ETH continues to grow – both in terms of physical space and staff numbers. Strategic portfolio management plays a key role in this expansion. On the technology front, demands on infrastructure are becoming increasingly specialised. With over 12,000 employees from Switzerland and abroad, the university is one of the biggest employers in the greater Zurich area. It offers stimulating and attractive jobs in teaching, research and support roles. Outstanding performance at every level keeps ETH at the top of world rankings, so it expects a lot from its employees. As a responsible employer, the university offers attractive terms of employment and good working conditions, which it continuously seeks to improve through various measures.

HUMAN RESOURCES AND INFRASTRUCTURE

OUTSTANDING LEADERSHIP

Gabriela Hug was presented with the ALEA Award in 2019. This award honours leaders who encourage advanced and innovative working conditions and who promote a good balance between work, family and other commitments. Gabriela Hug's staff describe her main qualities as inspirational, committed, supportive and very considerate.

SUPPORTING A CULTURE OF COOPERATION

ETH is introducing a series of new measures in the areas of leadership and personnel development. Specific topics include cooperation, career planning and respect.

by Michael Zollinger

▲ The Leadership in Perspective event series organised by the Office of Equal Opportunities combines two key elements for personnel development: promotion of women and leadership.

Leadership is set to play a more important role at ETH Zurich. In future the university will provide more leadership training to cater for the needs of professors and supervisors. "At the new Orientation Day, for example, new professors will be given a full briefing on leadership. We have also launched the Leadership 4to7 programme for assistant professors, which covers topics such as recruitment, supervision and unconscious bias," explains Lukas Vonesch, Head of Human Resources. The coaching opportunities for all ETH supervisors are also being extended. Another stated goal is to improve the self-governance of academics and their departments. Keywords here include career and succession planning. The idea is to actively encourage interested and suitable candidates to take on roles such as department head, vice rector or senior manager.

Supervision and high performance expectations

"Careers in science are very different from those in industry. In the case of postdocs and senior assistants, for example, their term of employment is limited from the outset. That makes the supervisory situation very challenging. Our task is to make people fit to leave their post, in the hope that they will eventually return to ETH," explains Ulrich Weidmann, Vice President for Human Resources and Infrastructure. At the same time, it is important to respond to cultural change, he adds.

In recent years the university has become far more international. There is a different understanding of hierarchies, as well as the question of the relationship between the individual and the institution. Expectations on supervisors for advice and support have also risen. "Reconciling this with the huge pressure to perform is one of our most pressing challenges," stresses Vice President Weidmann.

"Respect" – a new advice and reconciliation service

Not least in light of recent events, ETH has taken action to deal with unacceptable behaviour. The existing ombudspersons have been augmented with an external ombudsperson. A new internal advice and reconciliation service, known as Respect, has been set up, and an external independent service will be added soon. "These cases are usually highly complex. They can involve discrimination, bullying or sexual harassment, and in any combination," says Lukas Vonesch. While some people want to speak to someone who is familiar with the university environment, others prefer to seek external advice. In future a dedicated group will structure the procedures and deal with case management.

Greater support for women

Only 16 percent of professorial posts at ETH are held by women. But the trend over the last few years has at least been positive, with 30 percent of new appointments having gone to women. ETH has already taken major steps to address this issue, such as ensuring the appropriate composition of committees making appointments.

As a public employer, ETH guarantees equal pay, supports part-time working and childcare services and much more besides. Now it is stepping up efforts to promote women. One concrete measure is the newly created pool of ten additional professorships. This pool will be activated whenever there is an opportunity on top of the existing recruitment schedule to attract leading female researchers as professors.

The entire process needs to start early. The proportion of female students is roughly 33 percent – a figure that varies enormously between disciplines. In the fields of computer science, electrical engineering and mechanical engineering it is stuck at around 10 to 15 percent, compared with over 60 percent in subjects such as health sciences and environmental sciences. Rigid academic career paths are an obstacle, however. After the doctorate, a postdoc vacancy must be immediately available at the right location, followed by an assistant professorship, and so on. "Taking a break to start a family is very challenging. A supportive partner with a modern understanding of parental roles can make a huge difference, says Weidmann.

HÖNGGERBERG CAMPUS EXTENSION

In July ETH Zurich and the team of architects, building planners and construction managers involved in the project attended the ground-breaking ceremony for the HIF renovation and extension project on the Hönggerberg campus.

The renovation and extension of the home of the Department of Civil, Environmental and Geomatic Engineering will afford the department and its institutes more development opportunities.

It will simplify collaboration between different professorships,

▼ Attendees at the ground-breaking ceremony for the new HIF building in front of "Menzi Muck", a semi-autonomous excavator.

provide modern laboratories and improve climatic conditions in the workplace. The new HIF building, which was designed by Zurich-based architect firm Stücheli Architekten AG, should be completed by the beginning of 2023.

The modernisation and extension of HIF are part of the Campus Hönggerberg 2040 Master Plan. This sets out how ETH would like to develop the Hönggerberg campus over the coming decades in order to accommodate the expected growth in the number of students and researchers, as well as providing the necessary space for new trends and infrastructure in research and innovative teaching methods.

CLEAR STRATEGY FOR THE FUTURE

The Executive Board domain Human Resources and Infrastructure has a clear vision: to provide the right conditions for excellence in research, teaching and knowledge transfer. To flesh out the goals of this vision and derive appropriate action plans from it, the various administrative departments in this domain draw up strategies which are updated every four years. On this basis, functional strategies are formulated for strategically relevant themes. The guideline used here is the academic planning set out in ETH Zurich's Strategy and Development Plan 2017–2020. This is based in turn on the Strategic Planning of the ETH Board, which itself must comply with the Federal Council Dispatch – the strategy of the State Secretariat for Education, Research and Innovation.

In 2019 ETH Zurich worked on developing the strategy for the next period, as outlined in the latest document: Strategy and Development Plan 2021–2024.

Strategies for Real Estate Management and ETH Library
Four administrative departments in Human Resources and Infrastructure have a strategy for the period 2017–2020. The Executive Board has already approved strategies for Real Estate Management and ETH Library for the next four-year period. The other departments will draw up their strategies with close reference to the overarching planning for 2020, for eventual approval by the Executive Board.

The Real Estate Management Strategy 2020–2024 defines ten strategic principles which are divided into action areas and concrete measures. These include promoting interdisciplinary exchange of students and staff across departments, through ETH Zurich's site allocation and the expansion of infrastructure in accordance with the main points of the Strategy and Development Plan. In addition, new or refurbished buildings must result in premises that are fit for purpose, while at the same time ensuring that the existing structure is properly preserved. The allocation of space should respect uniform criteria and ensure a consistently high level of use. Finally, Real Estate Management will prioritise the three pillars of sustainability in order to ensure prudent management of natural resources and a reduction of environmental impacts.

Digitalisation is the key issue for ETH Library. Its Strategy 2020–2024 sets out the conditions for maintaining its standing as an independent and reliable entity and ensuring that its users will continue to have access to a comprehensive pool of relevant, stable and dependable knowledge.

Three basic building blocks form the basis of the five strategic action areas that will drive the necessary transformation and development process of ETH Library in the coming years: consistent focus on the customer, holistic support of customers in acquiring, producing and distributing knowledge and the integral platform Connector. Connector is both a physical platform and a conceptual model that provides one-stop modular and individual access to the products and services offered by ETH Library.

▲ This is how the new Polyterrasse could look: the ETH campus will be revamped as part of the Real Estate Management Strategy 2020–2024.

STAFF BY FUNCTION

ETH Zurich (consolidated)

Full-time equivalents (FTEs) at the end of 2019 (reporting date) or annual average	FTEs annual average						FTEs on reporting date at y/e
				International staff	Increase		
	2018 Total	2019 Total	Women		Absolute	in %	2019 Total
Total staff [1]	**9,527.9**	**9,845.0**	**33.7 %**	**57.0 %**	**317.1**	**3.3 %**	**9,979.5**
of which permanent members of staff	3,019.0	3,097.3	36.5 %	30.2 %	78.3	2.6 %	3,127.1
Professors [2]	**495.7**	**502.3**	**16.3 %**	**67.1 %**	**6.5**	**1.3 %**	**506.7**
Full professors	404.4	403.9	14.3 %	64.3 %	−0.5	−0.1 %	404.5
Assistant professors	91.4	98.4	24.7 %	78.7 %	7.1	7.7 %	102.3
Scientific staff	**6,093.5**	**6,281.9**	**31.1 %**	**72.0 %**	**188.4**	**3.1 %**	**6,355.5**
Permanent scientific staff	259.0	261.7	14.8 %	47.4 %	2.7	1.0 %	268.2
Temporary scientific staff	5,416.1	5,565.4	31.5 %	76.3 %	149.2	2.8 %	5,665.8
Senior assistants, scientific staff (temporary)	680.4	710.1	26.8 %	76.1 %	29.7	4.4 %	705.7
Postdoctoral researchers, scientific assistants II	1,128.5	1,182.0	31.8 %	90.3 %	53.5	4.7 %	1,210.3
Scientific assistants I	3,607.3	3,673.3	32.3 %	71.8 %	66.1	1.8 %	3,749.8
Teaching/research assistants	418.4	454.9	34.9 %	34.5 %	36.5	8.7 %	421.5
Technical and administrative staff	**2,766.9**	**2,891.6**	**42.7 %**	**25.6 %**	**124.8**	**4.5 %**	**2,948.3**
of which permanent members of staff	2,358.0	2,434.1	42.4 %	22.7 %	76.1	3.2 %	2,456.5
Technical and IT staff	1,484.5	1,556.1	19.6 %	31.2 %	71.7	4.8 %	1,598.0
Administrative staff	1,282.4	1,335.5	69.6 %	19.0 %	53.1	4.1 %	1,350.3
Apprentices	**171.8**	**169.2**	**30.0 %**	**7.7 %**	**−2.6**	**−1.5 %**	**169.0**

1 Including 138.1 FTEs at ETH Singapore SEC Ltd. on average in 2019, on the reporting date 127.8 FTEs; all scientific staff in both 2018 and 2019 were fully allocated to the different categories of temporary scientific staff. Technical and administrative staff at ETH Singapore SEC Ltd. were also allocated to temporary staff.

2 Headcount 2019: 541 (incl. professors with appointments at other institutions).

www.ethz.ch/staff-stats

STAFF BY AREA
Total staff

| Full-time equivalents (FTEs) at the end of 2019 (reporting date) or annual average [1] | FTEs annual average | | | | | | FTEs on reporting date at y/e |
| | 2018 Total | 2019 Total | Women | Inter-national | Increase | | 2019 Total |
					Absolute	in %	
ETH Zurich (consolidated)	**9,527.9**	**9,845.0**	**33.7%**	**57.0%**	**317.1**	**3.3%**	**9,979.5**
Departmental total	**7,699.4**	**7,886.2**	**32.7%**	**63.6%**	**186.8**	**2.4%**	**7,988.6**
Architecture and Civil Engineering	980.4	994.3	34.8%	59.3%	13.9	1.4%	1,017.1
Architecture	409.8	404.9	40.2%	57.4%	−4.8	−1.2%	418.7
Civil, Environmental and Geomatic Engineering	570.6	589.3	31.1%	60.6%	18.7	3.3%	598.4
Engineering Sciences	2,282.7	2,346.5	21.9%	68.3%	63.8	2.8%	2,397.2
Mechanical and Process Engineering	711.3	701.0	19.3%	62.1%	−10.3	−1.4%	722.8
Information Technology and Electrical Engineering	584.1	598.8	19.8%	67.0%	14.7	2.5%	617.5
Computer Science	446.0	488.0	19.2%	70.7%	42.0	9.4%	496.7
Materials	235.4	244.3	25.7%	67.1%	8.9	3.8%	249.7
Biosystems Science and Engineering	305.9	314.4	32.8%	82.3%	8.5	2.8%	310.5
Natural Sciences and Mathematics	2,323.2	2,346.9	32.0%	63.0%	23.6	1.0%	2,333.1
Mathematics	287.8	296.8	24.2%	62.1%	9.0	3.1%	259.6
Physics	629.2	641.2	20.3%	58.2%	12.0	1.9%	655.3
Chemistry and Applied Biosciences	802.5	807.5	32.4%	64.6%	5.0	0.6%	812.1
Biology	603.7	601.3	47.6%	66.2%	−2.5	−0.4%	606.1
System-oriented Natural Sciences	1,486.9	1,556.9	45.4%	61.0%	70.0	4.7%	1,579.7
Earth Sciences	323.9	330.6	34.6%	67.9%	6.6	2.1%	340.5
Environmental Systems Science	646.4	672.4	45.8%	58.6%	26.0	4.0%	679.1
Health Sciences and Technology	516.6	553.9	51.4%	59.6%	37.3	7.2%	560.0
Management and Social Sciences	626.2	641.7	40.7%	61.2%	15.5	2.5%	661.6
Management, Technology, and Economics	338.2	343.0	41.5%	64.7%	4.7	1.4%	345.7
Humanities, Social and Political Sciences	288.0	298.7	39.8%	57.1%	10.8	3.7%	315.9
Teaching and research facilities outside the academic departments, others [2]	**509.4**	**571.1**	**34.4%**	**62.4%**	**61.7**	**12.1%**	**581.6**
Executive Board, staff units and administrative departments	**1,319.1**	**1,387.7**	**39.2%**	**17.7%**	**68.6**	**5.2%**	**1,409.3**
Executive Board and staff units	132.3	145.7	60.8%	24.9%	13.4	10.1%	150.7
Administrative departments	1,186.8	1,242.0	36.7%	16.8%	55.2	4.7%	1,258.6
Corporate Communications	27.6	27.4	58.6%	22.0%	−0.2	−0.6%	29.2
Academic Services	60.5	63.9	64.7%	14.9%	3.3	5.5%	66.8
Educational Development and Technology	31.9	35.3	39.1%	27.6%	3.5	10.9%	36.1
Student Services	15.6	15.8	81.0%	3.8%	0.2	1.4%	15.8
Controlling	20.9	23.8	50.5%	10.5%	2.9	13.7%	24.1
Financial Services	18.0	19.0	27.4%	11.6%	1.0	5.8%	18.8
Accounting	41.4	44.5	46.7%	16.8%	3.1	7.6%	45.3
Facility Management	189.4	193.2	18.3%	19.9%	3.8	2.0%	193.5
ETH Library	218.1	225.4	60.2%	16.9%	7.3	3.4%	224.9
Real Estate Management	72.8	75.8	30.7%	14.8%	3.0	4.2%	76.1
IT Services	278.7	296.3	11.3%	19.2%	17.6	6.3%	306.1
Human Resources	71.7	73.2	69.7%	10.2%	1.5	2.1%	71.8
Services	98.1	103.9	38.6%	10.0%	5.9	6.0%	104.8
Safety, Security, Health and Environment	41.2	42.3	30.3%	16.6%	1.1	2.7%	43.5

1 The average number of employees at the end of both the reporting year and the previous year is based on the current organisational structure of ETH Zurich as at 31 December 2019. Since 2017, both the headcount and the calculation are reported on a consolidated basis; the figures shown in the table therefore include the staff at ETH Singapore SEC Ltd.

2 "Teaching and research facilities outside the academic departments, others" refers to the Institute of Science, Technology, and Policy (ISTP), Collegium Helveticum, Congressi Stefano Franscini, ETH Institute for Theoretical Studies (ITS), Wyss Translational Center Zurich (Wyss Zurich), Functional Genomic Center Zurich, NEXUS Personalized Health Technologies, FIRST Lab, B&R Nanotechnology Center, ScopeM, ETH Phenomics Center, Swiss Seismological Service (SED), CSCS, AgroVet-Strickhof, Swiss Data Science Center (SDSC) and other central projects. The headcount of the fully consolidated unit ETH Singapore SEC Ltd. is also included (127.8 FTEs as at 31 December 2019 and 138.1 FTEs on average in 2019).

NEW PROFESSORSHIPS

New appointments in 2019

FULL PROFESSORS

Professor Afonso Bandeira,
Mathematics, D-MATH, formerly Associate
Professor at New York University, USA

Professor Alexander Barnes,
Solid State NMR Spectroscopy, D-CHAB, formerly
Associate Professor at Washington University,
St. Louis, USA

Professor Kirsten Bomblies,
Molecular Plant Sciences, D-BIOL, formerly
project leader at the John Innes Centre
and Honorary Professor at the University
of East Anglia, Norwich, United Kingdom

Professor Volkmar Falk,
Translational Cardiovascular Technologies,
D-HEST, also Professor at Humboldt-Universität,
Director of the Department of Cardiovascular
Surgery at the Charité hospital, and Medical
Director of the German Heart Institute, all in
Berlin, Germany

Professor Louise Harra,
Solar Astrophysics, D-PHYS, formerly Professor
at University College London, United Kingdom

Professor Kenneth Paterson,
Computer Science, D-INFK, formerly
Full Professor at Royal Holloway, University
of London, United Kingdom

Professor Freek Persyn,
Architecture and Urban Transformation, D-ARCH,
formerly Visiting Professor at Hasselt University
and co-owner and founding partner of the
architecture firm 51N4E, Brussels, Belgium

Professor Bernhard Schölkopf,
Empirical Inference, D-INFK, also Director at
the Max Planck Institute for Intelligent Systems,
Tübingen and Stuttgart, Germany

Professor Andreas Taras,
Steel and Composite Structures, D-BAUG,
formerly Professor at the University of the
Federal Armed Forces, Munich, Germany

Professor Caroline Uhler,
Machine Learning, Statistics and Genomics,
D-BSSE, formerly Associate Professor at
the Massachusetts Institute of Technology,
Cambridge, USA

PROMOTIONS

Professor Niko Beerenwinkel,
Computational Biology, D-BSSE, formerly
Associate Professor at ETH Zurich, Switzerland

Professor Roger Gassert,
Rehabilitation Engineering, D-HEST, formerly
Associate Professor at ETH Zurich, Switzerland

Professor Gabriela Hug,
Electric Power Systems, D-ITET, formerly
Associate Professor at ETH Zurich, Switzerland

Professor Christoph Müller,
Energy Science and Engineering, D-MAVT,
formerly Associate Professor at ETH Zurich,
Switzerland

Professor Roger Schibli,
Radiopharmacy, D-CHAB, formerly Associate
Professor at ETH Zurich and laboratory head
at PSI, Switzerland

Professor Jeroen van Bokhoven,
Heterogeneous Catalysis, D-CHAB, formerly
Associate Professor at ETH Zurich and laboratory
head at PSI, Switzerland

Professor Vanessa Wood,
Materials and Device Engineering, D-ITET,
formerly Associate Professor at ETH Zurich,
Switzerland

Professor Bryan Adey,
Infrastructure Management, D-BAUG, formerly
Associate Professor at ETH Zurich, Switzerland

ASSOCIATE PROFESSORS

Professor Florian Dörfler,
Complex Systems Control, D-ITET, formerly
Assistant Professor (tenure track) at ETH Zurich,
Switzerland

Professor Gonzalo Guillén Gosálbez,
Chemical Systems Engineering, D-CHAB,
formerly Reader at Imperial College London,
United Kingdom

Professor Anne Holtrop,
Architecture and Design, D-ARCH, formerly
Visiting Professor at the Academy of Architecture,
Università della Svizzera Italiana, Mendrisio,
Switzerland, and owner of the architecture firm
Studio Anne Holtrop, Amsterdam, Netherlands

Professor Giacomo Indiveri,
Neuromorphic Cognitive Systems, D-ITET, also
Associate Professor at the University of Zurich,
Switzerland

Professor Lucio Isa,
Soft Materials and Interfaces, D-MATL, formerly
Assistant Professor at ETH Zurich, Switzerland

Professor Martin Pilhofer,
Cryo-Electron Microscopy, D-BIOL, formerly
Assistant Professor at ETH Zurich, Switzerland

Professor Sascha Quanz,
Exoplanets and Habitability, D-PHYS, formerly
senior scientist at ETH Zurich, Switzerland

Professor Alexandre Theriot,
Architecture and Design, D-ARCH, formerly
founding partner and architect at BRUTHER,
Paris, France and Lausanne, Switzerland

Professor Barbara Treutlein,
Quantitative Developmental Biology, D-BSSE,
formerly Assistant Professor (tenure track) at
the Technical University of Munich and research
group leader at the Max Planck Institute for
Evolutionary Anthropology in Leipzig, Germany

ASSISTANT PROFESSORS

Professor Jake Alexander,
Plant Ecology, D-USYS, formerly Assistant
Professor at the University of Lausanne,
Switzerland

Professor Athina Anastasaki,
Polymeric Materials, D-MATL, formerly
research fellow at the University of California,
Santa Barbara, USA

Professor Valentina Boeva,
Biomedical Informatics, D-INFK, formerly
group leader at Université de Paris, France

Professor Yiwen Chu,
Hybrid Quantum Systems, D-PHYS, formerly
postdoctoral researcher at Yale University,
New Haven, USA

Professor Sebastian Dötterl,
Soil Resources, D-USYS, formerly group leader
at the University of Augsburg, Germany

Professor Klaus Eyer,
Functional Immune Repertoire Analysis,
D-CHAB, formerly group leader at ESPCI and
research associate at the Institut Pasteur,
both in Paris, France

Professor Peter Feller,
Mathematics, D-MATH, formerly postdoctoral
researcher at ETH Zurich, Switzerland

Professor Rachael Garrett,
Environmental Policy, D-GESS, formerly Assistant
Professor (tenure track) at Boston University, USA

Professor Lavinia Heisenberg,
Theoretical Cosmology, D-PHYS, formerly post-
doctoral researcher at ETH Zurich, Switzerland

Professor Inge Herrmann,
Nanoparticle Systems Engineering, D-MAVT, formerly group leader at Empa, Switzerland

Professor Christian Holz,
Computer Science, D-INFK, formerly researcher in private industry

Professor Madhav Jagannathan,
Cellular Dynamics, D-BIOL, formerly postdoctoral researcher at the University of Michigan, USA

Professor David Kammer,
Computational Mechanics of Building Materials, D-BAUG, formerly Assistant Professor at Cornell University, Ithaca, USA

Professor David Kaufmann,
Spatial Development and Urban Policy, D-BAUG, formerly postdoctoral researcher at the University of Bern, Switzerland

Professor Rasmus Kyng,
Theoretical Computer Science, D-INFK, formerly postdoctoral researcher at Harvard University, Cambridge, USA

Professor Maria Lukatskaya,
Electrochemical Energy Systems, D-MAVT, formerly postdoctoral researcher at the SLAC National Accelerator Laboratory, Stanford University, Menlo Park, USA

Professor Cara Magnabosco,
Geobiology, D-ERDW, formerly postdoctoral researcher at the Simons Foundation's Flatiron Institute, New York, USA

Professor Daniela Rupp,
Nanostructures and Ultrafast X-Ray Science, D-PHYS, formerly research group leader at the Max Born Institute, Berlin, Germany

Professor Benjamin Stocker,
Computational Ecosystem Science, D-USYS, formerly research fellow at the Ecological and Forestry Applications Research Centre (CREAF), Barcelona, Spain

Professor Thomas Van Boeckel,
Health Geography and Policy, D-USYS, formerly postdoctoral researcher at ETH Zurich, Switzerland
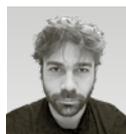
Professor Michalis Vassiliou,
Seismic Design and Analysis, D-BAUG, formerly senior assistant and lecturer at ETH Zurich, Switzerland

Professor Julia Vogt,
Medical Data Science, D-INFK, formerly Assistant Professor at the University of Basel, Switzerland

Professor Ferdinand von Meyenn,
Nutrition and Metabolic Epigenetics, D-HEST, formerly group leader at King's College London, United Kingdom

Professor Melanie Zeilinger,
Intelligent Control Systems, D-MAVT, formerly Assistant Professor at ETH Zurich, Switzerland

ADJUNCT PROFESSORS

Professor Mikaela Iacobelli,
D-MATH, senior scientist at ETH Zurich, Switzerland

Professor Susan Ivy Ochs,
D-ERDW, scientist and senior lecturer at ETH Zurich, Switzerland

Professor André Prévôt,
D-USYS, deputy laboratory head at ETH Zurich and group leader at PSI, Switzerland

Professor Carsten Schubert,
D-USYS, lecturer at ETH Zurich, Switzerland

Professor Jürg Schweizer,
D-BAUG, lecturer at ETH Zurich, Switzerland

Professor Ana Cannas da Silva,
D-MATH, senior scientist at ETH Zurich, Switzerland

Professor Monika Maurhofer Bringolf,
D-USYS, senior scientist at ETH Zurich, Switzerland

Professor Tomaso Zambelli,
D-ITET, senior lecturer at ETH Zurich, Switzerland

OVERVIEW OF HUMAN RESOURCES AND INFRASTRUCTURE

SERVING THE UNIVERSITY

Human Resources and Infrastructure provides integral and state-of-the-art infrastructures and services for teaching, research, knowledge transfer and dialogue with the public.

With its core expertise in sustainable sourcing, facilities management, refurbishment and maintenance, the Human Resources and Infrastructure domain works towards a common vision and mission: **promoting excellence in research, teaching and knowledge transfer through highly qualified and motivated staff, excellent infrastructure, proven technology and efficient services.**

The **Real Estate Management** department is responsible for developing the university's various sites. It looks after ETH Zurich's real estate portfolio and assures the availability, on behalf of the ETH Board and Executive Board, of the required facilities and building infrastructure in a timely and cost-effective manner (see page 45).

The approval in 2019 of the first section of the 2016 Partial Amendment of the Cantonal Structure Plan is an important step in realising the vision for the ETH Campus Hönggerberg 2040 Master Plan, clearing the path for long-term capacity expansion. Once the Zurich City Executive Council approves the special building regulations in 2020, they will be debated in the Municipal Council of the City of Zurich. Especially in the critical planning phase, ETH is working closely with local neighbourhoods.

The focus has also been on preserving the value and functionality of premises, with the launch of several projects such as the modernisation and expansion of the HIF building (see page 45). In 2019 ETH also made good progress with the development plan for Zurich City University District (HGZZ), with the signing of a contract for the joint implementation of the first development axis up to 2030. The first concrete steps were also taken towards realising Campus Hönggerberg 2040.

The **Facility Management** department, which looks after the utilities and technical and infrastructural management for all buildings and facilities used by ETH Zurich, has just completed an important step towards ensuring a constant power supply for the Hönggerberg campus, following the successful completion of the voltage conversion project.

The **Human Resources** department actively supports the career development of all ETH members. In 2019 it passed several measures to expand leadership courses, such as orientation days for new professors. A new internal advice and conciliation service has been set up, as well as an external, independent advice service. As a public employer, ETH guarantees equal pay, supports part-time working and provides childcare services (see page 44).

The **Safety, Security, Health and Environment** department focuses on safety in the workplace and classroom, implements environmental measures to reduce pollution and offers consulting, prevention and training. A specialist in occupational medicine now offers ETH members systematic support in the diagnosis and prevention of occupational injuries and illnesses. The Barrier-Free at ETH Zurich project has also been officially launched, together with the Mobility platform. The pioneering principle here is "designs for all", which aims for a general improvement in quality for everyone without introducing new restrictions.

IT Services provides services relating to information and communication technology and also runs the extensive infrastructure, information systems and applications required for this.

The computing centre strategy oversees the long-term development of centrally operated data centres and the associated technical and spatial requirements.

The Swiss National Supercomputing Centre (CSCS), which provides the computational power for national researchers, is due to acquire a new computer system. This will replace the current flagship, Piz Daint, and will have significantly more computing power. CSCS, which currently runs at full capacity, is an important element in the infrastructure to support Swiss researchers, who need access to extremely powerful supercomputers. The Swiss Data Science Center also benefits from synergy effects with CSCS.

ETH Library is the largest public technical and scientific library in Switzerland and a national centre for information on the natural sciences and engineering sciences. To fulfil its mandate, it is also pushing ahead with the digitalisation of its collections and archives (see page 45). This involves comprehensive digital provision of information with a broad portfolio of customer-oriented services. The Swiss Library Services Platform (SLSP) and the related goal of setting up a national infrastructure for scientific libraries will allow the outsourcing of services of the NEBIS network previously based at ETH Library.

The **Services** department provides information and services to internal and external customers on the university campus. For example, it is developing the Workshop Platform so as to improve the transparency and availability of knowledge management across a broad range of machines and processes.