

**GENDER target**  
(aspirational)

**OUR VISION**  
scientific excellence through diversity and inclusion

**NATIONALITY indicator**  
(not a cap, not a quota)

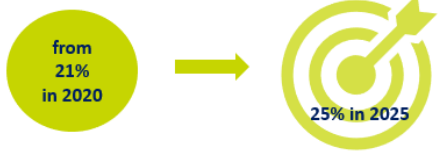
**GOAL**

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

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

**GOAL**

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



**25 by '25**

Accelerating diversity at CERN



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

**25 by '25 Periodic Update: 01 June 2023**

**2020**

- 25 by '25 Strategy Proposal submitted to **Director-General**

**2021**

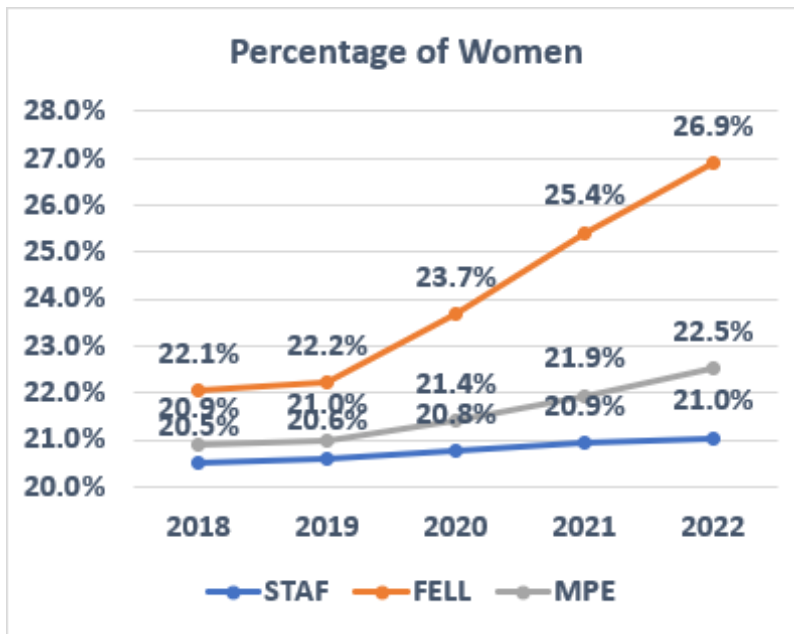
- **Enlarged Directorate** endorses Strategy Proposal
- Department Heads appoint 33 **Focal Points**
- **Kick-off** meetings: Department Head + Focal Points
- Focal Points create & consult **Focus Groups**
- HR designs Departmental Nat / Gen **Dashboards**

**2022**

- 1<sup>st</sup> **D&I Review Exercise** \*
- **Action Menu** launched + **Fitness Plans** approved \*\*
- Departmental Diversity & Inclusion Officers (**19 DIOs**) appointed
- DIOs establish a **Community of Practice**


**2023**

- “**Transforming Bias**” Workshop Pilot
- D&I analysis on **nationality** representation



% of Women Among New Arrivals / STEM					
	2018	2019	2020	2021	2022
<b>ALL STAFF</b>	<b>16.9%</b>	<b>21.4%</b>	<b>21.4%</b>	<b>24.5%</b>	<b>23.8%</b>
STEM	10.2%	8.9%	11.6%	14.0%	17.9%
<b>ALL FELLOW</b>	<b>21.8%</b>	<b>24.5%</b>	<b>27.0%</b>	<b>26.3%</b>	<b>28.8%</b>
STEM	17.7%	20.5%	24.1%	24.0%	24.7%
<b>ALL MPEs</b>	<b>20.2%</b>	<b>23.6%</b>	<b>25.5%</b>	<b>25.7%</b>	<b>27.7%</b>
STEM	15.5%	17.8%	21.3%	21.1%	23.3%

Women in STEM, MPEs professional categories 1,2,3	
<b>2020</b>	12.36%
<b>2021</b>	13.22%
<b>2022</b>	14.00%

- \* Departmental Review Exercise**  
D&I maturity assessment across 6 «GDEIB» benchmark categories:
- Recruitment
  - Career Evolution
  - Benefits, Work-life integr
  - Leadership
  - Communications
  - L&D
- 

- \*\* Departmental Fitness Plans**  
Selecting from >40 **Action Menu** items toward greater Nat / Gen diversity:
- Appointment of DIO
  - Exit survey
  - Recruitment stats
  - Address unconscious bias in recruitment / promotion
  - Promote D&I learnings
  - Networking / Mentoring