



Eidgenössische Technische Hochschule Zürich
Swiss Federal Institute of Technology Zurich

Institute of Food, Nutrition and Health
Department of Health Sciences and Technology

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Letter of reference

Palni Kundra, born on November 30, 1991 and a citizen of Indien, was 100.00 % employed by ETH Zurich as doctoral student from September 1, 2018 until June 30, 2023. About 30,000 people from more than 120 countries study, carry out research and work at ETH Zurich.

Ms Palni Kundra's duties and responsibilities in this capacity primarily comprised:

- working on her own thesis in the specialist field of Food Biotechnology on the subject of modulation effects of B-vitamins on the human gut microbiota
- publishing her research results in the form of papers, conference papers, articles for books
- publishing her research results in the form of papers in recognised specialist journals
- presenting papers at academic conferences
- supervising students writing semester papers and/or Master theses
- guiding Bachelor students during exercise and practical sessions
- supervising Master students during practical work in the laboratory/institute/field

Palni Kundra possessed proven expertise and extensive experience in her area of responsibility. She successfully applied herself to new duties and used the acquired knowledge with good results. The effort she put into her work was in proportion to the achieved outcome, and she met the requirements. With her rational and precise approach to her work, she always delivered a good performance. Her good command of languages was of great value for the communication in her work environment.

Palni Kundra showed initiative and complete commitment. Under challenging conditions, she remained calm and assured, adapting to changing circumstances with ease. Perceptive in evaluating the scope and impact of her actions, she was careful when weighing up the related risks and opportunities. In the decision-making process she exercised autonomy blended with a great deal of expertise. When arranging the deployment of staff, she was good at doing so according to need and objective. It was important to her to align her outlook and her actions with the goals of Food Biotechnology.

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Palni Kundra immediately conveyed key information to the relevant recipients, and chose the appropriate moment to involve management when the situation demanded it. In terms of verbal and writing skills, she displayed tremendous adroitness when tailoring her communications to her addressees. Moreover, she was adept at presenting her own ideas in a convincing manner. She took on board other opinions and constructive criticism; she listened to what was said and was tuned in to the needs of her conversational partners. She supported and encouraged collaboration within the team and was highly adept at reconciling differing views. Management, staff and students alike appreciated her greatly and held her in high esteem.

Palni Kundra left us on expiry of her fixed-term employment contract. We thank her for her contribution and wish her every success going forward.



Christophe Lacroix



Cynthia Kumin