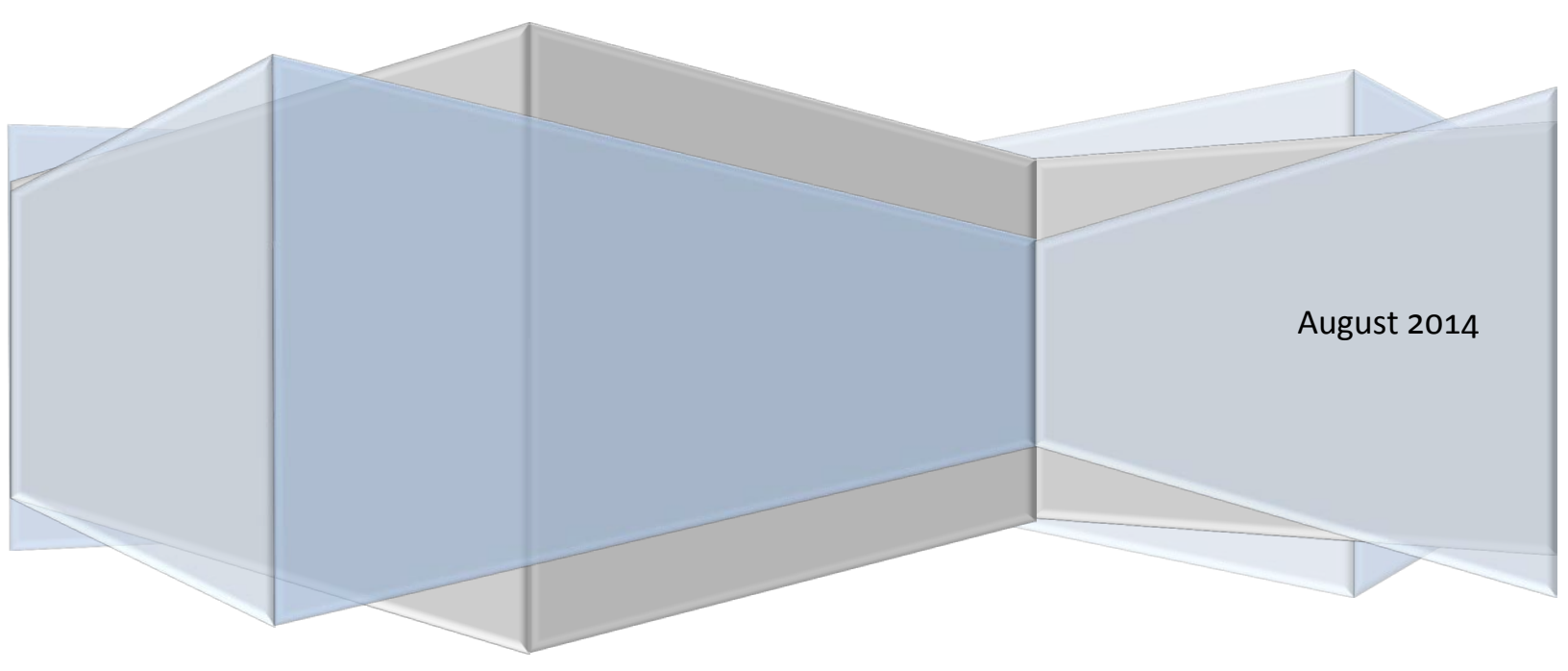


CERN Diversity Policy

Human Resources Department – S. Datta Cockerill



August 2014

Table of Contents

1. Executive summary	1
2. Introduction	2
3. Principles	2
4. Aims.....	2
5. Scope.....	3
6. Roles and responsibilities.....	4
7. Budget Rules	4
8. Process	5
9. Monitoring	5

1. EXECUTIVE SUMMARY

CERN's Diversity Policy is based on the three principles of *"appreciating differences, fostering equality and promoting collaboration"* which are drawn from CERN's Diversity value.

The policy aims at achieving an optimally diverse workforce; the creativity and innovation that comes from a diversity of ideas and perspectives; and a work environment that reflects the diversity value in all policies, procedures and practice.

The dimensions of diversity covered by this policy are nationality/culture, profession, age/generation and gender, as well individual differences such as ethnic origin, sexual orientation, belief, disability, or opinions provided that they are consistent with the Organization's values.

Diversity is a shared responsibility between all the stakeholders of the Organization and applies to all CERN Contributors, as appropriate.

A budget is agreed and allocated yearly for the operation of the Diversity Programme.

Strategic objectives are decided by the Director-General in the form of short- and longer-term objectives with key performance indicators over specified periods of time.

The Diversity Programme is monitored and progress is reported to stakeholders: Member States, CERN Management and CERN Contributors on a regular basis, as appropriate.

2. INTRODUCTION

Diversity, or the bringing together of people from different countries and cultures to work on a common goal, has been an integral part of CERN's mission since its foundation.

CERN's Diversity Policy is anchored in the CERN Diversity value of *"appreciating differences, fostering equality, promoting collaboration"*.

As stated in the Code of Conduct (2010), *"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"*.

Through its Diversity Programme, the Organization builds on its tradition as an equal opportunities employer, by implementing a policy that extends beyond legal compliance and moves towards proactively embedding the added value of diversity into its day-to-day operations.

3. PRINCIPLES

CERN's Diversity Policy is based on three basic principles:

- **Appreciating differences** – Leveraging the added value that comes from bringing together people of different nationalities, genders, professions, ages, as well as their individual differences, and enabling them all to contribute to their full potential.
- **Fostering equality** – Optimising talent and performance through a leadership culture that focuses on fair treatment and rules out all forms of discrimination and bias.
- **Promoting collaboration** – Creating an inclusive work environment based on mutual respect and exchange, in order to ensure that no one is isolated and that everyone feels encouraged to contribute and participate actively in the Organization.

4. AIMS

The aims of the CERN Diversity Policy are as follows:

- To have an optimally-diversified workforce to achieve the goals of a world laboratory.
- To have the creativity and innovation that comes from the 'collision' of diverse ideas, perspectives and approaches, which is at the heart of the scientific method.
- To create a work environment that reflects the Organization's value of diversity in all its policies, procedures and practice.

5. SCOPE

a) Dimensions

The dimensions of diversity covered by this policy are as follows:

- Nationality/culture
- Profession
- Age/generation
- Gender
- Individual differences such as ethnic origin, sexual orientation, belief, disability, or opinions provided that they are consistent with the Organization's values.

The Diversity Policy applies to all CERN Contributors, as appropriate.

b) Implementation

The Diversity Programme is embedded in the Organization's Human Resource Strategy and operates in collaboration with the various HR and other services to ensure that the diversity principles are applied across the three axes of recruitment, career development and work environment.

- i. **Recruitment** (initial and long-term recruitment) - Efforts to source the most representative talent pool across all dimensions of diversity are continually reinforced and monitored. Steps are taken wherever possible to enhance outreach activities via recruitment events and exhibitions, contacts in Member States, innovative use of social media and other means to attract a wide range of candidates to the Organization.

Similar actions are taken in the pre-selection stages of recruitment to ensure the best possible representation of diversity in the shortlisting of candidates and selection board membership composition. Selection board practice uses a competency-based interviewing process in order to assure objectivity and guard against possible bias.

- ii. **Career development** - Staff learning and reward programmes are continually reviewed to ensure the integration of diversity principles, as appropriate, and actions are taken to assure an equitable access to learning across the Organization.

Leadership development and succession planning are extended to include as diverse a participation as possible, and coaching and mentoring actions put in place as needed.

Diversity aspects are included in performance management training modules and the results are monitored with particular reference to the assignment of roles, feedback on performance and advancement and promotion decisions.

- iii. **Work environment** – Awareness-raising events are organised regularly and include conferences on diversity-related topics and interactive workshops designed to exchange experiences and develop mutual respect and understanding of differing perspectives across all dimensions of diversity.

Support structures are continually reviewed with a view to enabling staff to achieve a healthy work/life balance, providing a family-friendly workplace culture, and meeting the special needs of disabled individuals.

6. ROLES AND RESPONSIBILITIES

Diversity is a shared responsibility between all the stakeholders of the Organization.

The roles and responsibilities can be summarised as follows:

- Member States assist in sourcing diverse talent across all the dimensions of diversity.
- The Enlarged Directorate articulates the aims of the programme, defines the strategic objectives for the programme, including short- and longer-term goals and key performance indicators and leads by example to sponsor corresponding actions.
- Group Leaders drive commitment to the diversity principles and assume accountability for implementing the policy and the strategic objectives agreed.
- Section Leaders drive commitment in line with the defined objectives and integrate the diversity principles into daily management.
- CERN Contributors (all members of personnel who work at or on behalf of the Organization) support the diversity principles and demonstrate a spirit of mutual respect and inclusiveness in all actions and interactions.

The Diversity Programme Leader/Diversity Office is responsible for driving actions to promote diversity and assure that the diversity principles are integrated into all organisational policies, procedures and practice.

7. BUDGET RULES

A budget is agreed and allocated yearly for the operation of the Diversity Programme, with a view to covering the costs of the following two aspects:

- The organisation of events, workshops and conferences on diversity-related topics for CERN Contributors.
- The participation of members of the CERN Diversity Programme, and other colleagues, as appropriate, in conferences and networking events aimed at sharing experience and keeping abreast of developments in the field of diversity and inclusion.

8. PROCESS

a) Strategy

Strategic objectives¹ for the Diversity Programme are decided by the Director-General in the form of short- and longer-term objectives with key performance indicators set over specified periods of time. The strategic objectives are related to all dimensions of diversity and implemented across the three main axes of recruitment, career development and work environment, in addition to on-going actions undertaken on a regular basis.

b) Implementation

A Diversity Office has been set up with the mandate to work with CERN Management to define, implement and monitor the Organization's Diversity policy.

9. MONITORING

The Diversity Programme is monitored internally through surveys, interviews and studies within CERN with the aim of collecting input and feedback from both CERN Management and CERN Contributors in order to continually adjust and align actions to the needs of the Organization.

A second axis of monitoring is assured through networking and the benchmarking of best practices through the study of comparator organisations such as intergovernmental and non-governmental organisations and national laboratories within the Member States.

Up-to-date progress and information is communicated to stakeholders through a diversity dashboard, a dedicated website and presentations in various fora, such as the Enlarged Directorate (ED), the Standing Concertation Committee (SSC) and the Tripartite Employment Conditions Forum (TREF).

¹ <https://diversity.web.cern.ch/framework/strategic-objectives>