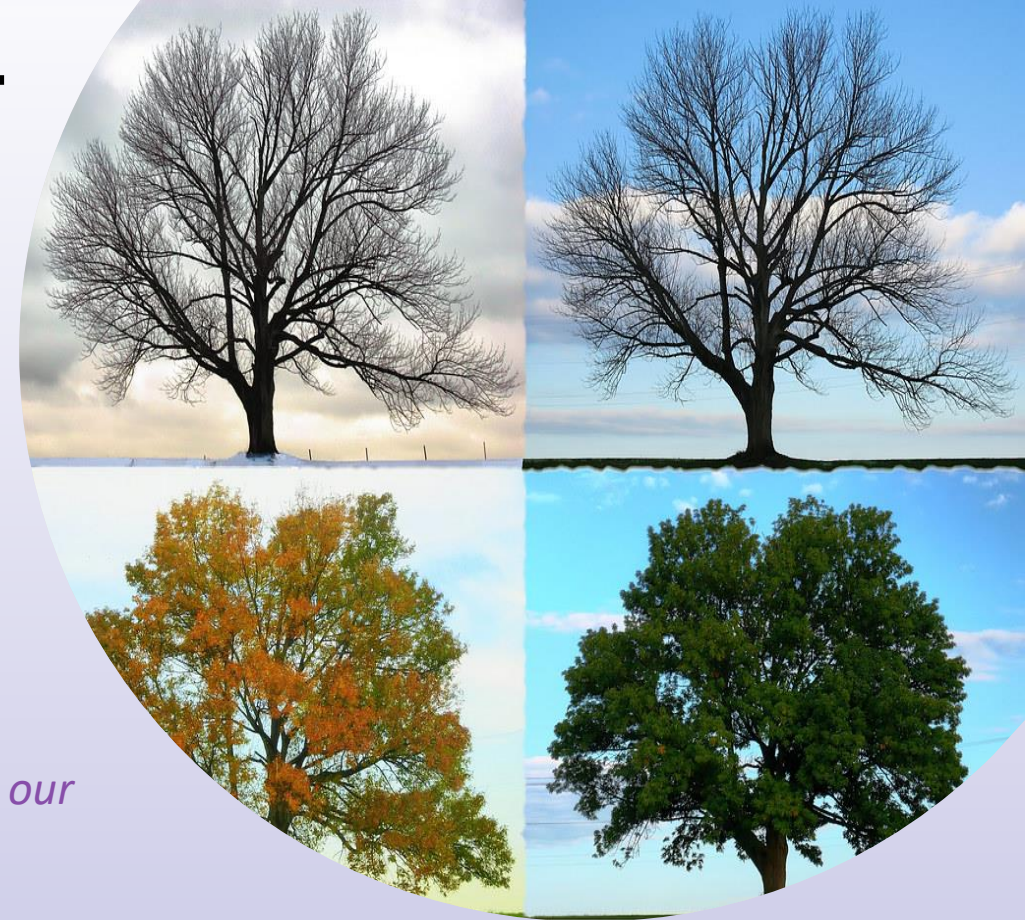
25 BY '25
PROGRESS REPORT

OUR VISION
scientific excellence through diversity and inclusion

OUR GOAL
to increase the nationality and gender diversity of Staff & Fellows (MPE) population by 2025

*"We commit to placing the principles of equality, diversity & inclusion **at the heart of all the physics community's** activities."*
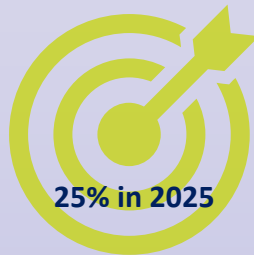
- ESPP 2020 update

25 by '25

Accelerating diversity at CERN

The STRATEGY

GENDER target
(aspirational)

GOAL

With a particular focus on **women in STEM:**

from **21%** in 2020 → **25% in 2025**

- ✓ **Leadership**-led
- ✓ **Leverage existing progress:** gender balance increased in Senior Management
- ✓ **25% as an average** across MPE population (not per Department)
- ✓ **Diversity & inclusion** in recruitment (and talent pipelines), promotion, training, communications
- ✓ **Sustainable actions** toward long-term gender parity

NATIONALITY indicator
(not a cap, not a quota)

GOAL

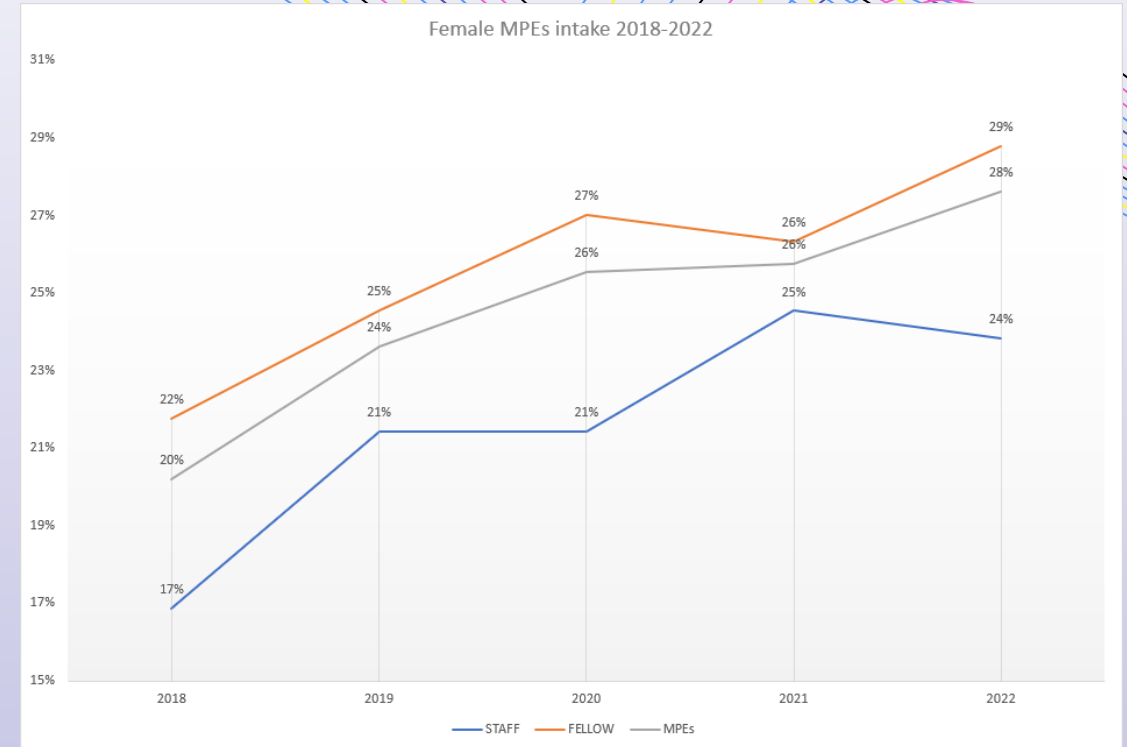With a particular focus on under-represented MS and a **more balanced return** by 2025**:**

address nationality clusters **> 25%**

and increase our conscious efforts toward nationality diversity in recruitment & retention

CERN | Diversity & Inclusion

REPRESENTATION OF FEMALE MPE's: 2018 - 2022

Percentage of Women

Female MPEs intake 2018-2022
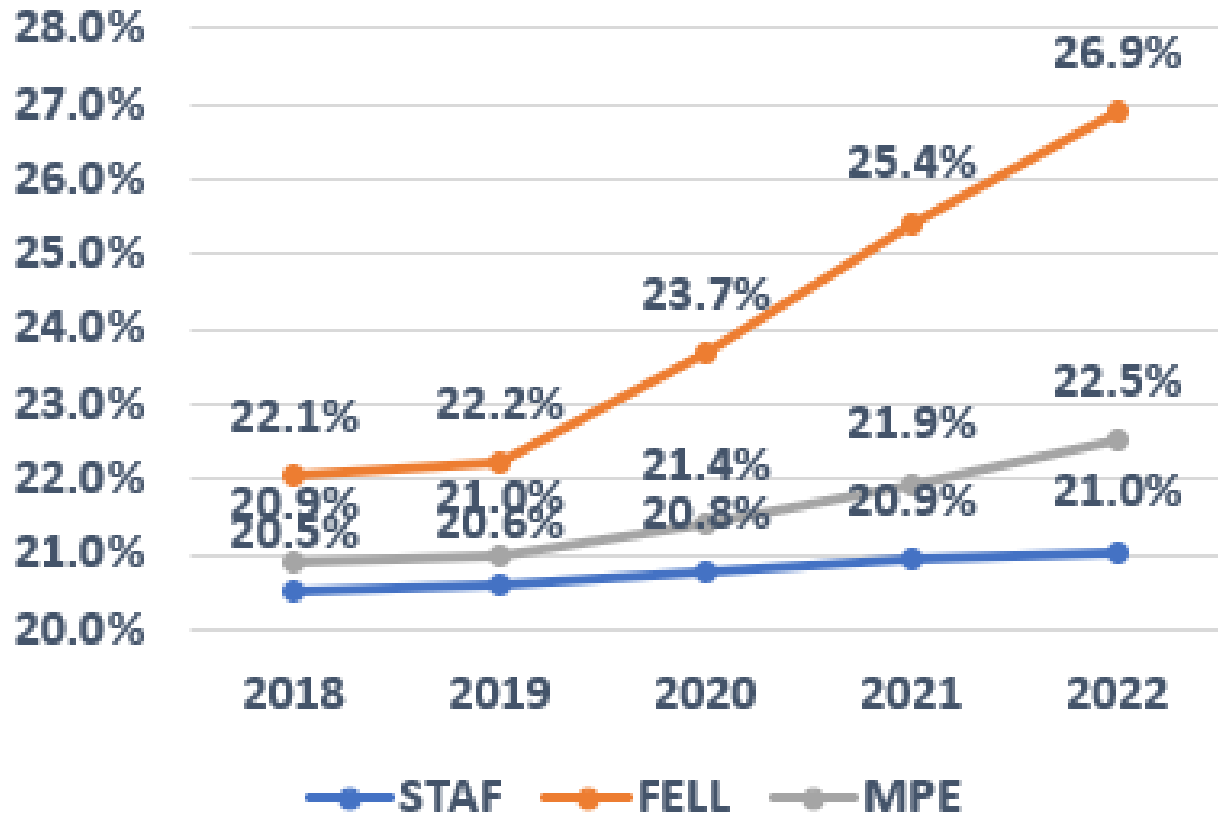
% of female intake among all the arrivals					
	2018	2019	2020	2021	2022
STAFF	16.9%	21.4%	21.4%	24.5%	23.8%
FELLOW	21.8%	24.5%	27.0%	26.3%	28.8%
MPEs	20.2%	23.6%	25.5%	25.7%	27.6%

source: CERN Annual Personnel Statistics

" STEM " =

Science, Technology Engineering, Maths

"STEM at CERN"

Professional Category (" PC") 1, 2, 3

PC 1: Research Physicists

PC 2: Science & Eng

PC 3: Technical

Proportion of Female Employed Members of the Personnel

	2020			2021			2022		
	Staff Members	Fellows	MPEs (Staff Members + Fellows)	Staff Members	Fellows	MPEs (Staff Members + Fellows)	Staff Members	Fellows	MPEs (Staff Members + Fellows)
FEMALE	547	179	726	560	199	759	559	242	801
TOTAL (M+F)	2635	756	3391	2676	783	3459	2658	900	3558
FEMALE %	20.8%	23.7%	**21.41%**	20.9%	25.4%	**21.9%**	21.0%	26.9%	**22.5%**
FEMALE IN PC 1+2+3	205	144	349	215	167	382	223	195	418
TOTAL (M+F) IN PC 1+2+3	2112	711	2823	2150	739	2889	2147	839	2986
FEMALE IN PC 1+2+3 %	9.71%	20.25%	**12.36%**	10.00%	22.60%	**13.22%**	10.39%	23.24%	**14.00%**
FEMALE IN PC 1+2	152	129	281	160	147	307	167	172	339
TOTAL (M+F) IN PC 1+2	1271	608	1879	1306	631	1937	1320	700	2020
FEMALE IN PC 1+2 %	11.96%	21.22%	**14.95%**	12.25%	23.30%	**15.85%**	12.65%	24.57%	**16.78%**
FEMALE in Professional category	2020			2021			2022		
1 Research Physicists	10	22	32	11	24	35	10	23	33
2 Scientific & Eng. work	142	107	249	149	123	272	157	149	306
3 Technical work	53	15	68	55	20	75	56	23	79
4 Manual work	2	0	2	2	0	2	1	0	1
5a Prof. Admin. work	97	28	125	100	25	125	99	39	138
5b/5c Office and Admin. work	243	7	250	243	7	250	236	8	244
TOTAL	547	179	726	560	199	759	559	242	801

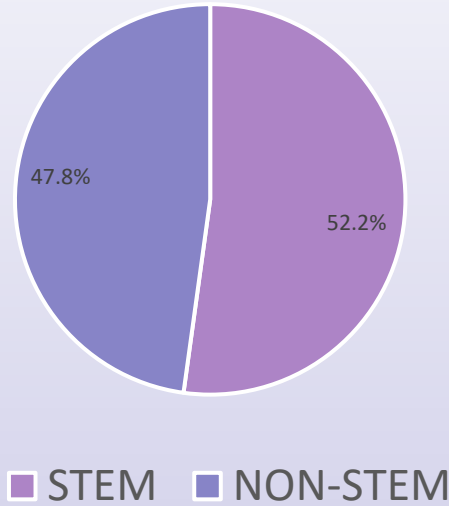Source: CERN Annual Personnel Statistics

CERN | Diversity & Inclusion

WOMEN in STEM: 2022
talent pipeline
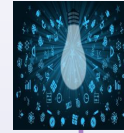
Women MPEs in STEM vs non-STEM

47.8%

52.2%

■ STEM ■ NON-STEM

% of STEM roles (MPE) by gender

14.0%

86.0%

■ MALE ■ FEMALE
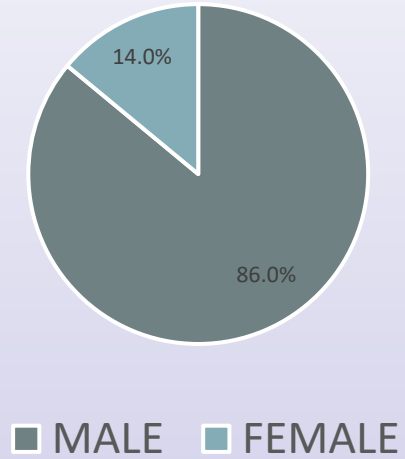
Women STAFF in STEM vs non-STEM

39.9%

60.1%
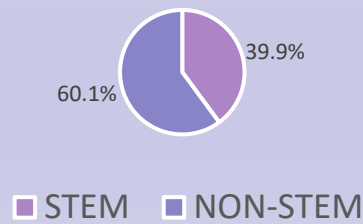
■ STEM ■ NON-STEM

Women FELLOWS in STEM vs non-STEM

19.4%

80.6%

■ STEM ■ NON-STEM
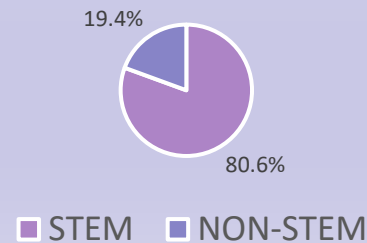
% of STEM roles (STAFF) by gender

10.4%

89.6%

■ MALE ■ FEMALE
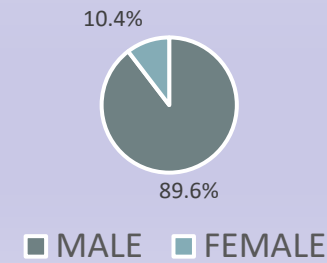
% of STEM roles (FELLOWS) by gender

23.2%

76.8%

■ MALE ■ FEMALE

Diversity & Inclusion
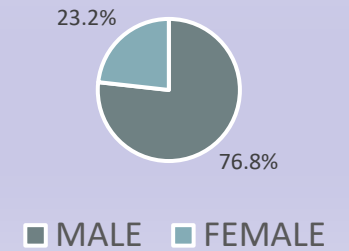
25 BY '25 ACTION MENU

FOCUS:
Diversity & Inclusion Officers ("DIO's")

CERN | Diversity & Inclusion

25 BY '25 ACTION MENU

DEPARTMENTAL FITNESS PLAN

Most chosen actions:

Category	Action	Description	Total times action chosen
4.Leadership and accountability	**4.2.1**	Appoint Diversity & Inclusion Officer(s) ("DIO")	13
2.Career evolution and retention	2.3.3	Exit survey to understand any D&I -related barriers to retention	10
2.Career evolution and retention	2.2.2	To ensure objective and fair decisions consciously consider "unconscious bias"	9
6.Communications	6.2.1	Ensure personnel are aware of the D&I Programme	9
2.Career evolution and retention	**2.3.1**	To ensure a conscious integration of new hires	8
7.Learning and development	**7.3.1**	Managers to propose coaching, mentoring or networking opportunities	8
1.Recruitment	**1.2.1**	Review MPE demographic statistics	7
1.Recruitment	**1.3.1**	Recruitment Data Analytics (track Nat/Gen ratio)	7
4.Leadership and accountability	4.2.3	Dept Head to encourage staff to follow key D&I-related learning offers	7

CERN | Diversity & Inclusion

Diversity & Inclusion Officers Nov '22

Focal Points
Apr '21 to Oct '22

BE
Odd Oyvind Andreassen
Edda Gschwendtner

EN
Anna Suwalska
David Widegren
Ofelia Capatina

EP
Adriana Telesca
Frederic Teubert

FAP
Fabio Lunardi
Laura Gina Dalla Palma
Bas Wallet

HR
Priscilla Marinho Valavicius
Florence Licci-Ounnough
Benjamin Salignat
Eva Stern
Leonard Duret

HSE
Christelle Saury
Gustavo Segura

Diversity & Inclusion Officers Nov '22

Odd Oyvind Andreassen
Edda Gschwendtner

Anna Suwalska
David Widegren

Adriana Telesca

Fabio Lunardi
Laura Gina Dalla Palma

Priscilla Marinho Valavicius

Marc Nas

= D&I Multipliers

25 by '25

Diversity & Inclusion @CERN

Diversity & Inclusion Officers Nov '22

Sabrina El Jacoubi

Jeff Wiener
Zornitsa Zaharieva

Maria Girone
Maria Fava

Emeline Weymaere

Maria Elena Angoletta

Paulo Gomes

Valerie Domcke

Focal Points
Apr '21 to Oct '22

Mariane Catallon
Helen Dixon
Adam Horridge
IPT

Jeff Wiener
Zornitsa Zaharieva
IR

Maria Alandes Pradillo
Hannah Short
Elvin Alin Sindrilaru
IT

Laetitia Lejeune
Alejandro Martinez
SCE

Maria Elena Angoletta
Christophe Lolliot
Belen Salvachua
SY

Paulo Gomes
Caroline Fabre
Holger Neupart
TE

Valerie Domcke
Matthew McCullough
TH

Diversity & Inclusion

25 BY '25, SAMPLE ACTIONS BY DEPARTMENT
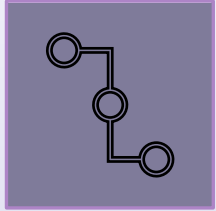
SY
Action Menu implementation budget
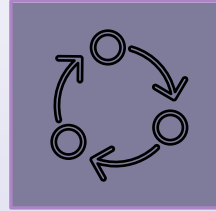
FAP
New D&I page in FAP homepage
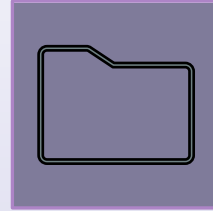
SCE
"Active Bystander" course made available to all

HSE
Increased selection of female firefighters
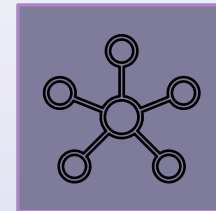
TH
"Twiki" to facilitate onboarding & inclusion of newcomers
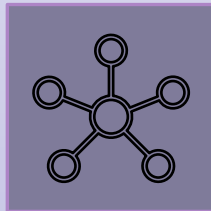
HR
Designed new recruitment diversity tracker

EN
Call to Dept to join mentors program
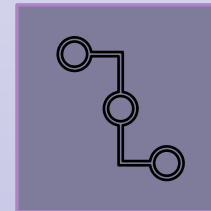
BE
New diversity recruitment guidelines for students
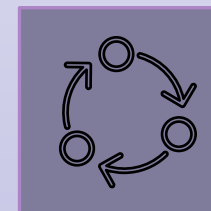
EP
Distribution point For D&I lanyards (with v high uptake)

25 BY '25 IMPLEMENTATION TIMELINE

Review Exercise with Dept Focus Groups.

Review Exercise

FP presentation to Dept Management Bd

Fitness Plan approval

Fitness Plan bi-annual progress review

Bi-annual Progress check-in

1st Review Exercise Q4 2021

2nd Review Exercise Q1-Q2 2025

Apr to Jun 2022

Sept - onwards 2022

Dec 2021 to Mar 2022

May to Aug 2022

DH communicates Fitness Plan to Dept.

Q4 2022 ...to Q4 2024

FPs invite Focus Group to choose actions
Draft Fitness Plan

Fitness Plan Design

Fitness plan implementation

BEYOND NATIONALITY & GENDER

INVISIBLE DIMENSIONS POLL

MOST DIVERSITY FACETS ARE NOT VISIBLE

I have more than one **nationality**

My native **language** is French, English, other

My **parents** were born in the same country

I have a **religious** upbringing / current practice

I experience **anxiety**, migraine, depression…

I provide **financial** assistance to my parents

I have **neurodivergent** cognitive abilities

I identify as **LGBTQ+**

I Identify as LGBTQ+

	Yes	No	Sometimes	Prefer not to say
Dept 1	13	207	10	5
Dept 2	3	53	0	1
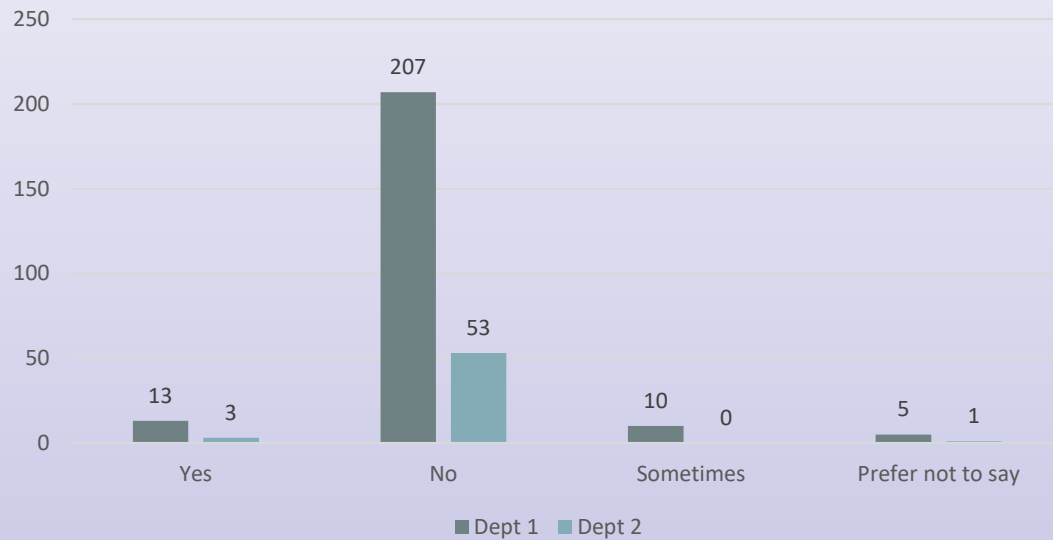
ALLIES: I have a child or sibling who identifies as LGBTQ+

	Yes	No	I don't know	Prefer not to say
Dept 1	22	172	38	5
Dept 2	4	48	0	5
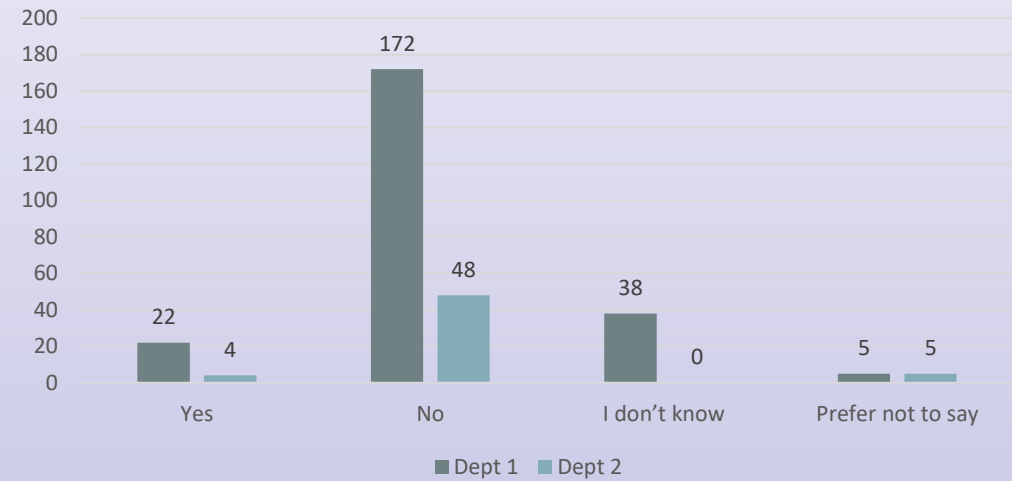
Is our work environment sufficiently inclusive (admin processes, harassment framework, and infrastructure)?

- *Poll created and carried out by L Carvalho in Jan 2023 (Dept 1; ~235 participants) and Dec 2021 (Dept 2; ~57 participants)*
- *LGBTQ = Lesbian, Gay, Bisexual, Transexual, Queer, etc*

I identify as Neurodivergent

	Yes	No	Perhaps / don't know	Prefer not to say
Dept 1	13	168	54	0
Dept 2	5	51	1	0
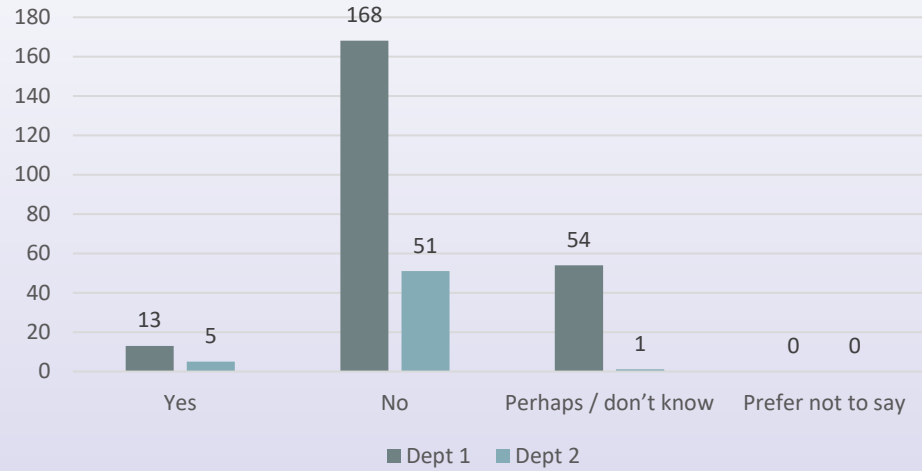
ALLIES: My child or sibling identifies as Neurodivergent

	Yes	No	Perhaps / Don't know	Prefer not to say
Dept 1	47	134	45	3
Dept 2	11	41	5	0

I experience one or more of the following: anxiety, migraine, depression, hypersensitivity

	Regularly	Never	Occasioanally	I don't know
Dept 1	56	43	117	16
Dept 2	11	11	32	3
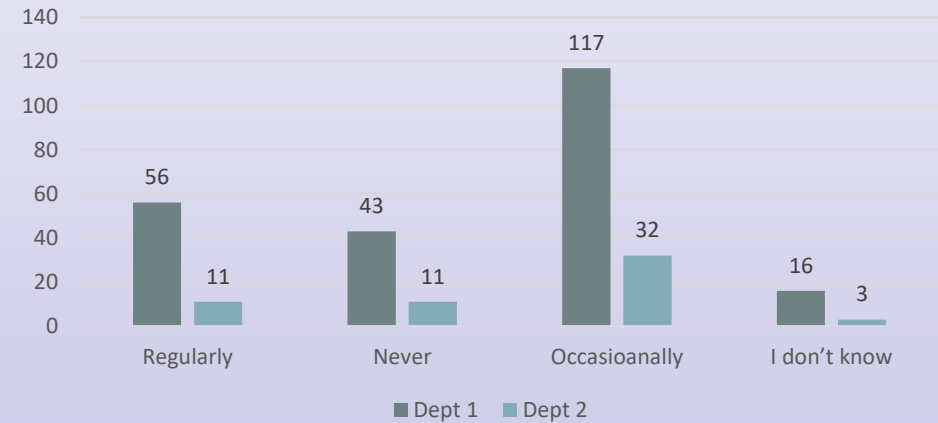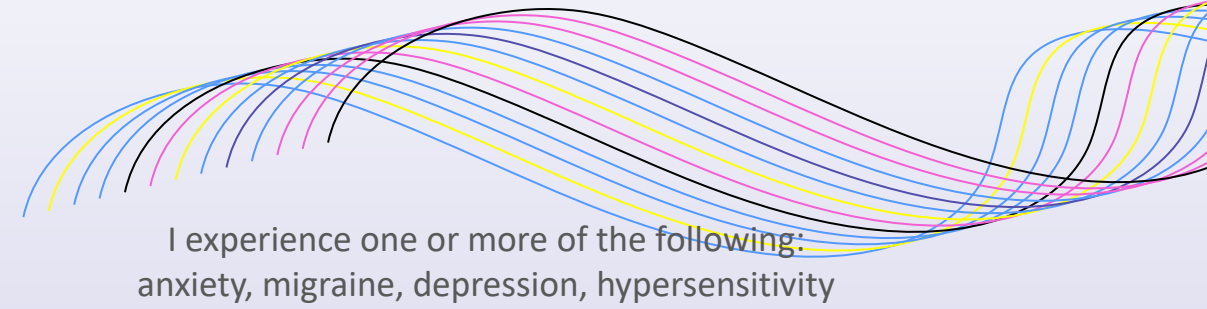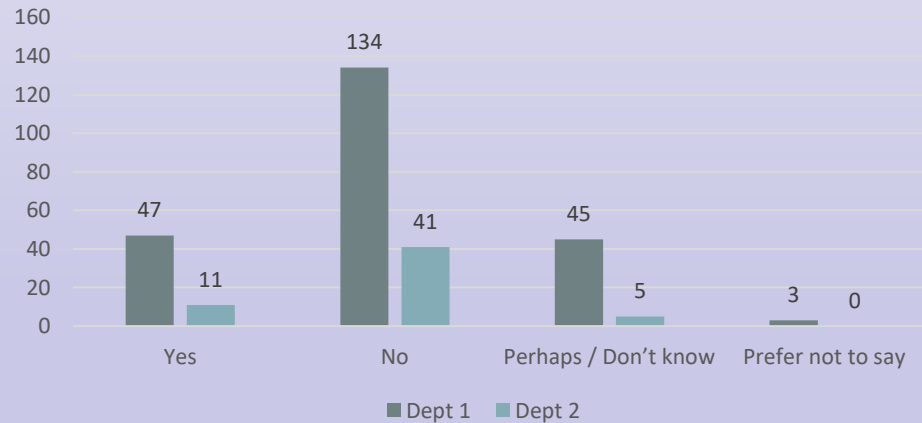
? Is our way of working sufficiently inclusive (recruitment process, flexible work policies, office space) **?**

- *Poll created and carried out by L Carvalho in Jan 2023 (Dept 1; ~235 participants) and Dec 2021 (Dept 2; ~57 participants)*
- *Neurodiversity = variable cognitive processing abilities, ie.* Autism, ADHD, Dyslexia, Asperger's, Bipolar, Tourette's

Slide 17 of 20

CERN | Diversity & Inclusion

Slide X of X

USER'S OFFICE + D&I PROGRAMME
on inclusion of persons who are gender "non-binary"
(ie. not conforming to the gender binary model of male / female)

WG SUPPORT FOR USERS
~ RECOMMENDATION ~

*" Where possible, implement **gender inclusive** personnel-related processes beyond the binary (male/female) gender identification, as well as gender-inclusive restroom facilities."*

[Report from the Working Group on Strengthening the Support for Users at CERN](#)

REPUTATIONAL RISK

The following countries already issue **passports with a "3rd gender"**: Argentina, Australia, **Belgium**, Canada, **Denmark**, **Germany**, Iceland, India, Malta, Nepal, the **Netherlands,** Pakistan, South Africa and USA. Others are considering it.

INCLUSIVE ACTIONS

Proposal to make available a number of **non-gendered WC** facilities across Meyrin and Prevessin sites.

Encourage **inclusive language**.

CERN | Diversity & Inclusion

SUPPORTING NEURODIVERSITY AT CERN ("SNAC")

Individuals with "Neurodivergent" (ND) or "neuroatypical" cognitive process bring unique gifts to the workplace

Includes: Autism, ADHD, Dyslexia, Asperger's, Bipolar, Tourette's

LEARNING*

- ❖ 15 to 20 % of the general population exhibit neurodivergent («ND») thinking
- ❖ Many persons have more than 1 ND trait
- ❖ Emphasis on being extrovert and making direct eye contact does not favour ND persons
- ❖ ND persons do not know if / how to ask for support
- ❖ ND thinkers have above average creativity, concentration, precision
- ❖ ND persons are particularly present in STEM

* Short-term internship reserved for students with disabilities *

IDEAS (brainstorming)

- ❖ Encourage trainers to avoid over-sensory animation (flashing, fast-moving images) in their slides
- ❖ Use a dyslexia simulator to proofread VNs
- ❖ Upskill managers to respond appropriately to persons who disclose ND traits
- ❖ Provide noise-cancelling headphones for affected ND persons in shared office spaces
- ❖ Provide standing desk for persons with ADHD
- ❖ Senior leaders to "come out" as neurodivergent

CERN | Diversity & Inclusion

LEARNING BY EXAMPLE: ACTIVE BYSTANDER

LISTEN & REPEAT

What do we remember

TRAINING:

ACTIVE BYSTANDER

The *Active Bystander* programme equips participants with **4 simple tools** and techniques to respond to inappropriate behaviour, in a timely and effective manner.

→ **One of the most requested learnings**

THEATRE FORUM

9 Feb 2023

A theatre-forum at CERN, by Specta(c)tor: **interactive theatre** piece on handling sexism in the research context

STRENGTH IN NUMBERS

❖ "Active Bystander" since 2022: **293** completed

❖ "Theatre forum" ~**80** participants

CERN | Diversity & Inclusion

THANK YOU FOR YOUR ATTENTION

DIVERSITY.INCLUSION@CERN.CH

EXTRA SLIDES

"Consider not only a diverse candidate's *individual* potential...but the potential for excellence of a *diverse team*"

Excellence
at
CERN

"Be aware the defence of «*excellence*» in order to maintain the *status quo*"

MYTH

❌ Positive discrimination

❌ Target = Quota

❌ Women perceived as hired based on gender

❌ CERN will hire women in admin to reach target

❌ «I hire from the best Universities»

BUSTING

Positive action
= steps to reduce **disadvantages** or remove **barriers** that may inadvertently limit the chances of persons with certain **protected characteristics** such as sex and nationality

Target is **aspirational** : quota is mandatory.

→ 25by'25 seeks to transform long-standing **BIAS** against hiring women in STEM
→ <u>Excellent</u> female candidates have always existed; unconscious bias is obstacle
→ Be aware of gender and nationality **stererotypes**

Departments seeking to address **all gender** imbalanced groups

Beware of **similarity** or **affinity bias**

MP'S BY PROFESSIONAL CATEGORY & GENDER: 2021 & 2022

2021 — 31 Dec

TL FEMALE STAFF AS % MPE: 20.93%

TL FEMALE FELLOWS AS % MPE: 25.42%

TL FEMALE AS % MPE: 21.9%

2 Contractual Situation

Table 3: Members of the Personnel by Professional Category and Gender – 31.12.2021

Professional Category			Staff Members			Fellows			MPA (excl. Users)			Users		
			F	M	Total	F	M	Total	F	M	Total	F	M	Total
1	Research Physicists	HC	11	76	87	24	71	95	96	640	736	1,931	7,444	9,375
		%	12.64	87.36	3.25	25.26	74.74	12.13	13.04	86.96	47.30	20.60	79.40	83.89
2	Scientific & Eng. work	HC	149	1,070	1,219	123	413	536	170	547	717	131	1,023	1,154
		%	12.22	87.78	45.55	22.95	77.05	68.45	23.71	76.29	46.08	11.35	88.65	10.33
3	Technical work	HC	55	789	844	20	88	108	2	33	35	59	525	584
		%	6.52	93.48	31.54	18.52	81.48	13.79	5.71	94.29	2.25	10.10	89.90	5.23
4	Manual work	HC	2	51	53				2	17	19		2	2
		%	3.77	96.23	1.98				10.53	89.47	1.22		100.00	0.02
5a	Prof. Admin. work	HC	100	90	190	25	11	36	12	4	16	41	13	54
		%	52.63	47.37	7.10	69.44	30.56	4.60	75.00	25.00	1.03	75.93	24.07	0.48
5b/5c	Office and Admin. work	HC	243	40	283	7	1	8	30	3	33	5	1	6
		%	85.87	14.13	10.58	87.50	12.50	1.02	90.91	9.09	2.12	83.33	16.67	0.05
	Total	HC	560	2,116	2,676	199	584	783	312	1,244	1,556	2,167	9,008	11,175
		%	20.93	79.07	100.00	25.42	74.58	100.00	20.05	79.95	100.00	19.39	80.61	100.00

Table 3: Members of the Personnel by Professional Category and Gender – 31.12.2022

Professional Category			Staff Members			Fellows			MPA (excl. Users)			Users		
			F	M	Total	F	M	Total	F	M	Total	F	M	Total
1	Research Physicists	HC	10	72	82	23	73	96	115	635	750	2,149	7,905	10,054
		%	12.20	87.80	3.09	23.96	76.04	10.67	15.33	84.67	49.47	21.37	78.63	84.77
2	Scientific & Eng. work	HC	157	1,081	1,238	149	455	604	182	485	667	132	1,028	1,160
		%	12.68	87.32	46.58	24.67	75.33	67.11	27.29	72.71	44.00	11.38	88.62	9.78
3	Technical work	HC	56	771	827	23	116	139	2	25	27	59	514	573
		%	6.77	93.23	31.11	16.55	83.45	15.44	7.41	92.59	1.78	10.30	89.70	4.83
4	Manual work	HC	1	48	49				3	14	17		2	2
		%	2.04	97.96	1.84				17.65	82.35	1.12		100.00	0.02
5a	Prof. Admin. work	HC	99	87	186	39	13	52	12	2	14	49	16	65
		%	53.23	46.77	7.00	75.00	25.00	5.78	85.71	14.29	0.92	75.38	24.62	0.55
5b/5c	Office and Admin. work	HC	236	40	276	8	1	9	33	8	41	5	1	6
		%	85.51	14.49	10.38	88.89	11.11	1.00	80.49	19.51	2.70	83.33	16.67	0.05
	Total	HC	559	2,099	2,658	242	658	900	347	1,169	1,516	2,394	9,466	11,860
		%	21.03	78.97	100.00	26.89	73.11	100.00	22.89	77.11	100.00	20.19	79.81	100.00

2022 — 31 Dec

TL FEMALE STAFF AS % MPE: 21.03%

TL FEMALE FELLOWS AS % MPE : 26.89%

TL FEMALE AS % MPE : 22.5%

CERN | Diversity & Inclusion

FEMALE STAFF BY PROFESSIONAL CATEGORY: 2021 & 2022

SCIENTIFIC & ENG: 26.61%
TECHNICAL WORK: 9.82%

2021

Figure 3a: Distribution of Female Staff Members by Professional Category – 31.12.2022
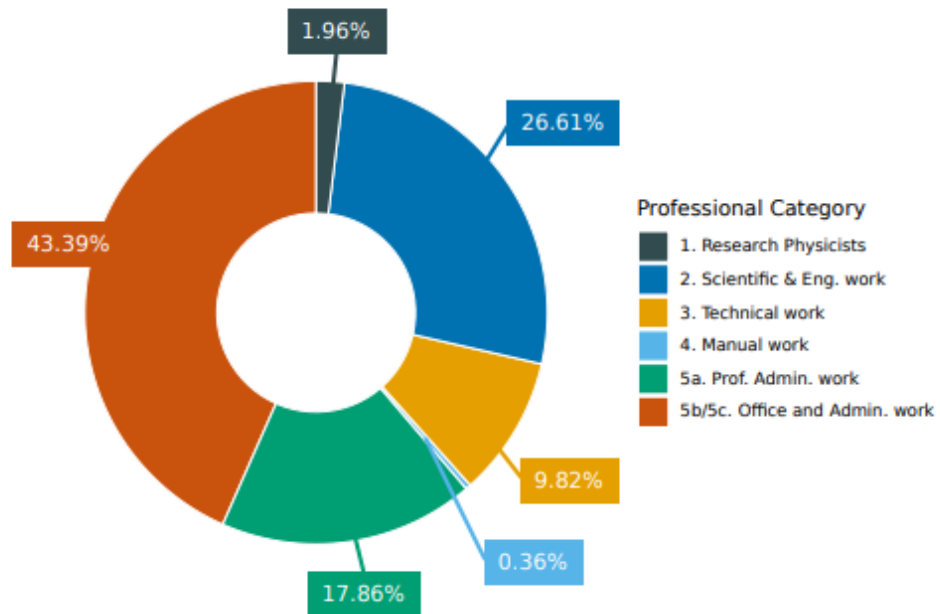
- 1.79%
- 28.09%
- 42.22%
- 10.02%
- 0.18%
- 17.71%

Professional Category
- 1. Research Physicists
- 2. Scientific & Eng. work
- 3. Technical work
- 4. Manual work
- 5a. Prof. Admin. work
- 5b/5c. Office and Admin. work

Figure 3a: Distribution of Female Staff Members by Professional Category – 31.12.2021

- 1.96%
- 26.61%
- 43.39%
- 9.82%
- 0.36%
- 17.86%

Professional Category
- 1. Research Physicists
- 2. Scientific & Eng. work
- 3. Technical work
- 4. Manual work
- 5a. Prof. Admin. work
- 5b/5c. Office and Admin. work

2022

SCIENTIFIC & ENG: 28.09%
TECHNICAL WORK: 10.02%

CERN | Diversity & Inclusion

NUMBER AND % OF FEMALE MPE'S
BY DEPARTMENT: 2021 & 2022

ENGINEERING: 49 // 13%
HUMAN RESOURCES: 70 // 84%
THEORY: 12 // 21%

2021

Table 22a: Number and Proportion of Female MPE by Department/Unit and Status – 31.12.2021

Dept.	Status						Grand Total		
	Staff Members			Fellows			Total MPE		
	F	Total	% F	F	Total	% F	F	Total	% F
ATS	9	26	34.62	5	5	100.00	14	31	45.16
BE	37	308	12.01	19	77	24.68	56	385	14.55
DG	26	40	65.00		1		26	41	63.41
EN	38	327	11.62	11	45	24.44	49	372	13.17
EP	92	514	17.90	50	228	21.93	142	742	19.14
FAP	38	83	45.78	6	24	25.00	44	107	41.12
HR	68	79	86.08	2	4	50.00	70	83	84.34
HSE	32	168	19.05	15	38	39.47	47	206	22.82
IPT	26	57	45.61	6	8	75.00	32	65	49.23
IR	32	52	61.54	11	18	61.11	43	70	61.43
IT	31	216	14.35	16	91	17.58	47	307	15.31
PF	14	23	60.87		2		14	25	56.00
RCS	12	24	50.00	3	6	50.00	15	30	50.00
SCE	29	98	29.59	5	12	41.67	34	110	30.91
SY	34	328	10.37	24	106	22.64	58	434	13.36
TE	36	312	11.54	20	82	24.39	56	394	14.21
TH	6	21	28.57	6	36	16.67	12	57	21.05
Total	560	2,676	20.93	199	783	25.42	759	3,459	21.94

Table 22a: Number and Proportion of Female MPE by Department/Unit and Status – 31.12.2022

Dept.	Status						Grand Total		
	Staff Members			Fellows			Total MPE		
	F	Total	% F	F	Total	% F	F	Total	% F
ATS	9	30	30.00	3	7	42.86	12	37	32.43
BE	37	309	11.97	18	94	19.15	55	403	13.65
DG	27	40	67.50	1	2	50.00	28	42	66.67
EN	40	329	12.16	20	63	31.75	60	392	15.31
EP	94	513	18.32	60	251	23.90	154	764	20.16
FAP	38	83	45.78	9	31	29.03	47	114	41.23
HR	62	73	84.93	3	5	60.00	65	78	83.33
HSE	31	159	19.50	9	34	26.47	40	193	20.73
IPT	22	51	43.14	9	11	81.82	31	62	50.00
IR	33	51	64.71	14	22	63.64	47	73	64.38
IT	32	212	15.09	20	88	22.73	52	300	17.33
PF	14	22	63.64	2	4	50.00	16	26	61.54
RCS	9	22	40.91	3	7	42.86	12	29	41.38
SCE	29	100	29.00	9	19	47.37	38	119	31.93
SY	37	329	11.25	26	120	21.67	63	449	14.03
TE	38	312	12.18	28	103	27.18	66	415	15.90
TH	7	23	30.43	8	39	20.51	15	62	24.19
Total	559	2,658	21.03	242	900	26.89	801	3,558	22.51

2022

ENGINEERING: 60 // 15%
HUMAN RESOURCES: 65 // 83%
THEORY: 15 // 24%