

GENDER EQUALITY PLAN 2023

Version March 2023

Introduction

The Amsterdam Institute for Advanced Metropolitan Solutions (AMS Institute) was founded in 2014 in Amsterdam as a partnership between Delft University of Technology and Wageningen University and Research, in collaboration with the Massachusetts Institute of Technology (MIT). AMS Institute is an internationally leading institute where talent is educated and engineers, designers and both natural and social scientists jointly develop and valorize integrated metropolitan solutions. Our research is characterized by the so-called Living Labs and Test Beds, in which we carry out research directly in practice, apply knowledge and interact with users and stakeholders. Our mission is to develop a deep understanding of the city - to feel the city - to design solutions to its challenges and integrate them into the city of Amsterdam.

We do this through three main activities: education, research & innovation and entrepreneurship & collaboration. AMS Institute works to find interdisciplinary metropolitan solutions. In close collaboration with public & private partners as well as citizens, we valorise our research in practice, with the municipality of Amsterdam as the living lab.

Diversity is vital for creating an impact on the city. The challenges we face in the city are big and complex. To solve them, we need to reflect the diversity of our society in our organization. We want to be an inclusive community where input from all different people is highly valued.

The organization

The total staff of the Institute at the beginning of 2023 consists of 85 employees for whom working at AMS Institute is the main goal. By far most of the staff (57) are employed as program managers/developers or work in the support staff (Education Coordination, Office, Finance, HR, etc.). In addition, there are 28 Research Fellows associated with the institute. They participate in the ongoing projects of AMS-institute as PhD or Postdoc from research groups within the parent organizations TUD, WUR and MIT. Their supervisors (associate and full professors) are connected to AMS as PI (not part of the above numbers). Also not included here are employees from the municipality who regularly collaborate within the institute.

AMS institute as an employer has only 17 employees at the beginning of 2023 (excluding some interns and student assistants). All other employees are seconded from the universities TU Delft and WUR, some formally and some informally.

Statistics

When it comes to the numerical distribution between men and women in the AMS Institute as an employer, also in recent years, there is a more or less even distribution (currently 53% male and 47% female, a total of 17 employees employed by the Institute).

The management team consists of 1 Scientific Director (female, professor employed by WUR), 1 General Director (male from TUD) and 1 Director of Innovation (male, also from

TUD).

In the total staff, consisting of the management, program leaders and support (57 persons, thus excluding RFs and teachers) the balance is similar to that of the employer AMS. There the proportions are 46% female to 54% male.

Looking at the Research Fellows (PhDs and Postdocs from the universities), the proportion of women is somewhat lower: 10 out of 28, or 36%.

An important part of the organization is the joint MSc program: Metropolitan Analysis, Design and Engineering (MADE). To illustrate, below are some statistics when it comes to the male/female distribution among AMS Institute Master students. With the exception of the 2019 batch, among the students the proportion of women is higher than men. A balance that is recognizable when it comes to the more gamma-oriented programs at technical universities.

Starting Year	Total	Male	Female
2017	19	7	12
2018	40	22	18
2019	36	22	14
2020	62	29	33
2021	60	26	34
2022	48	21	27
Total	265	127	138

Lecturers and education coordinators are not employed by the institute. They are also seconded from the universities involved. This concerns 15 persons, 10 men and 5 women.

Summarizing statistics:

	Total	Female	Male
AMS staff	57	26 (46%)	31 (54%)
Research Fellows	28	10 (36%)	18 (64%)
Education staff	15	5 (33%)	10 (66%)
Totaal AMS	100	41 (41%)	59 (59%)

Ambitions AMS institute on Gender Equality (statistics and general policy)

AMS as an employer does not aim to change the numerical balance as such when it comes to AMS Staff positions. We do aim to get the balance among Research Fellows more towards

50-50, but in doing so we also depend on the policies pursued in the universities and of course also on the available candidates in the various research fields. As is well known, there is a persistent imbalance especially in the technology fields. AMS Institute is not involved in the recruitment and selection of PhDs and postdocs within the universities.

Both universities have published their own Gender Equality Plan on their websites. See attached links: <https://www.tudelft.nl/en/about-tu-delft/strategy/diversity-inclusion/gender-equality-plan> and <https://www.wur.nl/en/project/gender-smart-1.htm>

The principles of these plans are fully endorsed by the Board (supervisors from TU Delft and WUR) and the Executive Team. They represent their employers when it comes to strategy and policy, including Gender Equality. Of course, this does not only concern numerical aspects, but especially the general equality for all gender forms and other aspects such as equal influence on policy, labour relations, remuneration, cooperation culture, social safety, etc.

Specific ambitions of AMS-institute in the field of Gender Equality with regard to organizational, cultural and HR aspects.

The **culture** of AMS-institute can be described with terms including openness, socially involved, enthusiastic, creative, hardworking, flat organization, room for own initiative and ambitions, network-oriented, a lot of internal and external cooperation and a great commitment to the institute. Employees are friendly and interested in each other and the institute aims to be a place where individuals can freely express their opinions.

There are regular staff **meetings for all employees** in which strategic goals are jointly considered and discussed, as well as difficult topics such as setting boundaries (time and stress management, social safety) and work-life balance. Aspects that have a major impact on all employees' well-being.

Every week there is an online check-in on the Monday morning from 9 to 9:30 a.m. where management and employees inform each other about current projects so that everyone also remains connected to the whole.

There are also regular social gatherings (drinks, parties, dinners) to celebrate milestones together. This leads to great social cohesion.

In connection with the growth of the institute, it is also necessary to introduce a little more **structure** into the organization and lay down work processes together. This is to provide space for personal development and advancement within the organization and to better distribute responsibilities. This should also lead to higher transparency about internal decision-making processes.

The assessment cycle will be adjusted in 2023. No longer too much emphasis on past results and assessment scores, but focus on development, career planning, more balanced grading when it comes to growth rate in salary development, managing mutual expectations and discussing options to improve well-being.

In 2023 the AMS Institute-organisation will go through a process of **organizational development**. The entire organization participates in this process through staff meetings,

AMS MEMO

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2023

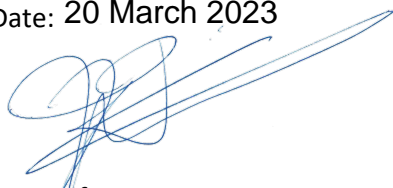
yet a working group representing the Institute's diversity will assume a role in preparing and developing strategic options. Professional expertise is hired to guide the process.

In addition, a professional coach will be hired for **personal coaching, individually or in groups** through intervision.

In general, we will encourage everyone to **discuss sensitive issues** at work and to support each other in finding solutions.

Established and signed:

Date: 20 March 2023



Team of Directors