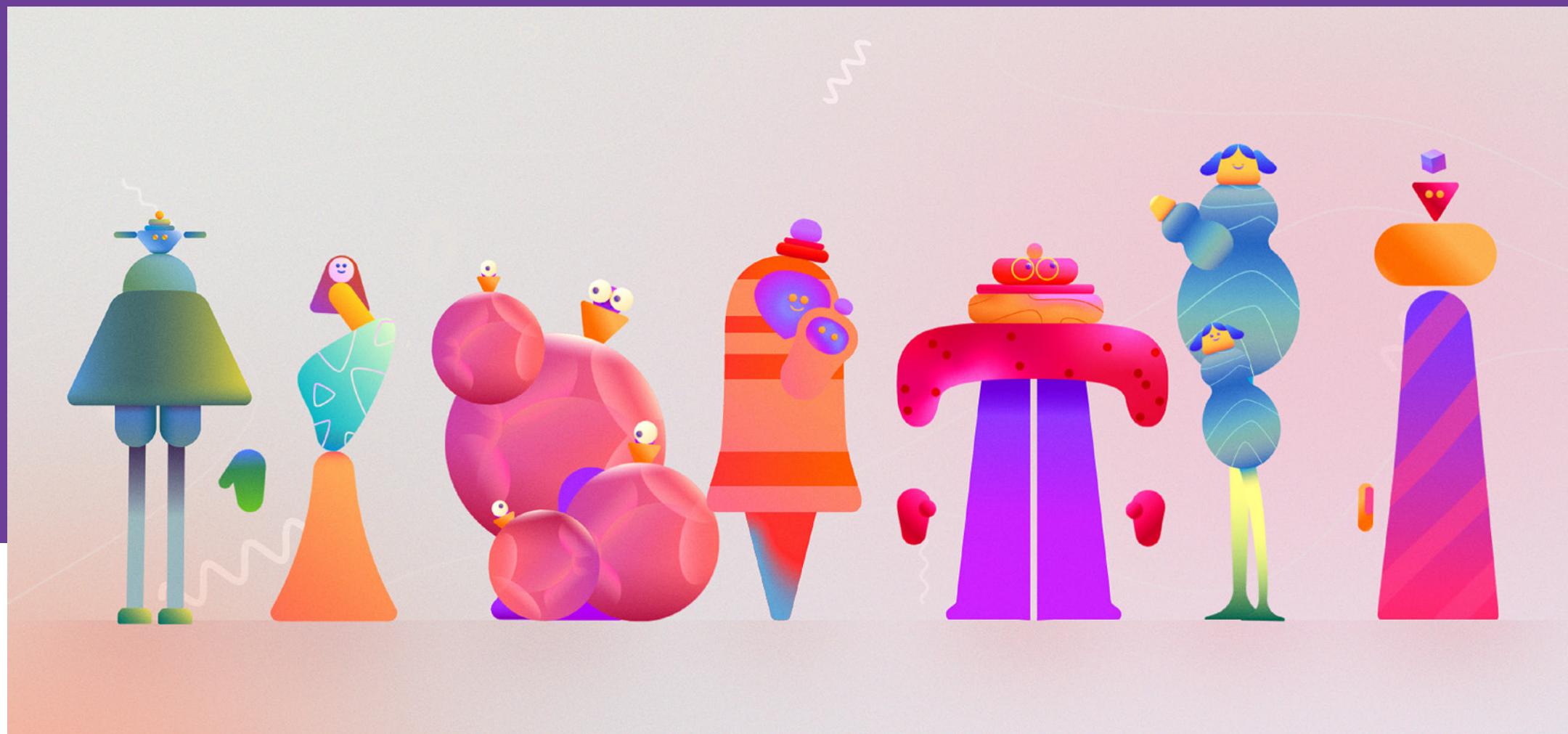


# Action Plan for Diversity, Equity and Inclusion 2025-2028



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# Introduction

The Paul Scherrer Institute PSI is a place of diverse realities of life: People of different genders, age groups, geographical origins, and socio-economic and -cultural backgrounds work, research, and learn together. This diversity harbours enormous potential for creativity, innovation, and scientific achievements.

Successful diversity management goes beyond simply recognising and promoting diversity: It means actively shaping and effectively utilising diversity through clear goals, systematic measures, and a culture of continuous learning so that it can have the greatest possible positive impact. The decisive factor is how inclusive the structures, processes, and daily interactions at PSI are.

Inclusion and belonging mean creating an environment in which everyone at PSI can develop their potential and actively contribute to shared success – regardless of their individual circumstances. Especially in a complex, international, and dynamic research environment such as PSI, it is essential to actively address existing challenges such as unconscious bias, structural barriers, or unequal opportunities and translate them into concrete improvements.

This Diversity, Equity and Inclusion (DEI) Action Plan is based on the goals of the ETH Diversity Strategy 2025–2028, the Swiss Confederation's Gender Equality Strategy 2030, and the results of several internal PSI surveys. PSI pursues a dynamic approach that allows for flexible adaptation to current developments, at the same time considers the intersectional aspect of DEI topics, and is linked to PSI's core activities in a meaningful and productive way. In an increasingly globalised and diverse society, and in view of the prevailing shortage of skilled workers, coordinated diversity management is essential in order to make the best possible use of and retain existing potential.

The action plan is intended as a practical tool for the long-term development of PSI as an inclusive institution – as a response to challenges, but also as an active force for inclusive and diversity-sensitive co-operation.

Based on the aforementioned strategies as well as a situation analysis, the following priorities were set:

- **Field of action A:** Increasing the proportion of women in core areas of PSI at all levels
- **Field of action B:** Promoting the recruitment and employment of people with disabilities, chronic illnesses, and neurodivergences
- **Field of action C:** Supporting effective cooperation in culturally diverse and international teams
- **Field of action D:** Promoting inclusion topics at PSI and in leadership practice
- **Field of action E:** Further anchoring of DEI topics at PSI

# Tabular overview of goals, indicators, and main measures

Goals	Indicators	Main measures
<b>A: Increasing the proportion of women in core areas of PSI across all levels</b>		
<ul style="list-style-type: none"> <li>• Increase the proportion of women in core areas of PSI, especially in leadership positions</li> <li>• More balanced gender ratio, especially in STEM fields</li> <li>• More inclusive recruitment and more inclusive working environment</li> </ul>	<ul style="list-style-type: none"> <li>• New appointment of women to executive positions: 25% (moving average over 4 years)</li> <li>• New appointments of women at postdoc level: 30% (moving average over 4 years)</li> <li>• Proportion of women in executive positions (FG10+) by 2028: 18%</li> </ul>	<ul style="list-style-type: none"> <li>• Financial incentive for hosting female grantees (A1)</li> <li>• Monitor and increase the proportion of women in "senior expert" positions (A2)</li> <li>• Raise awareness among and gain men as "allies" (A3)</li> <li>• Initiate networking among women at PSI (A4)</li> <li>• Review/further development of recruitment processes regarding increasing the proportion of suitable female candidates (A5)</li> </ul>
<b>B: Promoting the recruitment and employment of people with disabilities, chronic illnesses, and neurodivergences</b>		
<ul style="list-style-type: none"> <li>• More inclusive recruitment, individual workplace adjustments, and support services</li> <li>• Improved accessibility</li> <li>• Increased awareness among line managers and employees</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of measures</li> <li>• Established exchange with employees with disabilities, chronic illnesses, and neurodivergences</li> <li>• Higher proportion of known persons at PSI: 2024 = 0.2%, 2028 = 1.5%</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness raising, information, and knowledge building (B1–B4, B9)</li> <li>• Revision of processes/guidelines for recruitment and workplace adjustments (B7–B8)</li> <li>• Counselling, coaching, and exchange for employees, line managers, and teams (B5–B6)</li> <li>• Neurodivergences: measures for a supportive working environment and awareness raising (B14)</li> <li>• Improvement of (information about) accessibility (B10–B13, simple infrastructural adjustments)</li> </ul>
<b>C: Supporting good cooperation in culturally diverse and international teams</b>		
<ul style="list-style-type: none"> <li>• Promoting mutual understanding and addressing starting points for effective cooperation in international teams</li> <li>• Raising awareness of discrimination based on origin</li> <li>• Enhancing the visibility of appreciation of global diversity at PSI</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of measures</li> <li>• Results of MAB 29</li> <li>• Final DEI survey</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-racist awareness-raising work (C1)</li> <li>• Global diversity campaigns and events (C2)</li> <li>• Course offering on collaboration in international teams (C3)</li> </ul>
<b>D: Promotion of inclusion topics at PSI and in leadership practice</b>		
<ul style="list-style-type: none"> <li>• Review of flexible working models and internal processes</li> <li>• Inclusion of DEI topics in the awarding of academic awards</li> <li>• Building knowledge about DEI among line managers and employees</li> <li>• Regular awareness-raising on topics such as mental health, LGBTQIA+, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of measures</li> <li>• Results of MAB 29</li> <li>• Final DEI survey</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness raising/tools for diversity at award ceremonies, funding schemes, and representation platforms (D1)</li> <li>• Inquiry to the IDEAS working group on "flexible working conditions" (D2)</li> <li>• Workshops and knowledge building for line managers and employees (D3–D4)</li> <li>• Awareness raising, information, and guidelines/guides (e.g. mental health, LGBTQIA+) (D5–9)</li> </ul>
<b>E: Further anchoring of DEI topics at PSI</b>		
<ul style="list-style-type: none"> <li>• Further anchoring of DEI topics at PSI</li> <li>• Standardisation of monitoring across all 4RI</li> <li>• Raising awareness of the personal responsibility of all PSI employees</li> <li>• Controlling and gathering ideas for further development for the period 2029–2032</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of measures</li> <li>• Collaboration with centers</li> <li>• Final DEI survey</li> </ul>	<ul style="list-style-type: none"> <li>• Regular presentation of the DEI mission statement and action plan by the directorate (E1)</li> <li>• Uniform DEI monitoring of the 4RI (E2)</li> <li>• Increase accessibility of Confidential Advisors for vulnerable groups and ensure diversity-sensitive counselling (E3)</li> <li>• Involvement of/exchange with centers (E4)</li> <li>• DEI survey at the end of the four-year period in a suitable form (E5)</li> </ul>

# 1 A: Increase the proportion of women in core areas of PSI at all levels

It remains of central importance that PSI takes measures to increase the proportion of women at PSI. Particular attention should be paid to leadership positions.<sup>1</sup> This need for action is derived from the ETH Domain's Strategy for Diversity, Equality and Inclusion 2025–2028 and is also reflected in the results of the employee survey 2024. In this survey, "gender" was identified by employees as one of the three most important DEI topics with the greatest potential for improvement.

In the period 2021–2024, the targets set in this area of action were largely achieved. The percentage of women at PSI rose by 1% overall and by 3% in leadership positions (FG10–15). Despite the positive trend, the proportion of women remains low and decreases with each career level. At the same time, diversity in leadership teams has been shown to be associated with better economic results and greater innovative strength.<sup>2</sup>

A key driver for increasing the proportion of women is the creation of inclusive recruitment and an inclusive working environment – which also helps to retain women who are already employed at PSI (the HR Cockpit<sup>3</sup> 2024 shows that the turnover rate for female employees is higher than for male employees, at 9.3% compared to 5.4% for permanent employees and 16.4% and 12.6% for temporary employees). Ongoing measures should be continued and new ideas for further increase of the proportion of women should be examined and implemented.

## 1.1 Goals

PSI strives for a more balanced gender ratio, especially in the STEM field. The goal is to increase the proportion of women in core areas, particularly in leadership positions, by designing an inclusive recruitment process and an inclusive working environment.

- By the end of 2028, increase the proportion of women in executive leadership positions (FG 10–15) to 18% (2024 figure: 15.1%)
- When filling new vacancies of executive leadership positions: target proportion of women of 25% (moving average over 4 years)
- When filling new vacancies of postdoc positions: target proportion of women of 30% (moving average over 4 years)

## 1.2 Measures

Measure	Who (bold = lead)
<b>A1 Financial incentive for hosting female grantees:</b> Development of the idea from the director's working group "More women in leadership positions". If female grantees are hosted at PSI, financial support will be provided from central funds.	CCDEI, AGD
<b>A2 Monitor and increase the proportion of women in "senior expert" positions:</b> Annual monitoring of nominations for and admissions to the "senior expert" career path, as well as examination of possible measures to increase the proportion of women.	HRM, CCDEI, DEICO
<b>A3 Raise awareness among and gain men as "allies":</b> For example, through presentations, workshops, and exchange formats.	CCDEI, DEICO
<b>A4 Initiate networking among women at PSI:</b> E.g. support in establishing a "Women meet Women" network (similar to Empa & Eawag), networking events.	CCDEI
<b>A5 Review/further development of recruitment processes regarding increasing the proportion of suitable female candidates:</b> E.g. through inclusive job advertisements, active recruitment of women, employer marketing specifically targeting women (e.g. events, presentations).	HRM, CCDEI

<sup>1</sup> The quantitative indicators of the ETH Board only include functional grades 10–15. At PSI, a broader understanding of leadership positions applies, which also includes, for example, special and matrix functions. Both are recorded annually.

<sup>2</sup> Hunt, V., Prince, S., Dixon-Fyle, S., & Yee, L. (2018). Delivering through diversity.

<sup>3</sup> PSI HR Cockpit 2024, page 10. The PSI HR-Cockpit is an annual report which includes gender-specific data such as the proportion of women in general and in leadership positions, as well as in the application pool, in interviews, and in hiring.

### Further measures:

- Continuation of monitoring: gender ratio in selection committees, pool of applications, shortlist, hiring, etc.
- feM-LEAD (female Mentoring: Leadership for Equity and Diversity), FLP Foster. Lead. Promote.
- Girls\* on Ice
- Implementation of mandatory measures resulting from the signing of the charter for equal pay

## 2 B: Promotion of the recruitment and employment of people with disabilities, chronic illnesses, and neurodivergences

22%<sup>4</sup> of the Swiss population lives with a disability or chronic illness, with the proportion increasing with age. This can include, for example, people with visual/hearing/speech impairments, physical/mobility limitations, neurodivergences (e.g. ADHD, dyslexia, autism spectrum), mental health conditions or chronic illnesses. Among students in Germany, 16%<sup>5</sup> have a health impairment, and the ETH DEI strategy also includes the development of further measures to decrease barriers to learning, for example through reasonable adjustments. Due to the increasingly inclusive design of the education system, e.g. with the project “Barrier-free at ETH Zurich”, an increase in the number of graduates with disabilities is to be expected.

Despite this large number, people with disabilities and chronic illnesses are underrepresented in working life<sup>6</sup> – because they have more difficult access to the labour market or are unable to be open about their disability. The majority of disabilities are not visible.

As no data is collected on disabilities and chronic illnesses among employees, the estimated proportion of 0.2% (2024) in the PSI workforce is based on reports known to HR – a high number of unreported illnesses or disabilities can be assumed. Creating a supportive working environment in which existing and future employees at all hierarchical levels can openly express their needs in the workplace enables everyone to contribute their full potential and increases the talent pool for recruitment. Furthermore, promoting the inclusion of people with disabilities in working life is a goal enshrined in various strategic principles of PSI and in relevant legal bases.

### 2.1 Goals

Promoting the recruitment and employment of people with disabilities, chronic illnesses, and neurodivergences through:

- More inclusive recruitment, individual workplace adjustments, and support services
- Improvements in accessibility
- And increased awareness among line managers and employees

The aim is to increase the proportion of known persons with disabilities at PSI from 0.2% (2023) to 1.5% (2028). This is based on the target value of 1.5%–2.5% set out in the Federal Council's personnel policy guidelines for the period 2024–2027<sup>7</sup>, the proportion of people with disabilities in federal administrative units reached in 2024 (1.4%)<sup>8</sup>. Despite the challenges described in relation to reporting, a target value for PSI is to be set based on the number of known persons with disabilities and chronic illnesses. The underlying idea is that a more open approach will lead more employees to share their disabilities, illnesses, or neurodivergences.

<sup>4</sup> FSO (2021), “Menschen mit Behinderungen gemäss Gleichstellungsgesetz” (accessed 20 March 2025).

<sup>5</sup> 22nd Social Survey of the German National Association for Student Affairs (accessed 20 March 2025).

<sup>6</sup> Of people with disabilities of working age, around 68% were in employment in 2021, which is significantly lower than the 88% rate for people without disabilities; the unemployment rate for people with disabilities is 5.2% compared to 3.7%. FSO (2021), “Erwerbsbeteiligung” (accessed 20 March 2025).

<sup>7</sup> <https://www.news.admin.ch/de/nsb?id=100887> (accessed 23 June 2025)

<sup>8</sup> [https://www.epa.admin.ch/epa/de/home/themen/personalpolitik/reporting\\_personalleadership.html](https://www.epa.admin.ch/epa/de/home/themen/personalpolitik/reporting_personalleadership.html) (accessed 23 June 2025).

## 2.2 Measures

Measure	Who* (bold = lead)		
<b>B1 Awareness-raising events for PSI employees/line managers – with a focus on neurodivergences (but not exclusively):</b> Increase awareness and competencies for dealing with the topic of disabilities in the workplace, including accessibility, through presentations and workshops.	CCDEI	<b>B10 Information on accessible communication with a compact information campaign:</b> Provide information on accessible documents, presentations, videos, and graphics and communicate this in a suitable form. <b>CCDEI, AKO, AIT</b>	
<b>B2 Campaign featuring role models for an open approach:</b> Portraits of PSI employees with disabilities, chronic illnesses, and neurodivergences who contribute to greater understanding and openness by sharing their experiences.	CCDEI, AKO	<b>B11 Review to improve website accessibility:</b> Review and implement further improvements with an external agency. <b>AKO</b>	
<b>B3 Subject-specific training as needed:</b> Conduct specific training in service functions such as HR, communications, or infrastructure as necessary.	CCDEI, TBD	<b>B12 Assessment of progress on accessible bus stop:</b> Public transport should be accessible as of 2023. Based on this, the status of barrier-free access to PSI by public transport should be assessed and advanced where possible. <b>Various</b>	
<b>B4 Knowledge advancement in HR:</b> Expand knowledge of options, contact persons, and processes relating to work/salary models as well as insurance and funding matters – if possible, use the “Inclusive Employers Aargau” network for this purpose.	HRM, CCDEI	<b>B13 Accessibility overview of campus and meeting rooms:</b> Create an overview of the accessibility of buildings/meeting rooms at PSI (e.g. lift, accessible toilets) and improve orientation with directions – e.g. in the PSI Pocket app. The focus should be on public and heavily used buildings. <b>AIB, CCDEI, AIT</b>	
<b>B5 Counselling and coaching services for employees, line managers, and teams:</b> Provision of counselling and contact points that can advise and support employees, as well as line managers and teams, on leadership and cooperation in an inclusive team with people with disabilities and illnesses, if necessary – including clarification of funding.	CCDEI, HRM	<b>B14 Neurodivergences: relaxation rooms and other measures:</b> Review the suitability and awareness of relaxation rooms and implement specific improvement measures in consultation with users <b>CCDEI, AIB, HRM</b>	
<b>B6 Support the establishment of an ERG (Employee Resource Group) “Ability”:</b> If interested, promote the establishment of an employee group for exchange, networking, and advocacy on the topics of disabilities, chronic illnesses, and neurodivergences.	CCDEI	* Persons responsible for project collaboration have been defined in each of the departments mentioned for this field of action.	
<b>B7 Process and responsibilities for individual workplace adjustments:</b> Ensure the organisation of support/adjustment needs during applications and hiring and clarification of funding (often paid for by IV). E.g. through a coordinating contact point and a task force of “accessibility responsibles” from HR, infrastructure, and IT together with the line.	CCDEI, HRM, AIB, AIT, DEICO	<p><b>Further measures:</b></p> <ul style="list-style-type: none"> <li>• If appropriate: continuation of the myAbility talent programme</li> <li>• Continuation of networking at “Inclusive Employers” and “myAbility Business Forum”</li> <li>• Assessment of ENSA course as a permanent lead campus offering</li> <li>• Simple improvements of accessibility at PSI (e.g. signage, orientation at reception, security gates)</li> <li>• Improve the measurability of the proportion of employees with disabilities and chronic illnesses, e.g. by drawing conclusions from workplace adjustments carried out with the help of HRM or integration into anonymous surveys in a suitable form</li> <li>• Possibly examining the anchoring of accessibility in IT procurement (software/tools)</li> </ul>	
<b>B8 Review/further development of recruitment with regard to the inclusion of applicants with disabilities:</b> Further develop processes/guidelines (e.g. job interviews, discussion of needs, accessibility of assessments, insurance clarifications, work equipment requests), make the application process inclusive (e.g. information channels, mandatory fields in the application form), and provide support services for the line; pilot project for the targeted recruitment of persons with disabilities (job advertisements, specific job portals).	HRM, CCDEI, DEICO		
<b>B9 Intranet information platform (CCDEI page):</b> Development and ongoing updating of information, regulations, contact points, support services, and awareness-raising material for employees and line managers at PSI.	CCDEI		

### 3 C: Supporting good cooperation in culturally diverse and international teams

At PSI, employees from over 70 countries work in internationally mixed teams.<sup>9</sup> This diversity can be linked to different patterns of thinking and behaviour, as well as habits and expectations – but these arise from individual biographies, of which geographical origin is only one of many dimensions.

It is well known that problems, misunderstandings, or conflicts can arise in heterogeneous teams, which can negatively affect cooperation and satisfaction. At the same time, diversity offers great potential for diverse problem-solving as well as increased creativity and innovation. In order for these advantages to come to fruition, common goals, space for mutual learning, appreciation of diversity, and mutual trust are necessary.<sup>10</sup>

With its international workforce, PSI has great potential to promote good cooperation in teams with diverse backgrounds as well as the appreciation of global diversity. This was also demonstrated by the MAB 2024 (internal link, p.65) and Respect Survey 2022 (internal link, p.3), in which “intercultural” cooperation and the realisation of equity with regard to “cultural background” were identified as important topics by employees. Culture is used here in quotation marks because the term carries the risk of stereotyping people and constructing “otherness”. It is used here as one of several possible perspectives to describe social conditioning, experiences, and behaviours.

#### 3.1 Goals

This field of action focuses on the conscious handling of cultural and international diversity and pursues the following objectives:

- Promoting mutual understanding, dealing with different types of communication, and addressing starting points for good cooperation in international teams
- Raising awareness of discrimination based on origin
- Making visible the appreciation of global diversity at PSI

#### 3.2 Measures

Measure	Who (bold = lead)
<b>C1 Anti-racist awareness-raising work:</b> Raise awareness and competencies among employees for dealing with the issue of racial discrimination in the workplace through presentations and workshops.	CCDEI
<b>C2 Global diversity campaigns and events:</b> Implement communication, exchange formats, and events to promote appreciation of international diversity at PSI.	PPA, CCDEI
<b>C3 Course offering on collaboration in international teams:</b> Develop or make available workshops/tools on the challenges and potential of collaboration in international teams as well as navigating the local working environment.	CCDEI, LC

#### Further measures:

- Dual Career Work (S-ADCN membership; assess whether further partnership with IDCN or others is more suitable for the PSI context; cooperation with BNF for dual career advice)

<sup>9</sup> PSI HR Cockpit 2024, page 8

<sup>10</sup> See Franken, Swetlana (2015): “Personnel: Diversity Leadership”, Springer Gabler, pp. 8-10.  
See Matveev, A. (2017). “Intercultural competence in organisations. Leadership for Professionals.”

## 4 D: Promoting inclusion topics at PSI and in leadership practice

The Respect Campaign carried out in 2022 has already led to greater awareness of the culture of respect at PSI; in addition, valuable contact points, documents, and resources have been created. PSI has also been working on the topic of good leadership practice for many years, for example with the CAS Leadership in Science. Since the course was introduced in 2017, more than 370 line managers from PSI, Empa, Eawag, and WSL have taken part in the CAS LiS, where they have received training on the topic of diversity, among others. However, promoting an inclusive culture and good leadership practices requires ongoing prevention and awareness-raising work as well as knowledge transfer.

Within this field of action, we focus on further promoting an inclusive and respectful organisational culture. This is also one of the five priorities of the ETH Domain's DEI strategy; in addition, the results of the MAB 2024 and the Respect follow-up 2022 showed that there is a need for development (e.g. on the topics of error culture and the role model function of line managers). Promoting an inclusive culture requires both individual and organisational aspects in order to further strengthen cooperation and leadership skills, establish flexible working models, and support line managers in their work on DEI topics.

### 4.1 Goals

Our long-term goal is to achieve sustainable and effective change that is reflected in a lived inclusive culture and good leadership practices. This includes:

- Reviewing flexible working models and internal processes
- Inclusion of DEI issues in the awarding of academic honours
- Knowledge development about DEI among line managers and employees
- Regular awareness-raising on topics such as mental health, LGBTQIA+, etc.

### 4.2 Measures

Measure	Who (bold = lead)
<b>D1 Awareness-raising and tools for diversity in award ceremonies, funding schemes, and representation platforms:</b> Supporting diversity among candidates for awards, grants, or representation opportunities, e.g. based on the model of the SNSF SPIRIT Grants. <sup>11</sup>	DEICO, CCDEI
<b>D2 Inquiry to the IDEAS working group on "flexible working conditions":</b> In order to identify potentials and meaningful measures for flexible working conditions in academia from a holistic perspective, a cross-disciplinary working group with relevant stakeholders should be initiated to discuss scope for action in relation to PhDs, grants, extensions for PhDs/postdocs, job sharing and top sharing.	CCDEI, IDEAS
<b>D3 Revision of the diversity module CAS Leadership in Science:</b> Updating the content and adding current topics such as the inclusion of people with disabilities to the module; review of the integration of the existing web-based training courses on "Unconscious Bias" and "Respect" as a mandatory component for all line managers in the 4RI's own continuing education programme CAS Leadership in Science.	WSL, CCDEI, LC
<b>D4 Anchoring the web-based training on unconscious bias in the employee life cycle:</b> Anchoring as a fixed component of the onboarding process for new employees (similar to IT security) and automatically prompting training completion.	HRM, CCDEI
<b>D5 Raising awareness of mental health:</b> Implement a suitable awareness-raising measure every 1–2 years.	BGM, CCDEI
<b>D6 Raising awareness of LGBTQIA+:</b> Implement a suitable awareness-raising measure every 1–2 years (webinar, intranet article, events, workshop).	CCDEI
<b>D7 Guidelines on the use of names and titles for trans and non-binary employees:</b> Allow trans employees to change their first name and gender marker in administrative systems without official changes and to omit titles in administrative systems (e.g. telephone directory, employment references, etc.).	HRM, CCDEI
<b>D8 Lean refresh of the "Respect Campaign":</b> Review processes, continuous information, develop a presentation to refresh information for teams, further develop a workshop on inappropriate behaviour for teams.	CCDEI
<b>D9 Further development of the "Inclusive Communication" guide:</b> Expansion to include additional dimensions of diversity (e.g. ableism, racism).	CCDEI, AKO

#### Further measures:

- Review and adaptation of the tenure track process in collaboration with HRM with regard to possible obstacles for underrepresented groups – especially women – and compatibility with different life circumstances
- Regular communication about the various contact points
- Awareness-raising on the topic of sexual harassment on a regular basis (in collaboration with SHAD)

<sup>11</sup> <https://www.snf.ch/en/nlghrhzyzbD90TM9D/funding/programmes/spirit> (accessed 23 June 2025).

## 5 E: Further anchoring of DEI topics at PSI

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Through the professionalisation of DEI work in 2017, followed by the establishment of the Competence Center for DEI shared between PSI, Empa, and Eawag in 2021, DEI topics at PSI (and at Empa and Eawag) have already been sustainably consolidated and structurally anchored. As mentioned in the ETH Domain's Diversity, Equality and Inclusion Strategy 2025–2028, firm anchoring in organisational structures and a high level of commitment from top-level leadership are crucial for the implementation and effectiveness of DEI principles and guidelines. The support of the PSI directorate for the newly defined measures within this action plan is therefore essential. Anchoring DEI work more firmly in core activities can also have a major impact – by highlighting and harnessing the positive effects of a diverse workforce in research, teaching, and knowledge transfer.

### 5.1 Goals

The long-term goal is to integrate DEI topics into the core business of all PSI employees. This includes:

- Further anchoring DEI topics at PSI
- Standardising monitoring across all 4RI
- Raising awareness of the personal responsibility of all PSI employees
- Controlling and gathering ideas for further development for the period 2029–2032

### 5.2 Measures

Measure	Who (bold = lead)
<b>E1 Regular presentation of the DEI mission statement and action plan by the directorate (e.g. Top 60, Leadership Day):</b> Regular references by the directorate to PSI's understanding of DEI and its measures will raise awareness and strengthen responsibility.	DIR, CCDEI
<b>E2 Uniform DEI monitoring of ETH Domain research institutes:</b> At the request of the ETH Board, uniform reporting of the 4RI will be implemented.	WSL, CCDEI
<b>E3 Increase the accessibility of confidential advisors for vulnerable groups and ensure diversity-sensitive counselling:</b> Lower the barriers for people seeking advice by providing contact persons for specific topics and support diversity-sensitive counselling, e.g. through further education/training or expansion of the pool of advisors.	CCDEI
<b>E4 Center-specific awareness raising:</b> Subject-specific visits by CCDEI to CERKs to achieve more targeted and tailored awareness raising within the centers, e.g. topic-specific presentations and workshops, toolkit with DEI-specific icebreaker tasks for retreats, team events, etc.	CCDEI, HoC
<b>E5 DEI survey at the end of the 4-year period in a suitable form:</b> To monitor the achievement of objectives and obtain feedback on desired fields of action for the period 2029–2032.	CCDEI

#### Further measures:

- Coordination of DEICO and the LGBTQIA+ community
- Regular CERK visits by CCDEI and DEICO
- Continuation of monitoring of personnel recruitment
- Review of adjustments to the PSI Diversity Award
- Four times a year, peer supervisions with the Confidential Advisors, supported and coordinated by CCDEI, as well as annual training for Confidential Advisors and further visibility for contact points



Abbreviation	Term
ADHD	Attention deficit/hyperactivity disorder
AGD	Director's working group «More women in leadership positions»
AIB	Real Estate & Operations Department
AIT	Information Technology Department
AKO	Communication Department
BGM	Occupational Health Management
CAS	Certificate in Advanced Studies
CCDEI	Center for Diversity, Equity & Inclusion
DC	Dual Career
DEICO	Diversity, Equity & Inclusion Committee
DIR	Directorate
HoC	Head of Center
HRM	HR-Management
IDCN	International Dual Career Network
IDEAS	Inclusion, Diversity and Equality Association of Swiss Universities
LC	lead campus
LGBTQIA	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual/Aromantic, and more
MAB	Employee survey
STEM	Science, Technology, Engineering & Mathematics
PPA	PhD & Postdoc Association
S-ADCN	Swiss Academic Dual Career Network
TBD	To be defined
4RI	4 Research Institutes; all research institutes of the ETH Domain: PSI, WSL, Empa, Eawag

## Budget

In order to strengthen existing efforts in the areas of diversity, equity, and inclusion and to launch new ones, an appropriate financial commitment is essential. For this reason, the institutions of the ETH Domain allocate at least 0.5% of their total annual federal funding to the implementation of measures to promote equal opportunities. This is also stipulated in the ETH Domain's Diversity Strategy 2025–2028.

## Implementation and reporting

The directorate has tasked the Center for Diversity, Equity and Inclusion (CCDEI) and the Diversity, Equity and Inclusion Committee (DEICO) with coordinating the measures. CCDEI regularly reviews the success of the measures and reports on the use of resources.

Villigen PSI, 1.12.2025

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