

# DIVERSITY, EQUITY AND INCLUSION ACTION PLAN 2021-2024

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## Table overview of objectives and main measures

Objectives	Indicator	Main measures
<b>A: Increase the percentage of women in core areas</b>	<p>Management positions to be filled by women: 25%</p> <p>Postdoctorate positions to be filled by women: 30%</p> <p>Percentage of female leaders by 2024: 15%</p> <p>(2020: 12%)</p>	<ul style="list-style-type: none"> <li>➤ PSI Fellow</li> <li>➤ Postdocs &amp; leaders</li> <li>➤ Divisional management</li> <li>➤ Review of incentive systems Define implementation in Director's work group</li> </ul>
<b>B: Promotion of an internal culture of inclusion</b>	Results of employee survey	<ul style="list-style-type: none"> <li>➤ Respect campaign</li> <li>➤ Adaption of Career Return programme</li> <li>➤ Reduced day care centre costs for parents with lower wages</li> </ul>
<b>C: Making PSI better known as an employer with a highly diverse staff &amp; an inclusive culture</b>	More applications from women	<ul style="list-style-type: none"> <li>➤ Stoke enthusiasm for STEM careers</li> <li>➤ Showcase role models</li> <li>➤ Examine "Hire 4 Excellence"</li> </ul>
<b>D: Promotion of hiring people with disabilities</b>	<p>Proportion of employees with disabilities in 2024: 1.5%</p> <p>(2020: 0.5%)</p>	<ul style="list-style-type: none"> <li>➤ Make recruitment and work environment accessible</li> <li>➤ Raise awareness among executives</li> <li>➤ Set up consultation centres/networks</li> </ul>

Based on a location analysis, the following four fields for action were defined for the “Diversity, equity and inclusion action plan 2021-2024” (hereafter referred to as the action plan).

## 1. Fields of action

- **Field of action A:** Increase the percentage of women in core PSI areas  
*(based on ETH Domain Focus Area 3 of the Gender Strategy // based on Horizon Europe content areas: gender balance in leadership and decision making, gender equality in recruitment and career progression)*
- **Field of action B:** Promote an internal culture of inclusion  
*(based on ETH Domain Focus Areas 1, 2, and 4 of the Gender Strategy // based on Horizon Europe content areas: work-life balance and organizational culture, measures against gender-based violence including sexual harassment)*
- **Field of action C:** Make PSI better known as an employer with a highly diverse staff and an inclusive culture, particularly for graduates  
*(based on ETH Domain Focus Area 5 // based on Horizon Europe content area: integration of the gender dimension into research and teaching content)*
- **Field of action D:** Promote hiring of people with disabilities

### 1.1 Field of action A: Increase the percentage of women in core PSI areas

The core areas of PSI to focus on are science, technology and IT.

#### 1.1.1 Objectives

- PSI strives to increase the proportion of women in management positions (pay bands 10-15) to 15% (as of 2020: 12%).

- To this end, PSI will set a target to ensure that 25% of new leadership roles are filled by women (moving average over 4 years).<sup>1</sup>
- This target is 30% for hiring female postdocs.

## 1.1.2 Measures

### PSI Fellow programme

Currently, around 20% of the postdocs at PSI are recruited via the PSI fellowship programme, PSI Fellow, which is co-financed as part of the Horizon 2020 Marie Skłodowska-Curie Actions programme. An earlier target to ensure a quota of 30% women within the fellowship programme was set from 2017-2020. This was almost reached in the PSI-Fellow-I programme (28%). In the PSI-Fellow-II programme, the target was achieved with great success in the first call (34%) but not at all in the second call (7%). The percentage of women among applicants was 30% for the first call in the PSI-Fellow-III programme (2021), resulting in a final quota of 22% among those accepted into the programme. If we look more closely at the percentages for applicants and those who succeeded, it becomes clear that relatively few women at PSI were motivated to apply to the call, and that the success quota for men at PSI was excessively high.

Therefore, encouraging women at PSI to apply for the second call in PSI-Fellow-III programme 2022 was defined as a measure. To this end, eligible female candidates are to be identified and addressed in a targeted manner. In addition, the relevant superior must be contacted in order to obtain support for the application of the relevant candidate.

### Postdocs in general and management positions

In order to communicate the objectives regarding management positions and postdoctorate positions, these are highlighted during every search. Informative literature on how hiring processes can be designed to promote gender equality and inclusion is also given to the search committee.

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<sup>1</sup> A Director's work group has been set up to attain the first two targets that have been described here.

This informative literature is also to be shared in recruiting drives that take place in cooperation with universities. In the event that the guidelines described here come into conflict with the regulations of the partner institution, this should be discussed and resolved on an ad hoc basis.

### Divisional management

Various divisional managers went into retirement from 2022 to 2024, and new divisional managers are being sought. Role models are hugely important for hiring women at all levels, as they can set an example. Throughout the ETH Domain, PSI is the only institute that does not have a woman in its directorate.<sup>2</sup> Therefore, PSI is striving to ensure that one, or even better two, female divisional managers who can subsequently become members of the directorate are appointed as soon as possible.<sup>3</sup> To this end, the following implementation measures were defined:

- 1) The recruitment committee receives informative literature with measures for unbiased recruitment and discusses which measures it wishes to implement for the relevant search.
- 2) The job description is as broad as possible, and is written using gender-sensitive and inclusive language.
- 3) The recruitment committee, which is set up in accordance with Smart Staffing@PSI, creates a list of potential candidates that will be encouraged to apply.
- 4) The pool of candidates will contain a list of potential candidates that is balanced in terms of gender (50/50)<sup>4</sup>.

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<sup>2</sup> See master's thesis by Elif Dere: „You can only be what you can see“, Zur Bedeutung von Role Models für die Entrepreneurial Self-Efficacy von Schülerinnen [On the significance of role models for entrepreneurial self-efficacy in female students], Europa-Universität Flensburg, International Institute of Management and Economic Education, 2019.

<sup>3</sup> “Research shows that minority group members are no longer only perceived as representatives of a minority with all attendant stereotypes [when they are present in a ratio of any one group at 30%], but that differences between the members of the minority group become more apparent.” Advance & HSG Gender Intelligence Report 2019, p. 23.

<sup>4</sup> See the successful measures employed in the Faculty of Science at the University of Zurich “Recruiting for Excellence”. <https://www.mnf.uzh.ch/en/mnf-gleichstellung/counteractingBias.html>, called up on 5.8.2021.

## **Examining the introduction of objectives regarding the promotion of diversity in the performance reviews of executives**

It has been proven that individual responsibility increases the success of D&I measures. <sup>5</sup> The executives of PSI themselves state that the incentive system is the best means of ensuring that more women are employed at PSI. <sup>6</sup> In accordance with the Advance & HSG Gender Intelligence Report, institutions that wish to improve the proportion of women in management positions should therefore define measurable promotion targets and the attainment of these targets should be part of the annual performance review meeting for every executive. AXA took this instruction on board and linked bonus pay for executives to achieving promotion objectives in the field of diversity.

An examination is carried out to see whether a measure like this could be introduced at PSI. Here, interfaces for implementing the PSI competence model and its mapping will be taken into account in annual appraisal interviews. <sup>7</sup> Equally, incentive systems such as referral rewards for PhDs and postdocs or open tendering exclusively for talented women will be tested. <sup>8</sup> Finally, EMPA's approach to raise awareness of those involved in recruitment processes in order to promote hiring women at department leader and group leader level will be examined.

A Director's work group is being set up to achieve the first two objectives at leadership level.

### **Further measures:**

- Development, optimisation and, where possible, expansion of the mentoring programme for women with leadership ambitions in the ETH Domain
- Continuation and adaptation of D&I KPI management
- Implementation of measures that result from signing the Charter for Equal Pay
- Unconscious bias training sessions for employees

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<sup>5</sup> Dobbin, Frank & Kalev, Alexandra (2016): "Why Diversity Programs Fail", Harvard Business Review 94 (7).

<sup>6</sup> See discussions at the leadership conference in Ittingen of September 2021.

<sup>7</sup> See wording in development plan for 2021-2024, p. 67: "Since there is evidence that measurable promoting targets for leaders in their yearly appraisal interview increases the success of diversity & inclusion measures, we are investigating whether such targets can be implemented."

<sup>8</sup> See discussions at the leadership conference in Ittingen of September 2021. This measure is listed in the overview table under field of action C as "Hire 4 Excellence".

## 2.2 Field of action B: Promote an internal culture of inclusion

### 2.2.1 Objectives

- Promote a culture of respect

Indicator: Results of next employee survey

- Promotion of family-friendly working conditions in order to motivate more women in core PSI areas to stay at PSI after starting a family (see guiding principle in diversity mission statement:

“Our top priority is increasing the proportion of women in the core areas of PSI. For parents, employment and care work complement each other, rather than hindering each other.”)

Indicator: Increase in the proportion of women at PSI

### 2.2.2 Measures

#### Implementing the Respect campaign

The campaign aims to raise awareness among the various actors at PSI (executives, employees, HR etc.) on the theme of “Treating each other with respect”, to state the relevant rights and obligations and who to report to in the event of disrespectful behaviour. As experience shows that more cases of disrespectful behaviour come to light when there is an awareness campaign, it is important that the internal processes are optimised and the various actors are well-trained before the campaign is launched. We will thus be ready to deal with a potential increase in cases. Therefore, the processes for consultation with a confidential person are to be revised and further improved within HR and for regular exchange with the Directorate, and regular training is to be carried out for the various actors before the awareness campaign. In practice, this project seeks to attain three objectives:

- 1) Optimisation of processes
- 2) Raising awareness on the subject of prevention training
- 3) Communication of the points of contact to report to and processes for reporting (“campaign”)



## **Adaption of Career Return programme: New orientation for returning to work after maternity leave for women employed at PSI**

Through a reorganisation of the Career Return programme, we want to make it easy for scientists to stay in their field after having a child. We want to prevent them from leaving their research due to family reasons and want to give them the opportunity to continue in their careers.

Similarly to the flexibility grant from the Swiss National Science Foundation (SNSF), we want to support researchers whose personal focus has shifted following the birth of a child and who thus want to reduce their working hours. Support at work may be given in the form of a research assistant that provides support during routine tasks. The 120% principle applies here:

- Reduction of hours to 50% + 70% FTE part time position for support
- 60% + 60% support
- 70% + 50% support
- 80% + 40% support

Whether the current existing Career Return programme will be replaced with the aforementioned model or whether the original programme will continue in a slightly altered form will be decided in 2022.

### *Fairness*

In revising this programme, we want to focus especially on fairness. Here, we want to

- 1) Enable women, men and those who identify as other genders to access this programme
- 2) Accept all family-related reasons that mean that the focus of an employee's life has shifted, not only the birth of a child but also adoption, chronic illnesses and caring for relatives and loved ones
- 3) Take staff in science-related professions into account, along with scientific employees

### **Reduced KIWI costs for parents with lower wages**

The KIWI day care centre already offers very low-cost rates compared to other day care centres in the region. However, these costs are still high, especially for PhD candidates and postdocs, and potentially other groups on low wages (such as technicians), especially as the KIWI day care centre itself, as an institution, is not a subsidised day care centre.

Therefore, an audit is being carried out to see whether PSI could contribute to the costs for this group. We base this audit on Eawag and EMPA, which explicitly offer concessions for day care centres.

**Further measures:**

- Continuation of PSI diversity award for executives
- Continuation of the diversity module in executive training
- Review and adaptation of PSI guidelines (such as tenure track guidelines) in terms of obstacles to hiring and retaining women
- Introduction of guidelines on inclusive language and imagery
- Establish a parent network at PSI
- Dual career: Maintaining the IDCN (International Dual Career network) and S-ADCN (Swiss Academic Dual Career) networks and participating in their dual career questionnaire
- Audit of the increase in the grant contribution for German language courses at PSI
- Discussion of KfC-topics once or twice annually in Domain conferences
- Examination of expansion of paternity leave
- Update remote work and part-time guidelines following COVID-19

## **2.3 Field of action C: Make PSI better known as an employer with a highly diverse staff and an inclusive culture, particularly for graduates**

### **2.3.1 Objectives**

We will make PSI better known as an employer with a highly diverse staff and exemplary inclusion practice, particularly among graduates.

Indicator: More applications from women in core PSI areas. This is monitored via D&I KPI management.

## 2.3.2 Measures

At the networking event held by SVIN [Swiss Association for Female Engineers], titled “(STEM) women are driving Switzerland forward”, Monika Rühl, Chairwoman of the Executive Board of Economiesuisse, stated that the attractive nature of the careers needed to be emphasised.<sup>9</sup> According to Rühl, more must be done to show that STEM careers are future-proof jobs and that existing challenges such as climate change, digitalisation or urgent medical social themes have been tackled and solved globally in this sector. In addition, it is essential to show actual career role models and demonstrate the long-term opportunities in these positions, including how they can be balanced with family life.

Monica Duca Widmer, Chairwoman of the Board for RUAG, also noted that emphasis should be placed on the timing of the exposure to STEM career paths: As teenagers, most of us have already subconsciously decided what path our lives will take. Therefore, interventions in secondary schools often come too late, as prevalent stereotypes such as “girls are worse at maths and technology” have already taken root. Therefore, primary schools, parents and teaching staff should be included in this process in order to effect change.

Accordingly, we have developed two main measures for this field of action:

### **Getting girls and graduates excited about STEM careers**

- a) A holiday scheme is to be trialled for very young girls (aged from 6 to 8) in cooperation with the student laboratory at PSI: An afternoon during which girls are introduced to STEM topics using games and play. The offer will be tailored to girls but should also be open to boys. As parents play a huge role in not allowing stereotypes about specialist fields or job descriptions to take hold in the first place, particularly for very young children, the plan is to approach them via media that parents consume, for example via parenting magazines such as Fritz & Fränzi, Wir Eltern, Pro Juventute (website, newsletter and letters to parents). The objective is to highlight the topic “Getting girls excited about STEM subjects” and to communicate the holiday scheme on offer.
- b) Girls who are interested – particularly those aged 9 to 12 – will be offered the opportunity to find out about STEM topics that are researched at PSI, led by female role models.

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<sup>9</sup> See, here and subsequently, SVIN News No. 51, July 2021, p. 20

Cooperation must be sought with schools and teaching staff – initially in Aargau and Zurich – to achieve this. On the one hand, the aim is to give interested girls the option to perform STEM experiments in groups at their schools, led by students or postgraduates. On the other hand, the plan is for them to also get to know women who are already working on-site at PSI and get a glimpse into their daily work. To implement this, cooperations with various other providers will be reviewed (particularly the JUMPPS\* institute and Frau MINT). Here, it must be reviewed whether cooperation with other research institutes is desirable and sensible in order to broaden effectiveness.

- c) The aim is to make PSI even better known among graduates as a location where cutting-edge research is carried out in a diverse and family-friendly environment. To this end, PSI employees with teaching positions are to be equipped with an innovative toolkit. Investigations will be carried out with a female specialist in the sector of gender-sensitive education, a representative from the communication department, one or two assistant professors from PSI and female students to determine which materials this toolkit should contain. Cooperation with other research institutes will also be reviewed in this context, namely with the University of Neuchâtel, which has already developed a toolbox for inclusive education.

### **Employer branding: Visibility of female role models in their daily work at PSI**

In 2020, portraits were made of PSI employees and were displayed at the Brugg, Baden and Aargau train stations, as part of the “Become a scientist – become an engineer – become a technician” poster campaign. The objective was to showcase role models in STEM careers at PSI with quotes showing why they decided to follow their career paths and thus motivate young women to aim in this direction too. In 2021, the PSI diversity mission statement was published on the website. This is intended to raise awareness of PSI as an employer with a highly diverse staff and a culture of inclusion.

- a) The contents of the PSI mission statement are to be made accessible to a broader and external audience via a short film. This film is to be widely distributed via the PSI e-mail signature and social media channels.
- b) The subject “showing role models” is to be addressed again by creating portraits of people who embody the diversity present at PSI. The plan is to share these portraits at regular intervals on the social media channels. Collaboration with AKO and the new social media expert for these will be sought out for design and implementation.

Portraits of people from all sectors of PSI are planned, and are intended to increase the visibility of the following groups of people:

- Women in STEM careers
- Women and men who work at PSI successfully (in management positions) part-time
- People who are in the following diversity categories: people with disabilities, of minority heritage, people who have dual careers, LGBTIQ+

Here, it should be ensured that the various sectors of PSI are adequately represented.

**Further measures:**

- Joint presence of the research institutes at the SVIN anniversary on 24 June 2021
- Pursuing providers for more inclusive wording of job descriptions and inclusive employer branding
- Continued participation in “Girls on Ice”
- Continuation of future day
- Continuation of summer camp
- Continuation of CONNECT programme

## **2.4 Field of action D: Promote hiring of people with disabilities**

### **2.4.1 Objectives**

Globally and in Switzerland, people with disabilities face greater social hurdles than people without disabilities. The proportion of people with disabilities who are employed was 63% in 2018, as compared to an employment rate of 79% for people who are not disabled <sup>10</sup>. As a social actor and employer, PSI can contribute to dismantling social hurdles in the working world. Over the past few years, PSI has already been able to employ a number of people with disabilities.

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<sup>10</sup>[Arbeitsmarktstatus von Menschen mit und ohne Behinderung, 2018 - 2018 | Diagramm | Bundesamt für Statistik \[Working market status of people with and without disabilities, 2018-2018 | Diagram | Swiss Federal Statistical Office\] \(admin.ch\)](#), called up on 21.12.2021.

The proportion of employees with disabilities was 0.5% in 2020 <sup>11</sup>, which is fairly low in comparison with other institutes in the ETH Domain (highest percentage in ETH sector: Empa, 1.3%; lowest percentage: ETH Lausanne, 0.3%). Consequently, PSI wishes to model itself on the targets set by the Swiss state for the quota of employees with disabilities (1.5%-2.5%) and has set a target to increase the proportion of employees with disabilities to 1.5% by 2024. To this end, PSI has defined measures for improving the working conditions for people with disabilities in three central development areas (opening up hiring opportunities, reinforcing inclusion culture, improving the infrastructure and communication structure). In particular, the hiring conditions for people with disabilities must be improved.

As a group, people with disabilities are very heterogenous. Accordingly, the way in which hurdles are eliminated will vary, depending on the type of disability that the person has. PSI is also aware that women with disabilities face additional social barriers as compared to men with disabilities and women without disabilities <sup>12</sup>. For example, women receive fewer approvals for financial support for early interventions, occupational training and integration from disability insurance bodies in comparison to men with disabilities. Therefore, when implementing measures, we must look at the hurdles which can occur in combination with specific socially disadvantaging elements.

## 2.4.2 Measures

### Recruit

#### Hiring people with disabilities > opening up opportunities in the regular working market

##### *Reintegration measures*

For a few years now, PSI has successfully implemented its reintegration programme for those who have been on long-term absences from work. Long-term absence is present when an employee is not able to work for a month or longer due to illness or an accident, gets out of the rhythm of working and is subsequently reintegrated. Each year, 30 to 40 employees are reintegrated at PSI, on average. Here, the proportion of successful reintegrations has been 70% for the past few years.

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<sup>11</sup>Federal Council. (2021). Human Resource Management reporting 2020.

<sup>12</sup>[https://www.edi.admin.ch/dam/edi/de/dokumente/gleichstellung/broschuere/gleichstellung\\_vonfrauenmitbehinderungen.pdf.download.pdf/gleichstellung\\_vonfrauenmitbehinderungen.pdf](https://www.edi.admin.ch/dam/edi/de/dokumente/gleichstellung/broschuere/gleichstellung_vonfrauenmitbehinderungen.pdf.download.pdf/gleichstellung_vonfrauenmitbehinderungen.pdf), called up on 21.12.2021.

PSI continues to work on executing the programme and maintains the quality standard for the reintegration measures.

### *Recruiting*

In recruiting, PSI offers some hurdle-free processes. The recruiting portal is already partially accessible. In addition, the selection tool used for an application can be adapted to the disability of the person where required. For some time now, PSI has been working on increasing publicity for full-time positions at an employment level of 80%-100%; in 2019, this amounted to 15% of all publicly advertised full-time positions. The needs of people with disabilities are similar to those of every other social minority. The current advancements in flexible working hours and forms of work, such as part-time work, job sharing or working from home, also benefit people with disabilities. In selecting candidates for apprenticeships, cooperation with local organisations that are specialised in aiding those with disabilities will be sought where needed. These include the Landenhofzentrum, the schweizerische Schule für Schwerhörige (Swiss school for the hearing impaired), Lernwerk Brugg/Vogelsang (an association for integrating adults into the working world) and the Schulheim St. Johann, a residential school for those with behavioural issues, in Klingnau. Via the head of HR, there is an opportunity to make contact with an organisation for people with autism.

Participating in the EBGB [Swiss Federal Bureau for the Equality of People with Disabilities] study of 2020<sup>13</sup> showed how PSI can improve accessibility in the recruitment process. Consequently, the measures for increasing publicity of full-time positions with an employment level of 80%-100% are to be implemented and openness to diversity and disability is to be stated explicitly in the job advertisement for the period of the action plan. Additionally, it must be ensured that the recruiting platform of PSI is completely accessible. As young people have difficulty in entering the regular working market, the plan is to review the creation of new or more positions for people with disabilities and the option to extend the working contract in stages, in addition to hiring skilled people with disabilities.

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<sup>13</sup>[https://www.edi.admin.ch/dam/edi/de/dokumente/gleichstellung/Gleichstellung\\_und\\_Arbeit/Schlussbericht\\_Gleichstellung%20Menschen%20mit%20Behinderung.pdf.download.pdf/Schlussbericht\\_Gleichstellung%20Menschen%20mit%20Behinderung.pdf](https://www.edi.admin.ch/dam/edi/de/dokumente/gleichstellung/Gleichstellung_und_Arbeit/Schlussbericht_Gleichstellung%20Menschen%20mit%20Behinderung.pdf.download.pdf/Schlussbericht_Gleichstellung%20Menschen%20mit%20Behinderung.pdf), called up on 21.12.2021.

## **Retain**

### Measure – raise awareness among leadership staff and employees/inclusive culture

Raising awareness on diversity topics has already been integrated into training for executive staff and into the “Smart Staffing” workshop.

In addition, people with disabilities were included in the diversity mission statement that was published in 2021.

#### *Inclusive culture*

In order to promote an inclusive culture that integrates people with disabilities, the subject of disability must explicitly be addressed in all existing further training that looks at the subject of diversity, such as “Smart Staffing” and the CAS “Leadership in Science” programme. Here, it is particularly important to train executives in the skills and social inclusion of those with disabilities. Having people with disabilities working on or delivering these training sessions is to be particularly encouraged. In addition, the group of people with disabilities is to be included as a target group in campus-wide measures and is to be rendered visible. In order to facilitate the integration of new employees with disabilities in the working team, the needs of the new employee are to be addressed, particularly when defining the task remit.

#### *Building up networks*

PSI recognises that exchanging and exploiting synergies with specialist networks is enriching. Against this backdrop, participation in and exploitation of networks for employers of people with disabilities is vital for PSI and for development and inclusion-conscious equality work. PSI will check which network is best for the institute and for the implementation of the objectives as stated here and will join it. In addition, people from social minorities need peers that they can exchange thoughts with.

Therefore, PSI will contact a suitable association for people with disabilities and expand its network with external points of contact within the scope of the Respect project, so that employees with disabilities can consult them if required. For example, the organisations AVUSA [Aargau Association for Companies with a Social Mission] and Learco AG are available for a potential partnership in integrating points of contact into vocational training.



## **Infrastructure**

### Measure – accessible infrastructure in buildings and communication/accessibility

An accessible infrastructure is a fundamental prerequisite for enabling employees with disabilities to independently move around campus, communicate and participate in life at PSI. Some buildings are already fully accessible at PSI. Ergonomic workplaces have been created with height-adjustable work benches and chairs. Rest rooms are also available on campus for short breaks during the working day. Accessible navigation through the intranet, internet and documents has been assured in part.

#### *Buildings*

If people with disabilities are to be hired, buildings that meet the necessary conditions for focused work and free movement must be provided. Accordingly, checks are to be carried out to see which work environments in buildings where workplaces for people with disabilities are being created and which areas provided for people with various disabilities are already fully accessible, and which ones still require adjustments.

#### *Communication*

To ensure that people with disabilities can successfully communicate and access relevant information at PSI, the communication tools they need, such as text documents, internet and telephones, must be accessible. Some of these tools at PSI, such as websites, are already accessible, and others are partially accessible. The relevant communication channels and required documents must be investigated to see whether they are truly accessible and, where needed, be made accessible so that people with disabilities are not faced with any communication barriers during vocational training in their work at PSI.

## **Superordinate Documents**

The action plan has been formulated in accordance with the following superordinate documents:

- [PSI Mission Statement on Diversity, Equity and Inclusion](#)
- [Gender Strategy for the ETH Domain 2021-2024](#)
- [Development plan for 2021-2024](#) (intranet access required)
- [Objective agreements by PSI with the ETH Board](#) (intranet access required)

- [Horizon Europe's provisions](#) for formulating GEPs (Gender Equality Plans). From 2022, bodies must have a GEP and publish it on their website to be eligible for Horizon Europe grants.

## Abbreviation glossary:

D&I: Centre of Competence for Diversity & Inclusion,

BZ: Education Centre,

HRO: HR Operations,

KfC: Committee for Equal Opportunities,

PPA: PhD/Postdoc Association,

Kiwi: Kiwi day care centre

BeBi: Vocational training,

CC: Career Centre

## Budget

Appropriate financial commitment is vital in order to reinforce existing efforts in the diversity, equity and inclusion sectors and to launch new initiatives. Therefore, the institutes within the ETH Domain will dedicate at least 0.5% of the total annual Federal financing contribution to implementing measures to promote equity. At least two-thirds of the target percentage of 0.5% will be used for measures other than supporting typical childcare facilities.

## Implementation and reporting

The Centre of Competence for Diversity & Inclusion and the Committee for Equal Opportunities have been commissioned to coordinate the measures by the Directorate. A review of the success and reporting on use of resources will be performed on a regular basis by the Centre of Competence for Diversity & Inclusion.

## Unterschriften

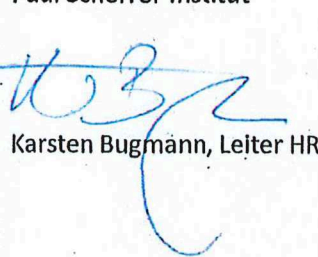
Villigen, 20. Dezember 2021

Paul Scherrer Institut



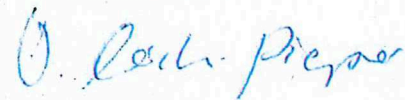
Christian Rüegg, Direktor

Paul Scherrer Institut



Karsten Bugmann, Leiter HR

Paul Scherrer Institut



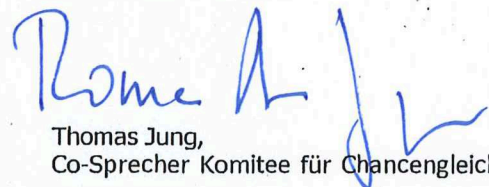
Natalie Lerch-Pieper, Leiterin D&I

Paul Scherrer Institut



Maria do Sameiro Marques Fernandes,  
Co-Sprecherin Komitee für Chancengleichheit

Paul Scherrer Institut



Thomas Jung,  
Co-Sprecher Komitee für Chancengleichheit