AMSTERDAM LAW HUB

ANNUAL REPORT, 2022



University of Amsterdam
Amsterdam Law Hub

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We believe

justice can only flourish, when it learns to leave the past behind, and focus on the now.

We believe that law cannot be static. As humans; our society, culture and values change continuously.

We believe in the exchange of ideas. Cross-pollination. Listening to others. Learning from each other. Assessing and adapting. Finding solutions together.

We are bridging to justice in the 21st century. We are the Amsterdam Law Hub.

OUTLINE

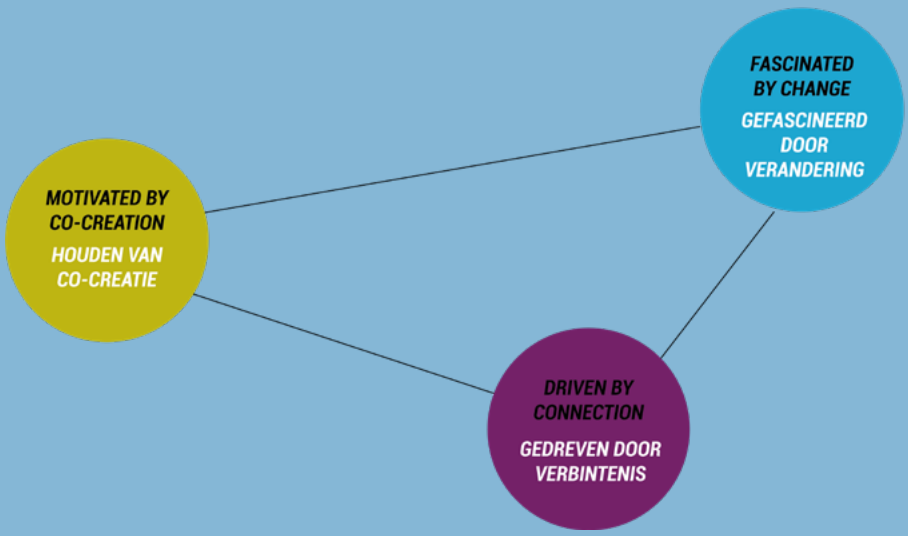
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1 Who we are

The Amsterdam Law Hub is an innovation space for co-creation between the Amsterdam Law School and societal partners. We are fascinated by change, driven by connection and motivated by co-creation. This means we focus on setting up innovative or entrepreneurial initiatives coming from academia, projects that have a societal and social impact, and that are set up in collaboration between the research or education at our Faculty and external partners.

The Amsterdam Law Hub was opened in February 2019 as an intrinsic part of the Amsterdam Law School (University of Amsterdam). We strive to fulfil the School's Strategic Plans with regards to impact. At the end of 2020, the Law Hub launched a new strategy in terms of its focus and activities.

We engage a community of a.o. researchers, professors, students, legal designers, start-ups, legal advice centres, lawyers, governments and NGOs. Aside from housing a physical hub where we host events, workshops, legal clinics, and the offices of legal organisations, we also engage our community through four critical programmes:

1. **Impact Research** - Supporting academic talent with making their legal research more impactful in society.
2. **Impact Education** - Developing academic courses to teach innovative legal practices.
3. **Market Impact** - Nourishing start-ups and (not-for-profit) businesses to solve justice problems.
4. **Public Impact** - Collaborating with NGOs and governments to improve access to justice.

2 Our activities in 2022

For the Amsterdam Law Hub 2022 was an important year of testing and growth, in which we were able to deliver and scale-up a number of programmes together with our partners. We are happy to share our main activities of 2022 broken down by the different programmes we run.

1. Impact Research

2022 saw us consolidate our learnings about the impact needs of researchers and transform them into a series of practical programmes or interventions. We focused on providing a combination of advice and training to improve the quality and variety of the knowledge utilisation strategies employed by the faculty. These were delivered through the following avenues:

- Individual consultations on knowledge utilisation and societal impact development, either as part of a grant application or more generally.
- Group trainings and workshops as stand-alone sessions.
- A newly created and piloted Talent Factory programme.
- Support in research dissemination through coaching of research-pitch-videos

The Law Hub has been guiding all NWO Veni applicants in their impact sections of their proposals. In the second quarter of 2022, this year's successful Veni candidates were announced, alongside the publication of reviewer's remarks on their applications. Not only were two of the three candidates awarded grants, but reviewers across the board were deeply impressed with the quality of all knowledge utilisation sections. This confirmed that our collaboration with researchers is bearing fruit. Particular attention was paid to Katrina Pereduhof's proposed interactive platform enabling EU ministers to identify the effects of different combinations of laws or contracts on access to medicines in developing countries.

Klaas Eller's proposal to develop a compliance tool to improve human rights outcomes in supply chains also shows promise as a commercial product. Each of these impact deliverables were developed in co-creation with the Law Hub and we have been able to provide both researchers with the relevant partners to scope and include the work in the project budget. As a result of this success, we have integrated impact into the grant support process with other faculty members, including Robin Buning, Olga Gritsai et al. For the next round of grant application support (winners will be announced in 2023) we have advised a faculty record of 10 Veni applicants, 2 Vidis and 1 Vici. We have also completed 3 personal impact åbrainstorms (unrelated to a grant application) in the second half of the year.

2022 was a year in which we considerably scaled our workshop and skill training programmes for researchers. At the beginning of the year, and by popular demand, we organised a follow-up workshop on communicating with journalists. We also held a number of wider pitch coaching workshops for National PhD organisations like NNHRR in which 30+ attendees perfected communication techniques to give their research more impact. Finally, 2022 also saw the realisation of our ambitious researcher skill training programme, Talent Factory (in 2023 renamed to SkillShare Law). The programme is the brainchild of Olga Gritsai and Frances Singleton (Research & Innovation Manager at the Law Hub) and is designed to help researchers make more strategic career choices through a combination of practical training and intervision sessions with other successful academics. We began in June 2022 with a pilot for PhDs composed of two modules; CV & Career Strategy, and Pitching & Networking. Following an enthusiastic response from attendees this training programme was made mandatory for all second year PhDs and has been expanded in 2023 to include a third module; Introduction to Grant Writing.

This success also paved the way for the development of a Talent Factory programme aimed at post-docs, associate and assistant professors. We expanded to cover four modules; Career Strategy, Research Design & Methods, Pitching & Networking and Grant Writing; >>

and were delighted to include highly respected researchers such as: Agnes Akkerman, Rivke Jaffe and Benjamin van Rooij as intervision panellists. 21 Faculty researchers took part in November 2022, from a range of different departments and seniority levels. In our follow up survey, 87% of participants reported that they had identified new strategies to boost their career and highlighted the value of not only the skills training, but also the ability to interact with colleagues from different fields.

"For me it was really valuable to interact with peers from other depts with whom I had not previously spoken in great length. In that sense, the program has really expanded my connections within the faculty and my understanding of what everyone is doing. This also means that I know better who to talk to for collaborating on particular topics." - Associate Professor, Talent Factory 2022 Cohort

Finally, 2022 Delivered the second edition of the global 3 Minute Thesis competition (3MT) for PhDs, with IXA taking over the role of organiser together with the Amsterdam Business School, and all five faculties participating. The competition is a fantastic learning opportunity for PhDs, demonstrating how short form video can be used to engage with non-academic stakeholders for impact. We worked with 7 researchers to develop a three minute simplified explainer video of their thesis, taking the opportunity to also teach the techniques behind good pitches. This pitch guidance and were not only PhDs but also assistant- and associate professors. While we were sad not to make the UvA wide top three in 2022 (the full list of videos can be found via our YouTube channel) every researcher we worked with emphasised how useful the videos are when engaging with societal stakeholders, journalists and the general public. Pitching research remains an important skill in which the Law Hub can support our Faculty colleagues.





2. Impact Education

The Law Hub supports education at the Amsterdam Law School focusing on entrepreneurship, community-service learning and innovation.

In 2022 this meant we engaged in the following educational programmes:

1. Justice Entrepreneurship as an ALP master's elective
2. Justice Entrepreneurship as an PPLE Integrative Seminar (new course)
3. Clinic Rechtshulpverlening as an ALP bachelor's elective (new course)
4. Clinic Recht & Beleid as an ALP master's elective
5. Development of the Masterclass Responsieve Overheidsjurist (new professional education course)

For a second year in a row we coordinated and taught the course Justice Entrepreneurship to 19 master's students in 2022 enrolled in the Master tracks *Privaatrecht* (both Commerciële- and Privaatrechtelijke Rechtspraktijk), *Arbeidsrecht*, European Private Law, Public International Law and *Staats & Bestuursrecht*. The 8 week course was completed successfully by all students and evaluated with an average 9.0. Out of the 9 start-up teams, 5 continued developing their solutions after the course through the Law Hub's incubator programme.

"This course is something I missed during my entire study career. It really gives students a way to focus on life more than on literature and theories. I can (and have) recommend everyone to follow this course. It's fun, insightful, challenging in a good way and educational." - Master student Justice Entrepreneurship 2022

In addition to teaching Justice Entrepreneurship to master students, the Law Hub also developed a curriculum for bachelor students as part of the PPLE Integrative Seminar in block 6. The same 8-week course was boiled down to a 4-week intensive format and taught to 14 students. At the end of the course, the PPLE students pitched together with master students in the Law Hub's annual start-up event. From the 7 teams, 3 continued to develop their initiatives in the Law Hub's incubator programme.



The Law Hub in collaboration with the Amsterdam Law Practice designed an elective course specifically for students working in the '*Rechtswinkels*' (Free legal advice centers). The extra-curricular course called *Clinic Rechtshulpverlening* had 25 bachelor students enrolled at the start in the pilot year. Furthermore, together with Bureau Clara Wichmann, research was conducted by 5 master students in the *Clinic Recht & Beleid* (Law & Policy Clinic), also part of the Amsterdam Law Practice. The research focused around women in the 50's and 60's who forcibly gave up their children. The students looked at the role of the government in this case and thereby supported Bureau Clara Wichmann and their legal team in the legal process. The Clinic took place in the spring of 2022 and was coordinated by the Law Hub's team.

Finally, in collaboration with the Amsterdam Centre on the Legal Professions and Access to Justice, the Law Hub developed a new masterclass for professionals working as government lawyers. Together with a team of 5 teachers and support from the Faculty Teaching andLearning Centre, the Law Hub facilitated the design of the new course through design sprints, resulting in the final programme, teaching outcomes and teaching format. The course focuses on Dutch public law and ethics in the context of an increasing demand from society to tailor legal government services to individual citizen's needs ('*responsivitieit*'). The course was advertised in the fall of 2022 and all course materials were finalized by the end of the year. The pilot masterclass had 20 sign-ups by the end of the year and took place in February 2023.

3. Market Impact

Following our justice entrepreneurship educational programme, many students wish to continue developing their start-up ideas in the Law Hub. As part of the Market Impact programme, we support start-ups set up by students or researchers focusing on a legal solution through the following ways:

- A 12-month coaching and mentoring programme tailored to individual teams.
- A legal start-up investment fund of 2500 EUR per start-up.
- Visibility for start-ups through our annual Legal Start-up pitch event.
- Access to the Law Hub's space and facilities for incubator participants.
- Legal advice for start-ups through the Incuboater and the new Startup & Stichtingen Rechtswinkel.

In 2022 we doubled the number of justice startups in our incubator compared to 2021, from 4 to 8, which has been one of the key signs of success of our entrepreneurship pipeline. The refinement of our master's elective based on student feedback, and expansion to offer a short-form version for PPLE, are highly effective ways to engage law students with justice innovation. 6 Master's student teams and one PPLE bachelor team from Justice Entrepreneurship continued in 2022 with their idea into the incubator, alongside one additional participant from outside the education programmes. The start-ups we supported in 2022 were:

- **Little Law Student** - Redesigning case law study materials for students with the use of comics to improve learning outcomes.
- **RestartUp** - An interactive toolkit to support entrepreneurs facing financial difficulties navigate the insolvency process and avoid bankruptcy where possible.
- **Vrijmibo's for Ukraine** - Monthly networking sessions bringing municipalities, NGOs and Ukrainian refugees together to share access to services and legal advice.
- **Rentor** - Redesigning rental contracts between housing corporations and tenants to reduce communication challenges and increase trust
- **Alia** - Interactive digital values training for public servants to improve altruism within government bodies.

- **Contractual** - A tool to help student renters understand their housing rights
- **Ius Lexis** - A platform to enable sharing of jurisprudence weekly updates between firms to reduce time spent and benefit from specialist research.
- **Sappho** - A platform to help social media users build a dossier of evidence of online harassment to present to their local police force.

From these start-ups Little Law Student, RestartUp and Rentor received an investment from the Law Hub's Start-up Fund. This Fund accepts applications for start-up ideas on a rolling basis, and awards up to (maximum) 4 seed investments of 2500 EUR per start-up per year. The Fund was set up in 2021 and continued to professionalize further in 2022 with an external investment committee, selected on a rotating basis from our pool of (legal) entrepreneurs, including individuals like Pablo van Klinken, Pieter van der Hoeven, Farshida Zafar, Ronald Mooijer, Olaf Stolk and Maria Angel Stiruk.

We have been particularly proud of **RestartUp**, which secured pilot funding from the Municipality of Amsterdam and successfully launched a beta platform in December 2022 in partnership with the Dutch Startup Association. They are currently fundraising to scale the platform to a national level. Vrijmibo's for Ukraine were named in a letter to parliament by city councillors highlighting the challenges faced by refugees in the city and praising their initiative for providing a bridge for discussion. Alongside these individual success stories we are also happy to report that (in spite of the high failure rate experienced by first-time entrepreneurs) half of the 2022 cohort are still in operation mid-2023.

In June 2022 we also organised our annual Legal Start-up Event, seeing the pitches of 8 legal start-ups and engaging our external network of legal partners. The jury consisted of Jelle van Veenen (Innovation Manager Kennedy van der Laan), Jacomine Kuijt (Senior Policy Officer De Raad) and Victor Bey-Smith (Director ASIF Ventures). The event attracted 58 attendees, and during the break we hosted a panel debate with Raymond Blijd (CEO Legal Complex, Co-founder Legalpioneer.org), Andrea Leiter (Assistant Professor Amsterdam Center for International Law), Wilfried de Wever (Humanity Solutions) and Pieter van der Hoeven (Senior Director Litera).

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Products
Legal documents explained in simple terms
Videos, skits, statistics
Illustrations, short stories, games and merchandise

In a bid to provide support to the wider entrepreneurial ecosystem, 2022 saw the official launch of the Startup & Stichting Rechtswinkel (Startup & Nonprofit Free Legal Advice Clinic) as a student-run venture. The goal is to bridge the legal gap often felt by startups and nonprofits while also offering private law students the opportunity to work directly with lawyers (through partner ProBono Connect) on topics which prepare them for a career in corporate law. A new board was selected in August 2022, composed of business law masters students Gabriel Storm, Anouk Bergman and Bastiaan van den Bogaart. The launch itself took place in September 2022 at our annual floating legal advice clinic, the **Incuboater**. This successful second edition saw our rechtswinkel students and 16 lawyers from 6 law firms (including Stibbe, Loyens & Loeff and Bird & Bird) provide legal advice to 38 startups or nonprofits in one day while touring on a boat through Amsterdam. It also inspired a further 14 students to join the Startup & Stichting Rechtswinkel and laid the groundwork to begin a series of legal health check clinics for startups with partners in the UvA/HvA/VU venture studios network in 2023.

4. Public Impact

In close collaboration with- (and funded by) external partners, the Law Hub develops and supports programmes at the intersection of research and education that are specifically tailored to solving access to justice problems. In 2022 these activities included:

- The launch of a research report on legal aid providers in the Netherlands.
- Developing an online (free) legal advice map of Amsterdam;
- Developing an AI tool to ease the case-management and advice given by legal aid providers.
- A conference on the future of legal aid in the Netherlands.
- Expanding the reach and impact of the Vrouwenrechtswinkel Amsterdam (free legal advice center for women).
- Strengthening the work of all (other) rechtswinkels (free legal advice centers) that work with students at the Amsterdam Law School.
- The development of the Nederlandse Vereniging van Rechtswinkels, a country-wide independent association of free legal advice centers.



Het Probleem van de Volle Boodschappentas



In August 2021 we launched a new project in collaboration with the *Raad voor de Rechtsbijstand* (Dutch Legal Aid Council). In 2022 most activities and deliverables of this project, called *'Het Probleem van de Volle Boodschappentas',* came to fruit. Our research report focusing on the role of free legal aid service providers came out in March 2022, and was launched during the conference called 'Rechtshulp 2.0' at the Amsterdam Law Hub. Together with the Centre on Legal Professions and Access to Justice, we brought Prof. Hazel Genn and other prominent speakers to the event, as well as over 100 attendees (both in-person and online).

During the conference, we also launched the online legal advice map of Amsterdam: *'Sociaal-Juridische Kaart van Amsterdam',* which counts over 90 legal aid service providers in Amsterdam and allows visitors to sort according to problem area and legal professional.

For most part of 2022 following the conference, we focused on designing, testing and implementing a new AI-powered customer relations management system for *rechtswinkels* (legal clinics). We collaborated with technology partner *Wetzoek* and design agency *Moeilijke Dingen* to perform on-site visits with seven legal clinics in five provinces as part of our product development process. Our observations highlighted the need for a unified case management system tailored to their unique needs. These included a smart tagging and search functionality to make it simple to find (anonymised) historic cases to act as examples for new students carrying out similar work. Data entry should be standardised so each clinic can use the same classification for legal problems (enabling national reporting on access to justice problems in the future). Data protection and the automatic anonymisation of client records was an additional priority in light of the poor security measures viewed at some clinics.

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Casusfeiten

Design agency *Moeilijke Dingen* completed the first stage of the development process in September 2022, delivering wire frames (step-by-step visualisations) for 11 different features for the new platform. Six clinics then took part in an online prioritisation session, where these features were then collectively listed in order of preference.

As a result of the tight development schedule we chose to focus on the most requested features; Natural Language powered smart search, automatic tagging, document type identification and case anonymisation; alongside more standard functionalities like creating a case file with notes and actions and related client details. The prototype platform was launched for testing at the end of October 2022 with the *Vrouwenrechtswinkel*, *Rechtswinkel Bijlmermeer, Rechtswinkel Migranten* and the *Startup & Stichting Rechtswinkel*. While testing was limited by the project timeline to a month, our initial results were extremely positive:

- Tested by 61 students or legal professionals, spread over our four test partners.
- 500 cases have been generated for unique customers.
- 616 additional documents now 'searchable' after being uploaded to the platform and anonymised.
- Students showed an average time saving of between 8h 20m and 6h 56m when creating new cases in the platform (per 1.000 case entries)
- The new search functionality enabled students to find a similar historic case to use as an example in an average time of only 1m 29s.

"The search function really helps to provide clarity to citizens. During the intake interview, I can quickly search the platform. I can then give our clients clear information about the steps involved, how long it has taken to solve this problem in the past, etc. It makes them and me more confident and calmer." - Rechtswinkel student

The platform has been permanently adopted by the Vrouwenrechtswinkel already, is being tested by Rechtswinkel Tilburg and will be made available to other rechtswinkels in 2023. The future development and roll-out of the tool will be decided upon together with de Raad voor Rechtsbijstand.



Vrouwenrechtswinkel Amsterdam (Free legal advice center for women)

In 2022 the *Vrouwenrechtswinkel* set out to open two new locations in Amsterdam with the financial support of the *Gemeente Amsterdam*, and in collaboration with Bureau Clara Wichmann. The two new locations would be in Amsterdam Zuid-Oost and in Amsterdam Noord (official openings in February 2023). In 2022 we have been able to support 523 women; which is an increase of 57% compared to 2021. Furthermore, we have successfully integrated new innovative ideas into the existing structure of our services.

Firstly, we have been able to develop a new platform to enable our students to collect anonymised data about the legal problems faced by the women we serve, which we can directly feed back to the municipality of Amsterdam. Our insights map these for the municipality and enable them to understand the challenges and then measure the success of efforts to improve access to justice, through the intake figures taken at the clinic.

Secondly, we have developed a comprehensive training programme for law students to provide them with a set of essential skills and knowledge necessary to work in the women's legal advice center.

Thirdly, we have put out a handbook which acts as a reference tool for the students. It contains facts and information for guidance, instructions about how to carry out client interviews and provides quick answers in a variety of legal areas. This handbook will also serve as a blueprint for other rechtswinkels where our law students work.

Lastly, we run a pilot project to improve the communication with our clients by integrating insights from psychologists into the advice center. We guide law students from the Amsterdam Law School alongside psychology students from the Faculty of Social Sciences to meet with, discuss and then offer holistic advice to the women.
In line with the Amsterdam Law Hub strategy, we are working towards independence of this project. After successfully setting up the free legal advice center for women and by successfully designing and introducing significant innovations, the organisation is ready to stand on its own two feet.





Professionalizing our UvA Rechtswinkels and expanding their reach beyond Amsterdam

Aside from the Women's clinic, the Amsterdam Law Hub hosts and coordinates 8 other *rechtswinkels* (legal clinics) where law students from our Faculty work. In 2022, the Law Hub started to monitor the quality of services provided by the legal advice centers where UvA students work more strictly. Attention is paid to professional attitude, knowledge gathering and adequate guidance. A workplan was made to support the UvA rechtswinkels through research, evaluations, intervision sessions, trainings and a more effective subsidy-system. We organized a series of training sessions for the students working in the rechtswinkels. These sessions were aimed at providing students with practical tools that they can apply in the consultation hours with clients. This includes training focused on communication techniques and methods on how to deal with emotions.

Rechtswinkel Migranten, Vrouwenrechtswinkel, Wetwinkel, Rechtswinkel Bijlmermeer, Juridisch Spreekuur Gedetineerden, Rechtswinkel Amsterdam and *Rechtsbureau ASVA* have now become members of the *Nederlandse Vereniging van Rechtswinkels* (Dutch National Association of Legal Advice Centres), another initiative that originated from the Law Hub. In December 2022 a board consisting of six people was formed and preparations for incorporation at the Chamber of Commerce (finished in 2023) were made. The Law Hub started recruiting members from all over the Netherlands in 2022, leading up to 45 members by mid-2023. This set up of the association was possible thanks to grants that the Amsterdam Law Hub received from the Ministry of Justice and Security and *Stichting Allemansrecht*.

Community Building

The Amsterdam Law Hub is not just a set of programmes, we are also a community of legal innovators, academia, technologists, artists and start-ups. In our space, we organize events, share insights through our podcasts and social media channels, and organize art exhibits. Read below a summary of what we brought out.

In 2022, we organised a summer seminar on Legal Design with Jules Rochelle Sievert, Creative Director of **NuLawLab**. NuLawLab (the interdisciplinary innovation laboratory at Northeastern University School of Law in Boston). With this seminar we gave colleagues an insight in how to involve community projects in their research.

This year we also created two **podcast series**. The first series was about the war in Ukraine. We dived into the gravity of the situation, the role of technology today and what the war means for lawyers from Ukraine, Russia and Belarus. The speakers included Paul Ducheine (Prof. dr. Law of Military Cyber Operations), André Nollkaemper (Prof. mr., Dean Faculty of Law) and Sophie de Graaf (Executive Director Lawyers for Lawyers).

The second series was all about art. We discussed how we can use art to understand law, and how it even can affect our legal system, with speakers like Sofia Stolk (Researcher TMC Asser Institute), Aernoud Bourdrez (Lawyer), Theo Tegelaers (Director Stichting TAAK), Juliacks (artist) and Nathalie Dijkman (Director Amsterdam Law Hub).

Spread over 2022, we also exhibited three **photo exhibitions** in our hub, all of which served our theme of justice. 'Life in the Roman Suburbs' was the first one, where the photographer (an UvA Law student) took us into the turbulent life of poverty in Rome, a side that often remains underexposed. The second one was called 'Eritrea mon Amour': a photographer from Nijmegen portrayed young Eritrean refugees between 18 and 22 years-old, who moved to barracks in Nijmegen because of a housing shortage in AZC's and youth shelters. The third exhibition, 'Wij zijn Mokum', was our own brainchild, and part of the marketing campaign of the Boodschappentas project. With this series we offered a glimpse into the faces behind the *Sociaal-Juridische Kaart van Amsterdam*: legal professionals who do this work because they believe everyone has the right to get legal help. This exhibition was also hung up in locations such as the Juridisch Loket. To complement this, we have also developed postcards with catchy quotes to draw attention to the map.


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3 Big wins 2022

The Amsterdam Law Hub has run many activities and projects in 2022, but we are particularly proud of these **10 big achievements**:

1. Having two of our (spin-off) projects become finalists for the Access to Justice SDU *Gouden Zandlopers Award*: the start-up Legal Crowd that was developed by our Justice Entrepreneurship students, and the Vrouwenrechtswinkel Amsterdam (who won the award!).
2. Doubling down on entrepreneurship talent among law students by rolling out our Justice Entrepreneurship course to 2nd year PPLE bachelor students.
3. Publishing our own research report about access to justice and launching two new technology platforms that improve access to justice: the *Sociaal-Juridische Kaart van Amsterdam* as well as *Toonbank* (CRM system for free legal aid clinics), reaching more than 4000 citizens with legal needs.
4. Engaging over 30 researchers in our newly designed Talent Factory programme which has now become a permanent part of the PhD trajectory and is being adopted by our colleagues at the Faculty of Social Sciences (FMG).
5. Equalling a faculty record of two VENI winners in 2022, with all applicants receiving full marks for Knowledge Utilisation and praise for their innovative impact approach, which the Law Hub played a vital role in co-designing.
6. Supporting our community-based learning programmes in collaboration with the Amsterdam Law Practice by launching and running new courses for legal clinic students: *Clinic Rechtshulpverlening* and *Clinic Recht & Beleid*.
7. Expanding the *Vrouwenrechtswinkel* operations to two new city areas and locations, tripling our accessibility and impact across the city and helping more than 500 women with free legal advice.
8. Kicked-off of a new promising partnership with the Ministry of Justice and *Stichting Allemansrecht* to set up the *Nederlandse Vereniging van Rechtswinkels* (national association of free legal aid clinics).
9. Launching two new projects to legally support all start-ups in Amsterdam and in our academic network through the *Start-up & Stichtingen Rechtswinkel* and RestartUp Amsterdam, run by our private law students.
10. We successfully increased our followers on instagram with 26% and LinkedIn with 140%.



4 Our team and partners

In 2022, the Amsterdam Law Hub consisted of the following innovative and entrepreneurial team members: Nathalie Dijkman (Director), Frances Singleton (Research & Innovation Manager), Susan Leclercq (Vrouwenrechtswinkel Manager), Gabriela Petralia (Communications), Tim Verheij (Coördinator Legal Aid & Education from July 2022), Mercede van Voorthuizen (Researcher until March 2022), Eva van der Wal (Student Assistant until July 2022), Nura Elsheikh (Student Assistant after July 2022). In addition, we continue to receive invaluable support from our Faculty of Law colleagues in the Management, HR, Finance and Marketing & Communications departments.

On the next page, you will see an overview of our co-workers, renters, *rechtswinkels*, start-ups and funding partners.



Our co-workers and renters























Our *rechtswinkels*














Our start-ups











Our funding partners













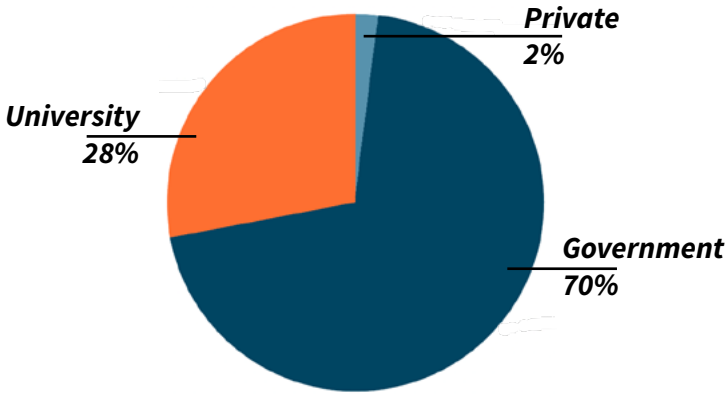
5 Financial Sustainability

The Amsterdam Law Hub is generously supported by the Amsterdam Law School.

But as entrepreneurs we are always also looking out for other sources of funding to increase our impact. In 2022, we were very glad to have received financial support from the *Raad voor Rechtsbijstand*, *Gemeente Amsterdam*, Start-upAmsterdam, the Ministry of Justice & Security, *Stichting Allemansrecht* and other entities at the University of Amsterdam (TLC, FMG). In previous years, we had also received support from Nauta Duthil, Uber, IXA and ARAG.

Our total budget in 2022 was approximately €700.000 euros. This includes two big externally funded projects (*Het Probleem van de Boodschappentas* and *Vrouwenrechtswinkel*) as well as funding from the Amsterdam Law School, other University entities and smaller external partners. The Amsterdam Law Hub intends to get at least 50% of its revenue from sources outside of the University of Amsterdam. We have surpassed this target in 2022, as 72% of our expenses were funded by external sources (government and private).

Law Hub Revenue Sources 2022




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