



Welcome

Embracing Your Strengths

International Women's Day is about strength, seizing opportunities and making an impact. It's a great time to reflect on the tech sector, a field brimming with opportunities, yet still in need of greater diversity. Less than a quarter of IT jobs are held by women. Time to bridge that gap and show that IT is for everyone.

Diversity is more than just numbers or aspirations; to me, it's about harnessing the power of different perspectives. Every day, I see that a diverse team not only leads to better decisions, but also to more creative solutions and stronger collaboration. Not because numbers need to be perfectly balanced, but because diverse backgrounds, experiences, and perspectives drive real progress in an organization.

To me, diversity isn't about gender, it's about unlocking talent in its broadest sense. Everyone should have the opportunity to use their unique qualities, regardless of background or position. The IT sector is full of opportunities, yet for some, yes, including women, it may not seem like an obvious choice. Yet, it's precisely fresh perspectives and unexpected talents that propel the sector forward.

My message to women is simple: carve your own path and trust your strength, rather than conforming to expectations or outdated norms. IT is a dynamic and versatile sector, offering exciting and meaningful career opportunities—where talent, vision, and collaboration matter more than tradition. What matters to me is the value you add.

'Women in Position' is an initiative that empowers women to claim their space, whether on the playing field or in the corporate world. Partnering with 'our club' FC Utrecht makes this initiative even more special. Like Conclusion, FC Utrecht is committed to equal opportunities and an inclusive future.

So let's keep moving forward and accelerate the momentum. Regardless of gender, it's about trusting in your own strength. It's about what you contribute,

how you collaborate, and the impact you create. This is how we build a more diverse, creative, and resilient tech sector!

Geesje Boon

Director Conclusion Intelligence





CELINE VAN HULST,
DIRECTOR PEOPLE & ORGANISATION

“We are incredibly proud of this campaign, our women, and the energy they bring to our organization”

EMPOWERING WOMEN IN IT AND FOOTBALL

On International Women’s Day, Conclusion and FC Utrecht launched the ‘Women in Position’ campaign. This initiative reflects our ambition to attract more women to IT and elevate women’s football. Throughout the campaign, we collaborate closely with FC Utrecht. As the main sponsor, we are committed not only to the first team but also to the reserve team and FC Utrecht Women.

Through this campaign, we aim to increase visibility and recognition for women in both sectors. The IT sector presents various challenges that limit access and career advancement, beginning with education choices. Many young women hesitate to pursue technical fields, partly due to a lack of role models. Our goal is to inspire young women and demonstrate the wealth of opportunities available to them in IT. In this special edition magazine, nine of our female role models share their journeys.

To bring this vision to life, we have launched several initiatives, including participation in Girls Day. This annual event for secondary school students provides young girls with first-hand exposure to the IT industry. Additionally, we have established a women’s network where female colleagues exchange experiences and inspire one another.

CORIANNE VISSER, DIRECTOR MARKETING & COMMUNICATION

“We are thrilled about our collaboration with FC Utrecht and the women’s team. This partnership provides a great opportunity to enhance visibility for women in both sports and IT”

Get inspired by our role models

DISCOVER ALL CAMPAIGN ACTIVATIONS AND LEARN MORE AT

CONCLUSION.NL/VROUWEN-IN-POSITIE



“An organization needs balance for a complete perspective”

Eline Bijkerk (36), Mendix Consultant at Conclusion Low Code Company, does not want to highlight women in IT as something extraordinary. “If we continue to pretend that it’s so special to have women in IT, we won’t make the profession more attractive.”

That does not change the fact that we must strive for greater diversity in the sector. “An organization needs balance to gain a full perspective.”, says Eline. “That will only become easier if we show that it’s completely normal, women in IT.”

CHILDHOOD DREAM

Eline dreamed of studying veterinary medicine as a child: “I thought I would become a sort of Dr. House (medical TV series from the 2000s, ed.), but for animals. I also really enjoyed the study: during that time I already started working at a vet.” In practice, it turned out differently than she had imagined: “Veterinary medicine is a wonderful field, but I still missed the more technical challenge: solving puzzles, mathematics, logic. I also discovered how important I find a good work-life balance.” This realization led Eline to pursue

Computer Science and Information Science at Utrecht University. She first joined BAM Infra as a Mendix Business Engineer. She has now been working at Conclusion Low Code Company for almost 5 years as a Mendix Consultant and Security Officer and really enjoys it.

SOCIAL IMPACT

In the projects Eline contributes to, she is allowed to solve puzzles and a mix of analytical and social aspects is also extremely important. Just what she likes. She gives a recent example: “We’ve created software for NS (Dutch Railways) for unplanned or planned situations such as a switch failure, maintenance or events. The applications developed by Eline and her team at Conclusion Low Code Company help NS manage all related logistics.

“Switch failures, for example, are reported to our software. All sorts of things can be arranged, such as the use of buses, changes to timetables, volunteers who hand out coffee and tea to stranded passengers: you name it, it can be arranged much faster and more logically through this application.”

PSYCHOLOGICAL INSIGHT

Developing such an app requires not only technical skills but also an understanding of psychology. Considering the needs of NS employees and passengers. “I find that combination of the technical and the social a very interesting playing field.”

“I find that combination of the technical and the social a very interesting playing field”

Eline Bijkerk

Current position	Mendix Consultant at Conclusion Low Code Company
Previous positions	Mendix Business Engineer at BAM
Additional roles	Security Officer, Mendix trainer, Mendix MVP
Age	36
Born in	Nieuwegein
Education	Computer Science & Information Science, Utrecht University
Personal situation	Lives in Odijk with her snakes



What makes this project even more special is its visible and tangible impact on public transport, affecting millions of daily travellers. Eline proudly tells: “If something happens on the track, I know our software is being used to resolve the situation. So you’re doing something that really has a social impact. That makes my job particularly special.”

BROUGHT UP

According to Eline, this realization that IT is so much more than technology could be a drive for women to consider the sector. What would also help is getting young girls and women excited about technology earlier. By introducing children to technical toys at an early age and offering technical subjects at school at a young age, you give them the opportunity to discover technical interests and develop skills.

The division of roles in families can also stimulate children’s interest in technology. Eline is living proof: raised by parents who rejected traditional gender roles, with a mother skilled in handiwork and a father who nurtured her enthusiasm, she grew up surrounded by technology. “It’s really the reason why I became passionate about technology later in life.”

“Then they ask me if I want to participate in a project because I am a woman”

QUALITIES AS A PERSON

Eline is still often asked for business because she is a woman. “They ask me again to take part in a project because I’m a woman, ‘so that the balance is right’, or they ask what it’s like to be a woman in IT.” Eline prefers being recognized for her skills as a person, a developer, or a consultant, without gender being a factor.

Eline has a tip for all girls, women, and actually everyone: take a look at a MakerSpace. “These communities engage in a variety of exciting technical activities, from programming robots to exploring 3D printing. It’s very inspiring to do something with technology in the future.” A future in which women are even better represented in the IT sector.

HELEEN

“One of those men once asked me if I wanted to take the minutes”

“Progress is being made: I see increasing diversity at Conclusion”

SAP consultant Heleen Roelfsema (58) has been working in the tech sector since her mathematics studies. She has seen the sector become increasingly diverse in recent years, something she experiences as positive. “Men used to be able to get away with more.”

In the early 1990s, Heleen completed her studies in mathematics in Delft. “A place with many more men than women, so I’ve been used to that from an early age.” It soon became clear to Heleen that her future lay in IT. “IT was emerging strongly at that time and was therefore very innovative. There was also momentum, developments went very quickly. I liked that.”

TAKING MINUTES

Heleen started her career at a large chemical company in Botlek, where she was responsible for server management. She had many male colleagues who held old-fashioned views. “One of the men once asked me to take

the minutes simply because I was the only woman in the room. I immediately put a stop to that, otherwise you’ll always be seen as ‘the woman in the room’.”

The share of women in IT is still small, but Heleen emphasizes there are at least more women in the sector than before. “So things are going in the right direction. I see a lot of diversity at Conclusion, in terms of women and cultures. It used to be a predominantly white male environment.”

NO MAKE-UP

According to Heleen, that is also the reason why the atmosphere automatically changes. “Men used to get away with more. I was once in the elevator when a man suddenly asked me why I wasn’t wearing any make-up.” Luckily, Heleen can laugh about it now. “Sexist jokes were

not uncommon back then, something that would be unacceptable today. In one of my first jobs, I regularly visited the factory. There were posters of naked women on the walls. Back then it was still quite common, but you don’t see that anymore these days.”

Heleen never felt like she was not taken seriously. “In the end, you’ll be judged on your qualities.” She notes with amusement: “Those men in the factory with their posters came to me asking how they could fix their broken video.”

SOCIAL IMPACT

How can we get even more women into IT? “Highly technical aspects can sometimes deter women. They often want something that has a social impact, or do ‘something social’.” According to Heleen, many people associate technology with ‘wires and plugs’, while in reality, her work has a strong social component. “What does the customer want? How do we fulfil that wish?”

Heleen Roelfsema

These are all questions that I deal with as an SAP consultant. The ‘soft’ side is an important part of working in IT, even if you’re in a fairly technical role.”

Heleen dismisses the idea that women have less aptitude for technology. “I have worked extensively with professionals from India and Malaysia, where the proportion of women in IT is significantly higher than in the Netherlands. IT careers are strongly promoted in those countries due to the job security they provide. In the Netherlands, we find it more important to follow our hearts.” Heleen is quick to say that there is nothing wrong with that. “But remember that technology also has that other side, a social and human side, where you can mean something to someone else.”



“My work has a large social component”

Heleen Roelfsema

Current position	SAP consultant at myBrand Conclusion and team leader
Previous positions	The same
Age	58
Born in	Hoorn
Education	Mathematics at Delft University of Technology
Personal situation	Lives in Delft

“Women experience imposter syndrome more often”

During her communications studies, Laura Wijnands (32) was one of many women. In her current role as Team Lead, she is the only woman among seven men. This also has its advantages: ‘I bring a different perspective’.

After earning her degree in Communications and a master’s in Dutch in Leiden, Laura briefly worked at an e-learning company. She later joined Bikkelhart (part of Conclusion), a company within the Conclusion ecosystem.

“I started as a project manager but wanted to step out of my comfort zone. So I transitioned into a more technical role as a CRM Marketer, focusing on Marketing Automation. I now combine this with a position as Team Lead of the content team, which consists of five female colleagues. The gender ratio at Bikkelhart (part of Conclusion) is fairly balanced, but I am the only female Team Lead.”

GENERALIZING

Laura collaborates with seven other Team Leads, all of whom are men. This doesn’t bother her during meetings. “We listen to

each other carefully and sometimes they pay extra attention to my input because I bring the only female perspective. Some Team Leads prioritize process optimization and efficiency. For me, it’s essential that my team members feel comfortable and are engaged in work that challenges them. I strive to empower people, highlight their strengths and support their growth. I believe that when they feel good, everything else falls into place.”

Laura immediately notes: “We need both styles of leadership. One is simply a different approach than the other, not better or worse.” She adds with a laugh: “I do generalize, because it’s not that black and white.”

IMPOSTER

Laura talks about imposter syndrome, a phenomenon where people feel like frauds, believe they don’t deserve their success and fear being exposed. “I believe women experience this more often”, says Laura.

“I believe that if they feel good about themselves, the rest will follow automatically”



Laura Wijnands

Current position	Team Lead, CRM Marketeer at Bikkelhart (part of Conclusion)
Previous positions	Project Manager
Additional roles	Chairman DDMA Committee Email
Age	32
Born in	Rotterdam
Education	Communications and Dutch at Leiden University
Personal situation	Married, 1-year-old son, lives in Amsterdam



“At that first meeting, I told them that I was very tense”

“When I became Chair of the DDMA Email Committee (the trade association for Data-Driven Marketing), I questioned whether I could meet expectations. I was surrounded by seasoned professionals who had been there for years, while I was the newcomer. But I refused to let that hold me back. So I went for it and I’m so glad I did.”

“At my first committee meeting, I admitted that I was nervous. I asked for feedback if I made mistakes so I could learn from them. Being transparent about this has helped me tremendously. This is different from being overly modest or apologizing beforehand - something I see women do too often.”

ADVICE

Laura’s advice to women: “Believe in yourself. Don’t let self-doubt hold you back. Don’t let imposter syndrome stand in the way of your success!”

“Stay open to discovering new opportunities”

With her background in marketing, Product Owner Digital Marketing Hariya Roshangar (39) proves that you don’t have to be a technical software developer to work in the tech sector. “Women are often strong in communication and connecting people. And those are the types of skills needed to bring business and technology together.”

Originally from Germany, Hariya began studying business administration in her home country but soon realized it wasn’t international enough for her. She relocated to the Netherlands to pursue a degree in International Business & Management at Hanze University of Applied Sciences in Groningen.

Following her studies, she joined a marketing agency in Amsterdam, specializing in performance marketing “I loved analyzing data and continuously optimizing campaigns”, she says. “Working with international clients made the job particularly interesting.”

INTERFACE

While her primary focus was marketing, her interest in technology and IT expanded. “I already had the data side within me and noticed that I was increasingly bridging the gap between marketing and technology.”

HARIYA

“I actually enjoy acquiring new knowledge”

Through her involvement in IT projects, she gained deeper insights into technology’s impact and developed a broader interest in the intersection of marketing and technology.

In her current role, Hariya serves as the bridge between marketing and software developers. “This reinforces my passion for the technical side of things”, she says. “At times, I come across technical jargon I don’t immediately understand, but I see that as a challenge. I love learning new things.”

PUTTING IT INTO WORDS

Hariya has observed that the technical side of IT remains a male-dominated field. “All the developers in my team are men”, she says. “Especially in a position like mine, where you’re the link between technology and marketing, you’re mainly concerned with people. For example, by simplifying complex technical concepts for broader understanding.” She laughs: “And that’s precisely where women excel: clear and effective communication. Where business and IT meet, that’s where women really add value.”

Hariya would like to have more female colleagues. “Conclusion hires both men and women without an IT background, providing them with the necessary skills and training. And that works great, when people seize their opportunities in this versatile sector, even without specific expertise.” Hariya believes that women tend to doubt their own abilities more often than men, something she has observed firsthand.

Hariya Roshangar

“It’s unfortunate because taking the leap more often would reveal just how much they can learn. As long as you’re open to new challenges.”

POWER IN BALANCE

She has observed that women tend to take more time to weigh pros and cons, whereas men are often more pragmatic and decisive. “Every trait has its value, but true strength lies in striking the right balance”, she says. “This is why diversity within teams is crucial.”

Hariya urges women not to be intimidated by IT and technology. “You don’t need to be a hardcore developer to thrive in tech. Many roles focus on project-based work and bridging the gap between business and technology. It’s a dynamic industry where you can learn immensely and progress rapidly.”



“Women are good at expressing things clearly”

Hariya Roshangar

Current position	Product Owner Digital Marketing, Conclusion Services
Previous positions	Performance Marketing Manager, Conclusion Experience
Additional roles	Digital Marketeer
Age	39
Education	International Business & Management, Hanze University Groningen
Personal situation	Married, two children aged 5 and 8, lives in Almere



ANN

“I was the first and only woman in the team”

“True social impact is made in the tech sector”

Ann Ouvry (61) works at Conclusion in the field where technology and healthcare intersect. As Healthcare Client Director, she bridges the gap between technology and users. “Working in IT enables you to help solve essential issues.”

At the girls’ school in Flanders where Ann Ouvry obtained her high school diploma, a technical subject package was very common. And during her mathematics studies at the University of Ghent, the male-female ratio was about fifty-fifty. “Very different from the Netherlands”, says Ann. “In Belgium and the more southern countries, women are more likely to opt for science studies than in the Netherlands. Here, science is mainly a male thing.”

At Philips in Eindhoven, where Ann started her career as a programmer in 1987, she entered a man’s world as a technically trained woman. “I was the first and therefore only woman in that team”, says Ann. “That was a new experience. But it also had advantages: everyone knows you.”

CREATING A PLEASANT ATMOSPHERE

Because she is good at programming and can also deal well with people, she quickly became a project manager at Philips. “I was a good coordinator and able to create a pleasant atmosphere in the team. Bridging the technical and human aspects.”

She moved up to Philips Medical Systems, in the healthcare direction. Ann: “There, I again had a bridging function, this time between commerce and development, which really suits me. I got along well with the technical people of R&D and at the same time bridge the gap to the needs of users, to the softer values. That is the central theme in my career.”

IMPLEMENTING TECHNOLOGY

Successfully implementing technology with users inspired Ann to found D&A Medical Group in 2001 together with a female partner. A specialized consultancy and implementation partner for digitalization in healthcare. Ann: “Because it was us, two women, we stood out in the market. We were always taken seriously because we delivered quality and knew what we were talking about.”

“In our company we paid a lot of attention to the male-female ratio”, Ann continues. “A diverse team functions better. Some people called our company women-friendly, we found it more people-friendly. Because we always had an eye for life outside of work. We enabled everyone to work part-time or take parental leave, including men.”

“In general, men are better at putting things into perspective and women are more careful”

FEMININE TOUCH

“The feminine touch is very valuable in our sector”, says Ann. “In teams with only men you often see bravado, I call it ‘an ego-driven competition’. Adding women to the team quickly puts an end to that. While in all-female teams, there’s often a fuss about unimportant matters. Put men in the team and it’s much less. Men are better at putting things into perspective and letting things go more easily, while women are usually more careful and pragmatic and have more of an eye for detail. And you need all these qualities in a team. That’s how you can make a difference. It’s the mix that enriches a team.”

UMBRELLA ROLE

In 2021, D&A becomes part of the Conclusion ecosystem of collaborating

companies and in 2024, Ann passes on the baton as director. She continues her career in an overarching role as Healthcare Client Director at Conclusion.

ROLE MODEL

In her new job, Ann is even more struck by how few women choose to work in the tech and IT sector. According to her, this is partly due to the lack of role models. “You often choose a study because certain people appeal to you. If those role models are missing, technology won’t come your way.”

She now strives to be more of a role model and actively promotes her field. “I always thought what I did was very normal, so I didn’t put myself in the spotlight. I’m more aware of it now. I notice that female leadership is important for female employees. They can use this as a mirror and lean on that.”

MAKING THINGS SMARTER

“Many women aspire to a position that really adds something to society. Well, in our sector, you can indulge yourself in that respect. For example, there are huge staff shortages in the healthcare sector and they’re only increasing. Technology enables you to make many things smarter and provide better care with fewer people.

You can help solve essential issues. Not only in healthcare, but also in other socially relevant sectors and organizations, such as the police, governments, energy network managers, transport companies and so on.”

NOT JUST SCIENCE

“Think about this”, Ann concludes. “If you really want to make a social impact, choose the tech sector. A very broad field that is not just about science. There are vast opportunities for talent across various roles and levels.”



Ann Ouvry

Current position	Healthcare Client Director at Conclusion
Previous positions	Programmer, project manager, IT consultant, product specialist and healthcare consultant at Philips, founder and director of D&A Medical Group
Additional roles	Member of the Supervisory Board at De Parabool, Guest lecturer at Eindhoven University of Technology
Age	61
Born in	Gent, België
Education	Mathematics, Ghent University
Personal situation	Living together with a partner, a daughter

“I want to understand how things and people work”

Leidi Evers (39) is an Adoption Consultant at Conclusion Enablement. Despite not having a technical background, she feels completely at home in IT and wants to show other women how diverse and full of opportunities the sector is. “A non-technical background isn’t a disadvantage, but rather a unique perspective that can add value to IT.”

MORE THAN JUST TECHNOLOGY

Many women assume IT is all about coding and complex technical expertise. “That’s a common misconception,” Leidi explains. “Beyond its technical aspects, IT also involves organization and human interaction. It’s this combination that makes the field so fascinating!” Raising awareness of this will make the sector more inclusive and diverse.

Leidi never expected to work in IT. After two university studies that didn’t quite fit, she switched to Media & Entertainment Management. Her internship at MTV led her into the world of video conferencing, where she became a Sales Executive. When her employer secured a major contract, she was thrown into the deep end and learned how technology works through hands-

on experience. “That was my first real exposure to IT and I absolutely loved it!”

IT IS ALSO ABOUT PEOPLE

While she gained substantial technical knowledge, her real passion lay in the human aspect of IT. “How do you engage people in adapting to new ways of working? How do you turn technology into an enabler rather than a barrier?” Leidi observed that companies often implemented software without adequately considering user adoption. That needed to change. In her role as a Cloud Project Manager, she therefore focused on successful adoption of technology by customers. “A satisfied customer isn’t just the result of good technology - it’s about combining tech with human insight.”

MODERN HIPPIE

After a few years, Leidi was ready for a new challenge, which led her to Conclusion Enablement. “I could have gone for a corporate environment, but Conclusion offers a much more dynamic and flexible culture. Here I get space to be myself and develop myself further.”

While IT is often seen as a male-dominated field with fewer opportunities for women, Leidi sees things differently at Conclusion. “Of course you have to stand your ground sometimes, but I just feel comfortable here. I don’t have to hold back, I fit in perfectly here as a self-proclaimed modern hippie!”

“How do you turn technology into an enabler rather than a barrier?”



Leidi Evers

Current position	Adoption Consultant
Previous positions	Cloud Project Manager
Additional roles	Passionate about all things communication-related.
Age	39
Born in	Zoetermeer
Education	Media & Entertainment Management
Personal situation	Married to Michiel from AMIS Conclusion, living in Utrecht

“Women could be a little more self-confident!”

SISTERHOOD

Still, there have been moments where Leidi felt she had to prove herself more just because she’s a woman. “Fortunately, there are always female colleagues ready to encourage you with a ‘You’re doing great, keep going!’. That sisterhood is invaluable. Now, I make sure to do the same for women who are just starting their journey in IT.”

“The Old Boys Network has existed for centuries, so why don’t we, as women, build stronger networks for each other?” Leidi believes that women should actively support each other’s growth. “Once you reach a leadership position, lift other women up with you. Inspire them, coach them, encourage them!”

Lastly: “Women should embrace more confidence in themselves. Research shows that a man must be able to identify with 70 percent of a vacancy in order to dare to apply for the job: For women, that number is nearly 100 percent. I’d love to see that change. I hope more women start thinking: What I don’t know, I can learn. Let’s go!”



“Homogeneity within a team rarely leads to innovation”

Paula van Minnen (33) thrives in dynamic companies. Give her an organization in transition and she will be in her element. She has no issue with the fact that most of her colleagues are men. “But more balance would be better”. She encourages organizations to stimulate discussion about this.

In her twenties, Paula obtained her bachelor’s degree in International Business from Utrecht University of Applied Sciences. She wrote her thesis at a relatively small employment agency that later became a major player in the employment sector.

PIONEERING MENTALITY

This is how Paula discovered her passion for turning a start-up into a thriving company. Joining Conclusion MBS was a logical next step. “They were in plenty of motion, providing

ample opportunities for personal development within the team.” This pioneering mentality, in which freedom and responsibility go hand in hand, turned out to suit her well. She feels most at home when she can contribute to something that is still in its infancy.

“I doubted my views as the only woman”

PAULA

Paula experienced from the start that entrepreneurship is a top priority here: “Initiatives come from everywhere, regardless of position, and that creates enormous dynamics. Conclusion challenges you to think outside the box.”

BUILDING ON GROWTH

In her current position at Conclusion MBS, Paula is involved in the connection of Neotalent Conclusion from Portugal. “We are setting up a brand-new team, hiring new people, and redefining our collaboration.”

Paula sees the importance of more women in the IT sector, because this strengthens the balance within teams. She doesn’t mind being in the minority, but “there’s little new to come from homogeneity”, she says. “I’ve become more confident now but in my twenties, I sometimes held

back my opinions when I was the only woman in the room.”

LIMITING NOTION

When asked how we can achieve greater diversity in the workplace, Paula provides a striking example of what not to do. “I was sitting at the table with my manager at my then-employer. During my performance review, he said: ‘You have to start shaping your career now, because soon you’ll be wanting children.’”

To Paula, this reflects the outdated perceptions that still persist about women in the workplace. At the time she didn’t dare to bring it up but now, she would talk about it. Paula: “Encouraging open discussions would help people recognize these limiting beliefs.” If such views are still prevalent, it is no wonder that women find it difficult to penetrate certain levels of organizations. Or do they no longer aspire to this?

“An online diversity course doesn’t change company culture”

STAPPEN

While many organizations are taking steps with diversity courses, Paula emphasizes that this alone is not enough: “An online course alone won’t transform company culture.” Firstly, according to Paula, it should become more normal for people to point out situations that are no longer relevant today, even if it does not concern you. “Speaking for myself, I can take a punch and am therefore not always inclined to point out ‘discomforts’. However, I also have an interest in this cultural change, so everyone feels welcome.

Consider the other perspective: often, there’s no ill intent, just a lack of awareness. Let’s not nitpick. But do realize that we strive for diversity and that starts with creating a safe space for everyone. As an employer you have a responsibility to stimulate that discussion.”



Paula van Minnen

Current position	Lead Managed Services at Conclusion MBS
Previous positions	Project Manager
Additional roles	Is on the board of her tennis club
Age	33
Born in	Amersfoort
Education	International Business, sociology
Personal situation	Lives in Amersfoort

“The humour is a bit more direct. I like that”

Considering her age, Anniek (25) has had a lively career. She studied laboratory technology, but that turned out not to be her thing. She started working in the tourism sector in Austria. Back in the Netherlands, Conclusion managed to convince her at the career fair to take up a job in the tech sector. “No day is the same.”

“I used to love gaming, I could easily spend eight hours a day behind that screen.” So PCs were her thing, but working in IT? That seemed boring to Anniek. “What I liked most about gaming was the social aspect: you communicate with your fellow gamers all the time. In IT I wouldn’t expect that social aspect, I thought you’d be working alone more.”

VISION

Anniek had an affinity with the tech sector, but often compared herself with the boys in her class, who knew absolutely everything about computers. “I couldn’t compete with that.” These were all reasons for Anniek to leave the tech sector alone for the time being.

Anniek prematurely discontinued her laboratory technology studies to move to Austria with her parents. She worked there for five years in ski rental and as a hotel receptionist. Still, she was getting that itch: Anniek wondered whether she could still turn her interest in computers into a profession. A visit to the career fair was a logical next step. “I told my parents: the company with an interesting vision that matches me: that’s the company I want to go for.” That’s how she ended up at Conclusion.

TAKING CONTROL

She is one of the few women in her department: “One woman for every thirty men, to be exact.” According to Anniek, women often avoid technical roles because they are perceived as ‘difficult’. Anniek

would like to be an example for other women in this regard. “When I started as an Operations Centre Engineer, I had no training or experience in the tech sector, but that turned out not to be a problem.”

“I’m the first point of contact when there’s a fault in business-critical applications. That’s when they call us, we take control and delegate tasks. This way we can resolve the disruption as quickly as possible, so the end user isn’t inconvenienced. The most important skills are therefore in the area of communication and having the guts to take control. These are qualities that I have naturally, just like many other women.” An affinity with the sector is useful, because: “You do have to like it of course”, says Anniek. “But the rest can be learned and Conclusion is a very good employer.”



Anniek Visser

Current position	Operations Centre Engineer, Conclusion Mission Critical
Previous positions	Hotel receptionist and ski rental in Austria
Age	25
Born in	Nieuwegein
Education	Laboratory technology, ROC Midden-Nederland
Personal situation	Lives in Nieuwegein with her parents

Anniek would like to see more women in her direct work environment, because they bring a different approach. “Men work more purposefully: once a problem is solved, they move on to the next task on the list. Women are more involved in the process and spend more time considering the impact on the customer. How we can change things.” According to Anniek, there is something to be said for both methods: more balance would therefore be “great”, Anniek thinks.

PREJUDICES
Lastly, according to Anniek, women should not be put off by the fact that IT is still primarily a ‘man’s world’. “Of course, it brings with it a certain dynamic. The humour is a bit more direct. I like that. Maybe it helps that I’ve spent a lot of time with men my whole life”, she laughs.

“*Humour is part of a good working day*”

But prejudices about the opposite sex are not always correct. “My colleagues aren’t boys, they’re men. Fathers with children often. They really know whether a comment is appropriate or not. And besides: a bit of humour is part of a good working day - and women can certainly join in with that.”



WORKING AT CONCLUSION *Celebrate differences, create together*

At Conclusion, we embrace diversity—in people, personalities, and expertise. It's this unique blend of differences that connects us and drives impactful solutions.

At Conclusion, you'll be part of a unique international ecosystem for business transformation and IT services, comprising over 30 independent companies and more than 4,500 colleagues. You'll work within one of our close-knit Conclusion companies, while enjoying the advantages of a large organization.

BEYOND COLLABORATION

Entrepreneurial - that's how we define ourselves. We foster connections through sports with Conclusion Sport activities. We exchange knowledge through various guilds, communities and events. Together, we take responsibility for a more sustainable world through Conclusion Cares initiatives.

Are you ready to make a difference with us?

View our vacancies at werkenbijconclusion.nl

“Excelling in what you do best, driven by your strength and expertise!”

WOMEN IN POSITION

CONCLUSION

