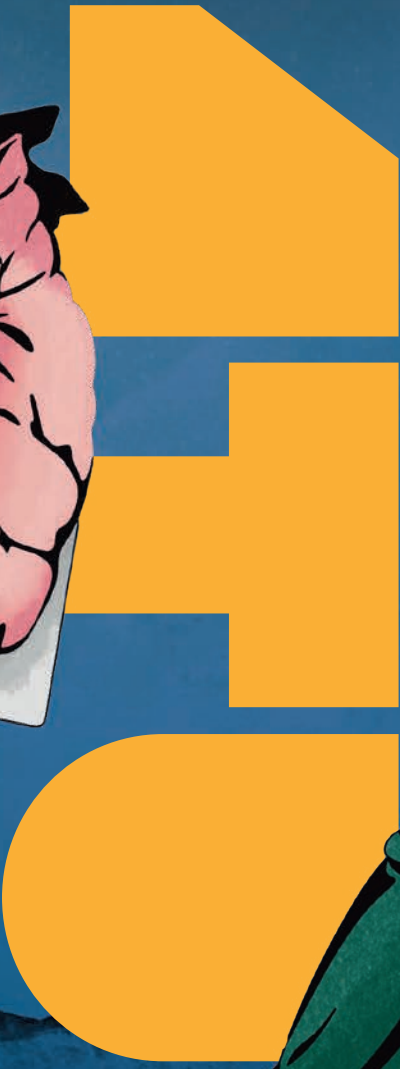


Generation gap or not?



DIFFERENT GENERATIONS AT WORK:
 HOW TO DEAL WITH IT?

TIPS:
 HOW TO SHINE IN
 A CAREER FAIR?

STARTERS ON THEIR FIRST
 STEPS IN THE LABOUR MARKET

You've probably seen them: marathon runners. Borderline crazy athletes who master the balance between athleticism and self-harm like no other. Let me tell you the story of ultra marathon runner Jasmin Paris.



SJOUKJE HEIMOVAARA

PRESIDENT OF THE
EXECUTIVE BOARD
OF WAGENINGEN
UNIVERSITY & RESEARCH

● You've probably never heard of Mrs. Paris, and I don't blame you. Jasmin Paris is a small animal vet and senior lecturer at the Royal School of Veterinary Studies in Edinburgh, and she is one of those crazy ultra runners. After completing and winning several ultra running events, she entered one of the craziest of ultra-events in 2022: the Barkley Marathon.

This ultra marathon is a 160 km off-road course consisting of five unmarked loops of 32 km each. The race is limited to 60 hours from the start of the first loop. The course itself, which has changed distance, route and elevation several times since its inception, has no aid stations other than water at two points along the route. Runners are allowed to study and copy the course map before the race, but once the race begins, they must navigate by their own notes. Runners will run the loop five times, taking an anticlockwise direction for loops two and four, followed by each runner alternating directions on

loop five after the first placed runner's choice. In addition to running, competitors must find between 9 and 15 books along the course (the exact number varies each year) and remove the page corresponding to the runner's race number from each book as proof of completion. For this reason, competitors will only receive odd numbers. At the start of each lap, competitors receive a new race number and therefore a new page requirement.

It's toughness, unpredictability and inimitability is, in many ways, similar to doing scientific research. On the first attempt of Jasmin in March 2022, she completed a "fun run" of three loops. In March 2023, with her second attempt, she became only the second woman ever to attempt a fourth loop, completing the fourth loop but not within the time limit. In March 2024, Paris set another record by becoming the first woman to complete the event. She did so in a time of 59:58:21, just 99 seconds under the time limit. And became one of 20 people who have ever completed the event in the 15 times it has been held.

It is sometimes said that being a scientist or having a career is like being a marathon runner. Well, I don't think all those people have heard Jasmin's story, and I certainly don't encourage

everyone to embark on such a crazy adventure. But she has shown remarkable perseverance. And please use that as a takeaway from her story.

Because if there is one thing the world needs today, it is scientists and highly qualified technicians with relentless perseverance. The challenges facing the world are great. At a time of climate change and unprecedented loss of biodiversity, we need excellent engineers like you to ensure that we produce food, transport goods and people, compute, connect and heal, all within the planetary boundaries. And as you will have understood by now, scientific research and work is never a straight line from A to B. Things will go sideways, and that is when we need level-headed scientists to keep the end goal in sight.

Paris was greeted at the finish line by her husband and two small children and made the headlines. I wish you the same tenacity, happiness and success. ■

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EVERYWHERE AND ALWAYS**

COLOPHON

This 4TU Career Special is a shared publication by the news editors of Cursor (Eindhoven University of Technology), Delta (Delft University of Technology), Resource (Wageningen University and Research), and U-Today (University of Twente). The magazine came into being in collaboration with industry, and is explicitly aimed towards students who are either in the final phase of their studies, or have just graduated.

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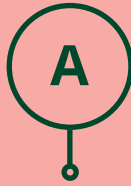
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PRINT RUN 12.000 copies were sent via post to those students who have recently graduated, and 500 were spread on each campus.

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AISHA HASSAN AND LUKAS
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KILOMETRES OF LEARNING

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DIFFERENT GENERATIONS
AT WORK: HOW DO YOU
DEAL WITH IT?

HOST GROUP:
'SIMPLY START
AND LEARN LESSONS
FROM PRACTICE'

STARTERS ON THEIR FIRST
STEPS IN THE LABOUR MARKET:
'TRANSITION FROM STUDYING
TO WORKING WAS FAIRLY
SMOOTH FOR ME'



DIFFERENT GENERATIONS AT WORK:

How do you deal with it?

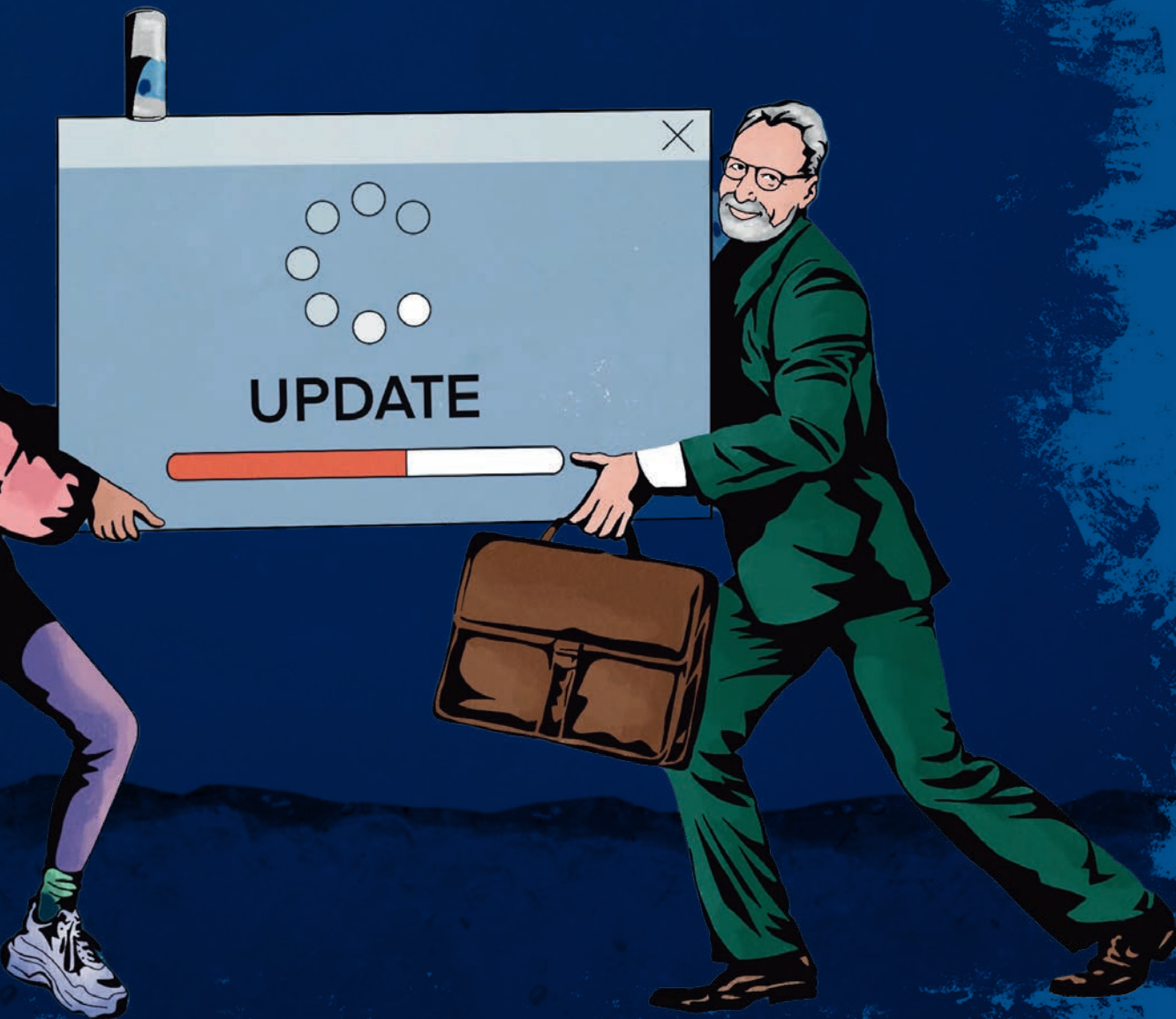
There is a melting pot of generations at work, ranging from those over 55 to the newly graduated. To what extent do they differ and how do you deal with that? Marieke Grondstra, the founder of Generation STORM, explains: 'Any organisation that embraces the renewal that a new generation brings, improves its overall vitality as a result.'

- Baby boomers, pragmatists, millennials: these descriptions of generations will probably be familiar. Every fifteen years sees the arrival of a new cohort, each with its own distinct characteristics. 'These are often views that reflect the spirit of the age and the way in which a generation has been raised', says Grondstra. With Generation STORM, she is conducting research into the different generations at work. She also helps companies to get the different age groups to collaborate more effectively with each other.

There are currently five generations active in the labour market (see box). The bulk of the working population is made up of generation X, the pragmatic generation and generation Y. Although they have much in common, they also differ from each other. 'Generation X, for example, believe it's important to make use of diversity and focus a lot of attention on the quality of the work in order to avoid unnecessary risks. The pragmatists, on the other hand, really love speed and efficiency. They're interested in how knowledge can be shared and how they can quickly switch to a new position at work. They're results-oriented and attach great value to self-development.'

'You can see every new generation as an update'





And then there's generation Y. These are young adults who grew up in an era in which there was a rapid succession of advances in technology. 'Because of their keen awareness of how hectic life can be, work/life balance really matters to them. They've also been raised with a sense of equality. If they work somewhere, they want their ideas to be taken seriously and to be asked for their opinions.'

CLASHES

It is up to the employer to attempt to connect all of these groups to each other and bring out their strengths. And this is not always easy to achieve. Clearly, someone approaching retirement age will have very different ideals

from someone just starting out on the labour market. But, according to Grondstra, that does not mean there is a generation gap. 'That places the emphasis on the differences, whereas generations have many of the same views and wishes when it comes to work.'

But there can be clashes too.

'Especially in organisations that have traditionally been hierarchical, the interaction is not always as good as it could be', explains Grondstra. 'Younger people can find it more difficult to fit in, because they're expected to approach work in the same way as it's always been done. But there are also many organisations that are very aware of the fact that new cohorts are continually

entering the labour market. They look at what someone needs in order to fit in, the way of working is clearly explained and if a new employee prefers a different approach, they're free to make that clear. There's an appreciation of the differences and collaboration becomes automatic as a result.'

GENERATION Z

As an employer, it is therefore important to know what preferences a generation has and respond accordingly. Equally, if you have just graduated, you can prepare yourself as you take your first steps into the labour market. It's now the turn of generation Z. Grondstra: 'They've grown up in an era where everything is bespoke. An age ▶



MARIEKE GRONDSTRA, FOUNDER OF GENERATION STORM

in which they've been given immediate answers to all of their questions. When they start at a company, they want that sense of immediacy. They want to have a buddy or manager on hand to guide them. And not just for one day, but for longer, actually continuously. They want to have help to make optimum use of all their talents.'

'At the same time, these new graduates need to be aware that they can add something new to an organisation. That's why it is important to connect with others of the same generation, identify any outdated behaviour that leaps out at them and raise it for debate. Make it clear what it is that energises them. It's highly likely that an employer won't yet be aware of this since they're the first in a new cohort.'

UPDATES

Listen to each other and be open to each other's ideas. That is the basis for success when it comes to intergenerational working', says Grondstra. 'And if the collaboration proves effective, the different generations can reinforce each other. You could compare it to

the updates on a computer system.

In the early days, there was MS-DOS, that's the basics. That was followed by regular updates: Windows 95, 98 up to where we are now. You can see every new generation as an update. It won't work without the basics that all those previous updates provided – which is why you need to appreciate the older generations for what they contribute – but you also need to continually check to see what update is required and how we can support it in order for everyone to advance. Any organisation that embraces the renewal that a new generation brings, improves its overall vitality as a result.' ■

FIVE GENERATIONS AT WORK

- **BABY BOOMERS OR THE PROTEST GENERATION (1940-1955). A PART OF THE WORKING POPULATION THAT IS BECOMING INCREASINGLY SMALLER, MANY HAVE ALREADY RETIRED.**
- **GENERATION X (1956-1970). QUALITY REALLY MATTERS TO THEM AND THEY FEEL IT IS IMPORTANT TO MAKE USE OF DIVERSITY.**
- **PRAGMATIC GENERATION (1971-1985). THIS GENERATION LOVES SPEED AND EFFICIENCY. FOCUSED ON SHARING KNOWLEDGE AND QUICKLY MOVING ON TO A NEW POSITION AT WORK.**
- **GENERATION Y (1986-2000). ALSO KNOWN AS MILLENNIALS. BELIEVE IN EQUALITY. WANT TO BE ASKED FOR THEIR OPINIONS.**
- **GENERATION Z (2001-2015) RAISED IN AN ERA WHERE EVERYTHING IS BESPOKE AND WHERE THEIR QUESTIONS WERE ANSWERED ALMOST IMMEDIATELY.**

LIVE YOUR AMBITION

De grootste uitdaging in het werk van Renze: bewoners van een projectgebied zo goed mogelijk inlichten en meenemen in de gebiedsplannen. "Vaak vinden bewoners het prima als er iets moet gebeuren, maar de term "not in my backyard" is wel een bekende. De uitdaging is om iedereen aan boord te houden, maar ook om duidelijkheid te scheppen over de plannen voor het gebied." **Renze Haitsma, Omgevingsmanager bij TAUW**

Renze begon zijn loopbaan bij TAUW in 2016 als stagiair. "Ik deed onderzoek naar toekomstbestendige watersystemen," vertelt hij. Tijdens zijn stage heeft Renze interviews afgenomen bij twaalf waterschappen om de problemen in hun watersysteem in kaart te brengen en te adviseren hoe we dat kunnen veranderen.

Renzes rol als Omgevingsmanager

Renze vertelt enthousiast over zijn werk. "Als Omgevingsmanager fungeer ik als het gezicht naar buiten toe en ben ik de schakel tussen het project en de stakeholders." Renze geeft aan dat het regelen van vergunningen en coördineren van conditionerende onderzoeken ook onderdeel is van omgevingsmanagement. Toch is stakeholdermanagement het belangrijkste onderdeel van zijn functie bij TAUW. "Mijn taak is om het project te verbinden met de omgeving. Zo organiseer ik inloopbijeenkomsten en informatieavonden voor bewoners in het gebied waar het project zich afspeelt." Het doel? Zorgen dat bewoners geïnformeerd worden over het project, zich gehoord voelen en de kans krijgen om inspraak te hebben. Toch is er één project die Renze het meest bij gebleven: de ontwikkelopgave Natura2000 Punthuizen-Stroothuizen (een Natura2000 gebied in Twente). "In het gebied waren problemen met verdroging, verzuring en de vermessing van het gebied, wat ervoor zorgde dat de natuur hard achteruit holde. Doel van dit project was het maken van een inrichtingsplan voor het natuurgebied en de landbouwpercelen eromheen. Aanpassen van de waterhuishouding en veranderen van het landgebruik waren de eerste stappen in het natuurherstel.

Het uitstippelen van mijn eigen pad

Renze vindt het erg fijn dat er met hem wordt meegedacht. "Naast mijn werk als omgevingsmanager heb ik ook in een aantal projecten de rol van projectleider zodat ik die vaardigheden ook kan ontwikkelen." Hij geeft aan dat zijn ambities liggen op het gebied van de projectleiding. Niet alleen voor de planning en financiën maar betrokkenheid bij de inhoud van projecten. "Er wordt op dit vlak goed met mij meegedacht. Zo heb ik vorig jaar ook een loopbaan coaching gesprek gehad om te kijken wat er nu bij mij past en waar ik de komende jaren naar wil ontwikkelen, de ruimte hiervoor ervaar ik als erg prettig!"



WIL JIJ OOK JOUW AMBITIES WAARMAKEN BIJ TAUW?

Bekijk onze vacatures op werkenbijtauw.nl

FEA
TUR
ED!



GOOD TO KNOW

Want to stress less? Try this super simple and easy hack!

In today's fast-paced world, our generation is pushed to the limit. We're expected to always be active, assertive and achieve more, leading to an overwhelming sense of pressure. This constant state of readiness impacts our health, draining our energy, disrupting our sleep, increasing our cravings for unhealthy food, and flooding our minds with negative thoughts. We are too stressed. But there's a super simple, accessible hack that helps you to stress less: your breath!

How you breathe is an indicator of how much stress you experience. If you're sitting quietly behind your desk but find yourself breathing through your mouth, with your chest rising and falling rapidly at a rate of more than 12 breaths per minute, you are unnecessarily adding more stress to your already overwhelming life.

Now, what can you do about it? Believe it or not, the most powerful tool for combating stress is with you at all times: your breath. Proper breathing techniques can transform your body's stress response and help you relax more.

Here's a quick tip to get started: practice deep, slow breathing. Inhale slowly through your nose, allowing your stomach to expand, then exhale slowly through your mouth or nose. This method not only slows your breathing and activates the parasympathetic system of rest.

Incorporate this simple practice into your daily routine, and you'll notice a significant shift in your stress levels, energy, and overall mood. Remember, sometimes the simplest solutions are the most effective. Breathe in, breathe out, and watch the stress melt away.

Sanne Feiner, MSc.
Health- and breathwork coach
at Gezondheidsarchitect



FYI

Are you thinking about doing a PhD?

Are you thinking about doing a PhD? You might encounter a 'generation gap' between you and your supervisors. In the past, getting a PhD was a lifelong endeavour that culminated in a book, nowadays it's a specific career step, typically based on articles.

Times have changed, presenting their own challenges: less than 15% of PhD students finish up in four years, and after five years, approximately half of them have wrapped up their thesis. But don't let this discourage you; pursuing a PhD can be immensely rewarding. You'll learn a great deal, delve deeply into a subject, and unleash your creativity. It's a good idea to talk with other PhD students to get a good idea of what lies ahead.

How do you ensure that you do succeed and finish up on time? By not only focusing on the content of your research, but also on how to go about doing your PhD, the process. If you concentrate on that, the content will naturally follow, allowing you to make a valuable contribution to science.

For further information and support, feel free to visit my websites:





GOOD TO KNOW

How to shine in a career fair

Going to a career event does not just entail small talk, landing a job and enriching your collection of tote bags and pens (even though goodies are always good). A career fair is much more than getting a job, it is a great opportunity to develop your presentation skills, showcasing your interest and making meaningful connections. Therefore find here a quick guide that will help you shine and stand-out.

Set up your target: Do some research: which companies are joining? What kind of projects and vacancies are related to your interests? What is the company culture? Does any company stand out from the list? Make a mind map where you write down the companies you are interested in and why, including questions you would like to ask them.

Get yourself ready: think about your pitch, what do you want to communicate based on your interests? And I am not just talking about your speech, but also your outfit and non-verbal language. Find a balance between professionalism and your own personality, which makes you unique. Think about for example: your favourite colour and apply it in different aspects such as in your CV, or a garment of your outfit.

Practice: Try to practice with a friend or family member prior to the fair so you feel comfortable in the day of the event. Don't forget to sign up for any additional event such as a workshop or lecture. Have your LinkedIn profile ready to share, you could make use of their QR code feature (life saver) also print some copies of your CV.

Go, play: During the day of the event first go around the venue and identify your points of attention and make a plan of the day, have a drink of water and some fresh air and start your conversation. Getting very crowded? You can always reschedule if someone you are waiting for is busy. Don't forget to take breaks in between and important: make notes! When you get to meet someone, make sure you start the conversation with a friendly hand shake if possible and maintain eye contact. Always stay true to yourself and keep in mind that you are investing in creating new connections.

Follow up: Take some time to process and organize the information and contacts you gathered during the event, sometimes it is too much and you want to take things step by step. It is a great start to send a thank you note, including in one sentence what you appreciate from the event.

Summing up, a career fair is it a great opportunity to connect and create meaningful networks, showcase your skills and uncover new career opportunities. Don't forget to also reach out to your nearest Career Centre if you would like to get more information or guidance.

Mariana Perez Contreras,
Business and Relations TU Delft



4TU.SCHOOL FOR TECHNOLOGICAL DESIGN, STAN ACKERMANS INSTITUTE

EngD: apply your knowledge in practice while you continue learning

After completing your master's, are you keen to gain some practical experience while continuing to study? You can do just that during a two-year Engineering Doctorate (EngD) programme at the 4TU.School for Technological Design, Stan Ackermans Institute (4TU.SAI) - a joint initiative of the four Dutch universities of technology. The Engineering Doctorate offers lots of advantages, according to mechanical engineer Ahmet Demirel.



The 4TU.School for Technological Design, Stan Ackermans Institute offers 20 educational programmes related to technological design at the universities of technology in Delft, Eindhoven, Twente, Wageningen and Groningen. Each programme leads to an Engineering Doctorate (EngD) qualification. Whereas the more familiar PhD entails spending four years doing research, a two-year EngD is focused on the direct application of knowledge. During the programme, trainees not only study various subjects but also receive payment for their work on a real-life design project. This project can be focused on process optimization or product design.

An EngD bridges the gap between academia and industry. It gives you the opportunity to gain experience, meet new people in your field and exchange knowledge, which expands your professional network. It's a great

way to strengthen your position in your chosen field, plus to apply your scientific knowledge in practice while you continue learning.

AUTOMOTIVE SYSTEMS DESIGN

EngD trainee Ahmet Demirel obtained his master's in Mechanical Engineering in Turkey in 2021, with a specialization in control systems design and system dynamics. While studying, he worked as a control systems engineer. After university, he and his wife moved first to Berlin and subsequently to Eindhoven when his wife found work there as a software engineer.

To smoothen the transition and help him find a job in Eindhoven too, Ahmet wanted to take some time to learn about Dutch culture and society. He first heard about the Stan Ackermans EngD programme from some friends. Ahmet found out more about the programme by reading the job posting on LinkedIn

and the TU Eindhoven website. He applied for the Automotive Systems Design programme and was accepted.

SYSTEM ENGINEERING

'The Eindhoven area has a very complex semiconductor industry. It holds most of the challenging engineering problems that I can thrive to be part of it. However, to be able to work in such a domain, I need to be prepared in terms of systems engineering and working on different abstraction levels with different competence teams. A good knowledge of system engineering is required. Firstly, I wanted to learn about system engineering and working with complex systems design. My second goal was to integrate into Dutch society and the local work culture. Even though most employers are very internationally orientated, the local culture is an essential part of every job.'

'Therefore, my programme also includes a language course and

professional development coaching. Besides the technical courses, we learn about things such as teamwork, the different roles in projects, making professional presentations, designing a CV and applying for a job in Dutch.'

TWO-YEAR PROGRAMME

The first year is made up of various modules and includes three two-month in-house projects. In each project, you work with a team of engineers to solve a problem for a company in the Eindhoven region. 'They are fun to do. You work in different roles and you learn a lot from them. Our programme manager, Riske Meijer, is doing a great job in guiding us,' says Ahmet. Besides these projects, students have some freedom to make their own choices about which courses, lectures and training sessions to

follow. 'For the second year, Riske had various interesting project proposals for us. After choosing and applying for one of them, you meet with the project stakeholders. It's kind of a job interview. I started my second-year project at the end of October 2023.'

BROADENING YOUR BASE

After arriving in Eindhoven, Ahmet could have gone directly to the company where he is now doing his second-year project, but he is glad he chose the EngD path instead. 'I like this project very much, but working immediately in the industry would have placed me in a certain team. It isn't easy to build a broad network. Through this programme, I'm getting to know a lot of people from different backgrounds and different industries. Besides that, the TU/e campus is a nice place to be, and the professors are approachable. I have many resources here as the basis for a lot of learning, and a broader base than if I'd directly joined the company I'm doing my project for.'

KEEN TO KNOW MORE ABOUT
ENGD PROGRAMMES?
VISIT THE WEBSITE:
WWW.4TU.NL/SAI

HUGE PROGRESS

'Some people already have a good idea of what they want in this industry and at which company they would like to start their career, and that's fine. But for me, Stan Ackermans 4TU offers a very good way to learn much more in my technical field, gain a lot of other professional skills, and to get to know different companies as well. Additionally, I am learning about Dutch culture while working on various projects. It's a great start which will help me to make huge progress in my technical career.'

INTERESTED?

DOES THE ENGINEERING DOCTORATE TRAINEESHIP APPEAL TO YOU AND ARE YOU INTERESTED IN BECOMING A TECHNOLOGICAL DESIGNER? AT 4TU.SAI WE ARE ALWAYS ON THE LOOKOUT FOR TALENTED ENGINEERS WITH A MASTER OF SCIENCE DEGREE IN A TECHNICAL SUBJECT AND WHO ARE KEEN TO FURTHER DEVELOP THEIR DESIGN SKILLS. WE CURRENTLY HAVE VARIOUS OPENINGS IN DELFT, EINDHOVEN, TWENTE AND WAGENINGEN. FOR A COMPLETE OVERVIEW OF THE OPPORTUNITIES, TAKE A LOOK AT OUR WEBSITE: WWW.4TU.NL/SAI/VACANCIES



HET RIJKSTRAINEEPROGRAMMA

Jouw perfecte springplank naar een betekenisvolle carrière

Werken bij de Rijksoverheid, is dat iets voor jou? Het Rijkstraineeprogramma biedt een unieke kans om in twee jaar op vier verschillende plekken te werken. Je kunt deelnemen als je maximaal twee jaar geleden bent afgestudeerd op de dag dat het programma begint. Denk jij binnenkort mee over onderwerpen als netcongestie, kernenergie of duurzaam bouwen? Drie trainees vertellen over hun ervaring tot nu toe.



JARIC WIEGMAN

'MENSEN MET EEN TECHNISCHE ACHTERGROND HEBBEN EEN STEVIGE BASIS OM PROBLEMEN BINNEN DE RIJKSOVERHEID SNEL AAN TE PAKKEN'

JARIC WIEGMAN STUDEERDE NATUURKUNDE EN WERKT AAN ZIJN LAATSTE OPDRACHT BINNEN HET MINISTERIE VAN ECONOMISCHE ZAKEN EN KLIMAAT (EZK).

'Mijn interesse voor politiek is er altijd geweest. Ik wil niet zoveel mogelijk geld verdienen voor aandeelhouders, maar iets betekenen binnen de samenleving. Bij de Rijksoverheid werk je concreet aan de grootste uitdagingen van deze tijd, in mijn geval duurzame energie. De energietransitie gaat zo



TIJMEN STEENSMA

'ALS JE OVERWERKT IS HET NIET OM MEER GELD TE VERDIENEN, MAAR OM NEDERLAND ÉCHT BETER TE MAKEN'

snel, dan kun je niet afwachten. Een betere kans dan het traineeprogramma krijg je niet. Het bestaat al 26 jaar en heeft een heel goede naam. Je krijgt goede begeleiding en iedereen neemt je serieus.

Mijn eerste opdracht was bij Ondernemend Nederland (RVO). Ik zette in een halfjaar een dataplatform op voor onderzoekers en fabrikanten over de prestaties van technieken om woningen te verduurzamen. Voor mijn tweede opdracht woonde en werkte

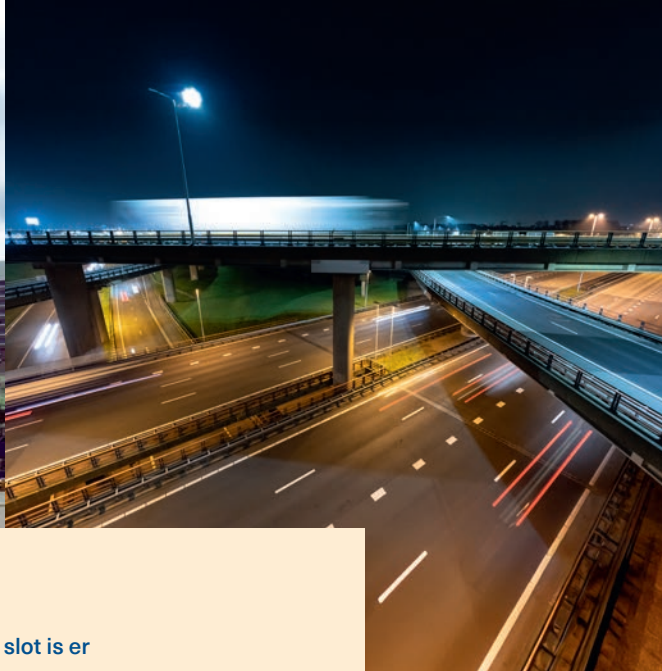


CHARLOTTE PEETERS WEEM

'BINNEN DE TEAMS IS ER VEEL RUIMTE VOOR WIE JIJ BENT EN WAT JE BIJDRAAGT'

ik in Denemarken. Daarna kreeg ik nog een heel leerzame opdracht met serieuze verantwoordelijkheid. Ik werd adviseur van Rob Jetten en mocht mee naar debatten in de Tweede Kamer. Wie krijgt nu zo'n kans met een jaar werkervaring? Tot slot houd ik me als beleidsmedewerker bezig met netcongestie. Na het traineeprogramma wil ik zeker binnen de Rijksoverheid blijven werken. Dit is de perfecte plek voor mij.'

TIJMEN STEENSMA STUDEERDE TECHNISCHE BESTUURSKUNDE EN



WERKT NU IN BRAZILIË AAN INNOVATIE, WATERSTOF EN ENERGIEBELEID VOOR HET MINISTERIE VAN ECONOMISCHE ZAKEN EN KLIMAAT.

'Je leest vaak in het nieuws dat er te weinig technisch opgeleide mensen bij de Rijksoverheid werken. Dit probleem wilde ik niet in stand houden. Ik was op zoek naar een traineeprogramma waarin ik naar het buitenland kon en had goede verhalen gehoord over het Rijkstraineeprogramma. Het is uniek om met 150 mensen tegelijk te beginnen bij dezelfde organisatie. We zien elkaar op opleidingsdagen, gaan regelmatig borrelen en zijn zelfs samen op wintersport geweest. De dertig trainees bij het ministerie van EZK zie ik nog vaker. Mijn voorkeur ging uit naar EZK en gelukkig werd ik er geplaatst. Het is leuk om te zien dat iedereen ambitieus is en werkt vanuit hun morele overtuiging. Hoeveel werkdruk je jezelf oplegt,

WIL JE MEER WETEN?

KIJK DAN OP [HTTPS://WWW.WERKENVOORNEDERLAND.NL/STARTERS/TRAINESHIPS/HET-RIJKSTRINEEPROGRAMMA](https://www.werkenvoornederland.nl/starters/traineeships/het-rijkstraineeprogramma)

bepaal je grotendeels zelf. Tot slot is er voldoende ruimte en vrijheid voor eigen initiatieven: als je met een goed idee komt, word je daarin gesteund.

Voor mijn eerste opdracht mocht ik het programma van de minister op de Hannover Messe opzetten, dat is de grootste technologie- en industriebeurs ter wereld. Het was mijn taak om gesprekken voor minister Adriaansens met andere ministers en belangrijke partijen uit het bedrijfsleven te organiseren. Ik vond het heel bijzonder om in mijn halfjaar rond de tafel te mogen zitten met ministers en de CEO's van de grootste Nederlandse techniekbedrijven. Voor mijn tweede opdracht zit ik nu een halfjaar in het Braziliaanse São Paulo. Ik werk aan samenwerkingsprojecten tussen Nederland en Brazilië op het gebied van innovatie, energie en waterstof. Dit zijn precies de onderwerpen die tijdens mijn studie en afstuderen ook centraal stonden. Nu ik bij EZK rondloop, realiseer ik mij pas op hoeveel technische gebieden de Nederlandse overheid actief is.'

CHARLOTTE PEETERS WEEM STUDEERDE DESIGN ENGINEERING EN IS NU BEZIG MET HAAR TWEDE OPDRACHT BIJ HET MINISTERIE VAN INFRASTRUCTUUR EN WATERSTAAT.

'Ik wilde niet in opdracht van een klant werken, maar kwesties vanuit de kern en mijn eigen morele kompas oplossen.

Dat kan bij de Rijksoverheid. Misschien verander je niet meteen hele grote dingen, maar je kunt voor veel mensen wel een verschil maken. Je kunt het zo gek niet bedenken of het kan hier. Er zijn bijvoorbeeld collega's gedetacheerd naar het onderwijs of doen onderzoek. Ook het traineenetwerk is een leuke groep mensen waarmee je kunt sparren. We zitten allemaal in dezelfde situatie en dat is heel waardevol.

Het ministerie van Infrastructuur en Waterstaat sprak mij aan, omdat er ook uitvoeringsorganisaties onder vallen, zoals Rijkswaterstaat. Voor mijn eerste opdracht deed ik onderzoek naar het toekomstperspectief van automobiliteit. Ik organiseerde focusgroepen met mensen uit het hele land, met en zonder auto. Mijn tweede opdracht is bij het Planbureau voor de Leefomgeving. Ik reis momenteel het hele land door voor een onderzoek naar de nieuwe welvaart- en leefomgeving scenario's. Het is heel technisch, maar het komt erop neer dat je de toekomst van Nederland in kaart brengt. Ministeries en gemeenten kunnen deze scenario's gebruiken bij besluiten over bijvoorbeeld woningbouw of de aanleg van infrastructuur. Hiermee draag ik heel concreet bij aan onze samenleving.'



High-tech company HoSt Group specialises in developing and building sustainable energy systems. With projects located anywhere from Friesland to New Zealand, the company operates all over the world. The Enschede-based enterprise was founded by Herman Klein Teeselink, who passed it on to his son Jelle four years ago. Both are University of Twente alumni.

HOST GROUP: YOUNG AND DYNAMIC

‘Simply start and learn lessons from practice’

‘Seventy percent of our people are below forty. The dynamics of constant change are therefore very present

‘Sometimes I walk past one of our plants,’ says Jelle Klein Teeselink. ‘And I suddenly realise: this machine was merely a drawing two years ago and now look at it go. That’s pure magic every single time.’ It also typifies the HoSt Group. Instead of countless pilots and years of research, their main motto is: let’s just get started. ‘And then learn lessons from practice,’ Jelle explains. He studied Industrial Engineering and Management at UT and took over the company from his father four years ago. The latter started a consultancy firm in 1991, under the flag of the companies Holec and Stork. Eight years later he continued on his own, choosing HoSt Group as the new name for the family business.

MAJOR PLAYER

‘Fast forward to 2024 and there’s a fast-growing, solid and innovative company that can continue for many years to come,’ father and son say. Europe, the US, New Zealand, Brazil, India,

Jelle Teeselink





Japan, Morocco: these are just some of the places where HoSt Group operates. With a total of five hundred employees, most of them technicians, the same number of plants, offices in seven countries and its own product location and laboratories, this Twente-based company has every right to call itself a major player in the area of high-tech energy technology. 'And we're the only company offering all technologies, including service and maintenance, this way,' says Jelle.

FAMILY BUSINESS TAKEOVER

Even though Herman built the company from the ground up, it was never a sure thing that one of his children would one day take over from him. They were always given the freedom to choose their own paths. 'Seven years ago, I wanted to sell the whole thing because of health problems,' says Herman, a Chemical Engineering and Industrial Engineering & Management alumnus. 'My wife and I invited the kids to dinner to share the news with them, thinking this would be the end of our family business.' But that's not what happened.

'It was at that dinner that I told them I wanted to take over,' Jelle continues. 'My parents were a bit shocked; I think they had kind of given up hope already. Afterwards, my mother emailed me like three times to ask if I was really sure.' But he was. In 2020, Jelle became the CEO.

Although Herman is gradually cutting back his activities, he's still involved in research and development three days per week. Two generations within one company, isn't that asking for trouble? Both gentlemen agree it isn't. 'That's also thanks to the company's DNA,' Jelle explains. 'We're in a market that changes every minute of every day. Adapting to new situations comes naturally to us. Also, seventy percent of our people are below forty. The dynamics of constant change are therefore very present.' Herman agrees. 'I actually love working with so many young people and seeing what gets them excited. And if you look at how few people leave the company, I think we're doing a very good job.'

'I love working with so many young people and seeing what gets them excited'

Herman Klein Teeselink

'My father built up the company with values similar to those you see in the startup culture of Silicon Valley in the US,' Jelle explains. 'Big companies like Netflix, Amazon and Apple have several things in common: they have an open culture where everyone can give their opinion, contributing ideas is stimulated and it's a place where you're quick to see results. These principles are also woven into the fabric of our company.'

WIDE RANGE OF POSITIONS

Herman adds: 'First of all, we offer a wide range of interesting positions. It's not a bureaucratic organisation where it takes five years before you can start something. No, you can think of something today and make it happen within two years. Our strength lies in our capacity to implement ideas very quickly. I give our employees lots of responsibility and want them to work independently. This means they'll also be more versatile going forward.'

Proper supervision is obviously crucial in this respect, Herman thinks. 'You do need two to three years to train someone, who can then start supervising young people in turn. It's a kind of cycle that also works well for the company's continuity.'

SO MUCH POTENTIAL IN THIS MARKET

Speaking of continuity, how does the duo see the future? 'In any case, we want to keep up our current growth and expand our operations in America and Asia,' says Herman. 'A number of new technologies, relating to capturing CO2 from flue gas and hydrogen, are in their early stages.' Jelle: 'One of our plants captures one tonne of CO2 per hour. A car emits about double that each year. In other words, every two hours we take a combustion engine car off the road. That never gets old.' Herman: 'I'm an idealist. There's still a huge amount of potential in this market and there are so many opportunities to work on a sustainable society together. It's really great to keep making a contribution in this respect.' ■

IN 2023, HOST GROUP WON THE *BESTE ONDERNEMING VAN TWENTE* (BEST ENTERPRISE IN TWENTE) AWARD, WHICH WAS PRESENTED AT AN OFFICIAL CEREMONY AT THE HERACLES FOOTBALL STADIUM IN ALMELO. THE JURY WAS ESPECIALLY IMPRESSED BY THE WORLDWIDE PRAISE THE HOST GROUP RECEIVES FOR ITS PROPRIETARY TECHNOLOGY AND ASSEMBLY IN THE AREA OF RENEWABLE ENERGY. ACCORDING TO JURY CHAIR MARC WOESTHUIS, HOST GROUP IS A PROMISE FOR GENERATIONS TO COME. HOST HAS ALSO BEEN ONE OF THE *FD GAZELLEN* (FASTEST GROWING COMPANIES IN THE NETHERLANDS) FOR THREE YEARS RUNNING. THE COMPANY'S HEADQUARTERS ARE LOCATED A STONE'S THROW AWAY FROM UT.





Geef je technische carrière een vliegende start!

Consultancy traineeships Berenschot

Adviesvaardigheden ontwikkelen

Bas Dieben studeerde werktuigbouwkunde aan de TU Delft. Hij koos voor het traineeship Bedrijfsstrategie in de energietransitie, vanwege de afwisseling in opdrachten, de strategische en complexe vraagstukken en het ontbreken van een partnerstructuur plus bijbehorende werksfeer. “Het traineeship ervaar ik als de meest waardevolle asset van Berenschot, waarbij bewust wordt stilgestaan bij de ontwikkeling van adviseurs en hun vaardigheden.”

Inspirerende werkomgeving

Floor van Lunen voelde zich direct op haar gemak bij Berenschot. “Iedereen hier is bijzonder slim en gepassioneerd in hun werk. Als je een vraag hebt, kun je altijd rekenen op een boeiende lunchlezing – technisch of niet technisch. Dit draagt bij aan een inspirerende werkomgeving.” Floor studeerde MSc Transport, Infrastructure and Logistics aan de TU Delft en koos voor het traineeship Operational Excellence.

Vriendengroep

Het Berenschot-traineeship onderscheidt zich onder andere doordat trainees niet van afdeling wisselen maar een ontwikkelprogramma volgen naast hun werk als junior consultant. Zo ontwikkelt elke traineegroep een hechte onderlinge band. Margriet Klinckhamers: “De traineegroep is niet al te groot en iedereen maakt hetzelfde mee.” Margriet studeerde MSc Strategic Product Design aan de TU Delft en is nu trainee Innovatie & financiering. Bas, die twee jaar geleden zijn traineeship afrondde, is de afgelopen twee weken nog gaan skiën met zijn voormalige trainee-collega’s. “We zijn echt een vriendengroep geworden.”

Ontwikkelprogramma

Elke vrijdag komen alle trainees van alle adviesgroepen bij elkaar om trainingen en workshops te volgen. Het doel is niet alleen zichzelf te ontwikkelen tot consultant, ook persoonlijke ontwikkeling speelt een grote rol. Margriet: “Ik heb zoveel geleerd over hoe ik zelf in elkaar zit, hoe ik dingen aanpak en hoe anders mensen kunnen zijn. Heel waardevol.”



Meer weten?

Berenschot is een zelfstandig, onafhankelijk, Nederlands organisatieadviesbureau met meer dan 450 medewerkers. Ook bijdragen aan een vooruitstrevende samenleving? Bekijk dan onze traineeshipvacatures op berenschot.nl/vacatures



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Lisa



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Enjoying your job gives you energy and make you feel good about yourself. That is why we challenge you to get the best out of yourself. Our unique VIRO Academy enables you to continue to develop your own talents and abilities and define your own path.



Your personal development is our core focus

VIRO
Academy



VIRO: We are a multidisciplinary engineering firm specialising in project management and engineering. Our offices in the Netherlands, Belgium and Germany employ over 900 people who work on projects worldwide in a variety of markets.



START-UP: HIPPO TAINER

Fresh vegetables everywhere and always

People need fresh vegetables all over the world, including in areas where the condition of the soil, the weather or violence and natural disasters make crop farming difficult. Those are the situations in which the Hippotainer, designed by Wageningen alumni Jort Maarseveen and Tijmen Blok, comes in handy. 'One hundred heads of lettuce a day is possible.'



To make the Hippotainer suitable for use by those with no experience in vertical farming or hydroponics, Maarseveen and Blok also provide the required training and support to their customers. 'We aim to enable users to start growing fresh vegetables from day one', Maarseveen clarifies. The fact that the Hippotainer enables users to grow vegetables 365 days per year, regardless of weather and soil conditions or limitations resulting from wars and natural disasters, is one of its main perks. The Hippotainer is a refurbished shipping container. 'We wanted to develop a safe and robust food production facility that does not require a major investment and which is relatively easy to transport', Maarseveen explains. 'Shipping containers are the standard in the world of overseas transportation and logistics. Anything with these specifications is basically easy to transport.'

READ MORE ABOUT THE CROP FARMING SYSTEM ON [HIPPO TAINER.COM](https://hippotainer.com)

The Hippotainer is a ready-to-use "business in a box", containing all you need to grow vegetables according to vertical farming and hydroponics methods. The crops are grown vertically in rows, with their roots in water to which precisely the nutrients they need are added. Combined with special LED lighting, the crops grow rapidly. The Hippotainer focuses specifically on crops such as Chinese cabbage, rocket salad and basil. 'These are crops with a considerable yield, making the business case viable quickly', Maarseveen explains. He holds a bachelor's in Business Sciences and will graduate with his master's in Biobased Sciences shortly.

The design was developed with the help of another 4TU person, Joël van Schoonhoven, an Industrial Design Engineering bachelor graduate from Twente. The design offers a total growing area of some 97 square metres, making the Hippotainer suited to produce a considerable yield. Maarseveen claims a yield of 100 heads of lettuce a day is achievable. At the same time, the Hippotainer is sufficiently compact to be placed even in spots where there is limited room.

After an experiment in Wageningen that was so successful that Maarseveen and Blok donated crates full of lettuce to the food bank, the first prototype is currently deployed in Ukraine, where the growing system demonstrates its value under the -unfortunate- wartime conditions. And that is not all, as far as Maarseveen is concerned. Once he finishes his master's, he will be free to continue working on the Hippotainer. 'Whether it is for regions where fertile soil or water are scarce, or in crises, the Hippotainer can be invaluable to the local population.' ■

FEA
TUR
ED!

FYI

Diversity & Inclusion

Do you have a physical or sensory disability? Or are you neurodiverse (such as autism, ADHD)? Are you looking for the next step after graduation? Visit our Career Services team or schedule an online meeting via our Planzelf system. We are happy to inform you about the various options. For example, there are national meet & greet meetings with employers, and the Diversity & Inclusion Team of the Dutch government mediates people with disabilities for the national government. Your talents, possibilities and education will be taken into account. EuFlex (Eindhoven)

FYI

Career Coaching sessions for alumni

Did you know that Career Services at University of Twente offers individual coaching sessions for alumni?

These sessions are intended to help you deal with all difficult choices that are associated with starting your career. During the session you will learn more about yourself and get a better understanding of how you can match your specific qualities and interest to job requirements. We also help you prepare for a job interview, you can get your CV checked or learn more about your salary negotiation skills. These sessions are free of charge for students but also for UT alumni, up to a year after graduation.

GOOD TO KNOW

Starter experience



Besides student jobs, we – EuFlex Technificient - can also help you get the best starter experience. We explore your wishes and capabilities, no strings attached. If you feel good about it, we guide you through the entire starter process: we advise you on your resume, coach you for interviews and we look for partners that your knowledge and talent gets put to the best use. Besides what you can do, it is also about what you want to do and what company culture fits you. With our broad network, we know all the sweet spots.

22

FACT

LIFELONG LEARNING IS POPULAR WITH WAGENINGEN ALUMNI. GRADUATION DOES NOT SIGNAL THE END OF THEIR DEVELOPMENT, AS IS CLEAR FROM THE FIVE-YEARLY CAREER MONITOR. THE SURVEY SHOWED THAT NEARLY ALL ALUMNI (98 PER CENT) CONTINUE LEARNING AFTER GRADUATION. ABOUT THREE QUARTERS OF THE ALUMNI HAVE FOLLOWED COURSES OR TRAINING FOR THEIR PROFESSIONAL DEVELOPMENT IN THE PAST THREE YEARS.



TIP

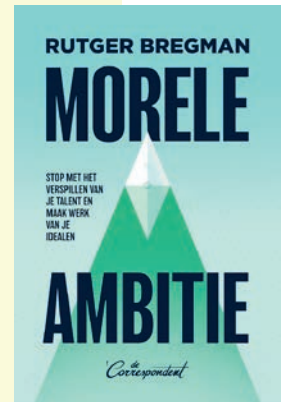
The biggest waste of our time is the waste of talent

FACT

96% OF WUR ALUMNI FOUND PAID EMPLOYMENT OF MORE THAN 12 HOURS A WEEK. FOR ALL DUTCH UNIVERSITIES THAT PARTICIPATED 95% FOUND PAID EMPLOYMENT. THE AVERAGE TIME BETWEEN GRADUATION AND THE FIRST PAID EMPLOYMENT IS 3,0 MONTHS FOR WAGENINGEN ALUMNI. FOR ALL DUTCH UNIVERSITIES THAT PARTICIPATED THE AVERAGE 'SEARCH TIME' IS 2,7 MONTHS. 39% OF THE WUR ALUMNI WITH PAID EMPLOYMENT ARE HAVING A PERMANENT CONTRACT. 21% OF THE WU ALUMNI IS WORKING ABROAD.

The cure for this waste? Moral ambition. The will to be among the best, but with different standards of success. No fat salary, fancy title or corner office, but a career dedicated to the best solutions to the world's biggest problems.

This book is about the movement of pioneers who are already brimming with moral ambition. A guide to how you too can follow the path of moral ambition. (Dutch only)



QUOTE

‘Young people are much better developed in other areas, are more socially anchored and are much more concerned with problems of the future, while ‘we’ hide that a bit or try to straighten it out. Embrace them, listen to them better and focus on their strengths’



RAY KLAASSENS (51), UT ALUMNUS OF CIVIL ENGINEERING, PRESENTER OF THE TV SERIES KAMP VAN KONINGSBRUGGE, HOLDS THEATRE SHOWS IN SOLD-OUT THEATRES AND IS THE AUTHOR OF THE BOOK *GROEIPIJN* (GROWING PAINS)



JE HOEFT **GEEN MILITAIR** TE ZIJN OM BIJ DEFENSIE TE WERKEN

Dat kan ook als burgermedewerker. Je draagt dan geen uniform, maar je werkt wel vanuit je eigen vakgebied aan vrede en veiligheid. Dat doe je schouder aan schouder met militairen. Zo maak je jouw specialisme nóg specialer.



WAT IS COMMIT?

Zonder IT rijdt, vliegt en vaart er niets. En al dat materieel van Defensie wordt in de toekomst nóg meer hightech en informatiegestuurd. Het Commando Materieel en IT (COMMIT) zorgt daarom voor het beste materieel en de beste IT te land, ter zee, in de lucht en in de ruimte. Het COMMIT helpt zo voortbouwen op de missie van Defensie: wereldwijd bijdragen aan vrede en veiligheid.

VERANTWOORDELIJK WERK

De projectleiders Assetmanagement Jesper en Jimmy zijn deelprojectleiders binnen de Directie Projecten van COMMIT. Ze zijn verantwoordelijk voor het inrichten van het Assetmanagement bij de aanschaf of ontwerp van nieuw Defensiematerieel.

‘Onze focus ligt op het managen van het in stand houden van systemen gedurende hun hele levenscyclus: van haalbaarheidsstudie tot afstoting. Denk hierbij aan het inregelen van SAP, configuratiebeheer, onderhoud, coördinatie van opleidingen, documentatiebeheer... Noem maar op.’

BUDDYSYSTEEM

Onboarding van nieuwe medewerkers is een essentieel onderdeel binnen Defensie. Het buddiesysteem is hierbij belangrijk. Dit houdt in dat een ervaren medewerker als Jimmy buddy is voor nieuwe collega’s als Jesper. ‘Dit zorgt voor een soepele introductie van nieuwe teamleden en helpt bij het zich snel eigen maken van werkprocessen en cultuur binnen onze organisatie.’

FOUTEN MOGEN MAKEN

‘Waarom werken bij Defensie zo boeiend is? Je draagt bij aan iets van maatschappelijk belang: de veiligheid van Nederland. Bij Defensie mag je fouten maken. Fouten maken is heel menselijk en onvermijdelijk als je nieuwe dingen uitprobeert. Een proactieve houding wordt hier gewaardeerd. Verder heb je bij Defensie een heleboel carrièremogelijkheden en er is een goede werk-privébalans. Projecten zijn bijzonder vanwege de grootschaligheid en de indrukwekkende systemen en high tech die worden ingezet.’

TEAMSPIRIT

Defensie organiseert allerlei activiteiten om de organisatie goed te leren kennen en teamspirit te bevorderen. ‘Je wordt meteen betrokken bij je collega’s van de operationele eenheden. Je mag meevaren, meevliegen of meerijden. Echt te gek!’



RKEN

KENNIS EN PASSIE COMBINEREN

Na zijn studie Materials Science and Engineering aan de TU Delft zocht Jeroen een baan waarin hij zijn kennis kon toepassen en dat kon combineren met zijn passie voor materialen en (militaire) lucht- en ruimtevaarttechniek. Die vond hij bij het bureau typemanagement F-35 binnen de afdeling Luchtvaartssystemen van COMMIT op de Kromhout Kazerne.

TRAININGEN EN OPLEIDINGEN

Jeroen houdt zich bezig met luchtwaardigheid en instandhouding van de Nederlandse F-35A-vloot, specifiek op structures-gebied. 'Mijn collega's en ik behandelen onderhoudsinspecties, reparatieverzoeken, ontwerpwijzigingen en modificaties. Ook starten we onderzoeken op voor het verbeteren van onderdelen of procedures. Daarnaast zijn we vaak op reis voor internationaal overleg of voor het volgen van trainingen en opleidingen.'

WARM WELKOM

'Vanaf dag één werd ik opgenomen in het team. Mijn collega's nemen mij mee in alles wat er speelt binnen bureau typemanagement F-35, maar ook binnen de F-35 wereld. Zo leer ik wat belangrijk is en waarop ik moet letten. Daarnaast is het een sociale groep: er is altijd ruimte voor een grapje en elk kwartaal hebben we een teamuitje. Erg gezellig.'

MEE MET MILITAIREN

Jeroen is ook een aantal keer bij de operationele eenheden zelf geweest om zo een goed beeld te krijgen van wat er speelt bij vliegers, onderhoudsmedewerkers en planners. 'Ook zij staan altijd klaar om je te helpen waar nodig is. Ik ben blij dat ik voor Defensie heb gekozen!'



Ontdek je rol

Als burgermedewerker kun je alle kanten op.
Ontdek je rol en scan de QR-code.

werkenbijdefensie.nl

‘Een gemeente is óók technisch bezig’

Sinds hij werkt voor de stad waar hij geboren en getogen is, kijkt Jerry Gerges Tadrous anders naar zijn omgeving. In het bijzonder naar de vele bruggen. Het is het onderwerp waarop hij zich de komende jaren wil gaan specialiseren, met als kers op de taart: een brug bouwen over het IJ.



Jerry is technisch projectleider bij het Ingenieursbureau van de gemeente Amsterdam. Hij deed er zijn afstudeeropdracht en bleef hangen. ‘Tijdens de civiele bedrijvendagen in Delft stond de gemeente Amsterdam er met een stand en bij het zoeken naar een afstudeeropdracht kwam ik ze weer tegen. Toen pas realiseerde ik me: ‘een gemeente is óók technisch bezig!’

EEN EIGEN INGENIEURSBUREAU

‘Ik wist niet dat Amsterdam een eigen Ingenieursbureau had. Nu ik er werk zie ik dat de thema’s heel breed zijn en de projecten enorm. Amsterdam is uniek met zijn vele grachten. Honderden bruggen en tientallen kilometers kademuur zijn momenteel aan het eind van hun levensduur en dat brengt veel werk met zich mee. Mijn kennis van bruggen, wegen en kades is nu al ontzettend vergroot.’

KICKSTART

Jerry studeerde Civiele Techniek (bachelor) aan de TU Delft en deed daarna een master Construction Management and Engineering. ‘Als je begint bij de gemeente krijg je een kort inwerktraject. Ik had het geluk dat ik twee begeleiders kreeg. Met één collega werkte ik aan bruggen met de andere aan parkeergarages. Deze ervaren projectleiders maakten me wegwijs in het vak. Tijdens mijn afstuderen solliciteerde ik op de functie assistent-projectleider. Ik

ging aan de slag met gerichte leerdoelen en nu ben ik technisch projectleider. Ik heb aan vier bruggen gewerkt en die worden nu aanbesteed en gebouwd. Hoe tof is dat?’

MENSENWERK

Jerry noemt zichzelf een gamma-type. ‘Het is belangrijk om dingen technisch voor elkaar te krijgen, maar het is de toon die de muziek maakt. Het is allemaal mensenwerk, maar je moet onderbouwen waarom je bepaalde keuzes maakt. De opdrachtgever kan zeggen: ‘ik wil daar een brug.’ Beheerders maken zich druk om: ‘hoe beheer je de brug?’ Zo hebben alle betrokken partijen hun eigen belang. Het is mijn taak om de juiste mensen aan tafel krijgen.’

EXCURSIE VOOR JONGE COLLEGA'S

‘We gaan regelmatig naar buiten om te zien waarvoor we het doen. Onlangs werd er nog een excursie georganiseerd voor collega's naar een oude, beweegbare brug om te kijken hoe nou het bewegingsmechanisme in elkaar steekt. Ik heb ook een technisch trainee begeleid. Hij was mijn assistent en samen vormden wij het bruggenteam. Nu is hij ook projectleider binnen het Ingenieursbureau.’

LEREN EN AMBITIE

Bij de gemeente Amsterdam kun je continu leren en ontwikkelen. ‘Er werken 1.200 mensen bij het

Ingenieursbureau. Je kunt je aanmelden voor verschillende vakgroepen zoals bijvoorbeeld het GIS gilde (geografische informatie systemen) of de vakgroep assistent-projectleiders. Met de collega's uit deze vakgroep ontwikkelen we tools om projecten efficiënter te maken. Zo werkten we aan een programma van eisen (basisspecificatie) voor verschillende civiele assets. Teamleiders zijn ook heel meedenkend: ‘Is dit niet wat voor jou?’ Naast de vakgroepen heb je ook focus- en intervisiegroepen en crossmentoring. Over een paar jaar hoop ik door te groeien naar technisch manager.’



VOLG HET INGENIEURSBUREAU OP LINKEDIN
[WWW.LINKEDIN.COM/COMPANY/INGENIEURSBUREAU-AMSTERDAM/](https://www.linkedin.com/company/ingenieursbureau-amsterdam/)



UNWRITTEN RULES

● People often dismiss me as an idealist. A proud 'right!' is usually my reply, but then they follow up with 'you'll learn'. I'll laugh along, but in my head, I'm thinking about my mother (recently retired after 35 years at the Municipal Health Services) my grandmother (fired as a general practitioner for having children) and their distant ancestor (Kenau Simonsdochter Hasselaer – Look her up!).

In short: I've had an upbringing that allows me to turn my ideals into words and action. Though I'll be the first to admit that when you are brimming with principles, it's unhealthy not to also be a bit hypocritical sometimes.

With that introduction out of the way, I'd like to give you a brief history of the Netherlands. We had it all figured out here. At some point. On paper.

In reality, the world - our country being no exception - is a bit of a work in progress. More recently, it hasn't helped that apparently many people were doing so great, they kept voting mr. Rutte into office. But then I graduated at the TU Delft, where along the way, I caused a cultural landslide with my columns. With my degree and youthful energy, I became a government worker. Now it's all fixed, happy end, roll credits, everyone can go home. Not.

Nearly anyone can tell you that it's a bit more complicated than that, that transitions are ridiculously complex, and that there will be some walls in your way. Some of those are 'unwritten rules' (as students, we called those 'mores' or AhB 'always has been'). When I was approached to write this piece, my first reaction was 'good', a quick one: unwritten rules are bullshit. Write down your rules and be kind'.

Did you just hear a deep sigh emit from many a bar and living room? That's the sound of people who know me, who had hoped to finally have a quiet beer without me around. 'YES Noor', they're shouting by now, 'But is there anything you think is not broken?'

Especially for them, for you, and mostly for myself, a bit of constructive advice. Four tips that have helped me:

1. Personal style. If you wanna be taken seriously as an engineer, it might help to wear a blue shirt and carry a briefcase. If that's you, go for it. Looking a bit more original is also fine. I would advise saving your crop top for the weekends (for now).
2. Patience. Pick your moment, pick your battle, and keep it fun for yourself too. But when you have a thought, and you've slept and/or lost sleep over it, you're allowed to express it.
3. Respect and curiosity. You may know loads, but so does that one luddite boomer in your office, just different things. Same goes for the check-out-android, the nurse, and even the protest-farmer.
4. Find your people. Obvious, but still: doing something you care about helps. I've never made contact as easily as when I started graduating at 'Optical Smart Malaria Diagnostics'.

If we can do that, and manage to keep laughing through it all, the world might be better off.

Noor van Driel

Alumnus TU Delft (systems & control) ■

'The world
might turn
out all right
after all'



FYI

Welcome

Welcome to your global 4TU alumni network! A strong, tight and worldwide network of Dutch engineers. This network, consisting of alumni from TU Delft, Eindhoven University of Technology, Wageningen University and the University of Twente, is represented in the most prestigious organisations within our different technical fields, but in many cases also in self-funded start-ups. The network, therefore, represents a significant source of skills, contacts, and advice.

TIP

UTwente Young Alumni Network

Young alumni face different challenges than someone whose career is further along. Therefore, young alumni under the age of 35 can join the UT Young Alumni Network (YAN). YAN organises readings, workshops, networking drinks and other activities. These activities are focused on personal and professional development, networking, company visits and, of course, having fun.

The UT Young Alumni Network: for and by young alumni.
Join us! utwente.nl/yan or e-mail: alumni@utwente.nl



TIP

Don't forget about WUR!

Once a Wageningen, always a Wageningen! As a WUR graduate, you belong to a worldwide community of more than 65,000 alumni. The WUR community is the place to keep your knowledge up to date, get inspired by our research, and to meet other Wageningers. Check out www.wur.eu/alumni for all information on what we can do for you after graduation and make sure to update your contact details via www.wur.eu/changecontactinfo so we can stay in contact with each other.

FACT

PLEASE REMEMBER THAT ALL ALUMNI ARE ALSO MEMBERS OF A MUCH LARGER NETWORK OF OVER 280,000 GRADUATES FROM THE FOUR DUTCH TECHNICAL UNIVERSITIES WHICH CONNECTS YOU TO A RICH LEGACY OF INNOVATION AND EXCELLENCE. BE PROUD AND SHARE YOUR EXPERIENCES AT OUR INSTITUTIONS WITH OTHER PEOPLE. BESIDES JOINT ACTIVITIES IN THE NETHERLANDS, THERE ARE ACTIVE ALUMNI COMMUNITIES IN AUSTRALIA, CANADA, FRANCE, GERMANY, THE NORDICS, SPAIN, SWITZERLAND AND THE USA. JOIN YOUR GLOBAL 4TU ALUMNI NETWORK!



QUOTE

‘As a fresh graduate who is just starting her professional career, being a member of the alumni community is an opportunity for me to talk to people who have walked through similar paths and make new connections, whilst maintaining the ones I made during my studies.’



ARIADNE RENTERÍA CASTAÑEDA, CLIENT ASSOCIATE AT SCHNEIDER ELECTRIC, ALUMNA TU/E SUSTAINABLE ENERGY TECHNOLOGY (2023)

GOOD TO KNOW

TU Delft for life

Keep developing yourself! You can follow interesting online courses with a discount, get free access to scientific research at the library and expand your network at interesting (company) events. Check out the Career Centre for one of their workshops, make use of the one-to-one coaching sessions and find interesting vacancies at the TU Delft Your Career Portal. Want to know more?

[Join on www.tudelftforlife.nl](http://www.tudelftforlife.nl)



FYI

Connect with TU/e alumni worldwide!



Stay connected with your alma mater TU/e and your fellow study mates by registering on the TU/e Alumni Portal! Explore the benefits of registering at www.tue.nl/alumni and discover what the alumni community can mean for you. Dive into the alumni community for inspiration on engineering, networking opportunities, and access to exclusive events. Make progress through connections with TU/e alumni.



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We create solutions together.



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At NTS, we do it together. Just like our colleagues. Do you want to create unique solutions for our customers together with your colleagues? Do you think ahead and do you want to connect theory and practice?

[Discover more >](#)

Explore what we have to offer.

Meet NTS. We are a first-tier contract manufacturer of (opto-)mechatronics solutions in the semiconductor and analytical market. We are your partner-of-choice for unique technological competences in Europe, Asia and the US. We are an integrator for the complete supply chain and an innovator when it comes to redefining manufacturability.

We reimagine what's possible

At NTS, innovation and collaboration go hand in hand, and excellence knows no limits. What sets us apart is the way we think and work, cohesively. Together, we create unique solutions for highly complex challenges. Together, we reimagine what's possible.

Get to know our promises

Our promises define different aspects of who we are. First of all, at NTS, you have the freedom and trust to reimagine what's possible. Secondly, you are part of the global NTS team where you build upon and support your local and international colleagues. Thirdly, at NTS, we reimagine what's possible. We lay

the foundation for the fast-changing technology environment. Additionally, we help achieve technological ambitions. Together, we create unique solutions for highly complex challenges. And finally, everything at NTS, we do together. Together, we charge forward to make it possible.

Job locations

We have job offers in Eindhoven, Hengelo, and Nijmegen. In Eindhoven, cleanliness is essential. Here, you'll find cleanroom mechatronic assemblies, frames, sheet metal, and precision parts. In Hengelo, you'll encounter high-precision mechatronic systems and ultra-precise components. And in Nijmegen, our focus is on optical, laser, and opto-mechatronic tooling, systems, and modules.

Job areas

Explore our job areas, each offering unique opportunities for growth and innovation:

- Development & Engineering
- Operations
- Commercial
- Supply Chain

NTS in a nutshell

- ▶ 5 Countries:
NL | CZ | SG | CN | US
- ▶ 75+ Years of experience
- ▶ More than €400 Million revenue
- ▶ 50% growth in 2 years
- ▶ >2.000 colleagues
- ▶ One approach
- ▶ Family-owned company

Let's make it possible at NTS

Ontdek jouw *toekomst* bij Capgemini

Een interview met de Algemeen Directeur van Capgemini Nederland

Kan je jezelf eens kort introduceren?

Ik ben Jeaninne Peek en werk als Algemeen Directeur voor Capgemini Nederland. Daarnaast ben ik Boegbeeld van Topsector ICT, Raadslid bij de SER en zit ik in het Dagelijks Bestuur van VNO-NCW. Ik ben getrouwd en heb twee dochters. Zij studeren allebei aan de Universiteit van Twente. Daarnaast vind ik het leuk om in mijn vrije tijd te koken en te eten en daar staat dan tegenover dat ik ook veel sport. Ik lees graag boeken en ga in de zomer graag zeilen.

Hoe zou je je studenttijd omschrijven?

Ik heb Technische Bedrijfskunde gestudeerd aan de Universiteit Twente. Ik vond mijn studietijd enorm leuk, omdat het een stad is met een echt studentenleven. Wij mochten 6 jaar studeren en heb er ook 5.5 jaar over gedaan om alles eruit te halen. Ik ben actief geweest in het studentenleven, dit hoort bij sociale vorming en is een belangrijk onderdeel van je studententijd.

Hoe ervaren de zelf de overstap van student naar het bedrijfsleven?

Ik heb geleerd dat je in het bedrijfsleven pas merkt waar je kracht en passie ligt. Je kracht en passie bepaalt ook veel meer je toekomst dan wat je precies gestudeerd hebt.

Voor mij is het nooit een doel geweest om in deze positie terecht te komen. Gaandeweg mijn carrière heb ik verschillende stappen gemaakt. De keuzes die ik hierin heb gemaakt waren vooral gebaseerd op wat ik leuk vind om te doen en waar ik een passie voor heb. Vind je je baan leuk, dan ben je over het algemeen goed in je werk en ga je vanzelf opvallen. Zo heb ik ontdekt dat mijn passie ligt in een managementrol en ben ik door bij verschillende bedrijven ervaring op te doen doorgroeid tot Algemeen Directeur bij Capgemini.



Wat onderscheidt Capgemini van andere Consultancy bedrijven?

Capgemini is transformatie partner van onze klanten door de inzet van technologie. We beschikken over kennis op het gebied van engineering tot aan digitalisering en daarom kunnen we klanten helpen op gebied van advies en implementatie van technologie, wat Capgemini een unieke samenwerkingspartner maakt. Daarnaast heb je bij Capgemini veel ruimte om je ook te ontwikkelen in diverse richtingen. Zo kan je switchen van vakgebied of divisies binnen het bedrijf. We werken veel voor de Nederlandse Overheid, maar ook voor de energietransitie. Dit maakt dat de maatschappelijke impact van ons werk groot is. Daarnaast werken we ook veel voor grote internationale bedrijven in Nederland en kan je als Young Professional hier veel leren. Ben je uitgeleerd bij een bedrijf? Dan kan je vrij gemakkelijk de stap maken naar een opdracht bij een ander tof bedrijf. Ook zie je dat Capgemini veel investeert in onze Young Professionals. Jonge mensen brengen dynamiek. Ze brengen nieuwe perspectieven. Ook de markt verandert in dusdanig snel tempo. Als je geen jonge mensen aantrekt in je organisatie, word je minder flexibel. Ook willen we graag jonge mensen opleiden. Op de Universiteit leer je heel veel, maar in het bedrijfsleven gaat het er toch een stuk anders aan toe. Daar leer je hoe je al die theorie toepast in de praktijk.

Je zit al een tijdje in de IT sector, wat zijn uitdagingen die jij hebt ervaren als vrouw in deze sector?

Dat er veel te weinig andere vrouwen zijn! Binnen de IT en techniek ben ik er gewend aan geraakt dat ik me begeef in een omgeving met meer mannen. We zien wel dat de interesse om in de IT te werken groeit onder vrouwen. Nu zie je gelukkig meer vrouwen in topposities, maar toen ik voor het eerst in een topfunctie binnen de ICT kwam was ik echt één van de weinigen.

De maatschappelijke effecten van digitalisering worden steeds belangrijker en daarmee wordt het voor vrouwen vaak ook interessanter om de stap naar de ICT te maken. Als je nu kijkt naar techniek en de rol van techniek in de maatschappij, dan zie je dat de maatschappij niet kan functioneren zonder techniek. Ook als je kijkt naar grote problemen in de samenleving, zoals betaalbaarheid van de zorg of de energietransitie, dan kan je dit alleen goed oplossen als je techniek inzet. Dit maakt de maatschappelijke relevantie van wat wij doen steeds groter en dit stimuleert dames ook om een stap richting techniek te maken.

Welk advies zou je willen geven aan jonge vrouwen die de ambitie hebben om ook een topfunctie te bekleden?

Je moet gewoon lekker beginnen. Hoge ambities hebben is goed, maar je moet je hier niet blind op staren. Je moet

wel voor jezelf opkomen en niet wachten tot je wordt gevraagd. Als je ambities hebt, spreek ze dan uit. Het is vooral belangrijk dat je iets doet waar je passie ligt en waar je goed in kan zijn. Dan komen de kansen vanzelf voorbij en moet je op tijd springen.

Op gebied van ethiek is Capgemini meermaals genomineerd voor verschillende awards. Waarom is dit zo belangrijk voor Capgemini?

Ik zou niet kunnen werken bij een bedrijf wat ethisch niet oké is. Als je bij een bedrijf werkt waar onethische zaken gebeuren, dan zie je meteen wat dat doet met de gehele organisatie, wat de impact is op het bedrijf en op de trots van de medewerkers om te werken voor het bedrijf. Daarnaast doet het ook veel met de klanten en hoe zij naar jou kijken.

Voor mij is het van cruciaal belang om voor een bedrijf te werken wat ethisch handelt en het is daarom ook belangrijk om hier goed onderzoek naar te doen voordat je ergens start.

Heb je voor jezelf bepaalde ambities in je carrière of daarbuiten?

Ik ben me in de loop van de tijd steeds meer gaan inzetten voor maatschappelijke topics. Daarom neem ik ook andere functies op me en ben ik bijvoorbeeld Ambassadeur van de Universiteit Twente. Onze TU's zijn super belangrijk voor het aanleveren van voldoende goedgeschoolde mensen. Je wilt dat het niet alleen gaat om dat mensen een technisch vak leren, maar ook dat dit gebeurt in de context van de maatschappij. Daar probeer ik me voor in te zetten, met een speciale focus op studententeams. Zo werken we op dit moment nauw samen met het Solar Team Twente. Hier krijg ik veel energie van en kan me best voorstellen dat ik in de toekomst me nog meer ga bezighouden met alles wat met de maatschappij te maken heeft.

Welke tips heb je voor studenten die op korte termijn op zoek gaan naar hun eerste baan?

Ik zou de studenten willen adviseren om goed te kijken naar of ze zich thuis kunnen voelen bij een bedrijf en daarvoor moet je soms dieper graven dan enkel de website te bekijken. Ik zou de studenten adviseren om open-minded te zijn. Begin ergens en ontdek waar je kwaliteiten liggen. Het is goed om bij een bedrijf te starten wat je iets te bieden hebt, wat groot genoeg is en waar je wat keuzeruimte hebt, zodat je ook de gelegenheid krijgt om te ontdekken waar je goed in bent.

GET THE FUTURE YOU WANT
www.werkenbijcapgemini.nl



Unraveling plant properties with data science

As the head of the Crop Data Science department at KeyGene in Wageningen, Marcel van Verk facilitates researchers who develop and use data and deep learning models to improve crops worldwide. “Artificial intelligence is a powerful tool for unraveling plant properties, but highly depends on the quality of the input data,” he says.

Van Verk did a PhD in Leiden on defense mechanisms in plants. Meanwhile he mastered computer science as a hobbyist. “When the first DNA sequencing machine was brought to market, I realized I could use it to find pieces of relevant DNA that we could follow up in the lab,” says Van Verk, who started to integrate the use of data in his scientific work. The field of Bioinformatics hardly existed when Van Verk moved on into a postdoc position where he could devote half of his time on data and the other half in the lab. Later, data science and software development became the core of his scientific work at the Universities of Leiden and subsequently Utrecht. In 2017 he joined KeyGene as a team leader in the Crop Data Science department, which he currently heads as Vice President.

DEEP LEARNING

KeyGene’s partners are plant breeders that aim to develop crops with a higher yield or improved resilience to diseases or drought. Data science is a great help because it can identify plant properties and relevant genes much faster than traditional breeding methods. “We develop complex computer models based on artificial intelligence and deep learning to facilitate the selection of plants for breeding,” says Van Verk. “To analyze several types of data, like gene



sequences or gene expression datasets, but also photographs of plants. A good model will find properties that we can link to specific gene sequences and ideally reveal unexpected relations.”

EXPLAINABLE AI

However, finding relevant information is only possible with the right kind of data. Van Verk: “AI models can take misleading shortcuts. Take training an AI to spot tomatoes in images by the red color. If a red truck appears often in the background, the AI might start associating trucks with tomatoes instead.” Because artificial intelligence is essentially a ‘black box’, KeyGene’s Crop Data Science department also specializes in explainable AI, which aims to find out what happens inside a model. “Trying to find out how a model weighs its input information helps to understand the model, but can also lead to new insights on the data,” says Van Verk.

COLLABORATION

Such insights must always be verified in real plants in the laboratory, which happens in-house. Collaboration between different teams at KeyGene is essential and comes natural. The company also has strong bonds with both industry and academia, says Van Verk: “We operate right between the two, working on scientifically relevant topics that are directly applicable. This attracts new employees that are really motivated to do something useful for society in their work.”

JUST THE RIGHT SIZE

As Vice President, Van Verk creates the preconditions for his staff to flourish, and also contributes to the strategy of KeyGene as a whole. He feels that with about 150 employees, the company is just the right size. “We have experts for every part of the research line, which gives us a lot of innovation power. Yet we are small enough for everyone to know each other,” says Van Verk, who especially likes the energy among KeyGene’s employees. “Every day we are working on groundbreaking innovations, and there is a strong feeling of doing that together,” he says. “Often we have a vision but we don’t yet know how we will reach our goal. Yet after a few years our ideas worked out and we all feel proud.”

www.keygene.com



AISHA HASSAN AND

LUKAS PALTANAVIČIUS

ALUMNI WUR

7000 KILOMETRES

OF LEARNING

Cycling to sustainable farms

● In May 2022, alumni Dutch-Somali Aisha Hassan and Lithuanian Lukas Paltanavičius got on their sturdy touring bikes in Wageningen for their cycle journey towards Tanzania. Hassan did the Master's in International Development Studies, Paltanavičius had done a master's degree in Biobased Sciences. Along their adventure they aimed to visit regenerative farmers. These are farmers who produce food while paying a lot of attention to the health of the soil and to biodiversity. The couple's mission? To learn from these farmers, explains Hassan.

'On our first date, I told Lukas about my wish to do a long cycling trip one day. He was startled, thought I had gone mad. The idea of visiting the farms came to us later. Sustainable

agriculture is very important to us. We made a start to realize our dream by writing a project plan. What was our goal, what did we need, and what were the risks? We selected farms to visit, a list that grew during our journey. When we arrived at one farm, we always got suggestions of other places we should visit.'

SPONSORS AND SUPPORT

Of course, money was a big problem, the two say. 'But once we had worked most things out, we figured that must be solvable too. So we attracted sponsors and NGOs to support us. Along our journey, we wrote articles about our trip to make some money. And we made a series of educational videos about what we learned, for the Wageningen Farming Systems Ecology chair group.'

'On our way, we enjoyed breathtaking views', Aisha says. 'The start of the Rift Valley in Jordan was very impressive. We crawled up the mountain by bike in the burning sun, but once we got to the top, we saw the road winding down for kilometres through a breathtaking desert landscape.'

Jordan was altogether very special, they say. 'It is terribly dry and yet the farmers there have smart ways of getting the best out of the soil and growing food. And the people shared the best they have with us as their guest. But we also encountered dangerous moments, cycling through tunnels without a decent cycling path and a cow that trampled on our little tent.'

A farmer from Kenya told us: "The best thing you can do is to establish a good regenerative farm, the second-best thing you can do is to establish a bad regenerative farm." What he meant is that you learn how to do things better as you go along. That is how we approached our project. We are learning more and more as we go along.'

Aisha: 'Our project is now taking us to Boston. I am starting a PhD-project on regenerative farming and payment for ecosystem services at the Massachusetts Institute of Technology (MIT), near Boston. Of course Lukas is joining me, looking where his next step will take him.' ■

Een IT-baan bij UWV is niks voor jou, tenzij je een baan wil met complexe IT-uitdagingen

Als IT'er bij UWV heb je een belangrijke baan. De dienstverlening van UWV is immers zowel voor medewerkers als voor burgers steeds meer afhankelijk van een goed werkende informatievoorziening. Je werkt dus echt voor ons allemaal.



Als IT'er bij UWV draag je direct bij aan de sociale zekerheid van 1,2 miljoen mensen. Dat kan in verschillende functies. Van businessanalist tot testanalist en van scrummaster tot security specialist. Als IT'er zorg jij ervoor dat onze 23.000 collega's elke dag op een goede manier hun werk kunnen doen om cliënten te helpen. Je zorgt ervoor dat applicaties up-to-date blijven en

goed getest weer live worden gezet. Je draagt bij aan de veiligheid van onze data en dat onze websites en systemen in de lucht blijven zodat cliënten ons kunnen bereiken en aanvragen kunnen doen. Belangrijk werk, zodat we elke maand op tijd alle uitkeringen kunnen overmaken naar onze cliënten die daar vaak op zitten te wachten.

'Als IT'er heb je hier een grote verantwoordelijkheid, omdat je met heel veel cliënten en bedrijven te maken hebt,' vertelt Principal Software Engineer, Jean-Paul. 'Je wil dat zij makkelijk bij hun gegevens kunnen, dat mensen snel een uitkering krijgen en dat adviseurs in één oogopslag kunnen zien wat er speelt bij hun cliënt. Maar dat moet wel veilig en verantwoord.'

De lat ligt hoog op het gebied van performance én veiligheid. 'Gelukkig heb ik een team dat daar net zo hard hun best voor doet als ik. Met elke nieuwe deployment van onze app!'

MEER WETEN OVER WERKEN
IN DE IT BIJ UWV? OF OVER
HET TRAINEESHIP DAT BIN-
NENKORT VAN START GAAT?
BEZOEK ONZE WEBSITE:
[WERKENBIJUWVINIT.NL](https://werkenbijuwvinit.nl).



Managescape aims to tackle workplace inequality

Providing managers with a data tool to gain insights into their team composition. That is what UT alumni Amalia Bălan (24) and Madalina Plosnita (22) are working on at their start-up Managescape. The duo wants to prioritise data over feelings and seeks to promote greater diversity in recruitment.

- They met during their bachelor's in communication science. Amalia Bălan from Romania and Madalina Plosnita from Moldova. After their internships, their paths crossed again and it just so happened that they both had the exact same experience at their respective workplaces: they saw managers putting together a team or hiring new staff based on their feelings rather than science-based data. Bălan: 'And believe me, it's a big problem. Because managers tend to hire people they can recognise themselves in: the similarity-attraction effect. Not only does this lead to great inequality, it can also result in your team missing certain hard and soft skills. We wanted to do something about that.'

ARTIFICIAL INTELLIGENCE

That 'something' led to the birth of Managescape in March 2022. Managescape is a tool that offers guidance in forming a team, specifically for managers of medium and large size companies. The data is based on the qualities of the employees already working at the company. Plosnita: 'We provide

employees with a neuroscientific questionnaire to identify their unique profile through artificial intelligence. This includes personality, mutual connection, technical skills - such as programming or accounting - and soft skills such as creativity and critical thinking. This way, a manager knows exactly what skills and qualities they have within their workforce, but also what is still missing.'

The duo built the tool themselves and it is now part of the Novel-T ADVANCED programme.

'A start-up is a continuous learning process,' Bălan adds. 'Madalina and I believe in our mission one hundred percent, but in this phase, finding the right people for our start-up is difficult. Our resources are limited and you need to intrinsically motivate people with a long-term vision to get them on board. For now, we're doing everything with just the two of us and we receive support from two colleagues from Novel-T in IT and communications.'

In the future, Managescape hopes to help all sorts of companies with team formation. For the coming period, the focus will be on the healthcare and education sectors. 'The Dutch healthcare sector is supposed to be largely digitised by 2030, but institutions often have no idea whether and to what extent their employees are ready for this. We can help by mapping out the complete staff profile. What skills are missing in the workplace? A manager or HR can take this into account during recruitment. Then, choices can be made based on specific data,' explains Bălan.

FILTER BUBBLE

According to her, the biggest problem Managescape wants to tackle is the initial filter bubble used by managers. 'They choose people they feel good about. That is often a narrow selection, but it has major consequences. A lot of talent is left out and as a company you lose that talent.' Plosnita: 'And subjectivity has another big disadvantage. Managers can make choices in an application process that not everyone supports. Our report provides transparency in the recruitment process and in the internal decisionmaking process.' ■



7 practical ways you can grow and develop at ASML

Discover how we foster a culture of innovation by promoting lifelong learning and investing in our people's development

In 40 years, ASML has grown from a small start-up to a company with more than 40,000 employees. Together, they push the boundaries of technology and build the most complex machines in the world. These people, along with the knowledge they carry, are the lifeblood of our organization, so it is important to keep them engaged and support their development. How do we do that? Read on to find out all the ways we're investing in our people's growth.

1. On-the-job training

At ASML, we're doing engineering work unlike any other company. Once you've joined us, you'll need time to adjust and get up to speed with our complex technology. Luckily, we offer you our most valuable asset to support your training, the knowledge of our people. We draw from almost 40 years of innovation, and our pioneering engineers are eager to share their expertise. A great example of this is our annual Technology Conference, which started out 22 years ago as a knowledge-sharing event among engineers and has become one of the world's largest technology insights and innovation conferences. Training on the job is the standard, given the specific knowledge and way of working needed by each team to contribute to our technology. If you're up for the challenge, you will grow quickly, while having the opportunity to share your fresh ideas.

2. Engineering training like nowhere else

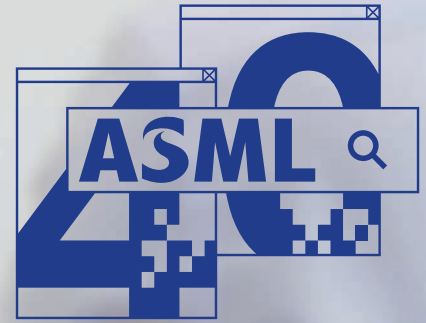
Our machines are some of the most advanced and complex in the world and the engineering skills that they require are unique. For this reason, we've built state-of-the-art training centers in our locations around the world that – depending on your role – will help you get hands-on experience with our machines before you even set foot in the cleanroom. These facilities include virtual reality training rooms that allow you to 'virtually' access our lithography systems, and practical training courses where you engage with close replicas of our machines. Moreover, you can experience our unique software first-hand and learn from our experienced colleagues-turned-trainers.

3. Internal mobility

Investing in our people and their development also translates into long-lasting careers at ASML. To ensure our team members experience job satisfaction and a flourishing career, we make sure to provide you with ample internal mobility and career education opportunities. Every year there are multiple career development events, lectures and workshops, a global internal careers festival and a dedicated internal job posting platform. This way, employees can learn tips and tricks from expert lectures, educate themselves on career matters and check out vacancies across departments and disciplines. Interested in a radical career jump? It's possible at ASML.

4. Best-in-class learning solutions

Collaboration is one of our core values, so we've enlisted nearly 300 external learning partners to help us boost our people's growth. From Harvard and INSEAD, to MasterClass, our teams have access to over 300,000 learning and development courses via our in-house learning experience platform. With a wide variety of topics available, you can choose to become an excellent public speaker, unlock a new engineering skill or pick up any other non work-related skill you want to develop, like gardening or cooking. In fact, our people make the most of all these courses. According to internal research data, in 2022 every ASML employee spent 50 hours in formal training – equivalent to almost seven workdays dedicated to learning.



5. Personalized training programs

With an enormous number of learning courses available, it's easy to feel overwhelmed and you may need guidance on how to best approach your development. To help our people navigate all this learning content, we've built a global community of in-house learning and development experts. They know everything about ASML's learning and development opportunities and can set up personalized learning programs for you. That training trajectory will set you up for success in your chosen career path.

6. Mentoring and coaching

Our employees also have access to coaching programs from both external and internal experts, enabling a holistic approach to career development. ASML leaders are the first line of informal coaches available, supporting our employees through on-the-job training and guidance. Some departments, for example, have mentorship programs, connecting senior engineers to new members of the team. Where professional coaching is needed, our employees have access to an automated coaching platform which assigns them a coach based on expertise, location and language.

7. Leadership training

We support our people to develop into leaders that will inspire and motivate their teams to make the impossible possible. We achieve this through a variety of leadership training courses, such as programs that help first-time leaders develop people management skills and leadership capabilities. We also have advanced programs for experienced leaders to further develop and prepare for strategic roles. In addition, we offer the Early Career Acceleration program (ECAP) for 'high potential' young leaders to develop their skills, and the Advanced Leadership Acceleration Program (ALAP), which is a nomination-only global talent development program for experienced leaders. Lastly, an internal executive leadership initiative connects ASML executive leaders so we can increase cross-sector collaboration.

About ASML

ASML is a high-tech company, headquartered in the Netherlands. We manufacture the complex lithography machines that chipmakers use to produce integrated circuits, or computer chips. In almost 40 years, we have grown from a small start-up into a multinational company with over 60 locations in 16 countries and regions, more than 40,000 people of 143 nationalities, and annual net sales of €21.2 billion in 2023.

Behind ASML's innovations are engineers who think ahead. Our researchers, engineers, and manufacturing specialists, as well as our high-tech hardware and software, all work at the edge of what's possible. That's why our customers include all the world's leading chipmakers.

Because ASML spends €3.3 billion per year on R&D, our teams have the freedom, support, and resources to experiment, test and push the boundaries of technology. They work in close-knit, multidisciplinary teams, listening to and learning from each other.

If you are passionate about technology and want to be a part of progress, visit www.asml.com/careers



Een baan met impact

Wil je werk doen met impact? Werk dat écht het verschil maakt. Bij de provincie Noord-Holland bouw je mee aan je eigen toekomst en die van bijna 3 miljoen inwoners. Inspirerend. Innovatief. Duurzaam. Urgent.

De energietransitie, infrastructuur, de kwaliteit van het landelijk gebied, mobiliteit en woningbouw vragen om innovatieve oplossingen. Noord-Holland gaat de komende jaren sterk veranderen. Om dit goed te doen, zijn we op zoek naar specialisten op het gebied van natuur, water en bodem. Ben jij een expert in de techniek, IT/Data of heb je andere talenten, dan hopen we dat jij ons team komt versterken.

Bij de provincie geef jij de toekomst vorm.





IS THERE LIFE AFTER STUDYING?

“Is there life after death?” is a theoretical and quite distant question (knock on wood). “Is there life after studying” is a much more pressing question for recent graduates like me. If you exchange your freedom and joy of your student life for a nine-to-five in the office, are you still really living?

To orientate myself on a potential job, I joined an Inhouse Day at a consultancy company. A young starter at that company reflected on starting to work there and said to us: “You can never study long enough, you know!”. And he laughed uncomfortably, reaffirming this notion of a dull and stressful working life. Red flag.

But what is actually being missed most? It must be the life around your student workweek. Things like friends on a bikeable distance, spontaneous beers, casual conversations, trying out new things. But from all those things we tend to miss, I guess it’s not the student workweek itself. Because that student workweek often lacks fulfilment, I would argue. Oftentimes, I have found myself investing in a skill or in knowledge that is still a long way to fully master, while I’m not sure I will actually use at all it in my future work. What purpose does this serve, what impact does it have?

Most readers of this magazine will be graduates from a rather technical study. My study involved a mix of disciplines, for example economics and sociology. In the morning, I would assume I want to maximise my utility (‘happiness’) by calculating the best combination of eggs and milk, in a group with three and a half other students, as one has a severe hangover. In the afternoon, I would interpret the meaning I attach to eggs and milk by applying a social theory. The practical applicability is far from being found.

The working life also means: less efforts just for the sake of learning with no actual impact on the world. Away with those imagined eggs. No, just working on something real, together with other professionals, creating something of value, something that somebody else will use. And even is willing to pay you for. From hypothetical eggs and milk to a tangible nest egg in your bank account. Not bad, that ‘real world’, I presume.

Steven Snijders

recently graduated with his MSc in Economics and Policy (WUR) and is currently in the no-mans-land between studying and the life of a working person. ■

This is the time for innovative solutions

She works on better air quality, he researches new applications of AI. Meet two people behind the innovations: Charlot Felderhof and Denzil Joy. Both are time setters at TNO.



‘At TNO, you can switch disciplines. That way, the context of my work changes and I keep reinventing myself.’

Denzil Joy

‘I specialise in AI. After my master’s, a PhD or job as a researcher was definitely among the possibilities. Still, I’m not 100 per cent sure I want to devote the rest of my life to that. That’s why TNO is perfect for me, so I can experience different roles and switch departments to try out new topics.’

AI for impact

Denzil has a bachelor’s degree in mechanical engineering and specialised with a master’s degree in Robotics and AI at TU Delft. ‘I am researching how we can apply AI in autonomous vehicles. At TNO, you work with the best experts on innovations that do not yet exist.

On technologies that are so new that the application is sometimes not even clear yet. But which will hopefully contribute to solving all kinds of social problems.’

Startup

‘What I didn’t know when I started here? That you can even start your own company at TNO. When an innovation intrigues me so much that I don’t want to let go of it, this is the place to be. In such case, colleagues can set up a spin-off company with the innovation they’ve developed themselves at TNO. So who knows, maybe you’ll see me as CEO of my own company in the future. How cool would that be?’



‘I wondered if I fit the bill.’

Charlot Felderhof

Charlot studied innovation management at TU Eindhoven and started at TNO in 2024. ‘Sustainability is a very important theme in my life. That’s why I joined Solar Team Eindhoven while studying. At TNO, they work on innovations that really make a difference for a sustainable future. I really wanted to contribute to that and make a mark on our time.’

Positively surprised

Yet Charlot initially doubted whether she should apply. ‘I am not a quantum engineer or a chemist... I have a broad background and wondered if I fit the bill. Even though I have only worked here for a short time, TNO really is the high-tech organisation I expected. And if you think that only men of a certain age work here, think again.’

What really strikes me is the enthusiasm of colleagues: everyone genuinely enjoys what they do.’

Comfort zone

Charlot likes to give herself a challenge. ‘By stepping out of your comfort zone, you develop yourself. I am now project manager at the Energy and Materials Transition unit. I deal with air quality and emission monitoring, a completely new subject for me. In that respect, I have been thrown in at the deep end right away. I get the chance to figure it out myself, but always have the opportunity to ask questions or enlist help.’

Join our team of experts

As a starter at TNO you have many options. You can specialise or you can develop in a broader sense. You could become a consultant or top researcher. Or maybe you see yourself as an R&D engineer or leading a project. TNO offers you fantastic prospects in which you have a great deal of freedom and responsibility in shaping your career. From the moment you join us, your career development is in the spotlight.

TNO innovation
for life

Explore our vacancies,
traineeships and
internships:



START-UP: RESPYRE

Respyre's green concrete breathes new life into the city

The TU Delft start-up Respyre produces 'bioreceptive' concrete: a layer of recycled concrete that can be added to 'ordinary' concrete forming a perfect base for moss growth, without damaging the underlying material. The result: lower temperatures in overheated cities and the capture of fine particulates. Eight insights from CEO, co-founder and alumnus, Auke Bleij.

1. EMBRACE RANDOM OPPORTUNITIES WHEN YOU ENCOUNTER THEM

Auke: 'Respyre saw the light of day thanks to TU Delft alumnus Mark de Kruijff, who identified commercial opportunities in Delft patents for bioreceptive concrete. Soon after that, I conducted research into the heat-island effect, which causes urban areas to become much hotter than surrounding rural areas and to suffer much more from heatwaves. I studied how moisture in the façades of buildings can evaporate, drawing in heat from the streets. It was only by random chance that I came across Mark. 'Out of the blue, a friend said to me: *I know a start-up that's working on that very thing* – and it turned out that Mark had a practical solution for my theoretical idea, which was: to allow moss to grow on buildings.'

2. ADD VALUE TO EXISTING INFRASTRUCTURE

'Respyre doesn't manufacture structural concrete (which needs to be load-bearing), but a coating that goes on top of it. It's made up of 70% recycled concrete. So, that means we're taking waste that's difficult to process and bringing it back to the built environment, where it adds value as the basis for our bioreceptive concrete. It also has the unique property of being able to retain a lot of water and promote moss growth, without damaging the underlying concrete.'

3. YOU CAN ALSO TAKE INSPIRATION FROM NATURE

'Respyre is facilitating a controlled form of what regularly happens on old stone surfaces already. Take our quay walls, where moss can frequently be seen growing. It means that something is damaged, allowing moisture to penetrate the mortar. Our material has the right porosity to enable moss to grow, but is also strong enough to last 30 years.

'One of the great characteristics of moss is the fact that it has rhizoids: A root-like organ that absorbs water and nutrients. Unlike roots, rhizoids don't damage the substrate. This is in contrast to climbing plants and living walls (vertical gardens) that need planting in containers and attach themselves to the substrate (sometimes with destructive results).'

4. THE MOST CONVENIENT SOLUTION IS ALWAYS THE MOST PROMISING

'Our moss can easily compete with living walls and climbing plants. They both need pruning several times a year. They're also incredibly expensive: a living wall can easily cost €500 per square metre. We can take a square metre of moss as our basis and grow 80 square metres of moss from it. It doesn't need pruning and has no need for a container. If you do it at scale, that makes this solution really cheap.'



5. NOTHING ABSORBS FINE PARTICULATES BETTER THAN MOSS

'My main focus was on reducing temperatures. But, at Respyre, I quickly learnt huge amounts about moss in a short space of time. I learnt that moss is not only amazing at retaining moisture but also absorbs huge quantities of fine particulates. Nothing absorbs fine particulates better than moss. The moss also provides a habitat for an incredible number of small insects, enabling you to give a real boost to biodiversity in the city. These characteristics are more than just a positive side-effect. They're potential game changers for authorities facing issues with air quality in their city. In urban areas, levels of fine particulates can often be three times higher than the WHO recommended maximum values. We can do something about that problem. By using moss.'



6. SPREAD YOUR BETS – AND SEIZE THE ZEITGEIST

'We're in the process of preparing the launch of three products onto the market: a grout for treating existing walls and façades, a solution that can be applied using a spray, and pre-fab elements in the form of ready-to-use cladding. It's quite a challenge, because we're experimenting and innovating on three fronts simultaneously.'

'Construction companies, contractors, project developers, concrete manufacturers: many of the players in the building supply chain are aware of the need for change. We offer them a ready-to-use solution that requires no initial R&D investment on their part. With our bioreceptive concrete, they can add a green product to their range within the space of a year. We can help companies to green their portfolios with ease.'

7. BUILD BETTER WITH CONCRETE

'Large-scale application of bioreceptive concrete: that's my ultimate aim. Concrete currently has a poor reputation: high CO2 emissions, energy-intensive to produce, often grey in appearance. But for the time being, it's indispensable in our built environment. We need to make sure we apply it more effectively.'

8. AFFORDABLE GREEN INITIATIVES ARE POSSIBLE AT SURPRISING LOCATIONS

'Introducing more vertical green areas into cities is currently still (too) expensive, prestigious and high maintenance. I dream about all the unexpected places in Dutch cities where moss could make a difference, such as the blocks of flats in Osdorp. All those bare-looking end gables. Traditionally, little is invested in the environment. But you can make a huge difference with a green façade.' ■



“De tech-industrie staat bekend om haar snelle tempo van verandering. Flexibiliteit en aanpassingsvermogen zijn belangrijke eigenschappen voor succes op lange termijn in de industrie”

Djordi Van Beek, operationeel directeur bij Orion Engineering

In het dynamische landschap van technologie gedreven industrieën kan het vinden van het juiste carrière pad aanvoelen als het navigeren door een hele reeks opties. Orion is een referentie voor begeleiding en kansen die is toegewijd aan het afstemmen van de aspiraties van zowel partners als kandidaten in de steeds veranderende wereld van technologie.

Bij Orion begrijpen we dat elk individu unieke talenten, aspiraties en voorkeuren heeft. Daarom vinden we het belangrijk om te luisteren naar de behoeften en wensen van zowel onze partners als kandidaten en zorgen we voor een persoonlijke aanpak bij elke match die we maken.

In 2023 heeft Orion ervoor gezorgd dat 80% van de jonge afgestudeerden een baan heeft gevonden bij onze gewaardeerde partners. Bovendien werd 80% van deze plaatsingen binnen een jaar omgezet in een langetermijncontract bij

de partner - een bewijs van de kwaliteit en compatibiliteit van onze matches.

Met een divers portfolio van ongeveer 80 partners, waaronder marktleiders als Bosch, ASML, DAF, Siemens, Scania, VDL, Philips, VMI Group, Neways en Voortman, bieden we een breed scala aan mogelijkheden binnen de technische sectoren.

Tot slot zijn we voortdurend op zoek naar nieuwe Business Managers om onze technische vacatures aan te vullen. Naast het matchen van de perfecte kandidaten met partners, koesteren we een cultuur van constante ondersteuning en groei.

MATILDE, MECHANICAL ENGINEER

“De relatie met Orion is zeer persoonlijk, waarbij Orion ondersteuning biedt op verschillende aspecten van mijn leven, van het verwerken van gedachten tot praktische zaken”



JOUW CARRIÈRE IN
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JOCHEM BROUWER

TU DELFT

R&D ENGINEER AUTOMATED

DRIVING AT TNO

Knock on doors

● Jochem Brouwer graduated from TU Delft in 2018 with a Master's degree in Systems & Control. After a few months of travelling, he started at TNO as an R&D Engineer Automated Driving. He has been working there for six years now with pleasure.

'I ended up at TNO through a former fellow student. Although I focused on several options and also applied to different companies, I was most enthusiastic about the interviews at TNO. The combination of research and development and the degree

of innovation really appealed to me. It sounded pretty diverse and dynamic. In the second interview, they asked me a lot in terms of technology. I felt that TNO had a lot of in-house experts, colleagues that I could work with. That was important to me for my first phase of work. At the time, I got the strong impression that 'my type' of people worked at TNO.'

WHAT DID YOUR JOB SEARCH LOOK LIKE?

'After 6.5 years of study, I was ready to get started and enter working life. This was partly due to my internship abroad.

In my search for the right job, I visited a number of company days, partly to investigate whether consultancy or banking is something for me. That still seems to suit me, but for now I have chosen to challenge myself in technology. At the same time, I am learning the soft skills that may come in handy later in such a job.

I also participated in the Career café, organised by Alumni Relations. It was interesting to have an accessible conversation with different people with the same background. This allowed us

to reflect on our job hunt and share tips and tricks.'

WHAT IS YOUR ADVICE FOR STARTERS IN THE JOB MARKET?

'Visit many companies. During an interview, try to get a good idea of the organisation. They want to get to know you, but going the other way is just as important.

And, finally, make use of alumni, they are everywhere. And above all, knock on doors. Especially if they work at a company that interests you. They're always willing to have a cup of coffee with you.' ■

Talent is welkom in Oss

In 10 minuten fiets je van je werk naar het prachtige buitengebied van Oss met afwisselende natuur- en sport mogelijkheden. Oss heeft je veel te bieden in werk maar ook activiteiten na het werk.



Volg ons op LinkedIn gemeente Oss – werken en ondernemen voor actuele berichten.



Wil je werken in de **Life Sciences** bij start-ups op biopharma campus Pivot Park of voor internationale bedrijven zoals Organon, MSD Biotech en Aspen API? Regelmatig zijn er vacatures voor een junior of research scientist, bioinformaticus, biomedical engineer, business development manager, maintenance engineer, specialist microbiology etc.

Of werk je liever in de **Food** als international field service of mechanical engineer, project manager, sales of software engineer volg dan de bedrijven Orangeworks, Verhoeven Family of companies, LikeMeat, Padifood, Zwanenberg, Daelmans, Oriental Merchant e.a.

Wil je uitgedaagd worden in de innovatieve **maakindustrie**? Volg dan de vacaturesite van Heesen Yachts, Kusters Precision Parts, Rev'it e.a. voor vacatures als quality engineer, project engineer, precision parts engineer, projectleider en product developer.

In Oss kun je werken aan medicijnen die bijdragen aan gezondheid wereldwijd, of werk in de food sector aan gevarieerd voedsel voor ons allemaal, of ga aan de slag in de uitdagende maakindustrie. Vanuit ondernemerschap, innovatie en samenwerking worden hier de oplossingen voor problemen van de toekomst gevonden. Dat maakt Oss en Brabant een top kennis- en innovatieregio waar je fantastisch kunt werken, ondernemen, leren en leven.



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“ Als EMEA Responsible AI Lead zorgen we ervoor dat AI op een ethische en verantwoorde manier wordt gebruikt bij onze klanten. Met teams in Nederland en EMEA werken we samen om voorop te lopen in dit gebied.



Bernadette Wesdorp
Director
Cyber Security



Dirk Lutke Veldhuis
Senior Consultant
AI & Data

“ Het toepassen van de eindeloze mogelijkheden van AI maakt je tot een betere consultant, waardoor je meer waarde kan toevoegen voor je klanten. Dat maakt mij enthousiast over een toekomst met AI!

“ Laten we stoppen met ChatGPT. Het werk van een consultant wordt er veel te leuk van. Geen notulen, actielijstjes of andere saaie zaken meer hoeven maken. Dadelijk wilt iedereen nog consultant worden!



Ruben Buijs
Senior Manager Technology,
Strategy & Transformation



Maylen de Koning
AI Lead Consulting

“ Ik krijg er energie van om AI te gebruiken in mijn dagelijkse werkzaamheden en daarnaast heb ik een passie om onze klanten bewust en enthousiast te maken over de grenzeloze potentie van AI.

Interested in AI at EY?





Sure, you may have done an internship and gained the necessary office experience, but now that the first, real steps in the workplace are coming up, things are getting quite exciting. Joep Dirx and Rajesh Gangireddy have preceded you and are willing to share their experience: ‘Respond to a job vacancy that is less far up your alley.’

‘Transition from studying to working was fairly smooth’

● Joep Dirx (25) graduated last January with a degree in Architecture at Eindhoven University of Technology. He did a Master’s degree in real estate management and development. One month later, he started as a junior project manager at the Trudo Foundation, a housing corporation. ‘We are responsible for the construction and renovation of social rental and owner-occupied housing,’

says Dirx. He came to Trudo through an acquaintance. ‘I was quite an active student and worked as a board member at study association CHEOPS for a year. I am also active in the alumni association. During an alumni event, I ran into a former board member who worked at the housing corporation. She invited me to come over for a cup of coffee.’

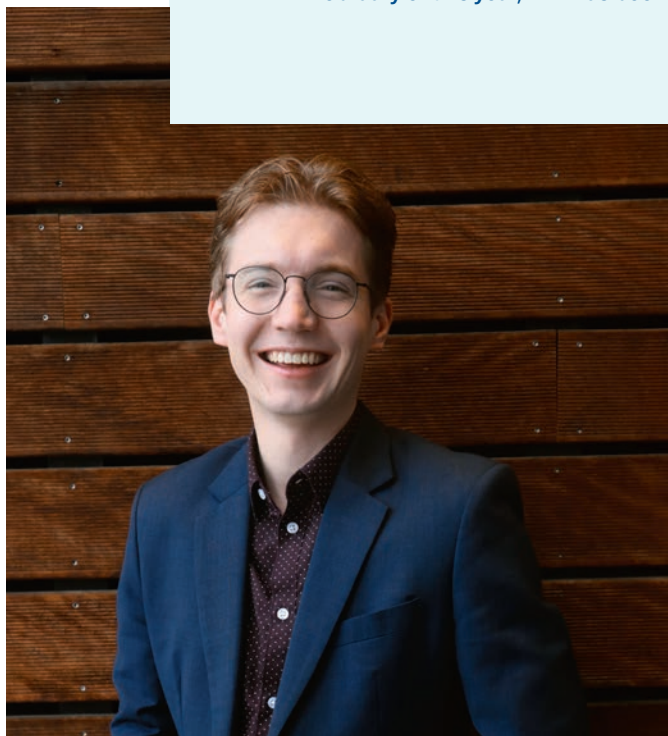
TRULY OFF WORK

And that is how it happened. Since February of this year, Dirx has been

taking his first steps on the job market. ‘The transition from studying to working was fairly smooth for me. Before graduating, I did an eleven-month internship at a company. There, you get used to the working rhythm.’ He also likes the work itself. ‘I don’t have to think about still having to do something for my studies all the time anymore. You’re really off work after working hours. On the other hand, you are a little less flexible when it comes to meeting up. But most of my former classmates and friends are currently in the same phase of their lives, which makes a difference.’

SENSE

Dirx has a three-year contract. ‘I’m following a three-year internal training programme to become a project developer. This gives me opportunities to work on different projects, each of which is in a different phase of completion. I get to watch several colleagues and learn how they work.’ According to him, the atmosphere within Trudo is very open. ‘We have a diverse team, both young and old and anything in between. Everyone is very helpful: they will take you along



and tell you all about the profession.' Of course, he had to get used to it and get a feel for things during the first few days. 'It's a new place, so you have to get a feel for how people interact with each other, but that's quite natural.'

AN EXPERIENCE THE RICHER

He advises others who are about to apply for jobs also to respond to job

vacancies that do not seem quite up their alley: 'Do it purely for the experience and also to discover whether that direction might be something for you after all. And if not, you can cross it off your list. For instance, I applied for a traineeship at ProRail. In the end, it wasn't what I was looking for, but I did gain experience from doing it.'



'Take your time'

Rajesh Gangireddy holds a MSc in Embedded Systems with a specialization in Computer Vision at the University of Twente (graduated April 2023). He works as AI Research Scientist at Intel.

'The main thing that will differentiate you from any other university graduate is practical experience,' says Rajesh Gangireddy, a recent graduate who now works as AI Research Scientist at Intel. A job he landed, as he says, partly thanks to his practical experience. 'I did two internships during my studies, which was definitely a big advantage. If you have the chance, you should do an internship or a thesis assignment in a company in your field. This will surely help you a lot.'

Gangireddy didn't rely on getting the job, though. For two months, his life was dedicated to searching for vacancies

in various countries. 'My initial job search took a lot of time. I applied to about eighty or ninety companies. At first, I searched mostly via LinkedIn, but I learnt that there are better ways. I started contacting AI companies that I liked, even if they didn't have any job vacancies, and I did get responses that way. The issue was, there are a lot of AI companies, but also a lot of competition. If they post a vacancy, there can be several hundred applicants within a couple of days.'

You should not get demotivated, though, stresses the young professional. 'If your profile is good, you'll be shortlisted no matter how many applicants there are,' says Gangireddy. 'On top of practical experience, I'd say keep your GitHub profile up to date and try to work on public projects, so that you can show your problem-solving skills. If you can, writing papers will definitely set you aside. This might sound like too much, but you can also convert your thesis to a paper.'

'KEEP YOUR JOB HUNT STRUCTURED'

It's also important to keep your job hunt structured. Do your research and keep a list, recommends Rajesh Gangireddy. 'Always read up on the company first. It

will help you write your cover letter and mention exactly how you'd fit in with the company, but it will also help you realize if the company is even the right fit for you. Keep an Excel sheet of where you applied and try to follow up with them if you don't hear anything. This worked for me on several occasions.' Good advice, as Gangireddy was able to choose from several job offers in the end.

When searching for your first job, you should mainly remember: it takes time. 'I was surprised with how slow the application process can go. I've worked here for more than six months, and I still get rejection letters from companies I applied to before. Some companies don't reply at all. Don't get disheartened. Take your time. This is the starting point of your career, and you need to do it right.' ■

I applied to about eighty or ninety companies'

“Welcome to the world of VMI”

VMI serves the world’s largest tire suppliers and wants them to be successful with our machines.

Since last December, Bas van Baal has been working at VMI as a Trainee in the Research & Development Extrusion Cutters and Flex department, one of VMI’s engineering groups. VMI employs between 300 and 400 engineers. The department where Bas works has 27 employees. VMI machines are managed and developed into standards by R&D and then implemented by Order Engineering.

Bas was able to pick up his Engineering studies at VMI after dropping out of university due to the Corona pandemic. At Saxion Enschede, he started studying the Associated Degree Engineering. He highly appreciates that VMI gave him the opportunity of a traineeship for this study. He typically looked for VMI as an employer, because the company offers the possibility of combining his expertise in metal working and curiosity into mechanical engineering.

Learning and Workplace as a Trainee

Bas is really content with his VMI traineeship: “Every member of my team works in a

discipline that I study. Therefore, I can ask for support when needed. My colleagues are always willing to help and there is an open and pleasant working atmosphere.”

Introduction and Onboarding for New Employees

“The introduction presentation on my first day at work gave me something to hold onto for the first few days”, Bas indicates. “Later, I followed the 4 session VMI onboarding program. It covers the entire company process. You get a complete picture of the departments and buildings as well. A nice touch is that you follow this program with starters in other departments. This immediately gives you connections within the organization.”

Learning Management System (LMS) Helps You Start Up

During his first days at VMI, Bas went through several LMS e-learnings in his own time. Bas: “An e-learning about tracking my hours and one about IP protection.” Laughing: “I found the e-learning course, explaining how to adjust your office chair properly, particularly useful.”

In addition to practical ones, there are also professional e-learnings. Bas took lessons on PRO.FILE and SOLIDWORKS, among others.

Flexibility in Working Hours and Workplace

Flexibility is something Bas really likes about working at VMI. “This makes it possible to start later and work longer, for example. My work place is also flexible; Of my 3 days at VMI, I can work 1 day at home. It is also possible to do school assignments at VMI, if convenient.”

Internships and Final Projects

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works with 1,800 employees worldwide and over 1000 at its headquarters in Epe, the Netherlands, to provide innovative solutions that contribute to the success of its customers.



Waarom een samenspel tussen de octrooigemachtigde en de formalities officer onmisbaar is

Nick Schopman en Edna Hasagic-Ajanovic zijn beiden werkzaam bij Arnold & Siedsma. Edna als formalities officer en Nick in de rol van octrooigemachtigde. Onderling contact en samenwerking zijn voor het uitvoeren van hun werkzaamheden een *must*. 'Onze rol is anders, maar qua instelling en persoonlijkheid lijken we best veel op elkaar.'

Nick toetst als octrooigemachtigde of bepaalde kennis, een proces, product of idee beschermd kan worden met een octrooi en of het zinvol is om een octrooi aan te vragen. Ook geeft hij juridisch advies omtrent het exploiteren en handhaven van octrooien en staat hij klanten bij tijdens juridische procedures. Als formalities officer (FO) houdt Edna zich bezig met het voldoen aan alle wettelijke criteria voor octrooiaanvragen.

SAMENWERKEN

Gedurende het gehele octrooiaanvraagproces werken de octrooigemachtigde en de FO nauw samen. De octrooigemachtigde stelt een octrooiaanvraag op. De FO controleert het werk op de formeel inhoudelijke gronden, onder meer of de benodigde documenten voor indiening van de octrooiaanvragen aan de wettelijke vereisten voldoen.

Edna: 'Het behalen van deadlines is een van de belangrijkste redenen dat Nick en ik tijdens dit proces veelvuldig contact hebben. Maar onze samenwerking gaat verder. Eigenlijk draait die om het voldoen aan alle juridische en technologische vereisten. Dit omvat het opstellen van innovatiebeschrijvingen, aanvragen van octrooien, aanpakken van juridische nalevingskwesaties, afhandelen van vervolging en beheren van octrooionderhoud.'

Nick vindt in Edna een fijne samenwerkingspartner: 'Edna is erg toegewijd aan het foutloos uitvoeren van haar activiteiten en is zij goed in het managen van deadlines: twee aspecten die essentieel zijn voor een FO. Daarnaast staat ze altijd klaar om anderen te helpen binnen de organisatie. Tot slot, en heel belangrijk: ondanks de soms hoge werkdruk blijft Edna een positieve instelling houden, opgewekt en energiek.'

Ondanks dat Nick en Edna ieder hun eigen expertise hebben, raken ze elkaar als het gaat om hun karakter, meent Edna. 'De focus van ons werk verschilt, maar ik denk dat we qua instelling en persoonlijkheid eigenlijk best veel op elkaar lijken. We communiceren op dagelijkse basis, ook als het gaat om verwachtingsmanagement. Dit zorgt ervoor dat we elkaar snel begrijpen en efficiënt samenwerken. Nick is bovendien sterk in het inspireren en motiveren van degenen om hem heen door zijn proactiviteit en toegankelijkheid. Verder is hij organisatorisch sterk en punctueel: dat maakt het prettig om hem als naaste collega te hebben.'

CONTINUE ONTWIKKELINGEN

Hoewel het soort werkzaamheden gelijk blijft, zijn er wel veranderingen gaande in de vakgebieden van Nick en Edna.

'Wij zijn voornamelijk werkzaam op het gebied van life sciences en daardoor zien we veel nieuwe ontwikkelingen op het gebied van biotechnologie, nieuwe medicijnen, antilichamen, small molecules, celkweek, gene editing, CRISPR, maar ook polymeerchemie', zegt Nick. 'Hierdoor moeten we soms weer studeren op een bepaalde case om onze technische kennis op niveau te krijgen.'

'Naast digitalisering wijzigt de rol van octrooigemachtigden en FO's door voortdurende ontwikkelingen in wetgeving, globalisering en technologie, zoals de toename van kunstmatige intelligentie. Hier passen wij onze workflows op aan', vult Edna aan.

Voor Nick en Edna vormen deze uitdagingen geen obstakel. Integendeel. Nick: 'Ik ben dagelijks bezig met de combinatie van technische en juridische kennis. Alleen als we dit op zeer secure wijze doen, kunnen we hoogkwalitatieve octrooibeschermtie realiseren en juridisch advies geven. Het geeft voldoening als we hierin slagen, zeker omdat de tijdsdruk vaak groot is.' Edna beaamt dit: 'Mijn werk vraagt altijd om een scherp oog voor detail in een dynamische werkomgeving. Dat geeft energie, zeker als we als team efficiënt samenwerken.'

‘Cryptocurrencies are the best known use cases of blockchain technology’

Deloitte helps non-profit organisations to receive donations in crypto. ‘Cryptocurrencies represent a particular value in society that you can transfer without third parties’, Tommie, Director Blockchain & Digital Risk Solutions at Deloitte, explains. Cryptocurrencies are transferred within a network of people, where transactions are registered in a decentralized way.’

And cryptocurrencies offer more advantages. ‘You can follow a crypto coin on its entire journey to regular currencies such as dollars and euros. That is why people with crypto assets are often willing to donate cryptocurrencies to charities and NGOs. ‘This enables donors to see how their donations are being used – and how much of it actually goes to the cause itself. It was quite a challenge for the non-profit organization we helped to transition to a crypto fund. So they approached Deloitte, because we have a Web3-team with plenty of expertise in the field of blockchain. We understand both the old world and the new one.’

SUCCESSFUL INTRODUCTION

During the first stage of the project, Tommie’s team built up knowledge of the non-profit organisation. ‘What does it mean for an organisation to



TOMMIE VAN DER BOSCH,
DIRECTOR BLOCKCHAIN &
DIGITAL RISK SOLUTIONS

work with cryptocurrencies? How to receive cryptocurrencies safely, where to “stock” them securely, and how to distribute them afterwards? This, and more, is what we mapped. The set-up and introduction were a big success. Currently, the non-profit organisation has received various donations

in cryptocurrencies.’ After that the second stage of the project took place: the re-evaluation. ‘What has changed, what is the current situation? What new risks have emerged? How to deal with volatility? For the first stage we were paid in US dollars, but after the second stage the client – understandably - asked us if they could also pay us in cryptocurrencies.’

PRACTICE WHAT YOU PREACH

At the time, that was not yet an option, even though Deloitte was already doing client projects in this field. ‘This was a great case of “practice what you preach. ‘I joined Deloitte five years ago to develop our ambitions in the field of crypto and blockchain. Our team consisted of people with various backgrounds, from cyber security to economics and from accounting to psychology. All of them had a strong

affinity with crypto and blockchain. Outside of our “bubble”, there is often a lot of resistance. However, that was not the case at Deloitte. And now we are the first of all Deloitte member firms (worldwide) and the first Big Four firm in the Netherlands to have a crypto wallet, so we can be paid in cryptocurrencies.’

THE DOOR TO OTHER REVENUE MODELS

‘It’s a big step’, Tommie concludes. ‘For me, it’s the door to other revenue models. So much is happening in ecosystems like these – you really need to be ready for change. Part of the cryptocurrencies we received from the non-profit organisation were used

to purchase a piece of art called “The Totem”. The ownership certificate is an NFT, which is also a sort of cryptocurrency, but unique and irreplaceable. It’s a digital token that proves that you are the owner. The Totem is located at our Amsterdam office (The Edge). It’s an excellent example of how to use digital currencies.’

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YMKE TOLBOOM

ALUMNUS TU/e

APPLIED MATHEMATICS

STUDENT

‘Women at the top often feel distant’

Female role models in the technical sector are scarce but very important, knows Applied Mathematics student Ymke Tolboom (TU/e). She found her role model in Joleen Blok, dean and data manager at the Máxima Medical Center, but first and foremost her mother.

Ymke Tolboom (21) is in the final phase of her Applied Mathematics program at Eindhoven University (TU/e). Joleen Blok (52) studied Physics at Radboud University. She then obtained her PhD in Medical Sciences, for which she also took a few

courses at TU/e. And so, she became the first female general clinical physicist in the Netherlands. She has worked in various hospitals and is now the first female dean at the Máxima MC, as well as strategic information manager. Does that make her a role

model? ‘Don’t blow it out of proportion,’ says Blok.

A MAN’S WORLD

Tolboom lived with her mother during her secondary school years. While Blok is at work, Tolboom gets the freedom to develop herself. They live

together, but clearly have their own lives. She learns from her mother to find joy in everything she does; to take control of her own happiness. ‘I’m always very busy. People often ask me how I manage to do it all, but I’m having the time of my life. I see that same

mindset in my mother as well. She keeps developing herself.'

It is only when she starts studying at TU/e that she realizes that her mother is the exception rather than the rule. That was not just because of the lecture halls full of men. It was also in the subtle things. 'For example, I noticed that when fellow students talked about their parents' jobs, they always started off talking very proudly about their father and only later mentioned their mother.'

When Tolboom moved out to live on her own, she truly realized how special her mother was. 'I began to appreciate how my mother managed to combine her busy schedule with family life. How, despite her full-time job, she was there for me whenever I was faced with a problem. It was only then that I really started to admire her.'

EXEMPLARY ROLE

Blok is no stranger to studying in a man's world. When

she started her Physics program, she was one of only three women in her year. 'At that time, it was the highest number of women they'd ever had in a year. Though it wasn't a large group. We were only a few dozen students in total.' After obtaining her PhD, she became the first female general clinical physicist in the Netherlands, but she was not particularly concerned with that. 'I was aware of it, but it was just a fact. I didn't really pay it any mind. I thought the fact that there were so few training opportunities for my profession was a more pressing matter.'

Still, Blok realized all too well that she had an exemplary role. 'That started back when I was studying Physics. I was 24 at the time and got to visit schools to talk about my studies. This was through the then-called Association of Higher Technical Education. They wanted to level out the male-to-female ratio in science subjects.' In small groups,

she would talk to secondary school students about her field and answer their questions. 'They were always very enjoyable conversations. It felt really valuable.' And she continues to be a role model for young women around her today. 'You notice that you're someone young colleagues look up to and I still get questions sometimes, but don't blow it out of proportion.'

Tolboom reacts to her mother with some surprise. 'You always make light of it. Like it's not a big deal at all!' Blok laughs. 'Of course, being a role model is valuable, but it's also just something you are based on experience'

CLEAR THE PATH

Blok did not have a female role model herself. Nevertheless, studying in a man's world was not a problem. 'I always had male mentors who saw potential in me and helped clear the obstacles in my path so I could achieve things.'

'Kindly provide striking and fitting streamer for this location as this fills the page nicely'

However, she does mention her own mother as an example. 'She was forced to stop working after she got married, because that was just the way things were back then. She didn't agree with that, so she stayed active. She's always been someone who went against the status quo.'

For Tolboom, studying in a male-dominated field is also not a problem. She sees it as a fun challenge as opposed to an obstacle. Tolboom and Blok share a vision that you only have one life to leave your mark on. Tolboom: 'So we both follow our own path in life and encourage each other to draw energy from the things we enjoy.' Blok: 'Freedom within constraints' is what they call that.' ■



Als Data Engineer bij de AIVD draag je bij aan de veiligheid van Nederland

Wat gebeurt er bij de Algemene Inlichtingen- en Veiligheidsdienst? Dat is een vraag die maar weinig mensen in Nederland kunnen beantwoorden. Jeroen werkt als Data Engineer bij de AIVD en geeft je een uniek inkijkje in het bijzondere werk van deze organisatie.

Wat doet een Data Engineer bij de AIVD?

'Als Data Engineer bij de AIVD ben je verantwoordelijk voor het ontwerpen en implementeren van systemen die data verzamelen, opslaan, verwerken en overdragen. Je zorgt er voor dat de data die bij de dienst binnenkomt toegankelijk wordt voor teams die deze nodig hebben. De Data Engineers van de AIVD werken veel samen met hun collega's van de MIVD, om de databases, data-pipelines, datawarehouses en andere infrastructuurcomponenten te maken en onderhouden. Hierbij maken zij gebruik van diverse talen en tools, zoals Java, Python, Bash, (Py)Spark, Kafka, Elasticsearch en Kubernetes. Dit is zeker niet alles; bij de AIVD zijn nog vele andere interessante talen en tools te ontdekken.'



Hoe is de werkcultuur?

'Ik werk sinds een half jaar als Senior Data Engineer bij de AIVD en vind het belangrijk om plezier te hebben. Als je elke morgen met tegenzin opstaat en op de klok kijkt of de dag al voorbij is, zit je niet op de juiste plek. Op mijn afdeling zijn veel slimme en jonge mensen die uitdagingen niet uit de weg gaan. We zijn heel serieus en hard aan het werk, maar maken ook plezier met elkaar, zo is er bijvoorbeeld altijd ruimte voor een potje tafelvoetbal. Thuis kunnen we niet veel delen over de inhoud van ons werk, maar dat maakt ook dat we op het werk juist meer naar elkaar toe trekken. Dat zorgt voor een informele sfeer, die mij erg goed bevalt.'

'Het is best mogelijk dat met een stukje informatie dat ik heb aangeleverd een aanslag is voorkomen'

Wat spreekt jou aan in je baan?

'Je zult begrijpen dat er op onze afdeling grote hoeveelheden data binnenkomen die we ordenen, dat is echt uniek aan ons werk. Daarnaast is de variatie in de data groot, waardoor het vinden van abstracties soms best een puzzel is. Het feit dat we niet met een publieke clouddienst werken, zorgt er ook voor dat we soms creatieve oplossingen moeten bedenken. Dit alles maakt mijn werk uitdagend.'

Mijn collega's en ik zijn ons ervan bewust dat het belangrijk is om onze kennis en vaardigheden voortdurend te blijven ontwikkelen. Daarom nemen we regelmatig deel aan conferenties en congressen waar de nieuwste ontwikkelingen in ons vakgebied worden besproken. Daarnaast stimuleert mijn werkgever me om regelmatig cursussen te volgen, zodat ik blijf werken aan mijn persoonlijke ontwikkeling.'

Waarom koos je voor de AIVD?

'Bij de AIVD werken we elke dag aan de veiligheid van Nederland. Als Data Engineer draag ik hier direct aan bij, doordat de data die ik verwerk, wordt gebruikt door inlichtingenteams. Het is best mogelijk dat met een stukje informatie dat ik heb aangeleverd een aanslag is voorkomen.'

Daarnaast vind ik goede arbeidsvoorwaarden belangrijk. Bij de AIVD is een volle werkweek 36 uur, en ben je flexibel in het indelen van je uren. Dat is vooral fijn omdat thuiswerken vanwege veiligheidseisen niet mogelijk is. Dit lijkt lastig, maar zelf vind ik het fijn dat ik mijn collega's veel zie en we daardoor een goede band hebben. Het is echt een fabel dat de overheid slecht betaalt; ik krijg als Data Engineer een goed salaris. Bovendien kan ik gebruikmaken van de sportschool op het werk en heb ik voldoende vakantiedagen en flexibele verlofdagen. Ruimte om te leren en plezier in het werk zijn belangrijker dan het geld.'

Wist je dat...

je bij de AIVD naast je salaris een Individueel Keuzebudget (IKB) ontvangt? Het IKB bestaat uit inkomen (16,50% van je bruto jaarsalaris) en tijd. Met het IKB kun je een deel van je arbeidsvoorwaarden zelf samenstellen, zodat ze optimaal bij jou passen. Je kunt er bijvoorbeeld voor kiezen je IKB uit te laten betalen, om te zetten in verlof of te besteden aan fiscaalvriendelijke doelen. Daarnaast biedt de Rijksoverheid tal van mogelijkheden met betrekking tot persoonlijke groei en loopbaanontwikkeling. Tot de secundaire arbeidsvoorwaarden behoren bijvoorbeeld verschillende studiefaciliteiten en bedrijfsfitness, maar ook volledige vergoeding van je OV-reiskosten woon-werkverkeer en gedeeltelijk betaald ouderschapsverlof. Per 1 januari 2025 wordt ook de aflossing studieschuld toegevoegd als IKB-doel. Jaarlijks kunnen werknemers maximaal € 2000,- uit hun IKB-budget inzetten.

Heb je interesse gekregen om te werken als Data Engineer bij de AIVD? Of wil je in gesprek met één van onze recruiters?

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CBS zet flinke stappen op het gebied van diversiteit en inclusie

Het personeel bij het CBS is erg divers qua samenstelling. Er werken mensen van verschillende leeftijden, nationaliteiten, culturele achtergronden, seksuele voorkeuren, opleidingen en loopbanen. Zij willen met vakmanschap aan een toekomstbestendige organisatie werken. Daarbij is aandacht voor diversiteit en inclusie van het personeel belangrijk. Diversiteit en inclusie zijn namelijk cruciale elementen voor succes en groei binnen elke organisatie.



Het CBS is een open organisatie, waar ieders inbreng belangrijk is. Met ruim tweeduizend collega's in drie verschillende vestigingen streeft het statistiek-bureau er naar het personeel voor een belangrijk deel een afspiegeling te laten zijn van de samenleving. Daarbij stelt het CBS zich als doel de verschillen tussen mensen als kracht in te zetten om de teams en de organisatie te versterken. Kwaliteit, competenties en talent van medewerkers vormen daarbij de rode draad. Daarnaast erkent het CBS het belang van diversiteit en inclusie en neemt het actieve maatregelen om deze in de organisatie te bevorderen.

NOTA DIVERSITEIT EN INCLUSIE

Tevens heeft het statistiekbureau diversiteit en inclusie opgenomen in zijn beleid en doelstellingen. Degene die hier goed van op de hoogte is, is senior beleidsmedewerker Merlijn Bouwman. Hij is één van de samenstellers van de onlangs door het directiebestuur van het CBS goedgekeurde nota over diversiteit en inclusie. Ook maakt hij deel uit van de Regiegroep Inclusie en Diversiteit.

'Wij zijn met de Regiegroep Inclusie en Diversiteit in januari 2022 voortvarend gestart. Het is een gemêleerde groep mensen en we worden in onze activiteiten gesteund door het directiebestuur. Om onze doelen vast te stellen hebben wij een intern manifest opgesteld. Daarin laten we zien wie we zijn en waar we voor staan. In ons jaarplan zijn de activiteiten terug te vinden die we ondernemen om bij de CBS-collega's

awareness te bewerkstelligen op het gebied van diversiteit en inclusie. Dit hebben we afgelopen jaar onder andere gedaan door de vertoning van de film 'El Houb' met daarna een bespreking met de regisseur. Ook hebben we stil gestaan bij Keti Koti. Daarnaast werd een queernetwerk gelanceerd en heeft de Nationale Coördinator Racisme en Discriminatie lezingen gegeven. Kortom, alles bij elkaar hebben we al een flink



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FARLEY ISHAAK

aantal stappen op de goede weg gezet, maar er is ook nog veel te doen.'

KWANTITATIEF ONDERZOEK

Een van de CBS-collega's met een diverse achtergrond is Farley Ishaak. Hij studeerde bestuurskunde en hield zich daarna bij verschillende werkgevers vooral bezig met kwantitatief onderzoek. In 2013 startte hij zijn loopbaan bij het CBS. 'Ik werk als productieleider bij de bouw- en vastgoedprijzen. Wij zorgen er maandelijks onder andere voor dat de prijsontwikkelingen van huizen worden gepubliceerd. Het is een hele diverse en mooie functie, omdat ik van A tot Z betrokken ben bij deze en andere statistieken. Daarnaast doe ik promotieonderzoek aan de TU Delft op het gebied van prijsstatistieken voor commercieel vastgoed. Een ingewikkeld onderwerp, maar met veel ruimte om nieuwe wetenschappelijke inzichten te ontwikkelen.'

ALTIJD WELKOM GEVOELD

Ishaak is in Nederland geboren en zijn ouders zijn afkomstig uit Suriname. Hij voelt zich zowel Surinamer als

Nederlander. Bij het CBS heeft hij zich altijd welkom gevoeld. 'Ik merk dat ik volledig mijzelf kan zijn en ik krijg alle mogelijkheden bij het CBS. Het promotieonderzoek aan de TU Delft mag ik bijvoorbeeld combineren met mijn werk.' Ondanks dat het CBS mensen in dienst heeft met diverse achtergronden komt Ishaak weinig collega's tegen met zijn eigen achtergrond. 'Ik weet niet wat daarvan de oorzaak is, maar dat is wel een onderzoekje waard.'

POLITIEK VLUCHTELING

Een andere collega met een diverse achtergrond is Reza Samie Fanny. Hij werkt sinds 2016 bij het CBS en is afkomstig uit Iran. Als politiek vluchteling kwam hij in 1993 naar Nederland, nadat hij vijf jaar gevangen had gezeten in zijn moederland vanwege politieke activiteiten. 'In Iran heb ik 's avonds wiskunde en natuurkunde gestudeerd. Ik mocht van het toenmalige regime namelijk niet naar de universiteit. In Nederland heb ik jaren gewacht op mijn verblijfsvergunning. In de tussentijd ben ik een studie gaan doen om te kunnen werken in de grafische industrie. Daarna heb ik de Kunstacademie in Breda gevolgd.' Omdat het moeilijk was als grafisch

ontwerper werk te vinden, besloot Samie Fanny een IT-opleiding te volgen op de Fontys Hogeschool in Eindhoven. Binnen drie jaar haalde hij alle modules. 'Daarna heb ik bij verschillende bedrijven als IT-specialist gewerkt.'

KENNIS EN KUNDE

Zeven jaar geleden ging hij als software engineer aan de slag bij het CBS. 'De cultuur bij het CBS is heel anders dan bij de meeste commerciële bedrijven waar ik voorheen werkte. Daar speelde het maken van winst een grote rol. Bij het CBS zijn andere zaken belangrijk. Het is een dynamisch en modern bedrijf en ik heb mij vanaf het begin gewaardeerd gevoeld. De collega's zijn erg aardig en ook geïnteresseerd in mijn verhaal over het leven in Iran.' Samie Fanny is blij met de kansen die het CBS hem biedt. 'Ik ben hier aangenomen op basis van mijn kennis en kunde en daar ben ik nog elke dag blij om.'



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