

Target agreement
between the
Board of the Federal Institutes of Technology
(ETH Board)
and the
l'Ecole polytechnique fédérale de Lausanne
(EPFL)

2025–2028

Preamble

The present target agreement is based on EPFL's development plan, which aligns, on one hand, with the strategic plan of the ETH Board for the ETH Domain, and on the other hand, with the strategic objectives defined by the Federal Council for the ETH Domain. The target agreement primarily focuses on the plans and projects of strategic importance for EPFL for the 2025-2028 period.

Reporting on the objectives described in this document is done via the existing periodic reporting and controlling processes, notably through annual reports and within the framework of DIALOG meetings with the ETH Board.

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1. Core objectives

1.1 Teaching

Training aligned with the economic context.

Teaching is one of EPFL's major contributions to society and one of its priorities. EPFL will finalize the implementation of new educational infrastructures and take advantage of innovative developments in teaching, integrating digitalization and artificial intelligence (AI).

Value teaching staff, adjust the number of students, and strengthen support.

to ensure excellence in the training and assessment of the skills of our students, teachers must be valued and provided with appropriate resources. The number of students must align with the capacity in terms of staff and infrastructure. EPFL will implement increased support to facilitate the organization of courses and exams, both from an administrative perspective and through appropriate digital tools.

Graduates who meet the needs of Switzerland.

The study programs will be consolidated, and the links between teaching, research, and its applications will be strengthened, taking into account the strategic areas of the ETH domaine. EPFL will emphasize the development of autonomy and creativity in learning. It will ensure that students are made aware of societal challenges such as sustainability and the ethical implications of technologies.

Specific objectives

- Refocus our study programs on essential skills by balancing course content and volume.
- Integrate AI as a teaching assistant to explore and assess its potential both as an accelerator and as a factor influencing assessment methods.
- More systematically involve students in the world of research and entrepreneurship, thereby better leveraging the capabilities of our laboratories for an integrated education.
- Raise awareness among our students about the societal responsibilities they will face in their professional lives such as ethics, security, and sustainability.
- Promote social, cultural, and gender diversity in the recruitment of future students and doctoral candidates.
- Develop the continuing education offering by providing learning paths tailored to professional needs.

Main initiatives

- Improve procedures related to exams (deferred exams, consultation and archiving of papers, etc.).
- Set up an Exam Center to support our teaching body.
- Strengthen the humanities and social sciences (SHS) within the structure of the School and highlight their contribution in the study programs.
- Showcase best practices in teaching. Standardize and share resources by encouraging collaboration among teachers within the School.
- Value teaching for academic promotion (teaching portfolio).

- Ensure a balanced teaching workload for doctoral students and faculty members.
- Align the dual status of student and employee for doctoral students.
- Strengthen the MAKE projects, the "Discovery Learning Labs," and the involvement of faculties and departments in these central infrastructures. Promote associations focused on "low-" or "smart-tech" sciences and projects.
- Implement and deploy all functionalities of the new academic management tool (PLEXUS project).
- Conduct a comprehensive analysis of the skills needed in the Swiss economy and society and launch a series of calls for proposals to develop tailored continuing education programs.
- Update the legal framework for continuing education at EPFL to introduce the concept of micro-certifications and other modern learning modalities.

1.2 Research

Open, collaborative, and interdisciplinary research

EPFL focuses on fundamental and applied sciences, their interfaces, and the development of interdisciplinarity. The excellence of its research is strengthened by encouraging cross-disciplinary and collaborative approaches that go beyond traditional disciplinary boundaries, notably through the strength of its centers and platforms. By supporting open and responsible research, EPFL aims to stimulate innovation and create a significant societal impact.

Strategic thematic areas

EPFL continues its research activities in line with the strategic areas of the ETH Domain, while placing particular emphasis on fundamental sciences and STEM disciplines, which are the driving force behind scientific and technological progress. Its priority areas include data and materials science and engineering, health technology, as well as energy transition and sustainability.

Ethical and social conduct

EPFL is committed to promoting a culture based on scientific integrity, social and environmental responsibility, continuous reflection on the consequences of technologies on society, and a responsible and respectful research approach with particular attention to the safety of our knowledge.

Strategic objectives

- Prioritize and promote excellence in both fundamental and applied research around the strategic areas of the ETH Domain (Human health, Energy, climate and environmental sustainability, Responsible digital transformation, Advanced materials and key technologies, Engagement and dialogue with society).
- Strengthen "mission-driven" research in targeted areas with strategic importance.
- Unite scientists around major interdisciplinary challenges.
- Develop AI not only as a cross-cutting lever in all research areas but also as a key research domain.
- Support participation in collaborative research programs at national, European, and international levels, diversifying funding sources.
- Promote Open Science practices while respecting national strategies for Open Access and Open Research Data.

Main initiatives:

- Enhance and integrate specific skills of the EPFL associated locations by structuring a portfolio of cutting-edge research projects, including:
 - Energy and the alpine and polar environment at EPFL Valais Wallis;
 - Personalized medicine and neuroscience coupled with neurotechnology at Campus Biotech Geneva;
 - Micro- and nanotechnology at Microcity Neuchâtel;
 - Construction technology and sustainable architecture at EPFL Fribourg;
- Encourage interdisciplinary research as well as the development of large-scale projects around the strategic areas of the ETH Domain, such as health technology, energy transition and sustainability, responsible digital transformation (AI and sustainable computing), and advanced materials.
- Diversify and strengthen funding sources by developing collaborations with external partners, including through philanthropy and technology transfer, particularly through the Vice Presidency for Innovation and Impact as well as the new Vice Presidency for Support to Strategic Initiatives.

1.3 Research infrastructure

Share and develop sustainable infrastructures

EPFL develops and maintains state-of-the-art facilities essential for scientific progress. Given the complexity and increasing costs associated with their construction and operation, the development of large research infrastructures increasingly relies on national and international consortia. EPFL aims to play an active role in these dynamics by developing internal resource sharing, within the ETH Domain and with other Swiss academic institutions, as well as participating in international projects to optimize resources, increase synergies, and strengthen Switzerland's position within global research organizations.

Specific Objectives

- Guarantee EPFL researchers access to cutting-edge infrastructures while integrating environmentally responsible practices.
- Share major scientific, technological, and computing equipment within technological platforms.
- Optimize the use of resources and the competences and expertise of their staff to improve the efficiency and impact of research infrastructures.
- Participate in the implementation of the Swiss roadmap for infrastructures, coordinating efforts with national partners.
- Contribute to large-scale projects at the national level by providing EPFL's infrastructures and expertise.
- Provide and maintain strategic scientific and technical infrastructures, enabling Switzerland to address major societal challenges.

Main initiatives

- Create and operate key platforms in strategic areas, such as the ASB (Advanced Science Building) for quantum research, EcoCloud data center (CCT) for AI and sustainable computing, the imaging platform for

health sciences, and the extension of the MicroNanotechnology Center for chip design.

- Strengthen the sharing of advanced expertise, services, and infrastructures across EPFL by coordinating efforts between different entities, developing synergies, centralizing the use of resources, and simplifying operations.
- Contribute nationally and internationally to key themes through expertise and research infrastructures of national and international importance, such as the Swiss Plasma Center and the Swiss Data Science Center (SDSC).

1.4 Knowledge and technology transfer

Key player in knowledge and technology transfer in Switzerland

EPFL is a key player in Switzerland and internationally in the field of knowledge and technology transfer. With the EPFL Innovation Park, it stimulates and develops innovation activities, collaborations with the industrial world, and entrepreneurship. Through its associated locations in Geneva, Neuchâtel, Fribourg, and Valais, as well as the Switzerland Innovation Park Network West EPFL, its intercantonal impact is growing. EPFL aims to continue its long tradition of carrying out research and innovation projects with industry and society, as well as supporting the entrepreneurial activities of their students and researchers.

Cultivate dialogue and transfer of knowledge

EPFL is committed to promoting the transfer of its knowledge to society and the economy, with a focus on key areas for the public, such as health, sustainable development, the transformation of the Swiss energy and digital systems, and artificial intelligence (AI), thereby ensuring the prosperity of Romandie and Switzerland.

Specific objectives

- Strengthen EPFL's positioning as a driver of innovation for the national and international economy by stimulating the innovation pipeline across EPFL's laboratories in a broad sense.
- Strengthen collaborations and relationships with startups, SMEs, and large companies, both in Switzerland and internationally, by establishing a framework that fosters partnerships.
- Contribute, together with the Cantons, to the simplification of tools for promoting innovation and economic development within the Romandy ecosystem.
- Promote the development of entrepreneurship skills among the student body.
- Facilitate access to funding support from public and private donors for research and innovation.
- Extend technology transfer and innovation activities to all EPFL campuses.

Main initiatives

- Strengthen the academic governance of all activities related to innovation and impact.

- Strengthen technology-based innovation support programs, particularly through creation, acceleration, and collaboration programs, as well as events to enhance their visibility, such as Industry Day or Investor Day.
- Maintain relationships with cohort of post-incorporation startups.
- Provide an attractive and coherent range of services for businesses (SMEs and MNCs) to increase collaborations.
- In collaboration with the Cantons of Western Switzerland, develop a strategy to clarify and promote synergies in innovation promotion and economic development instruments.
- Strengthen innovation encouragement programs for students through Changemakers (incubation), Blaze (acceleration), and the possibility of completing a master's project within their own startup.
- Define, in collaboration with all vice presidencies and the ETH Board, a roadmap for the expansion of our associated locations and innovation parks.
- Facilitate the implementation of demonstrators, such as the Coalition for Green Energy and Storage (CGES), through technology transfer and industrial and philanthropic collaborations.
- Amplify innovation activities in the fields of AI and data science in collaboration with the Vice Presidency for Strategic Initiatives (VPS) and the SDSC.
- Amplify and facilitate partnerships with key players in the health sector (universities, hospitals and healthcare providers) to support translational efforts for the benefit of patients and access to biomedical databases.
- Create new opportunities for cross-border cooperation and related funding in strategic areas such as quantum technologies, while mitigating risks related to export controls. For this purpose, an "export control officer" will be hired.
- Establish framework cooperation agreements with companies for applied and translational research.
- Strengthen the transfer of knowledge and technology with non-profit organizations (foundations, associations, NGOs).

2. Positioning

2.1 National cooperation and coordination/collaboration in the ETH domain

Capitalize on complementarities and synergies

EPFL will continue to coordinate with other Swiss higher education institutions, particularly ETH Zurich, in the field of education. This will ensure national consistency in study programs and educational objectives, as well as in continuing education programs, and will allow for leveraging complementarities and potential synergies.

In the field of research and innovation, EPFL will optimize its collaborations with its sister institutions in Western Switzerland, university hospitals, as well as within the ETH Domain. By developing strategic synergies and structuring long-term

partnerships, EPFL aims to maximize the impact of research and play a key role in the Swiss academic and scientific ecosystem.

Specific objectives

- Actively and constructively participate in the strategy and evolution of the structure and organizational development of the ETH Domain “FIT for the Future”, with the goal of creating a digital unit in western Switzerland.
- Upgrade the audit system, either specific or combined with ETH Zurich, to ensure that our educational programs are recognized internationally.
- Strengthen collaborations and synergies with sister institutions in Western Switzerland (cantonal universities, private institutions such as IMD, and Universities of Applied Sciences), the ETH Domain, and university hospitals in the Lake Geneva region.

Main initiatives

- Contribute to the development of the Swiss National Lab, particularly by the creation of a digital unit with the headquarter in western Switzerland, with possible components in AI, machine learning, and cybersecurity. Contribute to the National Cyberstrategy (NCS).
- Promote a culture of "Knowledge Security" and implement concrete measures to ensure it, in collaboration with ETH Zurich, the ETH Domain, and other Swiss institutions, while contributing to its implementation.
- Define a collaborative framework program between EPFL, universities, and cantonal hospitals in the Lake Geneva region, facilitating the exchange of data and clinical materials for high-impact scientific studies in public health, both nationally and internationally.
- Complete the "Solutions for Sustainability" (S4S) project to develop campus-scale demonstrators and make it a model of collaboration for other interdisciplinary initiatives.
- Review and strengthen the "Enterprise for Society" (E4S) initiative, conducted jointly with UNIL and IMD, to better equip future leaders in addressing sustainability and social responsibility challenges.
- Establish joint certified continuing education programs (CAS/DAS/MAS) with ETH Zurich in strategic fields.

2.2 Positioning and cooperation on an international level

Become a pillar of
Swiss scientific
diplomacy

EPFL will continue to develop a dynamic policy of targeted international collaborations with leading institutions and academic networks. Furthermore, EPFL aims to be a pillar of "scientific diplomacy" by leading international initiatives and projects and making its expertise available. Participation in European Union programs is of great importance to EPFL in terms of visibility, impact, and financial support.

Specific objectives

- Strengthen collaboration with European and North American partners in research and education, taking a proactive role in debates on the development of Europe's R&I policies.

- Prioritize the reinforcement of existing partnerships and explore strategic opportunities by targeting high-potential projects that align with our responsible approach.
- Act as a major international partner in engineering collaborations within low- and middle-income countries, with a particular focus on Africa.

Main initiatives

- Strengthen the European strategic alliances (EuroTech, EuroTeQ, CESAER) and networks with higher education institutions, research organizations, and businesses in Europe to create favorable conditions for bottom-up initiatives and their funding through EU programs.
- Increase EPFL's visibility and presence in Asia by intensifying academic collaborations and exchanges.
- Strengthen EPFL's presence in Africa by consolidating partnerships with universities on the continent, particularly through PhD student exchanges and programs supporting young researchers, as well as developing joint research and innovation projects with Mohammed VI Polytechnic University in Morocco.
- Strengthen ties with institutions in "International Geneva," leveraging our expertise to address global challenges.
- Participate in and contribute to the development of guidelines and the definition of rules at the national level for better knowledge security.
- Collaborate with other institutions in academic networks (e.g., European Society for Engineering Education) to anticipate developments in the field.

2.3 Role in society

Catalyze activities in areas of importance for society

EPFL actively and positively contributes to societal developments. It aims to focus on priority areas with direct impact on society, particularly in sustainability, energy, health, and artificial intelligence, and to act as a catalyst to amplify the impact of these research efforts, relying especially on the new vice presidency for support of strategic initiatives. It also seeks to strengthen the exchange and dialogue with the public on issues with significant societal implications, by offering new opportunities for listening and exchanging through dedicated thematic days.

Train responsible future leaders and strengthen public engagement

EPFL serves society by educating responsible graduates who are capable of thinking and acting in a global and sustainable context. It will encourage and better promote the public engagement activities of its staff. Drawing on the results of the capabilities of these teams and its research, EPFL provides leading expertise to political and economic decision-makers and will strengthen its efforts in this direction.

Be an open, neutral, and reliable source of information

EPFL also has the responsibility to openly share its knowledge and discoveries with the Swiss public who support it. Building on the experience and network of the centers, it must be a leading source of information and scientific expertise for Switzerland, recognized as neutral and trustworthy by the public.

EPFL organizes numerous events for the general public each year. It will continue its science promotion activities and aims to enrich them through new collaborations with its Swiss academic counterparts. EPFL is a key and accessible partner for the public in Western Switzerland.

Specific objectives

- Foster bridges of EPFL with the society, and the economy so that the positive impact of EPFL benefits a wide audience.
- Catalyze research towards areas with a more direct impact on society.
- Offer new opportunities for exchange and dialogue with the Swiss public and position as a close partner.
- Train responsible scientific leaders and strengthen support for policymakers as well as public engagement among staff.
- Promote science and disseminate the knowledge produced at EPFL.
- Support the Confederation and public institutions by providing scientific and technical knowledge when the need arises (in crises or otherwise).

Main initiatives

- Develop, coordinate, and communicate the “Impact” strategy to provide coherence and substance to EPFL’s contributions.
- Organize events dedicated to these societally important themes for the general public, ensuring opportunities for exchange and listening.
- Offer training on public engagement for all EPFL members.
- Support the Science Policy and Action Network (SPAN), an organization run by EPFL students, which offers training to PhD and postdoctoral students, teaching them the skills necessary to engage with the public and policymakers (Science and Policy in 2023, Beyond the Lab in 2024).
- Offer tailored information sessions for federal and cantonal lawmakers, civil servants, and other audiences focused on technological and social challenges where EPFL has recognized expertise. Actively participate in committees and parliamentary exchanges when requested by the federal legislature.
- Actively participate in crisis commissions and dialogues organized by the Confederation, swissuniversities, and other institutions.
- Fulfill tasks entrusted by the Federal council (centre ecotox, EPFL- Eawag)
- Secure funding for new collaborative science promotion initiatives at the Swiss level.
- Build a new Visitor Center to promote EPFL's activities and serve as an entry point for visitors.
- Increase the coherence and visibility of EPFL’s cultural offerings.

3. Finance and real estate

3.1 Sources of funding and management of funds/reserves

EPFL, in collaboration with the ETH Board, is committed to advocating for a financial contribution from the Confederation that reflects its missions and ongoing growth. It takes into account the current difficult financial context faced by the Confederation, drawing on its reserves. By the end of 2024, nearly all

Maintain external funding level

available reserves will already be allocated to real estate and academic projects, which increases the risk factor in managing our institution. EPFL will closely manage its reserves to both ensure the minimum amount necessary to cover risks and maintain the agility, speed, and flexibility essential to its strength. However, its ability to achieve these objectives will depend on support from the ETH Domain to ensure coherence between the growth of the School and its budget.

EPFL demonstrates its strong ability to diversify its revenue sources by expanding partnerships both in Switzerland and internationally, with a wide range of public and private actors.

Consolidate financial processes and managing reserves.

It will continue to strengthen its financial planning and align financial processes with the Faculties, Colleges, and other entities.

Specific Objectives

- Maintain external funding at the current level.
- Strengthen financial planning and support management in decision-making to maintain positive reserves.
- Simplify financial processes;
- Continue diversifying revenue sources;
- Enhance understanding of financial issues within the EPFL community through training and communication;
- Continue developing support and advisory functions in financial management at all levels of the School.

Main initiatives

- Support collaboration between the philanthropy service, VPI and the faculties by ensuring the reliability of financial information to external parties;
- Strengthen planning processes, both in terms of faculty engagement in collaboration with the faculties and in construction and renovation projects through a 12 month liquidity plan that is updated regularly, and capable to report results
- Precisely and transparently manage the reserve and cash flow situation to ensure the financial sustainability of the School in light of the very low reserves expected by 2028;
- Digitize processes and modernize accounting and management tools.
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3.2 Real estate management and sustainability (see also RFGK)

Sustainability as core value

EPFL aims to be a resilient and sustainable campus, as outlined in the School's Climate and Sustainability Strategy aligned with national strategies such as the 2030 Sustainable Development Strategy, the Energy Strategy 2050, and net-zero emissions by 2040. Whether in its academic missions or operations, sustainability is a core value in strategic choices and their implementation. Efforts to reduce carbon emissions will continue within the framework of the Confederation's objectives, and construction decisions will continue to incorporate more sustainability criteria for both new buildings and renovations. Both during the

planning and implementation phases of projects (according to RFGK), the application of these criteria will be monitored: new constructions will be certified DGNB Switzerland, and renovations will aim to meet these same standards as much as possible.

Operate resilient and sustainable campuses, tailored to the needs of EPFL.

Renovation campaigns will replace aging infrastructure with more efficient systems, and starting in 2028, the first comprehensive building renovations will begin. These renovations will be accompanied by densification efforts in line with decisions made at the ETH Domain level. Finally, the gradual transformation of the EPFL site will extend beyond buildings: for example, with the Pedestrian Campus initiative, sustainability will play an increasingly important role in outdoor spaces and mobility, gradually realizing the vision of a large urban park open to society, as outlined in the Master Plan for Higher Education Institutions.

Strategic objectives

- Ensure that infrastructures provide the capacity, resilience, sustainability, and agility needed for academic activities and their evolution in the context of growing student populations.
- Gradually commission infrastructures on associated locations, responding to the establishment of new professorships in themes related to sustainable construction and energy transition.
- Implement its Climate and Sustainability Strategy to meet the climate objectives set by the Confederation, namely a reduction of at least 50% in greenhouse gas emissions (based on 2006 levels) by 2030 and achieve carbon neutrality by 2050.
- Integrate the Confederation's objectives in terms of biodiversity, including the Swiss Landscape Design, the Swiss Biodiversity Strategy, and Switzerland's Strategy on Invasive Species.

Main initiatives

- Transformation-renovation to create a teaching hub with large classrooms and study and workspaces for the student community.
- Construction of a building designed to host fundamental science experiments requiring very stable and controlled environmental conditions.
- Accommodate a Center for Theoretical Fundamental Sciences.
- Carry out renovations according to the RFGK .
- Preparatory studies for the renovations of selected buildings will begin toward the end of the period; these renovations will involve planning work and academic strategies by faculties.
- Commissioning of a building at UNIL, expected between 2028-2030.
- The period from 2025 to 2028 is also expected to see the listing of the 'Première Etape' buildings in the cantonal inventory (Patrimoine).

4. Human resources

4.1 Working conditions and diversity, equality, and inclusion

Support the development of employees

EPFL aims to support major societal changes through its missions and as an attractive and responsible employer. A new Vice-Presidency for Human Development (VPH) is dedicated to improving the well-being, inclusion, and personal growth of its community. This reflects the institution's commitment to strengthening its human focus by offering a stimulating and respectful environment for every individual, whether they are students, intermediate body, professors, or staff members.

Specific objectives

- Strengthen the partnership and trust with all staff categories and emphasize measures that promote well-being, inclusion, and equity in line with the DEI strategy of the ETH Domain 2025-2028.
- Ensure the development of all staff and offer continuous training, particularly for managerial roles.
- Promote gender equality and increase the proportion of women in both academic and administrative/technical fields, as well as in leadership positions.
- Create an EPFL Staff Commission to strengthen social partnership.
- Encourage internal career development, mobility, and employability.
- Expand the school-laboratory model to different vocational training programs through apprenticeships.

Main initiatives

- Deepen commitment to equality, diversity, and inclusion by creating a Well-being and Inclusion Domain within the VPH and implementing a multi-year action plan based on national equality strategies, aiming to increase the proportion of women in leadership positions.
- Promote a recruitment policy that favors equal opportunities, diversity, and equitable treatment.
- Identify key positions and talents to develop internal leadership.
- Strengthen support for career progression and the employee-employer partnership culture by bringing together dedicated teams within the VPH.
- Support professors and senior staff, especially "Tenure Track" assistant professors, in their leadership roles and careers, particularly through leadership development tools.
- Promote new approaches to work and professional training, including artificial intelligence and flexibility (teleworking, job sharing), to support the well-being and balance of employees.
- Provide scientific, administrative, and technical staff with favorable conditions for career and development by offering targeted training to acquire transferable skills, such as digital and relational skills.
- Strengthen prevention, support, and conflict management related to

personal protection, discrimination, and psychosocial risks, by reevaluating mechanisms to ensure a healthy and stimulating work and study environment.

4.2 Encouraging Scientific Talent Development

Training for the professional world of today and tomorrow.

The new vice-presidency for human development strengthens and consolidates the school's capacity to care for each individual throughout their educational and career journey. Present from the early years of study to professional training, the development and career support offerings aim to ensure coherence and alignment with the needs of public and private research, the well-being of students and future professionals, support for innovation, and the consideration of new societal challenges.

EPFL will support its professors in their leadership and team management responsibilities and will foster the development of its doctoral students to enhance their chances of becoming the leaders of tomorrow.

Specific objectives

- Regularly review and improve the career development portfolio as well as the learning environment for doctoral students.
- Support the journey of doctoral students, post-doctoral researchers, and new Tenure Track professors through a comprehensive startup support program, in collaboration with the VPH and the Doctoral School.

Main initiatives

- Strengthen support for doctoral students by developing a "PhD Employee" guide, jointly created by the "People Experience," "Leadership and Development" domains, and the Doctoral School.
- Support Tenure Track assistant professors in their career development through a transdisciplinary onboarding program (leadership, administrative, and social).
- Establish a structured career development system that addresses the specific needs of the mid-level academic staff, focusing on academic and professional growth.
- Develop tailored offerings for mid-level academic staff, including dedicated support for the transition to the industrial sector.

5. Risk Management and Compliance

Align the ERM with the development of a CMS

EPFL is committed to continuing the implementation of an Enterprise Risk Management (ERM) system, as outlined in the ETH Directive of June 2024, and to establishing a Compliance Management System (CMS), inspired by ISO 31000 and 37301 standards. The CMS project for the ETH Domain was adopted based on the observation that there is currently no centralized compliance function. In addition, the compliance of quality management with the requirements of institutional re-accreditation will be addressed.

Specific objectives

- Gradually align the ERM with the principles adopted by the ETH Board (ISO 31000).
- Develop a Compliance Management System (CMS, ISO 37301) within the risk management approach based on the assessment conducted by the ETH Board.
- Inform the ETH Board of major risks and priorities identified in the CMS.
- Develop institutional archives in accordance with the Federal Act on Archiving (ArchA) and the Ordinance on Archiving (ArchO).
- Establish quality management in compliance with accreditation standards and EPFL's values.

Main initiatives

- Initiate a reflection on the positioning of the ERM and CMS within the organization of the School.
- Ensure decision-making support for the Management.
- Continue the development of institutional archive management.
- Gradually simplify the mechanisms of quality management and initiate institutional re-accreditation, taking into account changes in the AAQ procedures.

Signatures

Zurich/Berne, le 04.12.2025

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