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Infrabel: A path to Disability Inclusion
Identified Drivers and Barriers

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Executive Summary

The unemployment rate of PWD (people with disabilities) is nearly double the rate of people without disabilities. Research shows that organizations who hire PWD can see many benefits such as decreased turn-over, absenteeism, improved rates of innovation and increased revenues. Yet employers struggle with attracting and retaining this diversity group. This study aims to determine the drivers and barriers for integration of PWD in a Belgian public organization and presents an implementation plan to improve this integration. Data analysis uses qualitative and quantitative data from employees across different hierarchy levels. The results conclude that the main drivers that will foster this integration are the organizational change to human-centered culture, open culture, and empowering management style. The main identified barriers are lacking awareness and knowledge about disability, stereotypes regarding skills of PWD and organization's lack of flexibility. Seven interventions are proposed through Lewin's model of change.

Key words: Disability Inclusion, Drivers and Barriers, Case study, Implementation plan.

A taxa de desemprego das pessoas com deficiência é o dobro da taxa de pessoas sem deficiência. Pesquisas mostram que as organizações que contratam PWD (do inglês "People with Disabilities") podem ver muitos benefícios, como diminuição da rotatividade, absenteísmo, melhores taxas de inovação e aumento de receita. No entanto, os empregadores têm dificuldades para atrair e reter esse grupo de diversidade. Este estudo tem como objetivo determinar os fatores impulsionadores e barreiras para a integração de pessoas com deficiência numa organização pública belga e apresenta um plano de implementação para melhorar essa integração. A análise é realizada através de dados qualitativos e quantitativos com base em funcionários em diferentes níveis hierárquicos. Os resultados concluem que os principais fatores impulsionadores são a mudança organizacional para a cultura centrada no ser humano, a cultura aberta e o estilo de gerenciamento de poder, a cultura aberta da organização, que podem promover essa integração. As principais barreiras identificadas são a falta de conscientização e conhecimento sobre deficiência, estereótipos sobre as habilidades de PWD e a falta de flexibilidade da organização. São propostas sete intervenções pelo modelo de mudança de Lewin.

1. Literature review

Studies in Disability Inclusion have greatly multiplied in recent years. Organizations are incentivized to utilize all available human resources in an increasingly global market where customer needs are rapidly changing (Schur, Collella and Adya, 2016). Expected labor shortages are pushing organizations to think creatively and draw more attention to the currently largest underutilized labor pool of people with disabilities (PWD) (Schur, Collella and Adya, 2016). Finally, organizations are learning about the company benefits for hiring PWD such as increased revenues, decreased employment costs and higher levels innovation (Schur, Collella and Adya, 2016).

A central issue in Disability Inclusion is the continued high numbers of unemployment rate for PWD (WHO, 2011). To date, empirical evidence remains scarce on what interventions employers can take to increase the participation rate of this largest minority group. The aim of this project is to show the business case for PWD, collaborating with a Belgian Public company, Infrabel, to create an intervention plan aimed at hiring more PWD while focusing on identifying drivers and eliminating barriers in the organization and therefore aiming to increase the number of PWD who are employed. The article is structured as follows: it begins with the review of existing literature, highlighting prevalence, barriers and drivers for this change. Secondly it describes the relevance for society, organizations and individuals. Finally, it describes models of change and important diversity factors needed to achieve success.

1.1 Prevalence

Disability is very present in our society. The WHO estimates that fifteen percent of our population has a disability (WHO, 2011) According to the WHO, disability is an umbrella term for impairments, activity limitations and participation restrictions. Impairments refers to a problem in body function or structure, activity limitation refers to difficulties that an individual can encounter while execution an action or task; participation restriction refers a problem that an individual can encounter while involved in life situations (WHO, 2011). This definition highlights that Disability is not just a health problem, but a complex phenomenon, reflecting the interaction between features of a person's body and features of society in which he or she participates. Overcoming barriers of disabilities require interventions to remove environmental and social barriers (WHO, 2011).

In Europe, only forty percent of this population has a job. In Belgium the employment rate can be split by the two regions. In Flanders the employment rate is 39,33 % whereas in Wallonia the employment rate for persons with a disability is 33%. This means that on average PWD are twice as likely to be unemployed that their nondisabled counter parts (Diversicom, 2018).

1.2 What keeps PWD from entering the workforce?

INDIVIDUAL BARRIERS

The biggest barrier for PWD in the workforce is the existing biases and stigmas around disabilities which result in negative attitudes among employers and coworkers (Houtenville & Kalargyrou, 2012). 43% of people with disabilities reported experiencing discrimination in the workforce, as a disconnect continues to exist between the perceptions that employers have about the capabilities of PWD and the realities of these employees (Houtenville & Kalargyrou, 2012).

Stereotypes range from the idea that PWD are less capable than their non-disabled counterparts, the idea that PWD will more often be absent and the idea that PWD will not perform well as they might not be able to perform essential job duties or other tasks which are present in a demanding workplace (Kaye, Jane & Jones, 2011). Besides being less capable, PWD are often perceived as less willing to join the workforce (Sundar & Houtenville, 2018). Houtenville and Kalargyrou (2012) reported similar findings that employees have doubts that PWD would not be able to perform in terms of efficiency, accuracy and participation in the workplace. Furthermore, a common belief among employers is that PWD cannot hold leadership positions (Sunday & Houtenville 2018). Finally, PWD are often perceived as helpless, incompetent and dependent (Colella & Bruyère, 2011; Beatty et al, 2018).

TYPE OF DISABILITY

Nota, Santili, Ginevra and Soresi (2013) show that employers have different attitudes towards the disability depending on the type of disability. Negative attitudes and stigma tend to be more likely for people with intellectual and psychiatric disabilities (Crawford, 2012). Studies show that the degree of visibility, progressiveness, and/or chronicity of a given disability relates to the probability of a person being classified as undesirable (Nota, Santili, Ginevra and Soresi 2013). Furthermore, they show in their study that people with intellectual disability experience

more hiring discrimination than people with sensory disability. Waterhouse et al. (2010) added to this with their study that mental illness was the type of disability expected to have the greatest impact on the organization and is frequently associated with behavioural problems. Nota et al. (2013) mention in their study that employers use more negative words as dangerous or unpredictable when describing a person with a mental disability compared to a person with a physical disability. Furthermore, employers tend to report less concerns with a physical disability as opposed to an emotional disability (Houtenville & Kalargyrou, 2012). Chronic mental illness was significantly less likely to be hired than other disabilities (Nota, Santili, Ginevra & Soresi 2013). WHO (2011) highlighted that people with mental health problems have the highest numbers of unemployment.

Another variable which influences employer's judgement of PWD is the perception of potential for disruptiveness. This refers to the extent that the manager fears that a PWD will perform poorly, cause tension or uncertainty in social interaction or cause unease in co-workers (Nota, Santili, Ginevra & Soresi 2013.) In relation to these variables, persons with mental disabilities experience more difficulties than person with physical disabilities. Gouvier, Sytsma-Jordan and Mayville (2003) summarize in their study that employers tend to choose nonvisible & non neurological disabilities *over* neurological, physical and mental disabilities. Although disability is not the only influence on the attitude of the employer, whether or not the prospective candidate will be in a costumer facing role played a role as well as applicant dispositions such as being tense or not (Gouvier, Sytsma-Jordan & Mayville 2003;Gouvier et al. 1991)

PWD AT WORK

PWD who are employed often run into bias during their performance appraisal. This can be both positive and negative. Positive attitudes lead to positive evaluation due to the norm of kindness or low expectations. Negative attitudes about how well a PWD can perform can lead to negative evaluation (Schur, Kruse & Blanck, 2014). Stereotypes lead to difficulties of changing the attitude of supervisor and co-workers. The attitude of the supervisor is important as he or she will be part of making the hiring decision (Schur, Kruse & Blanck, 2014). Sundar and Houtenville (2018) found in their study that negative attitudes from Supervisor and co-workers was the second biggest barrier PWD experience in the workplace.

Some strain can be caused in the communication due to speech or hearing impairments which can result in decreased communication. Research shows that employees sometimes avoid communication due to the extra time and strain involved or due feelings of unease and not feeling comfortable (Schur, Kruse & Blanck, 2014). In organizations who are inclusive for PWD, researches see a decrease in communication between employees with and without disabilities as a result of these stereotypes can lead to increased feelings of exclusion (Houtenville & Kalargyrou, 2016). Furthermore, exclusion can have an effect on being fully function insiders and influence their job performance and opportunities for training advancement (Schur, Kruse & Blanck, 2005). This exclusion prevents socialization in a workplace, which is important as it reminds employees that they are valued members (Hagner et al., 2015). Negative expectations about performance or negative evaluation and negative coworker strain can in turn influence the degree of access to jobs with substantial responsibility and leads to employment in lower-paying jobs (Colella, 1996; Schur, Kruse & Blanck, 2005). WHO (2011) show that when PWD are employed they often earn less than people without disabilities. Woman with disabilities tend to earn less than men with disabilities. Other stereotypes refer to costs to the organization to onboard an employee with a disability. Fears that a PWD will need more training to start the job and will need more guidance compared to their abled counterparts.

Secondly, employers are worried about the costs of providing reasonable accommodations. (Kaye, Jane & Jones, 2011) Employers often assume they should make the entire workplace accessible. A survey showed that 64% of employers did not know how much an accommodation would cost and 62% cited the cost as a challenge (Schur, Nishii, Adya, Kruse & Bruyere, 2014). Furthermore, reasonable adjustments can lead to negative responses from co-workers who see these adjustments as "special treatment" (Schur, Kruse & Blancke 2005). Finally, employers are worried about the legal liability and not being able to fire the persons if he or she does not perform well (Kaye, Jane & Jones, 2011). Hagner et al. (2015) reported in their study that alteration in design of the job, having a shorter schedule or different schedule were the most frequent barriers to inclusion in the workplace. These factors often have a further effect on other elements, such as not being considered for promotion or taking part in incentive programs or being part in meetings and celebration moments. The factor related to the lowest level of inclusion in the study of Hagner et al. (2015) was lack of access to flexibility transportation which can lead to missing out informal off-site socializations and taking part in company events like annual dinners. Besides having difficulties finding jobs, PWD often indicate feeling

stigmatized and less included in the organization once they do find a job (Vornholt, Uitdewilligen, & Nijhuis, 2013).

ORGANIZATIONAL FACTORS

Companies which are bureaucratic and impersonal with a strong focus on equity may foster greater resentment towards supporting the needs of PWD compared to companies who are supportive, flexibility and attentive towards individual needs (Schur, Kruss & Blancke, 2005). Schur, Kruss and Blancke (2005) summarised in their study that the lack of knowledge about reasonable adjustments was usually a bigger barrier than the real cost of the adjustment for organizations. Companies who have previously worked with PWD before tending to be more open to collaborate again in the future (Nota, Santili, Ginevra & Soresi 2013).

In relation to the specific position, employers are less keen on hiring PWD for jobs with a high degree of interpersonal contact for applicants with highly visible disabilities (Nota, Santili, Ginevra & Soresi, 2013). For these reasons, inclusion of PWD tend to be higher in companies which have stronger cultures (Baker et al., 2018).

1.3 Why should PWD enter the workforce

RELEVANCE FOR PWD

Employment is an important part of our society. It has an influence on self-esteem and perceived self-competence (Wehman, 2011). Moreover, employment leads to the development of skills such as socialization, communication and financial literacy (Wehman, 2011). Participating in employment also results in creating social networks and the ability to participate in communities (Wehman, 2011). Work fulfills some of our basic human needs such as for time structure social contact, activity, status and having a collective purpose which supports well-being and mental health (Vornholt, Uitdewilligen & Nijhuis, 2013). Additionally, work provides us opportunities for applying knowledge acquired and personal talent (Nota, Santili, Ginevra & Soresi, 2013). Finally, employment allows us to be economically self-sufficient (Sundar & Houtenville, 2019). On the other hand, not being able to find a job may lead to negative consequences. Not being able to participate can lead to "learned helplessness" or a self-fulfilling prophesy of incompetence as well as social isolation (Vornholt, Uitdewilligen & Nijhuis, 2013). Therefore, it is vital that anyone who is competent to work, should be able to

participate in the workforce. Furthermore, low employment rates for PWD lead to higher numbers of poverty (Schur, Kruse & Blanck, 2005).

COST FOR SOCIETY

Furthermore, Kalargyrou and Volis (2014) state in their research that the USA, for example, spends more than 300 billion dollars annually to support unemployed workers with a disability who would rather be self-supported with a meaningful job. The WHO shows that this is a global issue with employment rates for PWD in diverse developed countries: Japan, 22.7%; Poland, 20.8%; United Kingdom, 38.9%; Netherlands, 39.9%; Australia, 41.%; Canada, 56.3% (WHO, 2011).

As the workforce is aging, many people will go in retirement, in some cases, with not enough people to replace them resulting in a labor shortage. This trend may lead to a competences gap (DeLong, 2004; Dychtwald, Erickson & Morison, 2006) and scarcity of talent in organizations (Burke & Ng, 2006). Employers should begin the integration of diverse people, namely, PWD now to fill up this gap (Kalargyrou & Volis, 2014). Therefore, from a cost perspective a country would benefit from increasing their disability employment rate. PWD represent close to 1 out of 5 persons on this planet, if Dyslexia is including. This results to 1.31 billion people globally, a market with the same size of China. Unlocking the potential of this group on the marketplace, will have enormous effects on economic growth, public and private institutional cash flows (WHO, 2011). Furthermore, Accenture (2018) showed that if just one percent more of PWD joined the work force, the GDP could go up by $25 billion.

FOR ORGANIZATIONS

Improved workforce

Studies show that employing PWD results in many benefits (Houtenville & Kalargyrou, 2012). This diversity group is an untapped pool which offers skilled and dedicated employees and can offer a solution to the aging workforce. In a time where unemployment is at its lowest and finding talent is harder than ever this should be a strong motivator for employers (Houtenville & Kalargyrou, 2016). Employing PWD can have a positive effect on employee retention and turnover. Turnover was for example up to 20-30% lower at supermarkets employing people with disabilities. In the hospitality sectors, PWD had higher tenure compared to employees

without disabilities (Lindsay et al., 2018). Houtenville and Kalagyrou (2012) support this and say that expanding the disabled employee pool will cut cost and improve employee tenure. They highlight in their study that Verizon Wireless spend 60000 extra on programs for employees with disabilities compared to 160000 which they spend on hiring, recruiting and training new employees. Furthermore, Lengnick-Hall, Gaunt and Kulkarni (2008) show that PWD have equal or lower levels of absenteeism than their colleagues without disabilities. This is aligned with the study from Lengnick-Hall, Gaunt and Kulkarni (2008) which show that 91% of workers were rated either average of better than average for their performance. Furthermore, having an inclusive culture where the needs of employees are supported can lead to increased feelings of psychological safety, positive employee engagement which can in turn lead to lower turnover (Houtenville & Kalargyrou, 2012).

Link to profitability

Employing PWD can increase the company's profitability levels (Maja et al, 2011). In addition, work environments that are more inclusive of PWD can see improved productivities (Accenture, 2018). Furthermore, having a diverse workforce by employing people with disabilities can help bringing different perspectives into the workplace which can lead to increased innovation and an opportunity to differentiate itself from other competitors (Henry, Petkauskos, Stanislawzyk & Vogt, 2014). This is aligned with the studies which were analyzed by Lindsay et al. (2018), stressing the noted improvements in innovation and creative skills as a result of hiring PWD due to different abilities.

Lindsay et al. (2018) bring forward in their study that all studies which reviewed the benefits of hiring PWD at least reported benefits in one of the following areas: improvements in profitability, competitive advantage and inclusive work culture. In their study they also highlight that some organizations improved profits as a result of hiring PWD. Profits due to increased sales, profits due to financial benefits in the form of tax credits, profits due to saving on recruitments costs due to retraining instead of rehiring.

Corporate Social Responsibility

Employers who employ people with disabilities can strengthen the company's brand, and in turn attract more candidates from the younger generation, who value the Corporate Social Responsibility (Henry, Petkauskos, Stanislawzyk & Vogt, 2014). This is aligned with the

findings from the study from Lindsay et al, (2018) which shows that hiring PWD improved the business image of the organization. Houtenville and Kalargyrou (2012) highlight in their study that 92% of consumers felt more favorable towards organizations which hire PWD.

1.4 Inclusion through Diversity

As organizations make their workforce more diverse, it is important they also ensure the employees feel included in the organization. Inclusion in the company culture will result in job satisfaction and job-related support for the employees (Hagner, Dague & Phillips, 2015). For employees with disabilities, fitting into a social culture of their organization is an important factor in that person's individual employment (Hagner, Dague & Phillips, 2015). Inclusion of certain diversity can be ensured through diversity initiatives that an organization implements.

How can companies get started on Disability Inclusion?

Baker et al. (2018) state that companies can enhance visibility through participating of PWD in the regular workforce through using assistive technologies. Enhancing this visibility will alter the perceptions throughout the organization. Baker et al. (2018) highlight the importance of using accessible IT for internal employees, allowing employees to deliver high quality work more efficiently. Finally, accessible IT will allow PWD to access the online application process.

Additional policies which have been proven to be effective are ICT-enabled telework. This allows to minimize barriers of physical accessibility, transportation as well as accommodate fatigue and pain related disabilities (Baker et al., 2018).

A culture of inclusion can be most effective when initiated through leadership. Leadership should create ethical and practical value on creating an organization which is inclusive for PWD (Waterhouse et al, 2010). Leadership should lead by example through setting a culture of respect which includes PWD. Developing a communication plan to add onto this inclusive culture can aid in changing perceptions of employees. The key in this plan is to emphasize the capabilities and qualification of PWD and showing similarities between people with disabilities and without. Finally, showing examples of PWD in positions which are normally not perceived as typical positions for PWD can help foster a culture of inclusion for PWD (Baker et al., 2018).

Large companies seem to be more likely than small companies to hire PWD due to having more resources and higher variety of functions (Houtenville & Kalargyrou. 2012) Furthermore, large companies are more experienced and better prepared to provide reasonable adjustments Houtenville & Kalargyrou 2012). Finally, service companies were more likely to hire PWD than manufacturing companies due to the nature of working hindering a PWD to be able to perform the job. Jobs which require heavy manual labour may not be possible for those with limited carrying or walking abilities. WHO (2011). Furthermore, employees with physical disabilities were usually preferred for high-complexity jobs. For low-complexity jobs physical disability was more favourable while development disability and closed head injury were viewed equally (Gouvier, Mayville & Systma-Jordan, (2003). Finally, certain disabilities are harder to accommodate, especially so for safety positions (Kim, 2007).

A culture which is focused on cooperation, social justice and helpfulness will allow PWD to contribute in the organization where a culture which focused on competitiveness, rugged individualism and self-reliance will hinder contributions in an organization for PWD (Schur, Kruss & Blanck, 2005). Furthermore, companies that value diversity across different factors such as race, religion, gender, sexual orientation, etc will create a better working environment for PWD (Schur, Kruss & Blanck, 2005). Other factors that facilitate employment of PWD are certain leadership styles such as having a transformational leadership style (Schur, Colella & Adya, 2012). This type of leadership can increase organization-based self-esteem, contributes to employee's self-concept, prevent emotional exhaustion and in turn positively influence job performance (Schur, Colella & Adya, 2012). Furthermore, it is important that leaders are confident knowledgeable and informed about their stance on disability inclusion (Waterhouse, Kimberley, Jonas & Glover, 2010). Another organizational factor which can positively influence inclusive behaviour is the low perceived work pressure. Finally, workplace cultures that are supportive and foster inclusion, trust, psychological safety and a sense of fairness can have benefits for PWD. Employer education about actual cost of accommodation will reduce the existing misperceptions which create barriers for PWD to enter the workforce (Baker et al., 2018).

Partnerships with communities and universities could have a positive effect on employment opportunities for recent graduate with disabilities (Baker et al., 2018). Waterhouse at al. (2010) showed in their study that collaborating with an external party who showed them how to build the business case for hiring PWD was the most persuasive method. These organization can

provide support for recruitment, processes of job design, or provide on-the-job support for the employees. Factors that enhance inclusion are amongst others work incentives, benefits counseling, job accommodation (Hagner at al., 2015). Companies should create a "Level playing field" meaning that there are no status differentials between certain identity groups (Shore, Cleveland & Sanchez, 2017).

Challenges

Retention of diverse talent is usually the biggest challenge. It requires practices such as recognizing achievements and sponsorship by higherups.

Organizations should have actions to eliminate subtle discrimination such as "Microinequities" and "Microaggressions". These describe environmental, behavioral or verbal treatment that include a devaluation of an individual's contribution. These can be unintentional or intentional (Shore, Cleveland & Sanchez, 2017). Furthermore, Employee Resource group should be designed to leverage business performance through these diversity initiatives by connecting with customers and communities to create greater understanding (Shore, Cleveland & Sanchez, 2017). Managers and employees should receive training to execute practices and behaviors that are critical for diversity success (Shore, Cleveland & Sanchez, 2017).

Interventions

Holvino et al. (2004) state that when an organization wants to implement a diversity initiative must address three levels of organization change; structural change, cultural change and behavioral change. These three changes are synergistic meaning that they interact and build on each other. Structural change refers to a change on the level of formal systems, these formal systems guide and control the work in organizations. Interventions on this level target policies, practices and structures that support or hinder the goals of diversity. Cultural change addresses the assumptions, believes and values that exist inside the organization about itself, it's effectiveness and its environment. The culture of an organization consists of mental models which deeply ingrained assumptions that people carry in their mind about us and other people (Senge et al., 1994; Holvino et al. 2004). This level is one of the most difficult levels to change. The goal on this level is to develop a pluralistic culture which is characterized by acceptance for different work styles and behavior, having a tolerance for ambiguity and includes diversity in the way we think, practice and act. (Ragins, 1995; 92; Holvino 2004). Finally, behavioral change includes interventions with the aim of changing behaviors, attitudes, and perceptions within and between individuals and workgroups. This behavior mainly refers to the behavior of majority groups which can negatively affect minority groups (Holvino 2004). Education and

training often fall under this type of intervention. An effective diversity effort must have complementary and coordinated interventions on each of the three levels.

Lewin states that when an organization wants to drive change it should increase the forces driving this change and decrease the forces resisting the change to a point where driving forces overcome resisting forces (Schein, 1996). Furthermore, he states that there are three phases in organizational change: unfreezing, moving and refreezing. Allen and Montgomery (2001) describe in their work the model of Schein which builds on Lewin's model. Schein states that organizations should identify the motivation for change to the point where the current situation causes discomfort or guilt. In this stage Schein refers to the importance of creating psychological safety to avoid organization members to act overly defensive. In the next phase of moving initiatives should be put in place to serve the change. Finally, after the change has taken place, refreezing must occur to ensure that the change is permanent and fits the organization as a whole. Aligned with Holvino et al. (2014), Shein states the change must occur on the individual, group, functional and organizational levels.

Allen and Montogmery (2001) describe in the freezing state that the organization should look for motivation for change such as financial problems or lawsuits or a need for competitive advantage. Allen and Montogery (2001) highlight the importance of top management support. This is aligned with the study from Waterhouse, Kimberley, Jones and Glover (2010), which mention that the first step prior to starting diversity initiative focused on including PWD is to ensure that there is support from the top management. Leadership should be informed, knowledgeable and confident about their stance on disability inclusion. Furthermore, commitment from the top will drive the decisions of managers in lower positions. In organizations which are currently not very diverse, the diversity initiative usually does not start with diversity at the top (Allen & Montogmery, 2001), and, in this case, the authors highlight that management should be firstly exposed and convinced of the benefits.

The second step for a successful diversity initiative is to create a vision for the future communication to the rest of the organization. As a next step management must show their investment in diversity through words and actions. Furthermore, management should devote adequate organization resources to diversity. This can be done by creating a diversity steering committee who oversees the diversity plan (Allen & Montogmery, 2001).

During the moving stage organizations should invest in actions to complete the organizational culture change. These actions include recruiting and outreach programs, internship programs, training and education focused on diversity, and mentoring and career development programs. Allen and Montogmery (2001) highlight that, at this stage, it is important that these actions can be seen part of the planned approach to organization change and not seen as separate actions. It is the synergies between the actions which will result in lasting change.

Finally, in the refreezing stage, the organization must ensure that the changes are institutionalized by aligning the organization policies, procedures and reward systems. Other changes refer to updating the language in job description and job evaluation, performance appraisal and ensure that they reinforce the values of diversity (Allen & Montogmery, 2001).

1.5 Objectives of our project

Taking into account all the theoretical considerations above detailed, the purpose of this project is to conduct a field study on the topic of Disability Inclusion. The specific aim of this study is to analyze the current drivers and barriers existing in the organization Infrabel towards Disability Inclusion and to create an implementation plan that combines the needs evaluated by this study with the existing literature about Disability Inclusion practices.

2. Case Study

During this thesis we collaborated with the organization Infrabel which is a Belgian public organization. Infrabel is responsible for building, maintaining and renewing the railway infrastructure in Belgium. Furthermore, they monitor and coordinate all the trains that run on the rail network. Infrabel has more than 10000 employees, making it one of the largest organizations in Belgium. Infrabel was founded originally in 1926 together with NMBS, which is responsible for the B2C (business to consumer) side of the trains, responsible among other things for the train conductors and train tickets. In 2005, Infrabel and NMBS officially split to two separate organizations.

For this thesis, we collaborated closely with the Human Resource Department who aided in setting up contact with important stakeholders to conduct interviews, set up survey and so on.

This project took place with Infrabel as they currently have a very large hiring goal. By the end of 2019 they want to hire 1400 employees. Currently they are improving their diversity initiatives with the aim of attracting and retaining more woman and LGTBQ members. Infrabel beliefs that hiring more PWD will aid in achieving this hiring goal. Therefore, they want an assessment of the organization which aspects will help the integration of PWD, and which aspects will go against this.

3. Method

Regarding the nature and aim of our project, we adopted a qualitative strategy, because this kind of method is adequate when we want to understand a particular case and to accede to individual perceptions and experiences. That's why we used a multi-method approach that included the documental analysis to collect internal information about the company, semi-structured interviews and also a survey.

2.1 Instruments

This study used one qualitative and one quantitative instrument. The first measurement tool was a semi-structured interview. The interview questions were constructed by using the Burke-Litwin model (Burke & Litwin, 1992) of change to identify barriers and drivers for change inside the organizations. The interview had two versions: one for non-managers (Appendix B) which included questions regarding management style and another one for managers (Appendix C) which included questions about work climate and motivation inside the team. The interviews were taken place one-to-one and privately in a meeting room. The interviews usually took between one hour and one hour and a half. Interviews were recorded with the Dictaphone app on an iPhone. Semi-structured interviews are often used when researching the social concept of the participants and in management and organizational issues. It allows us to understand the point-of-view of a person and bring us to hidden environments (Qu & Duman, 2011).

The second measurement tool was a survey (Appendix D) which aimed to measure which stereotypes exist inside the organization. The survey was created from a literature review summarizing the stereotypes (Schur, Kruse & Blanck, 2014) which are often present in organizations towards PWD. The survey was used to minimize social desirability in answers compared to the semi-structured interview. The survey was not tested for validity. The survey was communicated to all employees on International Day of Disability, while announcing the launch of a Disability Resource Group. This was communicated using the company's Intranet. Employees could use all the time they wanted to fill out the survey, but typically took 30 minutes. Anyone who was an employee at Infrabel could participate in the survey.

2.2 Participants

11 participants participated with the interviews. 7 were managers of which 6 were male and 1 was female. 4 were employees of which 2 were male and 2 were female. The participants were

identified through the Human Resource Department, more specifically the Interpersonal Relations team and later the Snowball effect was used to find other candidates.

103 employees participated for the survey of which 32 were female, 71 were male. The age ranged from 28 to 60 while educational level ranged from high secondary diploma to graduate degree. The participants ranged from Senior management to employees. The survey was published on the communication board which is used by the company where all employees have access to.

2.3 Data Analysis

Content analysis was used to process the interview data and survey. This analysis included two steps: a thematic analysis, and a frequencies analysis of the data, by counting the number of responses included in each category (Wilkinson, 2000). Thematic Analysis is a method for recognizing, analyzing and reporting patterns (Braun & Clarke, 2006). The content of the interviews was interpreted using ATLAS.ti. In this stage we looked for concepts and words or phrases which were used frequently. After identifying these groups, I searched for over-arching themes in the data.

Finally, the survey was analyzed through Thematic Analysis. Furthermore, the survey was analyzed qualitatively as it was not validated. Finally, the survey was split in the Flemish and French speaking regions as the two regions may differ in culture and percentages of PWD who are at work. Therefore, it could be expected that responses differ.

3. Results

3.1 INTERVIEWS

3.1.1 Managers

Diversity

According to the majority of the respondents, diversity refers to multiple aspects from religion to gender, age, disability, personality and so on. Four of the managers highlighted that diversity means that employees are not hindered in their work. Specifically, they refer to being treated the same way in the organization, giving the same opportunities to everyone, taking into account the differences and allowing everyone to work together. One candidate mentioned that diversity is a health factor in the organization.

The majority of the participants highlighted some details about fair treatment at work. Two candidates thought that it was important that there is no discrimination during the recruitment process. Two participants said that this means no bullying occurs. One respondent mentioned that this refers to allowing flexible working arrangements. Finally, another candidate highlighted that it is important that everyone receives the same opportunities in the recruitment process and in joining the team.

The minority of the candidates replied that Infrabel is committed to diversity and makes a lot of effort. One other candidate highlighted that the higher the position is in the organization; the less diversity is present.

A small minority of the candidates had doubts about the negative influence of diversity where too much diversity could lead to loss of time and can result in conflict.

A little less than one third of the candidates mentioned that diversity is important in the organization as it should be a reflection of society. Two candidates mentioned that Infrabel should be diverse as it is a public company. Finally, two candidates said it has previously tried to reintegrate PWD. Public company has quotas and responsible in terms of CSR.

One third of the candidates said that Disability Inclusion referred to making it possible for PWD to do the work. One candidate said this includes offering reasonable adjustments when is

possible, while another candidate said this means promoting independence. Furthermore, one person highlighted that this means that a PWD should find a job where the disability does not influence the job. One third of the candidates also highlighted that we should always focus on finding the right person on the right job.

In terms of how this is done, candidates referred to looking for adaptations to the needs of the PWD, thinking about solutions to the job and finally finding a job which matches their skills.

Needs for Disability Inclusion

The majority of the candidates highlighted that there was a strong need for processes and guidance with the integration of PWD and that currently no such processes were existing in the company. One candidate mentioned the need for formal guidelines in the form of recruitment practices and reasonable adjustments:

"For every job there are interviews, if the problem that the person has is related to conversation, develop another way to stop the disability from having a limitation. With IT jobs it would be the same. Some IT jobs do not require a very social character. Perhaps other types of recruitment and testing are needed."

Almost half of the participants thought this needs more awareness in the company. This is currently not something which is being spoked about. One candidate also highlighted the importance of making people understand why this is important for them.

Furthermore, candidates referred to the need for coaches, buddies, and resources for the PWD.

Experience Disability

Most of the participants did not know a person with a disability in their personal environment but almost all participants have previously worked with someone with a disability.

The participants were asked about the influence of a visual disability on their work and among the participants just one person mentioned that there would be aid of reasonable adjustments. All other participants mentioned that working on a computer would not be possible.

In regard to a physical disability almost all candidates said their job would still be possible. Two candidates mentioned it would have an influence on their job for safety requirements. Two participants said with the required adjustments this would be 100% possible.

As to cognitive disabilities all managers said this would not be possible anymore.

Positive results disability

Overall, all candidates highlighted some expected positive results from hiring PWD. Almost all candidates referred to positive results such as making the organization richer in terms of ways of working, some candidates highlighted there would be more points of views and this would have a positive result on the organization. Some managers expected higher levels of innovation as a result of Disability Inclusion.

Another often referred category were the influence it can have on attracting more people to the organization. One candidate said that PWD can help with attracting more people to the organization. One candidate said this would aid in convincing other diversity groups to join the company. Another candidate said he would expect to find more tech profiles, which are currently hard to find. Finally, one candidate mentioned it would attract more millennials.

Some candidates mentioned that when an organization can be inclusive for PWD, as a result it will be better at listening to the needs of the employees. One person said that this could help with the burn-out problem which is currently happening:

"One thing that is keeping this company from reaching our organization goals is Burn-Out. We are dealing with a lot of cases of burn out. Disability Inclusion can teach us more about listening to the needs of our employees, listening and responding. Given the employee what he needs, reaching the goals together."

Two candidates said that hiring PWD will result in employees which are happy, and therefore are more motivated. Finally, one candidate said that this would result in over overall more inclusive work environment.

Negative results disability inclusion

The majority of the candidates highlighted in the interviews that Disability Inclusion can lead to problems with safety. Furthermore, they expect Disability Inclusion to lead to certain conflicts. Communication was the most expected conflict. Second most expected conflict was differences in working together due to having different ways of working or having different thinking patterns. Other difficulties were expected due to difference of opinion. Finally, the candidates highlighted that accessibility can be difficult or it can be expensive to create.

Stereotypes or worries

Half of the candidates said that there are some doubts in relation to the skills and ability to work for PWD. Two participants said there would be a worry about productivity loss. Two persons referred specifically to the skills of PWD where one concerned doubt that PWD are slow while another person highlighted the overall worry about productivity loss. Two candidates said that the stereotype that PWD exist in the organization, while another candidate mentioned that PWD should do slower tasks and another candidate said that PWD do not have the right skills to function in certain jobs at Infrabel. Finally, two participants highlighted that PWD could be seen as a time investment in the organization.

Furthermore, the candidates expressed doubts about reasonable adjustments. Two candidates said that they see reasonable adjustments as a cost. Two participants said that reasonable adjustments can lead to favoritism or other employees being jealous. They highlighted that it is very important to draw the line on time and implement only what is necessary. Finally, one candidate mentioned that reasonable adjustments could be a reason for not hiring a PWD.

Other concerns from participants were related to the attitude of the PWD. Two candidates mentioned that they would be worried if the person was not pleasant or if he is angry and sad. Finally, some participants mentioned that people might be afraid of the unknown.

Drivers

The most mentioned driver was the open culture of Infrabel where people help and listen to each other. One manager mentioned that the people of Infrabel have a passion for railway, therefore anyone who shares this culture will be accepted. Another frequently mentioned driver was the current culture change which exists at Infrabel. The culture previously used to be result driven and is transforming to a more human centered culture.

Infrabel being a public organization was the second most frequently mentioned driver. Candidates mention that it should be an open organization where everyone can have a place and it should be a reflection of our society.

In terms of management style most managers highlighted that they have an empowering style, where they focus on listening to the needs of their employees where an open conversation is possible. Another part of the managers highlighted that they will always assess together with the person what their needs are. Another manager mentioned that they work collaborative rather than competitive.

Barriers

The majority of the candidates believed that Infrabel should take more action and be more proactive about their diversity actions. One candidate mentioned specifically:

"Infrabel is very careful about their good intentions. We need more diversity, those who say that want more diversity, the result should be more diversity and therefore work post should be adapted. We have good intentions about being more diverse, but this does not turn into change. I think we need to be less afraid and take more clear action."

Secondly, the majority of the candidates mentioned that the safety positions would be a barrier to make Infrabel inclusive for PWD. They said that it would be difficult to place a candidate, or the disability could be a factor putting safety in danger.

Furthermore, the majority of the managers said that the lack of flexibility would be a barrier. Infrabel prefers a one-size-fits-all process which lacks flexibility. Two candidates highlighted that the chance of open space is a result from this and will be an ever-bigger barrier for people with disabilities.

About half of the candidates said that management would be a barrier for this integration. Mainly because they are result driven. Another manager highlighted that managers would not want to take this risk with fear that it would result in lower productivity. Finally, one manager said that managers would be hesitant due it is requiring more time.

About half of the candidates said that the culture could be a barrier. Even though is it currently evolving to a more human focused culture, there is still a large focus on results. One candidate mentioned that the culture is very contradictory with what they aim to be and how they actually are.

Another manager said that it is not in the culture to worry about the state of mind of people. One candidate said there is a big discrepancy between the culture of the office and the culture on the terrain, therefore if an initiative would take place, it will take a long time before it reaches the people on the floor. Finally, other aspects of the culture which were mentioned by a minority of the candidates were the hierarchy, which is present, the fact that there is no eye for accessibility and finally, the fact that Disability Inclusion is not a priority for Infrabel:

"We have here, a new building since 2010, it is 8 years ago, and they have opted for a building without adaptation. They don't think, not for the toilet for the disabled. They change many things but do not take accessibility into account, they change the floors but not the basic material for disabled people. People must ask for improvement, but they do not take those aspects into account."

3.1.2 Employees

Diversity

All participants said that Diversity is a broad term which refers to multiple factors. Half the employees said that Infrabel is open for diversity and that it has been talked about. The other candidates said that Infrabel has done a lot in terms of Diversity.

"Infrabel makes a lot of efforts to meet this. You cannot say that this is not a diverse organization. There are many people of foreign origin. A lot of efforts have been made to achieve this. A very nice initiative from our CEO to get more woman into Infrabel. Going out to get woman in. That is how it should be. A lot of efforts are being made."

All candidates agreed that Diversity refers to being able to do the work without having an influence of any diversity factor. This could relate to being able to do any job, but also work without conflict and being able to cooperate. Half of the candidates also highlighted that this

means that there is no discrimination in the recruitment. Finally, one candidate said that this also refers to not being bullied.

Half of the candidates said that Infrabel should have diversity in their employees as they are a large organization with a lot of different tasks. Finally, also half said that we should see more diversity as Brussels is a very divers city.

Experience with Disability

Half the participants knew someone in their personal environment with a disability and half did not. All participants have previously worked with someone with a disability. There was no awareness present among the participants about reasonable adjustments for a person who is blind for using the computer. All participants were more positive about working with a physical disability, although half of the candidates mentioned concerns about relocation. One mentioned that telecommute would aid in this. All candidates mentioned that their position would not be possible with a mental disability.

Needs

The respondents of the employee group mentioned different needs. All the employees said there was a need for formal processes which would help with this integration. Three employees said there was a need for sensibilisation and bringing attention to this group. One candidate said that the organization should share with the outside word that diversity is welcome. One candidate mentioned there should be more focus on more diversity groups. Another candidate said there should be more action and flexibility in schedule to support different minority groups.
Finally, one other candidate mentioned the need to take the needs of the PWD into account.

Stereotypes or worries

One person highlighted that PWD will be less productive and are not capable of doing technical jobs.

"My first concern will always be if this person is a pleasant person. Some people with disabilities can be very negative sometimes. Sometimes they feel really sorry for themselves. So, I wouldn't like someone in my team who is like this, someone who is always angry and sad".

Positive results

The majority of the candidates said that being inclusive for PWD can lead to different angles on solutions. One candidate also highlighted that this can lead to better solutions while another candidate said this can result in more creativity.

Half of the candidates said this will have a positive influence on the work climate. One candidate said that it will good to be part of a positive change while another candidate said it will be positive for the team spirit.

Furthermore, half of the employees said that this can aid in attracting more candidates to the organization while one candidate also highlighted that this will be positive for Corporate Social Responsibility.

Negative results

The participants of the employee group highlighted different negative results. One participant said that the differences can lead to stress and conflict. In an example he said: Furthermore, one candidate said reasonable adjustments can lead to favoritism.

"If someone gets reasonable adjustments, other colleagues might feel that that person is being favored. Where do you draw the line? Defense mechanism of other people will come up. Therefore, the line must be drawn somewhere. The line must be drawn on time, before other people get the impression that PWD are being favorited, because then it turns into conflicts again. Of course, you must try to meet the needs of a person with a disability. But be careful, because other people start to think that anything is possible which can lead to negativism. Draw the line on time This is the responsibility of the employer."

Another candidate also mentioned that it can lead to frustration as a task needs to be explained ten times. He also mentioned that the need to rearrange work task can lead to more frustration with the other colleagues. Finally, he added that it will be hard to get employees on board as no one will push for it.

Drivers

The majority of the participants identified the culture change which is happening now as the most important driver. One participant said the culture is changing where it focused more on the human aspect besides productivity.

"We are evolving to GoBlue, putting human aspects more at the center. They realized that this is important if you want to be an optimal organization. Transition period is about to evolve more. A more humane corporate culture: in a certain way. In practice the culture change translated into that people are allowed to make mistakes. Very important, for people, for staff. Hard culture focused on results and output but if on the other hand people are afraid to make mistakes, it can be very hard for the employee. Transition to this human side is essential and can be good."

Half of the candidates said that the openness between the employees will be a driver for this integration. Some candidates described the culture as being very informal which would also support this integration. Furthermore, about half of the employees mentioned that the size of the company will be a driver for this integration. Finally, all candidates described the working climate as collaborative rather than supportive. The participants said they could rely on each other and help each other out:

We have weekly team meetings where we present problems that we have and brainstorm together and possible solutions, this way even if we are not working on the same thing, we are still working together."

All candidates said they were challenged in their job but not feeling overly stressed.

Barriers

The majority of the candidates highlighted the result driven culture as a barrier. Although this is currently changing where the needs of the employees are taking into account, it currently is still very focused on productivity and results.

"Culture is currently changing so I would say that we are between two different kinds at the moment. Previously very red which means that it was hierarchical, result and productivity focused with very little to discuss. Within our department the human aspect plays a more important role. I would say that in theory they talk a lot about this and Infrabel really wants to make this change but in reality, we are still a very red culture."

The second most frequent noted barrier is the nature of work and cultural focus on safety. One employee highlighted the cultural aspect which has a big generation gap where many stereotypes exist.

Furthermore, employee mentioned that employees are lost in the process of uniformity:

"An employee is lost in the process of uniformity. And this is going even further with the New Ways of Working. Uniformity. Everyone will have the same desk, no small space either. You feel like your own place no longer exists. Consequences will be less good for the employee's attention. Feel like your attention is getting lost."

Finally, it can be hard to find your way inside the organization when you do not know the right people.

3.3 Overview most often mentioned themes

Employees:

Diversity	Experience with Disability	Needs
II Broad term	II Personally knows PWD	IIII Formal Processes
III Being able to do your job without conflict	II Previously worked with PWD	II Sensibilisation
III Infrabel should be Diverse as it should be a reflection of society	IIII No awareness about reasonable adjustments	I Communication to outside world
	IIII More positive about physical disability	I Take needs of PWD into account
	IIII Very negative about mental disability	

Stereotypes and Worries	Positive expected results	Negative Results
II Less productive	IIII More insights and better solutions	II Stress and conflicts
II Less capable for technical jobs	II Attracting more future employees	II Frustration

I Better work climate	
I Creativity	

Drivers	Barriers
IIII Openness between employees	III Result driven culture
IIII Collaborative working climate	II Focus on safety
III Human focused culture change	II Uniformity
II Size of the organization	I Hard to navigate through company

Managers

Diversity	Experience	Needs for Disability Inclusion
IIII Broad Term	IIII Most people personally know a PWD	IIII Formal Processes
IIII Fair treatment at work	IIIIIII previously worked with a PWD	III Awareness
III Diversity should be present as we are a public organization	III Little knowledge about reasonable adjustments	I Coaches, buddies and resources
III Diversity important as it should be a reflection of society	IIII No knowledge reasonable adjustments	
III Stronger stance on Diversity needed at Infrabel	VI More positive about physical disability	
	III Very negative about mental disability	

Positive Expected Results	Negative Expected Results	Stereotypes/ worries
IIII Richer organization	II Problems Safety	III Productivity Loss
II Innovation	II Communication	II Time investment for managers
V Attracting more employees	II Accessibility	I Cost of reasonable adjustments
I Better listening to needs		II Reasonable adjustments leading to favoritism
I More motivation		II Potential negative attitude PWD
II More inclusive work culture		

Organizational Drivers	Barriers
IIII Open culture	V Held back action on diversity
III Being a public Organization	V Safety positions
III Empowering Management style	IIII Lack of flexibility and hierarchy
III Management style is open focused on listening to needs of employees	IIII Views of Management
	II Productivity culture
	II Open space

Discussion:

The goal of the interview was to analyze which drivers and which barriers are present in Infrabel to move towards a disability inclusion organization. Furthermore, we aimed to assess what are the underlying perceptions and attitude about Disability.

Overall, the candidates were positive about Diversity and Disability Inclusion. Almost all participants want to be part of a diverse organization and expect organizational benefits from this. Furthermore, the respondents feel positive about Disability Inclusion and almost all candidate's belief that Infrabel should do more to include PWD. There were different opinions on whether Infrabel values diversity. Some participants felt that Infrabel already did a lot while others commented on that they do not see much diversity in the organization. To start a Disability Inclusion initiative, it is important that companies value diversity across multiple factors as this will create a better working environment for PWD (Schur, Kruss & Blanck, 2005). Furthermore, companies which are diverse and encourage inclusion can have benefits for PWD as they create a sense of fairness, trust and psychologic safety.

All participants had experience with disability in the work environment and some personally know someone who has a disability. Yet, when questioned about reasonable adjustments, just one person was familiar with reasonable adjustments which can be offered for visually impaired. Additionally, when asked about physical disability there was knowledge lacking about reasonable adjustments. Candidates did feel more positive about physical impairment at work compared to visual impairments. All candidates said working with a mental disability would not be possible. This is aligned with the research which shows that intellectual disability tends to have more negative attitudes and stigma (Crawford, 2013).

Both Managers and employees agreed that the organization had a strong need for processes and systems which would aid in this integration. Right now, no such processes are existing which means if a manager wants to hire a PWD, he would need to figure out everything himself. There was also a strong need for awareness as most employees had not heard of any Disability Inclusion project. Finally, the managers thought the organization could benefits from a coaching and buddy system for PWD while the employees felt Infrabel needed to get better at listening to the needs of PWD.

Candidates expected some positive results from Disability Inclusion such as making the organization richer, higher levels of innovation, attracting more people to the organization and listening better to the needs of PWD. These expected positive results are aligned with what researches have proven such as increased innovation and bringing in different perspectives, and

attracting more candidates (Henry, Petkauskos, Stanislawzyk and Vogt, 2014). The employees added to this that they expected a positive influence on the work climate. Positive expected results can help in the integration for PWD and it shows that there is some awareness about Disability Inclusion. All employees should be made aware off these positive results so increase the likelihood of integration of PWD.

Participants expected Disability Inclusion to have difficulties with safety and could potentially link to conflicts and reported concerns about reasonable adjustments. Employees also added that reasonable adjustments can lead to favoritism. This is aligned with the research which says that employers have little knowledge about reasonable adjustments (Schur, Nishii, Adya, Kruse, Bruyere, 2014), and that this can lead to conflicts due to other employees thinking this is favoritism (Schur, Kruse & Blancke 2005). Finally, the employees expressed concerns about the attitude of the PWD.

The participants highlighted that the culture is rather open where people help and listen to each other. The participants highlighted that a collaborative working climate exists. Studies show that a culture which is more focused on collaboration vs competitiveness will be have a better work environment for PWD (Schur, Kruss & Blanck, 2005). The size of the company was also identified as a driver. The research highlights that large companies are indeed more likely to integrate PWD due doing having more kinds of positions available and having more resources (Houtenville &. 2012). The existing management style in Infrabel was mainly labeled as empowering, where managers listen to the needs, have an open conversation. Studies show that managers and supervisors should use a transformational leadership style where the focus lays in increasing the employee's self-concept (Schur, Colella, Adya,2012).

Infrabel should take more action to be more proactive with their diversity initiatives. Safety positions was a frequently mentioned barrier where the disability could have an impact on the safety and put the person at risk. Another identified barrier was the lack of flexibility which is present in the organization. Management is seen as a barrier as they are expected to be result driven. Furthermore, the hierarchy, the discrepancy between the culture in the office and on the field was seen as a barrier. Beatty et al (2019) summarized in their research that high levels of hierarchy can cause difficulties to respond to the needs of PWD in the organization.

DIVERSITY	Totally agree	Agree	Somewhat Agree	Somewhat disagree	Disagree	Totally disagree
FL A Diverse organization is important for me	1%	3%	8%	14%	37%	37%
FR A Diverse organization is important for me	0%	4%	0%	22%	37%	37%
FL I want to be part of a diverse team	1%	4%	8%	15%	43%	29%
FR I want to be part of a diverse team	0%	0%'	0%	22%	30%	48%
FL More diverse leads to a stronger workforce.	3%	6%	8%	21%	38%	24%
FR More diverse leads to a stronger workforce.	4%	7%	4%	18%	30%	37%

Kolom1	Yes	No
FL I know a PWD in my friend or family.	89%	11%
FR I know a PWD in my friend or family.	78%	22%
FL I've Previously worked together with a PWD	43%	57%
FR I've previously worked together with a PWD	37%	63%

MOTIVATION INTEGRATION PWD	Totally agree	Agree	Somewhat Agree	Somewhat disagree	Disagree	Totally disagree
FL Infrabel has the responsibility to be inclusive for PWD.	3%	4%	9%	21%	28%	35%
FR Infrabel has the responsibility to be inclusive for PWD.	0%	0%	11%	26%	30%	33%
FL Infrabel has the responsibility to be inclusive for PWD because the workforce should be a representation of our society.	10%	9%	11%	20%	22%	28%
FR Infrabel has the responsibility to be inclusive for PWD because the workforce should be a representation of our society.	0%	0%	7%	30%	26%	37%
FL Infrabel has the responsibility to be inclusive in light of their Corporate Social.	4%	3%	10%	24%	30%	29%
FR Infrabel has the responsibility to be inclusive in light of their Corporate Social.	4%	0%	11%	22%	33%	30%
FL Scarcity of talent does not allow us to exclude	4%	8%	10%	24%	25%	29%
FR Scarcity of talent does not allow us to exclude	4%	4%	15%	18%	29%	30%
FL Infrabel does not have the responsibility to integrate PWD	26%	33%	13%	11%	13%	4%

MOTIVATION INTEGRATION PWD	Totally agree	Agree	Somewhat Agree	Somewhat disagree	Disagree	Totally disagree
FL Infrabel has the responsibility to be inclusive for PWD.	3%	4%	9%	21%	28%	35%
FR Infrabel has the responsibility to be inclusive for PWD.	0%	0%	11%	26%	30%	33%
FL Infrabel has the responsibility to be inclusive for PWD because the workforce should be a representation of our society.	10%	9%	11%	20%	22%	28%
FR Infrabel has the responsibility to be inclusive for PWD because the workforce should be a representation of our society.	0%	0%	7%	30%	26%	37%
FL Infrabel has the responsibility to be inclusive in light of their Corporate Social.	4%	3%	10%	24%	30%	29%
FR Infrabel has the responsibility to be inclusive in light of their Corporate Social.	4%	0%	11%	22%	33%	30%
FL Scarcity of talent does not allow us to exclude	4%	8%	10%	24%	25%	29%
FR Scarcity of talent does not allow us to exclude	4%	4%	15%	18%	29%	30%
FL Infrabel does not have the responsibility to integrate PWD	26%	33%	13%	11%	13%	4%
FR Infrabel does not have the responsibility to integrate PWD	26%	29%	26%	15%	4%	0%

	Not at all	not	somewhat not	somewhat with succes	with success	with much succes
FL Indicate on a scale of 1 to 6 to what extent you think that Infrabel will be able to successfully integrate people with a disability.	0%	5%	18%	41%	28%	8%
FR Indicate on a scale of 1 to 6 to what extent you think that Infrabel will be able to successfully integrate people with a disability.	0%	7%	18%	37%	22%	15%
FL Indicate on a scale of 1 to 6 to what extent you think your team will be able to successfully integrate a person with a disability.	1%	8%	12%	24%	43%	12%
FR Indicate on a scale of 1 to 6 to what extent you think your team will be able to successfully integrate a person with a disability.	4%	7%	11%	37%	26%	15%
FL Indicate on a scale of 1 to 6 to what extent you see yourself working together with a person with a disability.	1%	1%	3%	13%	41%	41%
FR Indicate on a scale of 1 to 6 to what extent you see yourself working together with a person with a disability.	0%	7%	4%	11%	26%	52%

BARRIERS	Totally agree	Agree	Somewhat Agree	Somewhat disagree	Disagree	Totally disagree

FL Financial costs that are higher than for people without a disability.	24%	41%	12%	21%	2%	0&
FR Financial costs that are higher than for people without r disability.	24%	20%	24%	20%	12%	0%
FL There are no positions that are suitable for PWD.	38%	29%	9%	8%	9%	7%
FR There are no positions that are suitable for PWD.	33%	26%	11%	22%	8%	0%
FL Extra time is needed for recruitment and start-up.	20%	30%	26%	11%	12%	1%
FR Extra time is needed for recruitment and start-up.	26%	18%	30%	7%	15%	4%
FL People with disabilities are less employable.	20%	31%	16%	16%	16%	1%
FR People with disabilities are less employable.	19%	22%	15%	22%	15%	7%
FL Employees are discriminating against PWD.	22%	28%	21%	15%	13%	1%
FR Employees are discriminating against PWD.	11%	30%	11%	37%	11%	0%
FL Employees lack the appropriate knowledge to deal with PWD.	10%	13%	20%	20%	26%	11%
FR Employees lack the appropriate knowledge to deal with PWD.	21%	25%	14%	29%	7%	4%
FL Employees feel uncomfortable around people with disabilities.	16%	20%	16%	30%	17%	1%

	Totally agree	Agree	Somewhat Agree	Somewhat disagree	Disagree	Totally disagree
FR Employees feel uncomfortable around people with disabilities.	18%	19%	26%	26%	7%	4%
FL Employees have insufficient knowledge and guidance regarding the recruitment and supervision of PWD.	8%	11%	14%	28%	30%	9%
FR Employees have insufficient knowledge and guidance regarding the recruitment and supervision of PWD.	15%	22%	4%	48%	7%	4%

Drivers for change	Education stereotypes	Support recruitment and selection	Training Managing	Training Ettiquette
	30%	27%	30%	13%
	30%	27%	30%	13%

STEREOTYPES AGAINST PWD	Totally agree	Agree	Somewhat Agree	Somewhat disagree	Disagree	Totally disagree
NL The start of a new position will require more time and resources for PWD than for an employee without a disability.	5%	9%	17%	37%	21%	11%
FR The start of a new position will require more time and resources for PWD than for an employee without a disability.	0%	7%	22%	41%	15%	15%
NL When recruiting a PWD, a larger financial cost will be required than with an employee without a disability	4%	18%	22%	36%	12%	8%

FR When recruiting a PWD, a larger financial cost will be required than with an employee without a disability	4%	15%	22%	44%	4%	11%
NL Problem solving together with a PWD, will lead to more creative and innovative solutions.	3%	1%	6%	24%	46%	20%
FR Problem solving together with a PWD, will lead to more creative and innovative solutions.	4%	4%	11%	37%	33%	11%
NL A PWD works less independently and therefore requires more time for guidance or assistance.	8%	28%	30%	14%	7%	3%
FR A PWD works less independently and therefore requires more time for guidance or assistance.	7%	7%	45%	22%	15%	4%
NL A PWD in my team will positively influence the working atmosphere.	2%	5%	21%	34%	30%	8%
FR A PWD in my team will positively influence the working atmosphere.	4%	7%	18%	37%	19%	15%
NL When I have a PWD in my team, my team will perform better than a team without a PWD.	13%	15%	30%	32%	9%	1%
FR When I have a PWD in my team, my team will perform better than a team without a PWD.	7%	7%	41%	30%	11%	4%
NL The costs to adjust the workplace for a PWD are high	10%	17%	25%	25%	20%	3%
FR The costs to adjust the workplace for a PWD are high	0%	7%	19%	37%	22%	15%
NL Investing in the recruitment of people with a disability will have a positive influence for the image of Infrabel.	0%	5%	18%	41%	28%	8%
FR Investing in the recruitment of people with a disability will have a positive influence for the image of Infrabel.	0%	7%	19%	37%	22%	15%

NL PWD are less often absent from work than colleagues without a disability.	15%	7%	19%	37%	22%	0%
FR PWD are less often absent from work than colleagues without a disability.	0%	7%	19%	37%	22%	15%
NL PWD are generally less productive than colleagues without a disability.	0%	5%	18%	41%	28%	8%
FR PWD are generally less productive than colleagues without a disability.	19%	26%	48%	7%	0%	0%
NL PWD are more loyal employees than colleagues without a disability.	8%	9%	29%	28%	17%	9%
FR PWD are more loyal employees than colleagues without a disability.	11%	4%	22%	41%	15%	7%

Diversity

Overall the candidates do not find diversity in the organization important in the organization as in the team nor do they belief this will lead to a stronger workforce. The majority of the Flemish respondents have a PWD in their friend or family circle, while the French participants more the majority do not.

Motivation Integration PWD

Overall the participants for both the Flemish and French speaking population do not show any motivation to integrate PWD in the workforce based on the answers across the different questions. The Flemish participants scored slightly more positive when asked if the workforce should be a representation of society.

Both the French speaking, and Flemish speaking participants score positive when asked how they view their ability, the team and the company's ability to integrate PWD.

Barriers for the integration

40% of the Flemish population beliefs that financial cost will be higher for PWD than people without. The French speaking respondents scored more evenly across the different answers. Moreover, the Flemish participants scored totally agree (38%) to the question that there are no suitable positions for PWD. 33% of the French speaking participants scored totally agree. This is aligned with research which shows that employees expect higher costs for PWD and see safety positions as more difficult for PWD to integrate (Kim, 2007).

Both the French and Flemish speaking participants reviewed their own knowledge about PWD rather positive, where the Flemish group scored highest (30%) on disagree and the French speaking group scored highest (48%) on somewhat disagree when asked if employees have insufficient knowledge and guidance regarding the recruitment and supervision of PWD. This is not aligned with what the research shows where employees usually feel unsure how to act around PWD and what the appropriate behavior is (Schur, Kruse & Blanck, 2014).

Drivers for change

Both the French speaking, and Flemish speaking participants scored highest on the need for "Education regarding Stereotypes", "Support recruitment and Selection" and "training Managing"

7. Stereotypes against PWD

Both groups of participants score highest to somewhat disagree when asked if the start of a new position with require more time and resources (FL 37% & FR 41%) for PWD and will require a higher financial cost (FL 36% & FR 44%).

The Flemish group scored highest on disagree and the French speaking group scored highest on somewhat disagree when asked if problem solving with PWD will lead to more creative and innovative solutions while research shows that this could lead to higher levels of innovation and creativity (Lindsay et al. 2018).

The Flemish and French speaking group scored highest on somewhat agree when asked if PWD need for guidance and assistance and scored highest om somewhat disagree when asked if PWD will have a positive influence on the working atmosphere.

Contradictory to most of the other results, both the French speaking group and Flemish speaking group score highest on somewhat agree when asked if a team with a PWD will perform better.

Both groups scored highest on somewhat disagree when asked if recruitment of PWD will have a positive influence on the image of Infrabel.

Both groups scored the highest on somewhat disagree when asked if PWD will be absent less often than colleagues without a disability.

Flemish participants scored highest on somewhat disagree while French participants scored higher on somewhat agree when asked if PWD are less productive than colleagues without a disability.

Finally, Flemish participants scored highest on somewhat agree and French speaking participants scored highest on somewhat disagree when asked if PWD are more loyal than colleagues without a disability.

These result show overall mixed reviews, expectations and stereotypes about PWD in the workforce.

Open ended questions

PWD previous experience

Some of the candidates had previous experience with working with PWD. Some candidates said that PWD can integrate perfectly. Other candidates said that this depends on the disability. One candidate mentioned that an intellectual disability will not be possible, but a physical disability would be. Four participants said that this made no difference or had no influence on the job.

Some candidates had negative experience for example on person explained a situation where the PWD had a negative influence on regularity, efficiency and safety of work. Two participants said this was due to a lack of time and lack of guidance. One person highlighted that this depends on the "Disease".

Finally, one small group of candidates said that when you put the right person on the right job, no problems will occur.

Needs

The majority of the participants in the survey highlighted a need for coaching the employees and a general training for employees. Other employees expressed a need for overall support and having a central point for guidance. Furthermore, one candidate highlighted the need for an evaluation of what is needed such as reasonable adjustments, extra support, open and clear communication. Finally, some candidates mentioned they needed time to create this support and agreements.

A minority of the participants said there was a need for clear arrangements and communication.

Some candidates expressed doubts about the accessibility of the buildings and said reasonable adjustments will be needed.

Other candidates highlighted that there needs to be more awareness about PWD in the organization and a need to raise awareness that PWD are an added value. Another person highlighted the importance t

o focus on ability. Another candidate said that they had worked with PWD, where in the beginning the team had low expectation but later saw that the person had an added value.

Expected Positive Results

Some candidates highlighted expected positive traits of PWD. One participant said that everyone has capabilities. Other candidates mentioned positive traits such as adaptability, motivation and higher levels of productivity. One candidate also said that PWD often find creative results. Another person said that this can strengthen the team.

Doubts

The highest number of concerns was regarding safety. Another frequently mentioned doubt was if there would be a burden on the employees due to the PWD. Some candidates highlighted that they had doubts whether Infrabel is really ready for diversity. Finally, some candidates said they would be afraid to say or do something wrong. '

Drivers

Many participants highlighted that Infrabel is an organization that cares about society and has a culture where support and solidarity are central. Other candidates said that Infrabel strives to be the right example for other companies. A small group of participants also highlighted that colleagues are self-motivated and emphatic, and this will promote this integration.

Another frequently mentioned driver was the size of the company which has multiple functions and therefore has a space for everyone.

Identified Drivers and Barriers from Interviews and survey

Drivers	Barriers
Open culture	Doubts about "readiness" diversity Infrabel

Culture with support and solidarity central	Little knowledge about reasonable adjustments
Collaborative working climate	Conflicts with communication and different ways of working
Empowering management style	Expected longer time and resources for PWD
Public organization	Expected burden when working together with PWD
Large organization with different types of functions	Stereotypes PWD productivity levels, skills and needed time investments
Expected positive results such as making the organization richer and more innovation, attracting more people to the organization, better at listening to needs	Employees have insufficient knowledge and guidance regarding recruitment and supervision PWD
Expected to result in happier employees	Lack of flexibility
	Result-driven
	Large hierarchy
	Doubts about reasonable adjustments
	Safety positions can be a barrier
	Accessibility of building
	Lack of processes

4. Discussion and Implementation plan:

There are three phases of the Lewin model: unfreezing, moving refreezing (Schein, 1996). Allen and Montgomery (2004) describe that organizations should identify the driving forces

and resisting forces. After which they should increase the driving forces and decrease the resisting forces. The first level refers to identifying motivation to make the current state feel uncomfortable. In the second phase, initiatives should take place to serve the change. Finally, refreezing must take place to make the change permanent.

4.1 Step 1: Unfreeze

4.1.1 Commitment of Management and clear Diversity plan

Allen and Montogery (2004) show in their research that the first most important step when starting a diversity action is to gain support from management. Gewurtz et al (2016) support this finding and state that support from top levels of management increases the likelihood for changes in hiring practices as well as normalizing a culture which fosters hiring people with disabilities. Management should be informed regarding the subject and visibly support these initiatives. Only when this is present will it influence the decision making of managers on a lower level of the organization. An example is taking away negative bias for a Performance Appraisal or avoiding social exclusion due to training which support both managers and PWD (Schur, Kruse & Blanck, 2011). Borghouts-van de Pas and Freese (2017) additionally mentioned that without top management support organizations often end up having good intentions to hire PWD without any actions often due to fear of experiencing a negative assessment as they expect lower productivity and turnover from their employees.

The results of the survey confirm that support from the top is needed. Currently, the topic of Disability Inclusion is not prioritized for the employees. Furthermore, there is a need for a clear strategy where the topic is discussed followed by raising awareness. Prior to starting the Disability Inclusion, Management of Infrabel should communicate with the employees why diversity can be important to the organization. Erickson et al (2014) state in their research that culture change is most important towards successfully hiring PWD in the organizations. According to their study managers play a critical role in creating a culture of inclusiveness as well as perceived organizational climate and visible organizational commitment to Disability Inclusion.

Research shows that when next to support of management, there is a clear diversity plan which is aligned to the organizational goals it will result in a higher sense of responsibility which will

lead to more commitment of all employees (Holvino et al 2004). Infrabel can tie their recruitment needs and difficulties finding profiles to Disability Inclusion.

Furthermore, employers are encouraged to determine their degree, the type or form and duration of engagement with disability issues as this will result in more clearly defined actions and engagement (Kulkarni and Kote, 2013). This is aligned with the study of Allen and Montgomery (2001) which show that the diversity initiative should be a clear vision for the future which should be communicated with the organization. This communication can be through speeches, letters or through actions. At this stage, management should assign a diversity committee to coordinate the diversity efforts (Allen & Montgomery, 2001).

4.1.2 Raising awareness

Research shows that the biggest barrier in the workplace for PWD are stereotypes and prejudice from other employees. Stereotypes refer to the expectation that PWD are less capable, more often absent and not capable of fulfilling tasks succesfully (Kaye, Jane & Jones, 2011). This is aligned with the results of the interviews and survey of Infrabel. For example, during interviews, many employees mentioned that management will not support initiative towards the integration of people with disabilities as they expect a high level of productivity. Another example is that some respondents answered that they see a PWD in their team with admin functions such as printing, scanning of completing documents, however not as a full-time employee who has his own tasks and responsibilities. In the survey, some respondents answered that Infrabel is not a charity, which shows the negative expectations of the level of influence from PWB on the organizational goals of Infrabel.

Both in the survey as during the interview the employees were asked for potential positive results of hiring PWD. A high number of the candidates noted that having a PWD in your team results in gaining different perspectives as well as better skills in empathizing with others. Nevertheless, a big portion of the candidates mentioned that hiring PWD would not result in any benefits. They believe that an organization should hire PWD as it should be a mirror of our society.

Research shows many benefits of hiring PWD such as an increased revenue, an increase of creativity and innovation inside teams (Henry, Petkauskos, Stanislawzyk and Vogt, 2014) and finally a positive influence on turnover and absenteeism (Kulkarni, Boehm & Basu, 2008).

The employees of Infrabel can be informed regarding this information during a Lunch & Learn which takes places every quarter of the year and has a high reach om employee.

4.2 Moving stage

4.2.1 Training

Both during the survey as well as during the interview a need came forward for training regarding managing and collaborating with a PWD. This is aligned with the literature which says that this is usually a large concern inside an organization (Kaye, Jans & Jones, 2011). Another commonly named concern was jealousy regarding requesting reasonable adjustments. The research shows however that with clear communication regarding the needs of het person and the goal of the adjustment, this jealousy usually disappears (Kaye, Jans & Jones, 2011). The literature highlights that this is an important step for the integration of PWD. Co-workers play a very important role in this integration. It aids in social acceptance, creating informal relationships and receiving psychosocial support. Furthermore, coworkers assist in understanding and executing tasks by helping them informally (Kulkarni & Lengnick-Hall 2011). Sensitization workshops can help with raising general awareness regarding Disability. More specifically it may lead to more knowledge regarding the diversity of disabling conditions, knowledge of how to interact with a PWD. This type of workshop does not need to be about a specific disability but can be kept general (Garg, 2018). Sensitization can address common misconceptions which are present in the organization such as ideas about reasonable adjustments (Krepcio, Barnett & Heldrich, 2013) and can help spread the information about positive outcomes from Disability Inclusion ((Krepcio, Barnett & Heldrich, 2013)

Furthermore, Infrabel should provide training to aid with working together and communicating across different groups to increase the understanding of individual differences between employees (Allen & Montgomery, 2001) Infrabel should identify success stories of PWD who have previously been employed or share stories of other companies that have successful Disability Inclusion programs (Lengnick-Hall, Gaunt & Kulkarni, 2008).

The survey shows a need for training regarding working and dealing with PWD and support in recruitment and selection. For this kind of training, Infrabel can rely on external organizations as each disability can differ very from the other and this way are able to provide better

assistance. Besides recruitment training, training should also be targeted towards HR professionals to take a more active stand on Disability Inclusion (Krepcio, Barnett & Heldrich, 2013). Training should be targeted towards supervisors in relation to legal requirements, reasonable adjustments, disability awareness and etiquette, stereotypes and return-to-work strategies. This type of training can result in stronger communication between supervisor and employee and greater-self closure. Furthermore, it can aid with integration (Krepcio, Barnett & Heldrich, 2013). Additionally, supervisors should receive a training on government support for PWD (Erickson. et al 2013).

Finally, on the job training for PWD can be helpful. Some workers may need instruction regarding certain methods, extensive job training or training about specific employment skills. This training may be most succesfully when it is given on the job so ensure learning takes place in the actual environment (Erickson. et al 2013).

4.2.2 External partnerships

Krepcio, Barnett and Heldrich (2013) showed in their summary of existing literature review that organizations who want to hire PWD should forge relationships with disability organizations. These relationships facilitate the provision of information and support to employers. Employers highlighted benefits such as being able to turn to the organizations with questions during the hiring process, concerning legislative subjects and challenges while providing accommodations. Furthermore, these organizations can point out stereotypes and reduce existing stigma's that employers might have.

See Appendix

4.3 Refreezing

This stage entails the revising and the existing policies which should support the new culture of diversity. A first important step is to inform the outside world that Infrabel is ready to provide reasonable adjustments during the recruitment process. A second structural adjustment relates to the creation of a policy regarding reasonable adjustments. In addition, an organization can strive for a "self-disclosure" culture, whereby PWD informs the organization when they have a limitation and need reasonable adjustments. Finally, specific persons must be designated at

different levels within the organization who are ready to support managers, team members or PWD (ODEP, 2012).

4.3.1 Recruitment Practices

Research shows there are certain actions organizations can take in relation to recruiting and hiring PWD (Scherman, Shellenback & Scales 2014). Organizations can look at recommendations from previous employees, advertisement, professional associations, and do recruitment in schools. Research shows that although referrals are a great method to increase diversity recruitment, it can work counterproductive when the organizations is not diverse to begin with as it is likely that their employees will only contact individuals who are also not diverse (Scherman, Shellenback & Scales 2014). To attract more PWD Infrabel should add in their job descriptions that the organization does not discriminate "on the basis of race, religion, color, sex, age, national origin, or disability." Furthermore, the application should have a space where PWD request accommodation for the further screening process. This will motive candidates to write down their needs for further testing in the process (Stone & Williams 1997).

Specific changes that Infrabel should make in their recruitment practices is splitting requirements on job description in essential requirements and ideal requirements. Many PWD meet essential requirements but not ideal and therefore are not accepted for employment (Stone & Williams 1997). Furthermore, PWD tent to exclude themselves from the recruitment process when they see job recruitments which do not meet their own profile (Stone & Williams 1997). Finally, making changes in job descriptions to essential and ideal requirements will give PWD the idea that the recruitment process will be fair (Stone & Williams 1997).

In the testing phase, Infrabel should analyze which test are used and if they are testing essential skills needed for the job. Furthermore, candidates should not be tested on their impairments, unless this impairment is part of a skill which is essential to the job. If this is the case, then reasonable adjustments should be offered. This can be offered in test time, test content or test medium (Stone & Williams 1997).

An important change for recruitment practices is training specifically in regard to bias for hiring managers. Heath and Babu (2017) show in their study that hiring manager often make assumptions about the characteristic of a PWD based on stereotypes regarding the disability.

These stereotypes then lead to negative assumptions regarding job fitness, performance level, turnover rates and absenteeism. Stone and Williams (1997) add to this that it is important for hiring managers to receive training regarding potential biases with PWD. Furthermore, they add that increased exposure to successful PWD at work can aid in reducing bias and stereotypes about the abilities of PWD.

Finally, Infrabel mentioned that employees can be rejected due to medical examination. Stone and Williams 1997 highlight that organizations might need to revise their medical examinations in the recruitment process. Only necessary functions should be assessed. If the medical examination comes back negative, a PWD will not automatically be excluded from the job. In this case, the next step should be to assess which reasonable adjustments can make up for this (Stone & Williams 1997).

4.3.2 Performance appraisal

Kulkarni and Lenginck-Hall (2011) show in their study that supervisors play an important role in the integration of PWD as research has shown that supervisors often have stigma's against PWD. Supervisors often have less positive affect and lower expectations of contributions from PWD which can result in attitude and behavior change towards PWD. These changes can influence the behavior of other coworkers and form expectations in terms of dealing with the new colleague with a disability. Furthermore, when PWD do not receive support from supervisors it may result in them refraining from proactive behavior such as asking for information as they fear of being viewed as incompetent. When PWD view a decline of support it can also result in decrease of job satisfaction, job clarity, slower increase in salary over time (Kulkarni & Lenginck-Hall 2011)

4.3.3 Workplace accommodation

Infrabel clearly showed a for formalized accommodation processes. The most effective workplace accommodation processes described by organizations are having a formal decision-making process, appointing a formal office or person to address accommodation related questions and finally having a centralized accommodation fund (Erickson et al 2014). Employers are reinforced to have a systematic approach to workplace accommodations, this will increase the likelihood that employees review the process as fair and therefore are less likely to become resentful (Kulkarni & Kote, 2013). It is encouraged for Infrabel to work with

an external agency to identify a clear and fair process to implement reasonable adjustments (Kulkarni & Kote, 2013). Finally, Infrabel should assign a designated office or person to address the accommodation issues (Erickson, 2013).

5. Conclusion

Disability Inclusion practices have continuously been given more attention due changes in the current labor market (Houtenville & Kalargyrou, 2012). Yet PWD are often underrepresented in the workforce (Houtenville & Kalargyrou, 2012). This project used the Burke-Litwin (Burke & Litwin, 1992) model of change to identify the drivers and barriers inside the organizations of Infrabel for the integration of people with disabilities and present an implementation plan to integrate PWD. To achieve this, I interviewed employees and managers inside the organization to assess different aspects in the organization. Secondly, a survey was used to measure stereotypes present among employees.

This study aims implies many contributions. Firstly, it provided an overview of the attitudes present in the organization regarding PWD. Second, it identified drivers and barriers present in the organization and provided an implementation plan based on this.

The drivers identified inside the organizations were the change towards the Go Blue culture which focuses more on the individual needs and styles, the work climate between colleagues which is defined by helping, assisting each other and caring for each other while maintaining a healthy level of competition. In addition, in the survey and interview we were able to identify positive attitudes towards PWD which should be built on. In terms of barriers this included the lack of management support, policies which are not in place and a culture which still is very result driven in the day-to-day practice. The advised implementation steps aim to aid in a better integration of PWD.

A limitation of this study is that for the implementation steps, I often relied on studies regarding broad diversity initiative which were not always specifically for Disability Inclusion. The literature lacks specific diversity plans to be implemented by organizations to assist in more integration of PWD in the workforce. In the future, different HR initiatives should be analyzed to see what really helps with the integration of PWD. Furthermore, many studies regarding Disability Inclusion have been done in the United States of America, so we should be careful to use those results and apply them to European companies. In the future more studies should

be done on specific disability diversity initiatives and tested in the European market to see if the outcomes are the same.

In regard to the measurement's tools, the survey was not validated. Finally, literature shows that there is a consistent discrepancy between attitudes expressed on surveys and actual behavior, therefore expressed intentions to hire PWD will not necessarily result in actual hiring. It is advised to look at other factors. (Schur, Kruse & Blanck 2005).

This project aimed to create an implementation plan for a Belgian, company Infrabel, to increase their ability to hire PWD by improving their driving factors and decreasing their barriers towards this and assessing which stereotypes were present.

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APPENDIX A: LIST OF EXTERNAL ORGANIZATIONS

A. Diensten die bevoegd zijn voor de tewerkstelling van personen met een handicap
VDAB

Flemish service for employment and vocational training.
https://www.vdab.be/

AWIPH
Francophone service for employment and vocational training.
https://www.aviq.be/handicap/

PHARE
Brussels service for employment and vocational training.
https://phare.irisnet.be/

B. Wervings- en selectiewerkzaamheden

ACTIRIS, SOCIAL CONSULTATION SERVICE
Target audience: Brussels job seekers with disabilities or health problems.

www.actiris.be

ANLH
Target audience: Person with mental, physical, visual or auditory disabilities.

www.anlh.be

CENTRUM AMBULANTE DIENSTEN 'DE WERKLIJN'
Target audience: Job seekers with disabilities.

www.vzwcad.be

GROEP INTRO BRUSSEL
Target audience: Job seekers with disabilities.

www.groepintro.be/brussel

INFO-SOURDS DE BRUXELLES
Target audience: Job seekers who are deaf or hard of hearing.

www.infosourds.be

LIGUE BRAILLE
Target audience: Job seekers who are blind or visually impaired.

www.braille.be

MISSION LOCALE DE SCHAERBEEK

Target audience: Job seekers with disabilities related to mental health.

www.milocs.be

MISSION LOCALE DE MOLENBEEK

Target audience: Job seeker with a mental or mental health disability.

www.mloc1080.be

RANDSTAD DIVERSITY

RANDSTAD DIVERSITY
Target audience: Interim workers with disabilities.

www.randstad.be

WHEELIT

Target audience: Job seekers recognized as having a disability.

www.wheelit.be

Analyzing Selection tests

SELOR

Ensure the neutrality of the selection tests and / or wish to adapt them (logistics, test content, ...). Provision of a specific room with adapted equipment (voice synthesis, magnifying glass, Braille barette ...).

https://client.selor.be/nl/expertisecentrum/diversiteit

https://client.selor.be/fr/centre-dexpertise/diversity

Broad Assistance integration PWD

Emino

Emino informs, advises and supports you and your company on topics such as recruitment, reintegration, employability, workable work
https://www.emino.be/werkgever

Diversicom

Advise employer on Disability Inclusion practices, organize sensibilisation sessions.

http://www.diversicom.be/nl/

Divergent

Provides process guidance during the start-up or strengthening of the internal flow-through operation within an organization that offers supervised processes, with attention to care and customized work.

https://www.ugent.be/divergent/nl/hrconsultancy

Empower
Assists with guidance for implementing diversity strategies

http://www.empower.be/Projecten

Assistance with internships

SIHO
Umbrella organization which assists Flemish colleges and universities in improving the participation of students with functional limitations.
http://www.siho.be/

ERASMUSHOGESCHOOL "WERKING DIVERSITEIT"

ANNEMIE.DE.ROUCK@EHB.BE

HUB HOGESCHOOL – UNIVERSITEIT BRUSSEL

 LEEN.DEBOLLE@HUBRUSSEL.BE

VUB DIENST "STUDIEBEGELEIDING CENTRUM"

DEBBI.CALUWE@VUB.AC.BE

Accessibility of workspace

Inter

Inter is an expertise center in accessibility and Universal Design and provides architectural accessibility advice from design to realization, makes events accessible, gives training courses, advises governments and conducts research into the accessibility situation in Flanders.

https://www.inter.vlaanderen/

ANLH

Achievement of accessibility audits (multidisciplinary team composed of architects, occupational therapists, disabled and valid professionals):
Verification of the accessibility of a building
Realization of a report containing a statement in accessibility of the building
Verification and advice in reasonable accommodations

http://www.anlh.be/

<u>Discrimination</u>

Unia

Assistance in discrimination prevention and raising awareness
https://www.unia.be/nl/discriminatiegronden/handicap

APPENDIX B: Interview Questions Employees

What does a diverse workforce mean to you?

What are the results of a diverse workforce?
        Positive
        Negative

What does Disability Inclusion mean to you?
        Results?
        Challenges?

Do you know someone with a disability in your own personal environment?

Have you worked with someone with a disability?

If you have an accident and as a result have a visual impairment, would you be able to perform your current job?
o If no, why not?
If yes, why?

If you have an accident and as a result have a physical disability, would you be able to perform your current job
o If no, why not?
If yes, why?

If I have an accident and as a result, I have a mental disability, would you be able to perform your current job?
o If no, why not?
If yes, why?

Do you think Infrabel has the responsibility to reintegrate you if in the course of your employment you suddenly have a disability?

o If yes, why?

o If no, why not?

Which aspects inside Infrabel do you see as drivers for the integration of PWD?

Which aspects do you see as challenges for the integration of PWD?

How can the integration of PWD influence external problems?

How would you describe the culture of Infrabel as you experience it?

Which aspects of the culture will drive the integration

Which aspects of culture will form a barrier for integration?

The strategical priorities of Infrabel are safety, punctuality and capacity. How can the integration of PWD influence the ability to realize these priorities?

How do you see the view of higher management on the integration of PWD?

How do you see the influence of formal systems, procedures and policies influence the integration of PWD?

How would you describe the working climate in your team?

How would you describe collaboration inside your team?

How would you describe the motivation for yourself and people in your team to work with a PWD?

In case you will have a new coworker with a disability, what would go through your head?

Which stereotypes do you think are present for PWD?

What changes would you make to the diversity at Infrabel?

APPENDIX C: Interview Questions Managers

- **What does a diverse workforce mean to you?**
    Characteristics

o What are the results of a diverse workforce?
    Positive
    Negative

- **What does Disability Inclusion mean to you?**
    Results?
    Challenges?

- **If you have an accident and as a result have a visual impairment, would you be able to perform your current job?**
If not, why
If yes, why

- **If you have an accident and as a result have a physical disability, would you be able to perform your current job**.
If not, why
If yes, why

- **If I have an accident and as a result, I have a mental disability, would you be able to perform your current job?**
If not, why
If yes, why

Do you think Infrabel has the responsibility to reintegrate you if in the course of your employment you suddenly have a disability?

Which aspects inside Infrabel do you see as drivers for the integration of PWD?
Attitude, culture, recruitment, policy.

Which aspects do you see as challenges for the integration of PWD?

How can the integration of PWB influence external problems?

How would you describe the culture of Infrabel as you experience it?

Which aspects of the culture will drive the integration?

Which aspects of culture will form a barrier for integration?

The strategical priorities of Infrabel are safety, punctuality and capacity. How can the integration of PWD influence the ability to realize these priorities?

How do you see the view of higher management on the integration of PWD?

How can this be challenged? - How would you describe your personal management style?

How do you see your management style influence the integration of PWD?

How do you see the influence of formal systems, procedures and policies influence the integration of PWD?

Can you explain why we currently don't see hardly any PWD in the organization?

If you have a candidate with a disability with the right fit to a position, would you hire them?

What do you think would keep other people from hiring PWD when they have the right profile for a position?

if you could, what would you change at Infrabel about diversity and inclusion?

APPENDIX D Interviews Transcripts

Employee 1

- What does a diverse workforce mean to you?
    Characteristics
    Importance to you

Diversity is very broad: people with or without disabilities, different cultures, young or old. Can involve around anything. *Do you find that important in an organization?* Yes, I think the organization should be a reflection of society. *Do you think that there is a lot of diversity within Infrabel?* Yes! Diversity in terms of gender, age and different outcomes. We also do job days for people with different sexual orientation.

o What are the results of a diverse workforce?
    Positive
    Negative
- Depending on which diversity and which task it can have different consequences: administrative job, young, old. Certain diversity aspects don't really make a difference. *Can you give an example?* Like, different cultures don't really matter. They can work well with each other. Disability it the train tracks can cause stress. Older people may not be as fast with learning.
- Of course, people with a disability: for example, someone who has 1 leg, you can no longer use him, dependent on the context. *So, you think that diversity depends on each diversity aspect and in which context it is present?* Correct. *How could diversity have an influence within your team*? I mainly think in terms of the way in which communication sometimes causes problems because some people find other things more important. A disability might cause doubts that more tasks should be included in the tasks of colleagues. *Other things you think of?* Yes, I think that frustration can also come because the same task has to be explained 10 times. *Other things?* Goh no not immediately. *Do you also think of positive consequences?* Yes, I think we will grow more because they help the other and that feels good. *Other things?* Yes, perhaps also more insight to see how we can approach a task differently. *Other things?* No not immediately.

- What does Disability Inclusion mean to you?
    Results?
    Challenges?
Try to integrate them as much as possible within the company, which is something we have done in the past, people who are no longer able to work in the train racks. We try to place them in another position in the organization. People with disabilities are trying to integrate optimally within the company.
o Consequences?
o Positive, negative: Positive: people give meaning to life. *What do you mean give meaning to live?* Well having the disability feels very heavy, you can take it away by integrating the person in the organization. So, it feels good to take part of this positive influence.
o Disadvantage: your workplace, you are going to have to rearrange certain tasks of colleagues. *What do you mean rearrange tasks?* Yes, because someone with a disability might not be able to perform certain tasks. So, he will take on more of the easier tasks while the other person gets the more difficult tasks.

o If we view it from the perspective of the management: we work with contingents: sacrificing one contingent to someone with a disability, administratively, someone with a disability is going to give less output, who do have decent texts and sketches. Takes full-time place of someone who can do the job productively. Dependent on the disability of course. But for example, someone who can always sit in a desk and suddenly see less well, this can result in deduction of output.

o Positive from management view: feeling more human. The most difficult barrier. In our department, we still have eye for the human aspect, but in other departments this will be harder because there is a much higher focus on results. But I think we should give people a chance it is positive, because sometimes the loss is not always that great. The culture is not ready for it though. Even if the loss is not that high, it will be hard to have people consider rearranging their tasks, when they are not fully onboard with the idea in the first place.

o in terms of management. Helping someone this way is rather subjective. Culture works objectively. Not so much about the state of mind of the people. With us you already feel the GO blue culture change, but in the other department it is completely different. Less like a number, what you have to do is deliver and then it's good. We need to get rid of that culture in order to integrate people with disabilities in the next step.

Do you know someone with a disability in your own personal environment?
Yes, I know someone people with a disability but not in a professional context. I also do not know what their job is.

- Have you previously worked with someone with a disability? Have you previously hired a person with a disability?
Yes, during a summer job. *How was this experience?* It was fun, but different because it was a sheltered workplace. It was a team who did purely line work. They make cardboard boxes, which are later shipped to companies for example to pack and those people were mainly mentally limited, we had a good laugh, was really fun. Those people were really happy that they were allowed to cooperate, that they could contribute to something and that they were not excluded.
They were all together, very much respect for each other. Is different when you all have something, in that context I was actually the stranger.
What kind of disabilities did people have in this sheltered workplace?
Mainly intellectually limited. Not to what extent you had to adjust was not uncomfortable, was fun. Glad they could contribute. Lots of respect.

- If you have an accident and as a result have a visual impairment, would you be able to perform your current job?
o If no, why not?
If yes, why?

I suspect that I could do nothing anymore. Nothing at all. Management of computer software, projects around it. If I cannot see the computer screen, it will not work. If you were to say that you would no longer be able to hear, I would say there are certain things that I could no longer do. like 60% still. *And how much percent of your job could you do with a visual impairment?* I would say 0. No reporting, no support, I can't read questions, do not see new systems so could not do new projects.
o If not, why not:

- If you have an accident and as a result have a physical disability, would you be able to perform your current job

Yes, 100%. *Certain things that would be more difficult?*

o Pure relocation would be more difficult, but it will work. Wheelchair less obvious to get from point A-B, but there are solutions for this. I can take public transportation; our elevators allow wheelchairs to enter etc. So, I think for almost all difficulties, there would be a solution.

- If I have an accident and as a result, I have a mental disability, would you be able to perform your current job?

If so why? Depends on how much. It's a difficult one. For the current job you have to be reasonably cognitively strong. Daily support could be possible. *What do you mean?* I mean support to other in the team for example with creating contracts or excel sheets and so on. In that respect, I would depend on the manager. Some of the easy issues come to me. 100% operational could be possible.

Do you think Infrabel has the responsibility to reintegrate you if in the course of your employment you suddenly have a disability?

o If yes, why?

o If no, why not?

o If so why? Well actually yes. I think they already do that now. That is positive. I think so. At least the organization should do what they can do if someone is employed. Which they have done before in three offices that I know. I think this is a very nice gesture.

Which aspects inside Infrabel do you see as drivers for the integration of PWD?

I think that diversity has always been important within Infrabel. Everyone is already open to it, certainly in the more general services, it is not a new topic for us.

The organization is so large, it has enormously different task packages. This makes it easier for you to find a job for someone with a disability. Because we are not a company where everyone does the same. You do have options since they are so many different functions and sectors inside Infrabel.

Culture: male / female, no distinction is made within Infrabel. Recruitment has reached that extent. *There is more focus on what can the person do and not so much on aspects of diversity?* Indeed, the recruitment process is already so advanced that no distinction is made anymore. Project success factor: do not include age. We can say things are already X, based on his Infrabel CV we only look at experience. Based on name, we can still distinguish whether it is male / female. But in principle, there is already a lot of fighting for that diversity so I think we can build on from this.

Which aspects do you see as challenges for the integration of PWD?

o on the one hand culture change is needed in some areas. That there is more to the human aspect than just productivity. Result of work, always result-oriented, people within team can perform optimally. Always less possible to integrate people with disabilities. That is also one

of the reasons why they say that ... Women are no less technically skilled, but more than 90% are male, purely because the work is not physically adapted to when they are women.

Nature of the work makes it difficult.

o Yes, certainly to keep them within the current job. Mainly because the nature of the work makes it difficult for people with disabilities. *How so?* Some tasks are so specific and have a lot of technical qualifications.

- How can the integration of PWD influence external problems?

I think that for some positions it could help to fill them, although most positions that we have are quite technical, so I'm not sure if PWD could have an influence on filling those roles.

- How would you describe the culture of Infrabel as you experience it?

- Culture is currently changing so I would say we are between two different kinds at the moment. Previously very red which means that it was very hierarchical, result and productivity focused with very little to discuss, certain problems very much to discuss. Within our department that evaluates the human aspect is an important role. I would say that in theory they talk a lot about this and Infrabel really wants to make this change but in reality, we are still a very red culture.

Can you give an example of this red culture?

- Eg: 2 weeks ago, on Thursday we were implementing a new program and deciding whether or not to go live. It was planned to go live on Monday. I was asking to push it to a week later so that people can test a demo and so on, ask there question and we can prepare them better for the new program and to avoid that people start to be frustrated: in the end they did not do it because of result-oriented focus. I think this is an example where they could have aimed for culture for the human aspect. Go-blue mask, but red behind it.

Can you also give an example of the go blue culture?

Yes, I think they are definitely trying to have more focus on the human aspect , but the result driven approach is very deeply ingrained so it will take a long time to actually change. But for example, we are not working on the New Ways of Working, and each person have work from home one day per week to give the employees some more flexibility. Our offices are also changing to the open space office which looks really nice.

o Which aspects of the culture will drive the integration

- Well I think the fact that we are becoming more people-oriented. I think Infrabel has the capacity to look at the person and say we know that you have a limitation, but we also know you can contribute to Infrabel. We actually had a person once in the office who came and helped us out. This person had a mental disability. My responsibility to tell people about it being possible, trying to get the people around me to accept it. Give people the feeling that it is possible, results are not necessarily less good. The colleagues were in the beginning very

hesitant and quite harsh about it. *What do you mean with harsh?* Well they didn't want to person to be there, they were really against it. They were expecting that they would need to explain each thing like 500 times to the person and that it would be a waste of time. Instead when people explained it twice, he understood. Person was employed somewhere else. More change management in people's minds. I think first comes to job crafting of the jobs, check if it is working out, and only then it would really be possible to assess whether or not it is possible to do.

What was the function of this person in the team? He was responsible for administrative support. So, he would assist with completing documents, printing, scanning etc. There was a real advantage of having this person in the team because the other coworkers had less work while also happy to be able to help this person who had a disability to be able to be integrated in the organization.

o Which aspects of culture will form a barrier for integration?

I don't think there are so many. I would say the main one is this red culture which is still very present. *With red culture you are referring to the result focused culture where this is a big fear of productivity loss?* Yes, I really think this would keep management to be on board of this. *Any other aspects?* No, I think this is the most important one. Especially because diversity as a whole is something we have talked about before in Infrabel, so the subject is not completely new.

- The strategical priorities of Infrabel are safety, punctuality and capacity. How can the integration of PWD influence the ability to realize these priorities?

I am not sure what this question is asking. *Each position is created in the organization with the aim to bring Infrabel closer to their priorities, so each position has an important role in the company. Do you think PWD can play a specific role in the organization to make the company as a whole closer to realizing their goals?*

Well I'm not sure. I think the most important roles in the organizational roles are the ones who are in the field, on the tracks. I think PWD cannot function in these positions. So, when it comes to safety, punctuality and capacity I think they would not really influence this.

And what about your position? How does your position influence these organizational goals given that you are also not physically working on the train tracks?

Hmm. Well let me think. I guess given that I work with oracle a lot which helps the organization to keep organized. I also help other employees a lot when they have a question, or they are struggling to use this program. So, I guess that way they can do their own work better so indirectly I have an impact on the organizational goals.

Yes, very well! I really think all positions have an important impact on the organizational goals either directly or indirectly. Could you think about how a PWD could also have an influence on those goals like you?

Well I guess they also have certain skills which helps other people. Like I mentioned before the person we had in the team really freed up some time of the other people in the team so that was very helpful.

- How do you see the view of higher management on the integration of PWD?

Well I think in our department, IHRO we know this needs to happen. But with other departments I think they are not interested in such a change.

What could change this you think?

Well I think they will worry about productivity loss, so I guess this worry should be taken away.

- How do you see the influence of formal systems, procedures and policies influence the integration of PWD?

I think that they are not many. Actually, I do not know one process. When we had that person in our team, we did not really have any guidance of how to deal with him for example.

How would you describe the working climate in your team?

I would say we have two different types of people. One is more number focused working with different projects, while the other is more creative. I deal better with number driven people. I would say there is some competition.

Professional is competition, everything is discussed. Not so much influence on results themselves. In my sense of coming to work, someone will announce what that person did afterwards. Not based on what that person did.

o While you want the best with your desk, in the long run you say you are drawing your plan. You anticipate the duration. Do you not speak, honor of healthy competition? Openly discuss with boss.

How would you describe the working climate in your team?

We can help each other. Not a problem if you get an assignment when you cannot finish. You can speak with your manager and sometimes the colleagues will help each other. Because we focus on projects, I cannot always do all jobs, but always try. This makes it hard sometimes to proof what you did solely based on results. *What do you mean?* Well it's easy to take credit of someone else. And this creates frustrations sometimes.

How would you describe collaboration inside your team?
/

How would you describe the motivation for yourself and people in your team to work with a PWD?

I don't think that this is really a must for me. It does not really motivate me. I think it's a very neutral subject for me. Within my team, I think like last times in the beginning there might be some concerns. But then they would feel fine with it. I don't really think anyone in the team is really concerned about it though. *What do you mean?* Well like if it doesn't happen that we get a person with a disability, no one will necessarily push for it.

In case you will have a new coworker with a disability, what would go through your head?

It depends on the disability. Is the person in a wheelchair: Will it be someone fun? What will he look like?

If the person cannot see very well: how would we solve this, what value can this person really bring. Some disabilities are just hard to combine with the job. We can try but some is just not possible, I think.

My first concern will always be if this person is a pleasant person. *What does that mean for you a pleasant person?* Well people with disabilities can be very negative sometimes. Sometimes they feel really sorry for themselves. So, I wouldn't like someone in my team who is like this, someone who is always angry and sad.

- Which stereotypes do you think are present for PWD?

I think the biggest one which exists is that PWD are not productive. I think this makes the integration hard. I think PWD can actually be very nice people to deal with. But people often think they will bring less results.

You mentioned this in the beginning of the conversation as a result of hiring PWD, and now you mention it as a stereotype. Can you explain this?

I think it is not always the case, but in a lot of times it is that PWD will be less productive. But we should not assume this to be true for every single person.

What changes would you make to the diversity at Infrabel?

We do a lot already. We could do more to hire PWD.

Employee 2

- What does a diverse workforce mean to you?
        Characteristics
        Importance to you

A diverse organization is an organization with people from different backgrounds, who are treated in the same way, and therefore all are capable of doing their job. Various backgrounds may include nationality, ethnicity, sexual orientation, people with disabilities, being able to do work fully while being accepted by the organization. People with a different religion: it's a type of diversity but they should be treated equally and be accepted by the organization. *What does be accepted by the organization mean to you?* No discrimination during the recruitment process, for example. *Other things?* For example, being able to work well together without conflict or racism. Not being bullied by colleagues. Other things? Goh, probably, but I think these are the most important. I think also that an organization must be a reflection of society. Society is essential; it's diverse, it's multicultural, people with different preferences. That must then be seen also in our companies. Infrabel makes a lot of efforts to meet this. You cannot say that it is not a diverse organization. There are many people of foreign origin. A lot of efforts have been made to achieve this. A very nice initiative from our CEO to get more

women into Infrabel. At the moment, that is far too much from a statistical point of view of men if you compare that with our society. Women must also be able to fully develop. Going out to get women in. That is how it should be. A lot of efforts are being made. The number of women is a lot less.

o What are the results of a diverse workforce?
       Positive
       Negative

Positive: There surely many positive outcomes of having a diverse workforce. For example, creativity in the work, the output can be optimally expressed because you get different angles. Output of different visions can lead to something beautiful. The main advantage of such an organization is that as a public company you have different quotes from the government, which leads to diversity and this diversity allows us to respond more optimally to the needs of different people.

Negative: because of that diversity, you get people in the organization who are so diverse that it leads to so many differences. This can lead to stress. People must work together, the more diverse, the greater the chance of conflicts. *Can you give an example of this?* Suppose you are an Islam staff member and you want an Islamic space to pray. If we allow this, it will turn into a debate, because the debate comes from two extreme views. And this kind of conflict is difficult to deal with. If you allow a praying space, what next? Can everyone make personal requests? Where do we draw the line? For this reason, it's also easier sometimes to ignore diversity and treat everyone the same. *Do you have an example of this?* Well yes, for religion it is a rule inside Infrabel that everyone should act religion neutral: meaning no one, regardless of their religion should be able to show their religious beliefs. So, a catholic should not have a cross in their office and a Muslim should not wear a scarf on their head.

- What does Disability Inclusion mean to you?
       Results?
       Challenges?

o That these people get equal opportunities, nuance this and create a framework: to make their integration as good as possible. So, they become employees who can integrate in the organization. They should receive more opportunities. *What opportunities do you think they need more?* I think especially when recruiting and when they join the team to offer them the right tools.

PWD should be accepted. What do you mean by being accepted? Adaptation of the people who work with it: going along with it. Realizing that the people are there, adapt their behavior and method a bit. *What kind of adaptions?* Well if someone in the team is deaf for example, we might need to communicate with them only via email instead of phone. Speak one person at a time during the meeting so the person can hear.

Do you think of any positive outcomes of Disability Inclusion? Well that must be the intention, to adapt a bit. *Are you saying that the outcome can be positive if we make adaptations?* Yes, giving it the chance to become optimally integrated. Any other positive things you can think of? Goh, not immediately.

What about negative outcomes? I think it is important be very careful. If someone gets reasonable adjustments other colleagues might feel that that person is being favored. Where do you draw the line? Defense mechanism of other people will come up. Therefore, the line must be drawn somewhere. The line must be drawn on time, before other people get the impression that they are a PWD is being favorited, because then it turns into conflicts again.

Of course, you must try to meet the needs of a person with a disability. But be careful, because other people start to think that anything is possible which can lead negativism. Draw the line on time. This is the responsibility of the employer.

Do you know someone with a disability in your own personal environment?
In my family, but I have some friends who have kids with a disability, but I don't know which disability.

- Have you previously worked with someone with a disability? Have you previously hired a person with a disability?
Yes, a man who used a wheelchair. I personally believe working with someone like this allows us to think more broadly.

- If you have an accident and as a result have a visual impairment, would you be able to perform your current job?
o If no, why not? Well I can learn how to read and write as a short-term solution. But when it comes to reading reports or my screen this would not be possible anymore.
If yes, why? I could ask to advise orally. I can study my work, write it down and know it by heart so I can give advice.

- If you have an accident and as a result have a physical disability, would you be able to perform your current job
This would be a lot harder because I often have to go to meetings internally and externally. I think these adjustments are not always so easy. If I have an external meeting and I have to take the train. Well there would be solutions for this, but in terms of timing it's still quite an obstruction. *So you are saying most of your job you could still do, but the you would have difficulties going to external meetings which will not make this impossible, but it will be a higher time investment to do this compared to if you would not use a wheelchair?* Yes correct. And the external meetings would have to take place in an area which is accessible so I guess this would take more time to check and otherwise I would not be able to go. Perhaps then we could sometimes do the meeting via the internet.

- If I have an accident and as a result, I have a mental disability, would you be able to perform your current job?
No not at all.

Do you think Infrabel has the responsibility to reintegrate you if in the course of your employment you suddenly have a disability?

Yes, I think they should and already do this. They will always check whenever is possible to see if the person can be placed in a different position.

Which aspects inside Infrabel do you see as drivers for the integration of PWD?

I think people with disability need to be brought into the picture a little more, but don't exaggerate, let people be in the attention for a little bit. This seems like a way to improve that process. And Infrabel can do this for example via projects: in the Intranet or through a CSR campaign. We could use an information session to become aware because we actually don't

know anything about this topic. It has never been communicated about. It seems to be a useful thing to do.

I think from a purely technical perspective, the building, infrastructure adjustments. Seems to be less of a problem.

So, you think that currently a challenge is the fact that there is no knowledge about this topic? Yes indeed! *Do you think there are any other challenges or barriers?* No, I think that Infrabel would be open to it. We have done it before. *What do you mean we have done it before?* We have a few PWD in the team. They managed to provide the accommodations, and everyone was happy.

Do you think of any other drivers besides the fact that the building is reasonably accessible? I think the fact that people are open to it. Colleagues will welcome the idea.

Which aspects do you see as challenges for the integration of PWD?

- How can the integration of PWD influence external problems?

I am not sure what this question asks. *Well there are certain problems that Infrabel deals with that are external, changes in the industry, changes of competitors, changes of candidates and so on?* One big change that we see is that millennials have more requirements for their company. They are really into this "Social Corporate Responsibility". They would enjoy working at Infrabel more knowing that we are investing in SCR by hiring PWD.

- How would you describe the culture of Infrabel as you experience it?

Culture: fairly harsh culture, not in the sense of negative but a culture that focuses on output and results. We are evolving to go blue, putting human aspects more at the center. They realized that this is important if you want to be an optimal organization. Transition period is about to evolve more. A more humane corporate culture: in a certain way. Payed a lot of attention through CSR. All the senior person members about go blue members. *What is a go blue member?* Someone who really supports this human aspect. We all did the test to see what type of person you are. And you have different colors, depending on your color you should deal differently with different persons.

In practice the culture change translated into that people are allowed to make mistakes. Very important, for people, for staff. Hard culture focused on results and output but if on the other hand people are afraid to make mistakes, it can very hard for the employee. Transition to this human side is essential and can be good.

Which aspects of the culture will drive the integration?

The transition is very positive, the company, the corporate culture is evolving into a culture that takes more aspects into account. In a culture that stays with the old, some real issues are not taken into account. Now we are steering a bit away from results. *And how do you think this is relevant for PWD?* I think when a manager gets a PWD as a potential candidate they will immediately choose a candidate without a disability when to focus lies solely on the

output. With this change they can become more aware of other things. *Other things like what?* Well like I said, the human aspect. Realize that this person can be a good addition for the team spirit, for the CSR too.

o Which aspects of culture will form a barrier for integration?

I think that this change is exactly the opposite of a barrier. I think it's positive the way it is now. *Can you think of any other aspects which could be a barrier?* The culture change is not final. So, some parts of the company it is still in the old, very harsh, result oriented way. Well and I don't think result oriented is bad, we should always be result oriented. But it has to be a bit of both, to make it work for everyone.

- The strategical priorities of Infrabel are safety, punctuality and capacity. How can the integration of PWD influence the ability to realize these priorities?

By including different types of diversity, including people with disabilities, can lead to more insights at work, therefore lead to better solutions which can improve all three strategical priorities.

- How do you see the view of higher management on the integration of PWD?

Here they will most likely fall back on old company culture which is focused on output and results. If I am hiring and my goal in mind is to gain high results, this might be a fall back for managers. I think they would refrain from hiring PWD due to this fear of not reaching the goals. Especially since this is not a priority inside the company. So, if it is not something which is talked about, it will not be acted on, to hire PWD.

o How can this be challenged?

I think like I mentioned before, by having the conversation about it. Putting PWD in the spotlight, through sensitization etc. Working closely with the Corporate Social Responsibility team, this would be a great project for them.

- How do you see the influence of formal systems, procedures and policies influence the integration of PWD?

Currently there are none. We would need more formal guidelines in the form of recruitment practices, but also a process for reasonable adjustments. *Anything else?* I think like I said before it would be good to have a project focused on spreading more information on general into the organization.

How would you describe the working climate in your team?

What does that mean? *Team climate relates to culture, but specific to your team. How do you feel inside your team? How is the atmosphere? How would you describe collaboration inside your team?* The atmosphere is really nice in the team. We work well together. There is not much competitiveness. We all want to help.

How would you describe the motivation for yourself and people in your team to work with a PWD?

As I mentioned before, it is never a conversation. I never heard of this before. We do have some PWD in the company. But it is very rare.

- In case you have a coworker with a disability, what would go through your head?

I would not have a problem with this, as long as the person can do their job well. I would assess what the person needs and assist them if they need any help.

o Why not? What would give you doubts?

§ Who would you ask for guidance?

I would ask the person. See what he needs instead of assuming that I know what he wants/needs. Otherwise I would discuss this with my supervisor.

What changes would you make to diversity at Infrabel?

That there are no candidates available with talent. I never heard of this kind of diversity, so if I would start a project, to hire them then my first question would be: where can we find them? Where do we find the people that have skills that can add to Infrabel? We need more clarity.

Employee 3

- What does a diverse workforce mean to you?
      Characteristics
      Importance to you
      The fact that people come from different backgrounds, culture, disability. First in relation to culture, otherwise it can also relate to disability, gender. Sexual orientation is also given great importance. *Do you think it is important to have diversity in an organization?*
Yes, I think it is very important. Especially because in Brussels we have so much diversity, so we should see this in the organization. I don't know if this is really the case in Infrabel.

o What are the results of a diverse workforce?
      Positive
      Negative
Positive: an organization can become richer: more ways of thinking can lead to more creative solutions, especially positive.
Negative: More difficult to apply to let all diversity live together. *Can you give an example of this?*
In terms of communication: think more about communication, no frustration, be more careful during communication. Other interpretations.

- What does Disability Inclusion mean to you?
      Results?
      Challenges?
People are confronted with the reality and this is an eye opener. People get opportunities: people are highly motivated, get colleagues who have a lot of motivation.
Negative: If people's needs are not taken into account enough, it can be disappointed, and they can turn sour or not be able to perform function optimally.

First time I heard that this term "Disability Inclusion", I didn't know anything about this at all. I imagine it means creating a place for people with a disability to give them an opportunity to have a place.

 - Do you know someone with a disability in your own personal environment?
Yes, the kid of a good friend of mine.

- Have you previously worked with someone with a disability? Have you previously hired a person with a disability?
Yes, someone who is deaf on one side.

- If you have an accident and as a result have a visual impairment, would you be able to perform your current job?
o If no, why not?
If yes, why?
It depends on the resources proposed: I could learn the Braille language, there are resources to read agreements. It would depend on the means. Almost 80% I could continue. I would need a combination of resources: computer for Braille, there are resources to learn this. You must have the resources working at your office.
o If not, why not: Certain maps, and drawings that I need to assess in my work I could not see anymore. I could still attend meetings.

- If you have an accident and as a result have a physical disability, would you be able to perform your current job
Easy, because I mainly work at the desk. Inside Infrabel there are always lifts, maybe some places a little harder to go on terrain.
If not, why not? Go on site, 5% of activities. Not being restricted so much in my life, in my life. The resources also important, effort to get to work every day. It would be easier if I telecommute two days per week.

- If I have an accident and as a result, I have a mental disability, would you be able to perform your current job?
I could assist in the warehouse, but not as my current position.

Do you think Infrabel has the responsibility to reintegrate you if in the course of your employment you suddenly have a disability?

Yes, I think a company in the public sector has this responsibility. More humanity compared to a commercial sector; the public companies must set an example. Someone who has worked here for a few years must at least get the means to continue his or her job.

Which aspects inside Infrabel do you see as drivers for the integration of PWD?

The people in the organization are a driver: fairly open, open minded, helpful. A person with a disability would receive help. I think as long as the person in question shows he has a good will; it will work out. *Any other things?*

Which aspects do you see as challenges for the integration of PWD?

The fact that the principle here is: everyone must have the same thing. Different needs are not taken into account. The fact that everyone has work in the same way, not a personal office. No favoritism. A major barrier. *Can you give an example of this?*

o There must be differences, different people require different approaches.

- How can the integration of PWD influence external problems?
It's important that we share to the outside world that we want to target these diversity groups. Otherwise people from different diversity groups will not want to join our organization, when they see that we are not representative of the market. *So, you believe that targeting different diversity groups will attract more people to the organization?* Yes. Right now, already see at STIB, also a public company, way more diversity. So, I think certain people would rather apply with them, then with us.

- How would you describe the culture of Infrabel as you experience it?

Culture: a lot of emphasis on safety. There is also much attention to the employee, but everyone should be treated the same. At Infrabel there is attention for collaboration, an employee is lost in process of uniformity. And this is going even further with the New Ways of Working. Uniformity. Everyone will have the same desk, no small place either. You feel like your own place no longer exists. Consequences will be less good for the employee's attention. Feel that your attention is getting lost.

o Which aspects of the culture will drive the integration
Much attention to the employee. *Can you give an example of this?* Yes, for example we had a person who came back after being pregnant. She could not handle the workload in combination with having a baby. She asked if

safety, the will to go blue: get the ideas for everyone to work collaboratively

o Which aspects of culture will form a barrier for integration?

Uniformity is the biggest barrier.

- The strategical priorities of Infrabel are safety, punctuality and capacity. How can the integration of PWD influence the ability to realize these priorities?

- How do you see the view of higher management on the integration of PWD?

It depends on the management; I don't think this is a priority for them. We see this now in the direction. A lot of people are feeling pressure. *What do you mean pressure?* They are asking a lot in terms of productivity. They want higher numbers. It depends on the management and the personality of the manager. Some people might pay more attention to this.

o How can this be challenged? - How would you describe your personal management style?

I don't think there is a lot of pressure to hire the minorities in the office. I feel this myself. There are so many different types of diversities out in the field. Infrabel is doing nothing to target them.

o How do you see your management style influence the integration of PWD?

- How do you see the influence of formal systems, procedures and policies influence the integration of PWD?

It's not in the philosophy of Infrabel and that is why we do not see it in the formal procedures. I don't think there is enough flexibility for example in the different types of working arrangements: full-time, part time, working from home. The one size fits all gets in the way for this.

o Can you explain why we currently don't see hardly any PWD in the organization?

I think it is a vicious circle. I don't think people are racist or prejudice, but I think there are not enough candidates because we currently do not have enough diversity in the company. There should be a shift in the way we think about working arrangements. Right now, people are afraid to have the schedule 4/5 because they don't want to seem lazy. I think Infrabel should promote this. Private life is important and public companies should give the example!

How would you describe the working climate in your team?

What is the working climate? *The way you work together with the team, the atmosphere, your relations with others?*

It's very friendly and open. We can discuss almost everything. If someone is sick, the other person will take some tasks open. If I don't know something, I can always ask my colleagues. It's really nice.

How would you describe collaboration inside your team?

As I said, I can rely on them a lot. *Is there a lot of competition in the team?* Not so much.

How would you describe the motivation for yourself and people in your team to work with a PWD?

I think we would all be open to it.

If you could, what would you change at Infrabel about diversity and inclusion?
Offer more flexibility to employees to create more possibility for more diversity groups.

Employee 4

- What does a diverse workforce mean to you?
      Characteristics
      Importance to you

Looking at what should someone do in a job, a person can do that regardless of gender or origin. Doing a job regardless of personal aspects. I can do a job if I don't have legs.

Vision: everyone must be able to do everything. Personal characteristics may not be a selection criterion. You can assess on Team level: fit in the current team, subjectively. But it is important to note that cooperation must also be possible with differences, not be friends. If someone collides, choose the other person. *Do you think that diversity can have an influence on this?* What do you mean? For example, if your current team consists mainly of white people, will this make an impact when the following candidates are white and non-white? I don't think so. We really look at the person who is most important for the position. Especially for personality. If the whole team is very social and one candidate is not at all while another candidate is, then I will probably prefer the two more.

Difficult, not diverse - no reason to be diverse. Mix men and women.
Forced diversity does not seem correct. I look at person, the background doesn't matter. Faith doesn't matter so much. Interesting to know. Get to know person as a person.

o What are the results of a diverse workforce?
　　　Positive
　　　Negative
Would be normal. I live in Brussels; so is very diverse. Different languages, cultures. I don't see that reflected, would be more normal. Training level & Opportunities. Not the same education. Reason: not the same opportunities. People younger & younger.
o disadvantages: less understanding of each other, reacting differently, interpreting differently, communication
o advantages: if you can communicate - more far-reaching. Same ideas if you have the same background: continue to buy

- What does Disability Inclusion mean to you?
　　　Results?
　　　Challenges?

o What it should be like not yet with Infrabel.
o If you also bring people with disabilities on board, you ask that person
Restriction when the disability causes a fear for the manager, that they do not know.
　　Solution: enter into conversation with person. Fits in function. What do you need? How can we help you? How can we support managers, together discover how it works?
　　Sensitization: provide information Threshold to ask; not know to deal with

o Positive: Integrated in job, being able to do a job that there is no difference. More often: more awareness, more and more people gain access. Social benefit: access to. Government company has a responsibility for this. Because they have more resources for it.
o Negative: I don't know. I personally see no disadvantages.

Do you know someone with a disability in your own personal environment?
No

Have you previously worked with someone with a disability?

Only 1 time someone with a wheelchair had a conversation. Very motivated. Did not get inside a room. Not accessible.

Conversation: startled, not prepared. Interview immediately different. Person talked about his experiences.

Person had a different CV, who had worked a lot from home. Question mark about how he touched it. Multiple points for question mark.
• On the one hand difficulties with building. Way of coming to work.
o Evaluation: accessibility was a major factor. First evaluate as a person, then look at how we should make it accessible.

- If you have an accident and as a result have a visual impairment, would you be able to perform your current job?
o If no, why not?
If yes, why?
yes, why: goh, imagine.
o If not, why not: difficult, just what to do. Focused on what I see. Mediate in group discussions. A matter of learning is back. First do where I already feel comfortable. I don't know what I can do with computer. First learn to do small tasks. Broadened back to where it goes personally.
View: read with audio, give presentation for a group. I would find that very difficult.

- If you have an accident and as a result have a physical disability, would you be able to perform your current job
My position would do better if I were paralyzed, no legs, an arm. Have senses. Because making contact with people is a lot of hearing and seeing. The social is important.

- If I have an accident and as a result i have a mental disability, would you be able to perform your current job?.
This would be harder to do my current job, but it will depend on the type of mental disability.

Do you think Infrabel has the responsibility to reintegrate you if in the course of your employment you suddenly have a disability?

yes, I can trust that expected, that Infrabel will do that. Try to find solutions.

Which aspects inside Infrabel do you see as drivers for the integration of PWD?

We are such a large organization. So, there will be a spot for everyone. *Any other aspects?* We are a public company therefore we should give the right example to others. *Any other aspects that you think of?* Not right now.

Which aspects do you see as challenges for the integration of PWD?

Also, because we are so big, it is hard to find your way in the organization. Sometimes no one really knows the correct information regarding specific things, or no one knows where to find this. It will take a lot of research for the person itself to figure out where he should be asking to get things done. There are also a lot of stereotypes deeply rooted into the people because they have been in the organization for 20-30 years. It will be very hard to change this.

- How can the integration of PWD influence external problems?

We want to fill more than 1000 by the end of 2019. This is a lot of profiles and we are having difficulties finding talent. By showing our efforts to include PWD, we show to the outside world that we are open to different types of people, and we attract more people.

- How would you describe the culture of Infrabel as you experience it?

Infrabel is so large, we have very different types of cultures. In our department at IHRO we have a very open atmosphere, a lot of people know each other and are friends. We don't have a stiff or formal way of working, but we are very professional. In terms of the hierarchies, I have a very good relationship with my boss. On other aspects, the age differences have a big impact. There is a generational gap.

o Which aspects of the culture will drive the integration

Since we are so open and informal, we want to help each other a lot. This will definitely help. The person would be part of a very warm team.

o Which aspects of culture will form a barrier for integration?

The generational gap leads to many different views. There are many stereotypes existing in Infrabel. *Can you give an example of this?* We have some conflicts sometimes with racial remarks.

- The strategical priorities of Infrabel are safety, punctuality and capacity. How can the integration of PWD influence the ability to realize these priorities?

People with disabilities also have capabilities and strengths that are often overlooked. Why would a person in a wheelchair not have talent? We should see first the abilities of the person and then the disability. If we hire more people with disabilities, we can have more talented and motivated people in the organization.

- How do you see the influence of formal systems, procedures and policies influence the integration of PWD?

The information is very hard to find. I think right now there are not any processes in place. We need to formalize the trajectory. How would it work, what do you need to do? Which services are involved and who do I need to contact where? Even if I need to go to a medical doctor, show which papers need to be filed out. This should be optimized. In order to recruit people, there needs to be a sensibilisation part. What does the recruiter need to know? How does this run, offer a channel to provide the information? Managers need to be informed.

o Can you explain why we currently don't see hardly any PWD in the organization?

We had a person come for an interview who was in a wheelchair, we had to figure out where we could have the interview since the room had to be accessible. The interview went well, but it was a matter of flexibility. The person was asking for more days to work from home. Finally, we chose another person who could be in the office every day. When it comes to flexibility arrangements, reasonable adjustments, or finding more information about this topic, we are not very advanced. And this will keep us from hiring more.

How would you describe the working climate in your team?

Very friendly and warm. My coworkers are my friends. If anything is wrong, I can always tell them. My manager is very supportive. We have weekly team meetings where we present problems that we have and brainstorm together and possible solutions, this way even if we are not working on the same thing, we are still working together.

How would you describe collaboration inside your team?

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How would you describe the motivation for yourself and people in your team to work with a PWD?

I think no one in our team would have a problem with this. We are all very open, as long as the person can do his or her job. I definitely think we should have more people with disabilities in the company.

In case you will have a new coworker with a disability, what would go through your head?

I would make sure that the person feels comfortable and knows he or she can always come to me with questions.

If you could, what would you change at Infrabel about diversity and inclusion?
 I would start with addressing the stereotypes that are present.

Manager 1

- What does a diverse workforce mean to you?
   Characteristics
   Gender, ethical, skin color, culture diversity. Language diversity
   o Diverse team: different origins, different beliefs, at the same time in one
organization.
   Importance to you
   o the importance and influence can be nuanced. What do you mean? For example, some diversity groups are more focused on, such as more women, compared to old age diversity, which comes more from themselves. PMB are barely looked at. *Why do you think that is*? Yes, I just think it hasn't been discussed yet.

o What are the results of a diverse workforce?
   Positive
I don't think diversity has a positive impact at work. Work is not better because of diversity. I think employees might be happy because the organization is open like society is. I think inside Infrabel, the higher the position the less diversity is present.
Negative:
o Diversity is a fact: diversity must not result in discrimination. Should not have an influence on work, on the relationship on people. I think we should not pay attention to diversity. *What*

do you mean? I am not allowed to discriminate because of gender, it is prohibited by law. So, I should not pay attention to it.

We have some problems with diversity here in this department. No problem in terms of gender in diversity, we have also females working here but I am surprised that we are all white. Diversity greater in other departments or even companies. There must be a reason: maybe we are not activating enough about diversity being welcome at Infrabel.

I don't necessarily think that diversity will make the work richer. I don't think a woman works better or worse. An African is not bad or positive.

But when I look at the Belgian law schools, the students are very diverse. We only have white candidates. What happens between that step? As for STIB, there are many people of different origins. Possibly better than MVIB. Where you often have people with North African origins. They know the organization better because the parents work there. So, I think it is strange that we have so little diverse candidates.

- What does Disability Inclusion mean to you?
>   Results?
>   Challenges?

Means people with disabilities must have access to the job offers that are offered and must be able to do work. With the same conditions and are equal to the other employees. Equality: treat people with different situations in the same way and treat equal people differently. To offer both of them the opportunity to make the work possible.

Make reasonable adjustments when possible. This is important: because it is obligatory, it's part of our society and everyone should have the same opportunity, we are an open society. We must be the reflection as an organization of the Belgian population.

Inside Infrabel, I know someone who has a disability. She has a parking space. Customized working space has been given. As far as I know, she is satisfied with her reasonable adjustments.

Do you think disability inclusion can have positive consequences on the organization? : Yes, employees are happy, feeling comfortable they will be more productive. Colleague has the feeling that he or she has everything he or she needs to make work easier. More willing to work more. My restriction is not an issue for the employer so that is a motivator. If there is still a problem with the work after the adjustments, then it is because it is a poor candidate and not because of the disability.

I as employers must make clear what influences the work of the employees, is it the nature of the employees, or is it due to working conditions. We must stay objective for all employees.

o Negative depends on how the reasonable adjustments are communicated to the employees. We have for example an employee with hearing problem. This person got special walls around his desk to avoid outside noise reaching to his desk. He wants to have a separate desk. We must keep analyzing that the person has what he needs to do the work, but not more than that. Otherwise he receives extra privileges compared to other employees. Important to clearly explain the reasonable adjustment. It may not negatively influence the other employees.

Do you think of any other negative outcomes?
It can be seen as a time investment, to search for reasonable adjustments. Once we have found the solutions which does not offer any disadvantages it usually works long term. So even though it takes time it is a one-time investment.

- Do you know someone with a disability in your own personal environment?
No.

- Have you previously worked with someone with a disability? Have you previously hired a person with a disability?
Yes, we have two persons with a disability in my department.

- If you have an accident and as a result have a visual impairment, would you be able to perform your current job?
o If no, why not? I think reading text would be harder. I know there are technological aid for this. But it would certainly be a lot harder. It would be a lot slower.
If yes, why? I think the management function would still somehow be possible although it would be harder.

- If you have an accident and as a result have a physical disability, would you be able to perform your current job
This would not influence my position.

- If I have an accident and as a result, I have a mental disability, would you be able to perform your current job?
This would be impossible because my function is 100% intellectual.

Do you think Infrabel has the responsibility to reintegrate you if in the course of your employment you suddenly have a disability?

If I am able to work, and have a specific contract, Infrabel has to do it by law. Infrabel will try to provide the person. From the decision to give the work, Infrabel must give a reasonable adjustment. If a person can do the same job, Infrabel must do all what it takes to be able to keep the person in the same job.

- If I cannot do the same work, Infrabel must see if I can be placed somewhere else.

Which aspects inside Infrabel do you see as drivers for the integration of PWD?
Attitude, culture, recruitment, policy.

I think Infrabel has already made a lot of progress.
Not everyone is aware that we have obligations as a public company. But a lot of time it's not so easy. It can be a purely mobility problem. Everyone can come with a wheelchair but sometimes the building does not allow it. And once we have to do a little more: our own personal politics get in the way. *What do you mean?* Many people think: everyone equals the same. Positive discrimination is a bad thing. People are not aware that they need to make the adjustments.
I think sometimes a candidate is not seen as a potential candidate because they would need to make reasonable adjustments. Sometimes the disability can be a barrier: if the function requires to relocate everywhere in Belgium. It can be a threshold.

Ok so to sum up, you think the employees of Infrabel are open to hire people with disabilities, but the main barrier will be the need to offer reasonable adjustments which will keep them

from hiring a PWD? Yes, I think if the manager can choose between a PWD and a non-disabled person, they will always choose a person without disability for this reason.

Which aspects do you see as challenges for the integration of PWD?

Do you think of any other barriers for the integration? I think mainly that there are not many processes in place to help with the reasonable adjustments.

Sometimes we have a very big meeting, for the entire company. And you see no sign language. No interpreters. So if anyone has a hearing problem, they cannot follow this meeting. There is no accessibility provided for this. We are a bit too passive, and we should be more proactive. And these are very important things. It shows to all the company that we care about you.

We have many diversity in the company. People with a different religion: people who are very religious: Muslims who are very religious, everyone is welcome, but nobody is allowed to express their opinion that can be offensive, not political. *Can you give an example?* No headscarf allowed, no 5 minutes to pray, why not? People can take 5 minutes to smoke. It must be clear and reasonable, not against being productive. But otherwise why is there a problem with this?

How can the integration of PWB influence external problems?

If we show to the outside market that we hire PWD, they will work as ambassadors and more PWD will want to work for Infrabel, this could allows us to close more positions. But we cannot use the person for their disability.

How would you describe the culture of Infrabel as you experience it?

Infrabel is very careful about their good intentions. We need more diversity, those who say that want more diversity, the result should be more diversity and therefore work posts should be adapted. *What do you mean?* We have good intentions about being more diverse, but this does not turn into change. I think we need to be less afraid and take more clear action. We are an open culture: equality in terms of gender, although juridically we have more men than woman. We don't have many foreigners. I cannot say that this would not cause problems if there was more diversity, because I cannot testify for this.

At Infrabel I use situation management: so, the way I manage will depend on the person. Sometimes I'm very open, sometimes I'm very careful and sometimes I'm very direct.

Which aspects of the culture will drive the integration?

We are speaking about diversity already inside the company, so Disability Inclusion can fit in that. We are open culture that discusses many different aspects so it will always us to create new processes and create awareness about reasonable adjustments.

Which aspects of culture will form a barrier for integration?

The biggest barrier in our culture is this one size fits all that we like to use. It is very hard to deviate from this. We like to apply the same process for every person, and this is hard for a

person with a disability because it requires a different process from the very first start: when interviewing, while assess needs in relation to reasonable adjustments, for managing.

The strategical priorities of Infrabel are safety, punctuality and capacity. How can the integration of PWD influence the ability to realize these priorities?

Giving our employees what they need so they can do their work will make them become more productive and in turn bring us closer to reaching those priorities faster.

How do you see the view of higher management on the integration of PWD?

I cannot speak for others besides myself. But I think most people want to take low risks, do not want to take this responsibility of hiring a PWD if it does not go well. It can be hard for people to deviate from the one size fits all.

How can this be challenged? - How would you describe your personal management style?

My style of management is situation management, very open. I trust my people. I delegate a lot. I use the expression: framed improvising. Do not order too much, give freedom, give trust. Even with employees who make mistakes.

How do you see your management style influence the integration of PWD?

So how can this relate to PWD? Integration of PWD: it shows you are welcomed. You have a lot to give to us, we will learn a lot for you. I trust in your capacities; I will provide reasonable adjustments when it is necessary. I have a lot of expectations from you. Let's have an open dialogue, let's see the things we are afraid to say, let's speak open. I don't know everything that you need but we will talk to see what is possible.

How do you see the influence of formal systems, procedures and policies influence the integration of PWD?

There might be some processes that HR promotes but I am not familiar with them. I think there are some procedures which hinders this process though: the change to open space. Infrabel has decided that all departments will change to an open space. So now my employee who does not hear well has to fight this. Once this is approved that he can have a separate office to himself, he needs to fight again for the reasonable adjustments. Our culture is very conservative: they prefer a one size fits all.

Can you explain why we currently don't see hardly any PWD in the organization?

If you have a candidate with a disability with the right fit to a position, would you hire them?

Yes, for example, Autism: the person is qualified to do the job, I should have clear conversations with the person. Also, the communication should be given to the person, so he knows exactly what is expected from him. But it is important to keep in mind to modify communication, maybe give a coach. That is part of my job. I have to know clearly from the start what this person needs. Know the person's etiquette. Have an open conversation with

him or her. Know what special circumstances for him are. Create an environment which sets the person up for success. Establish this basis, align expectations.

What do you think would keep other people from hiring PWD when they have the right profile for a position?

Which stereotypes do you think are present for PWD?

That a person with a disability does not have the right skills so it would cause the team to perform less.

If you could, what would you change at Infrabel about diversity and inclusion?

To see the diversity represented at the law schools and other organizations, also represented at Infrabel.

Manager 2

What does a diverse workforce mean to you?
  Characteristics
   Importance to you
  People who are different than yourself: Man Woman. Restrictions, nationalities. Different gender, situations of person's condition. *Any other things?* There are so many things, I cannot list them all. *Is it important for you to be in an organization with a lot of diversity?* I don't think it matters so much for me. A lot of diversity, fine. No diversity, also fine.

What are the results of a diverse workforce?
  Positive
We have more points of views and therefore other answers to problems. Man or woman for example: very different interpretations, each will view a problem in a completely different way. *Do you think of any other aspects?* No not really.
What about negative results?
Disability can have a negative outcome. Also, language, when you cannot understand each other. Both of these can have an impact on safety outcomes in the train tracks. Someone who is colorblind, can they distinguish between a green and red light?

What does Disability Inclusion mean to you?
  Results?
  Challenges?
It depends on the job. Someone who is color blind and works with colors, well then that is a limitation. That does not mean that this person is necessarily bad. Maybe you can put the person on another job where his disability does not influence his job. Depending on the job content. You should always see what is possible. For his safety and his colleagues. *What do you mean with this?* For example, someone with autism forms I know, people who need structure. Look in the team where you can provide a structured environment, that allows the person to do his job, without it having an influence on safety, but also without the other colleagues needing to help the person all the time.

Do you know someone with a disability in your own personal environment?
Yes, I know people who autism. And my neighbor is in a wheelchair.

Have you previously worked with someone with a disability? Have you previously hired a person with a disability?
Yes, Tuur, joined us for a job in the train tracks. He is deaf. He could not work in the tracks due to his disability.

If you have an accident and as a result have a visual impairment, would you be able to perform your current job?

o If yes: I can get to my job. I have to read a lot of documentation, read emails. It would take a lot of resources and time. I could do the administrative tasks. There are many tools for this. But I think society is not yet ready to deal with this.
No: working in the train tracks would not be possible anymore.

If you have an accident and as a result have a physical disability, would you be able to perform your current job
If this would impact my arms it would not be a problem at all.
If this would impact my legs, I could no longer go into the train tracks.

If I have an accident and as a result, I have a mental disability, would you be able to perform your current job?
This is so broad.

Do you think Infrabel has the responsibility to reintegrate you if in the course of your employment you suddenly have a disability?

I think that Infrabel already does this. *And do you think this is correct?* Yeah, if you have invested all these years to a company it would be right that they invest in you when things go less well.

Which aspects inside Infrabel do you see as drivers for the integration of PWD?

Infrabel is open to it. Diversity is often spoken about related to the where, what and how? They are specific cases. Male to female diversity is equal. People with disabilities, language restrictions Infrabel is working on this. *Are there any specific aspects to Infrabel that will make this integration easier here than compared to another company?* Infrabel has already done a lot in regard to diversity compared to other companies. We are a public company, so we have to show to good example.
Positive:- It depends on the kind of diversity. Someone in a wheelchair can work perfectly within Infrabel. Very intelligent person. Society cannot stare blindly at the disability of the person: you should see the person instead of the disability. People sit at home, they cost society money. In the future we should have more people with disabilities in the workforce. ΩΩ

Which aspects within Infrabel do you see as an obstacle to the integration of PMB?

Which aspects do you see as challenges for the integration of PWD?

- How can the integration of PWD influence external problems?

What do you mean*? Well an example of an external problem is that the competitors are changing, so we have to compete with them, the market changes, so we have to adjust ourselves to those needs, the types of candidates etc.* The technology changes a lot for the machines that we use for the rails. I'm not sure how PWD can have an influence on this. *Can you think of any other external change or problem where PWD can have an impact on?* No not directly, maybe I will think of something later.

- How would you describe the culture of Infrabel as you experience it?

Very open within my team, everything can be talked about and mourned. Describe it as an open culture. Quite friendly, tolerant. At least within our area. We are the most progressive: some other departments have the idea of the past: you have to be here at 8 am. We have more flexibility. Process of giving and taking.

o Which aspects of the culture will drive the integration

Open-minded an advantage: sometimes not very obvious to communicate. Being open to everyone, being open to everyone. Talking, communication. Not just work, sometimes talking about something else. It's important for me for example to empathize with my people for example if their grandparent dies.

o Which aspects of culture will form a barrier for integration?

Someone with autism, who may be closed, may not feel comfortable in the open culture.

Giving the right job to the right man: if you like your job, you have all the means to see your job. If there are still problems, it is not a matter of culture but a matter that the right person was not given the right job.

- The strategical priorities of Infrabel are safety, punctuality and capacity. How can the integration of PWD influence the ability to realize these priorities?

Uh okay these questions are hard. I don't really understand. *Even though each job has its own purpose and goal, in the end each job is also contributing to the overall goals of the organization. Can you think of a specific set of skills that a PWD might have compared to someone without a disability and how that can contribute to the overall goals of Infrabel?*

When I look at Toon, I see his is very motivated. I can imagine this is the same with other PWD. As it can be hard to find a job where your restrictions are taking into account and the people around you adjust themselves to you.

- How do you see the view of higher management on the integration of PWD?

I know the CEO supports it. I regularly see posts from him about this. Depends on management to management. Not always that obvious to a person with a disability. The function that will be decisive. Higher management is behind it. Then it is possible for us. *What do you mean?* It will depend on the function if it is possible, in relation to the disability.

But if the senior management supports it then it will be possible for us to make all the changes needed. If the function does not offer any limits, then it is only up to us to make it possible.

o How can this be challenged? - How would you describe your personal management style?

Open, flexible, trust: check that it is not abused.

- Give the right resources. Giving people a different job within the right opportunity. I have a team with different functions, possibility to switch; also look at the interest of the people.

Try to make sure everything run well that they can work without you, see that you are no longer needed. Find the middle ground. There is nevertheless a limit, the pitfall is that you are going to give too much. Make sure you can talk to your people. Indicate why you decide something. Send proposal from me according to their proposal. I am a team; every link can deliver the same amount of input. I use this a trigger to motivate people.

- Listening is very important: often ask a question, answers are extensive. Anticipate this.

- Trying to be there for everyone, finding the balance.

o How do you see your management style influence the integration of PWD?

One time they suggested Tuur to work in my team. They said what his limitations were, that which functions he was interested in, which were safety functions. We discussed his skills like machines repairs. We assessed together with him if it would be possible to do more of an administrative task. Could work well with AutoCAD, do more administration. Fully engaged in purchase process. So, his is responsible for this full process in my team.

In terms of his disability, we discussed this with Tuur, and communication with him and colleagues goes through email. It's a matter of adjustment and not a hinder. Everything worked out fine, he even joins teambuilding's.

- How do you see the influence of formal systems, procedures and policies influence the integration of PWD?

We currently do not have any processes in place or policies which help that. And we have a lot of safety functions here where people who are deaf or blind would not be able to work. We need to keep that in mind. The person cannot be a train driver, we should see if there are other jobs that are good for that person.

For this it would help to have a document to recruit this person. Regarding administrative positions we can put any person there. Including someone with hearing problems.

o Can you explain why we currently don't see hardly any PWD in the organization?

We do have some, but not a lot. And with Toon it was a difficult process too. I think the safety positions would keep most PWD from being able to work here.

- What do you think would keep other people from hiring PWD when they have the right profile for a position?

- Which stereotypes do you think are present for PWD?

People might be afraid because they do not know how it will work. With Toon it was a bit challenging at first considering that he cannot hear. So, we had a lot of questions in the team like how we are supposed to talk with him or what if we need to call him. When we address him it's important that he can see your lips. And we do not call him, only email him. It's really not a problem, just takes a small adjustment. People adjust after a while. Problems are not always problems. It's never been a problem that Toon cannot call, email works fine. And people realize this after a bit of time.

If you could, what would you change at Infrabel about diversity and inclusion?

I would not change anything. We are doing a lot at Infrabel, it is enough.

Manager 3

- What does a diverse workforce mean to you?
  Characteristics
   Importance to you

o Diversity not at the level of a person can be anything: Physical characteristics such as disability, skin color, cultural, life choices, sexual preference, very broad information, gender Diversity is of utmost importance: representative group: group without diversity, limited in capacity to solve problems, view will be too limited.
o Diversity is a health indicator. *So, is it important for you that an organization has a diverse workforce?* Yes definitely! We have so much diversity in society and that provides a broader input at work. *Are there any other consequences that you know that diversity can have?* Respond better to the environment. It can also have negative consequences. *Like what?* It can cause conflicts. *What kind of conflicts?* Conflicts due to differences of opinion, for example how we express our faith, or conflicts for a way of working together. *Can you give an example of that too?* Yes, as with different generations, there can be different approaches to a specific problem.

o What are the results of a diverse workforce?
  Positive
 Positive: problem solving it creates an inclusive working atmosphere, somewhere important that everyone knows that the feeling should not be. Everyone has a place in the team. *Other things?* Inclusive work atmosphere, more innovative. An example is a car company that designs cars: if only white men design the car, they don't realize what other parts of the population need. Design in a different way: understand customers better when there is more diversity.
o Social responsibility: everyone should have a fair opportunity to have a job that matches his or her skills. Regardless of certain characteristics that make them feel different.
o Negative: if you do not handle it properly, different people from different diversity groups can feel held back, they could feel threatened in their own integrity. People can take this

personal. Risk is mainly due to not communicating well. About special treatments, this can cause conflicts and prejudice.

- What does Disability Inclusion mean to you?
Important to include people with a disability: see what they can do, look for solutions where there is a disability. I know someone who is 34j: paralyzed at his waist: nothing adjusted at that time, approached like someone with a mental disability. This is completely wrong. See the person from their skills. See what they can do find a way to work around the disability.

It is important that the person is doing a job which matches their skills. See where the disability causes difficulties and take these difficulties away. *What do you mean?* Look at certain supporting resources, reasonable adjustments, view case by case. Some situations could be expensive: the wheelchair environment can be extremely expensive. It is important to be realistic in this.
Give people an extra push: not always easy if you are the one that everyone needs to adjust to, motivate, support, encourage. XXX
Assign coaches, buddies, ensure that the employee feels comfortable.

Do you see any results from this?
Infrabel government company: they should give the exemplary function in that area, money for diversity, integration of people with disabilities.
-
o Positive: positive effect, by including people with disabilities, more people can integrate, will give everyone the feeling of "I can also go to my employer" and therefore is good for the well-being of the broader population of employees.
Do you think of negative outcomes? I think of difficulties with safety environment, not all types of jobs will be possible. Easier for a desk job than for a technical team of people who often has to come to the site. Another difficulty is the cost of adjustments. This also comes with a risk for people who support it, because people who do not have the right attitude towards the person who managed this issue can cause conflicts, important to view in context of person working. Requires extra attention from management.

- Do you know someone with a disability in your own personal environment?
No

- Have you previously worked with someone with a disability? Have you previously hired a person with a disability?
I have once worked with someone who has auditory problems.

- If you have an accident and as a result have a visual impairment, would you be able to perform your current job?
/

- If you have an accident and as a result have a physical disability, would you be able to perform your current job
/

- If I have an accident and as a result, I have a mental disability, would you be able to perform your current job?

/

Do you think Infrabel has the responsibility to reintegrate you if in the course of your employment you suddenly have a disability?

Yes, if I spend 10 years of my life helping Infrabel grow, showing up to work every day, I expect that they do the best they can in order to give me a new place in the organization.

Which aspects inside Infrabel do you see as drivers for the integration of PWD?

Company culture: we have a lot of social involvement. It's easier to find people to support that than in a purely commercial business environment. Infrabel is a very large company so it will be easier to integrate people due to the many different jobs.

Which aspects do you see as challenges for the integration of PWD?

The strong focus on safety: very strong procedural, very fixed rules. Not always in the genes to deviate from rules. Will require some energy. Medical examinations for safety rules have a certain norm framework that is very strict.

Infrabel works with statutory staff: free log data: very difficult to provide custom work - "everyone is treated equally".

- How can the integration of PWD influence external problems?

Talents on the job market that can come into your team: way to appeal to a broader pool of talent: to fill in staffing needs.

- How would you describe the culture of Infrabel as you experience it?

Not uniform: a few broad lines: strong sense of responsibility, need for rules and structure. Very entrepreneurial people, eager to work within a structured framework. No longer ideocratic: do not work motivation from the recognition they receive. Everyone has an own internal drive to do the right thing.

Conservative. Hold on to the known.

But I think we are willing to promote the inclusion policies.

o Which aspects of the culture will drive the integration

The openness of people and eagerness to do the right thing will help. We are not a purely commercial setting who are all competing to get the best results. We want to reach it in a team. This would help a person with a disability.

o Which aspects of culture will form a barrier for integration?

It's hard for our employees to deviate from the norm. Especially if there are no processes in place that can be followed. It will be messy to try to figure out how to make it work. And employees will be more inclined to stay away from this .

- The strategical priorities of Infrabel are safety, punctuality and capacity. How can the integration of PWD influence the ability to realize these priorities?

- How do you see the view of higher management on the integration of PWD?

It's not valued right now but we are moving closer to this.

o How can this be challenged? - How would you describe your personal management style?

I am result-oriented: participatory, respectful, I rely on a lot of communication, and I give a lot of autonomy.

o Supporting: if I notice that people need support, I will support them, I promote collaboration: search for partners that can work together to achieve goals. Personally, very important values: core value, part of who I am as a person. Certainly, someone who promotes that and actively supports it

I am collaborative rather than competitive.

o How do you see your management style influence the integration of PWD?

This support refers to see what each employee needs to do their job. This also applies to a person with a disability. Support and coach them to success. Also make sure that this is how the entire team feels about it, so we can all lift each other up.

- How do you see the influence of formal systems, procedures and policies influence the integration of PWD?

Right now, we don't have any procedures related to this. If I had an applicant who uses a wheelchair, I would have no clue where the interview can take place.

o Can you explain why we currently don't see hardly any PWD in the organization?

The strong safety focus, the need to use a "One size fit all". The lack over procedures.

- If you have a candidate with a disability with the right fit to a position, would you hire them?

I would ask the person first. I would ensure the team in which the person will come has the needed understanding and support. Ensure to involvement of the team. Certainly, ask help to HR and prevention advisor. Make sure that the person knows he or she always has somewhere to go in case something is wrong; he or she does not always need to talk to the boss about it, but there are also other people. Making contacts that the person knows I am not alone.

o Why not? What would give you doubts?

o Why would you?

o Worries?

§ **Who would you ask for guidance?**

HR and prevention advisor.

- What do you think would keep other people from hiring PWD when they have the right profile for a position?

- Which stereotypes do you think are present for PWD?

I cannot say what other people think but when I would hypothesize, I think that many people think that a physical disability is a cognitive disability. Don't ask things to you, do things for you. Very often physical disability associated with mental disability. People assume that the speed of work is lower, that PWD are not equally productive
That people are favored. FEELING is not treated fairly
That it is very expensive, at the expense of something else
Goal: have person question this and think positively about accessibility

If you could, what would you change at Infrabel about diversity and inclusion?
Show the value to the employees that diversity can have on our organizations, make everyone understand this. Let them understand why we are doing this.

Manager 4

- What does a diverse workforce mean to you?
> Characteristics
> Importance to you
> Giving the same opportunity for people who have different origins, ages, gender on the job market, but also in culture, in society. Taking the differences into account. Faith, religion. *Do you believe that there is a lot of diversity within Infrabel?* Yes, but I think it could be even better. We mainly have men within the organization, although we put a lot of effort into getting more women into the organization. *What does give the same opportunities mean to you*? In particular, as with the initiatives for women, I think that we are sending out a clear message that we are looking for this target group. *Other things?* I am thinking, for example, of ensuring that nobody is bullied within the team. *Other things?* Especially that people get a fair change for the position and can develop within the organization.

o What are the results of a diverse workforce?
> Positive
> Negative
Allowing the space or working schedules such as allowing to work a 4/5 schedule and that way giving everyone the chance to feel good. Offering flexibility, career for women and men. Do not make differences between men and women. More diversity will ensure more flexibility within the organization, which will ensure that more people feel good. *Do you also think about negative consequences?* Too much diversity may cause a loss of time because we have to think too much about the way we work.

- What does Disability Inclusion mean to you?
    Results?
    Challenges?

There are different types, physical or mental, competencies, everyone has a competence, if it is a physical limitation, the employer can adapt everything to a desk, and try everything which is possible. *For you, Disability Inclusion means that the employer must assume that every person has competencies and that the environment must be made accessible*? It may not be the reason for not hiring person, non-accessibility may not be the reason for not hiring person. I also do not think that every disability will be possible. We are not a place with people with mental disabilities. We have a few functions for autism, but safety rules can be an obstacle. So, looking at the job conditions is also important.

- Do you know someone with a disability in your own personal environment?
No.

- Have you previously worked with someone with a disability? Have you previously hired a person with a disability?
Yes, in a previous job my manager was in a wheelchair.

- If you have an accident and as a result have a visual impairment, would you be able to perform your current job?
o If yes, why yes, no. Without material and so on. Perhaps creating a training. Part of my job is analyzing data a lot. Not something which is very easy to do for someone who is blind.
o If not, why not: we must do everything on our PC, we must see data, our screens. Therefore, it would not be possible.

- If you have an accident and as a result have a physical disability, would you be able to perform your current job
Yes, with a major adaptation. The environment, the toilets. We have a lift, the toilet. Not enough space in your work office, I think.

- If I have an accident and as a result, I have a mental disability, would you be able to perform your current job?

Do you think Infrabel has the responsibility to reintegrate you if in the course of your employment you suddenly have a disability?

I don't think so, maybe in 40% of the cases they actually do this. People who work in the tracks and due to a work accident get a disability, I think that to find a adjusted job is very hard, could be a change to an administrative job, but for a consultant who costs a lot, who no longer sees or hears, he no longer fits for the job. I think this is a big cost for the company.

Which aspects inside Infrabel do you see as drivers for the integration of PWD?

We are very committed to having more diversity inside the organizations. For example, for different ethnicities we already have a lot of programs. We even have language teachers inside the organization who teach Dutch or French, to try to get them to work for us. *Can you*

think of anything else? We are a public company, so we should lead the example. Compared to a commercial company.

Which aspects do you see as challenges for the integration of PWD?

The lack of flexibility. I believe that in order to accommodate PWD, we should offer flexibility in the schedule. For a person in a wheelchair, being able to work from home would be easier than every day coming to work and using the train. But in Infrabel they are strict about working from home. Each person can only work from home one day per week and I don't know one single case where they make an exception for this.

- How can the integration of PWD influence external problems?

Right now, we have a lot of problems with finding technical talent. I'm sure there are many candidates with autism who could make perfect candidates. *Can you think of anything else?* I think having a project where we attract PWD, we could also attract other candidates. Once I was at a job fair for the LGTBQ community and at this job fair there were so many Indians! We were so confused. We wondered if it is a big part of the Indian community to be gay. We decided to ask them, and they told us that because we showed that we would be open to hiring gay and transgender people, we would also hire them with a different ethnicity background. This was a really nice experience and I think a project like this could have similar effects.

- How would you describe the culture of Infrabel as you experience it?

- Very contradictory. In theory we have a go blue culture. We must be constructive, there is solidarity, good cooperation between colleagues at the same level, go blue is not the feeling between boss and employee. There is another large hierarchy. There are many people who have burn out. Too much work and no support. I would say the theoretical go blue culture is mostly used to bring the message to the outside world to use for recruitment purposes.

o Which aspects of the culture will drive the integration

I think we have a strong railway culture: because people are very passionate about work, someone who has the railroad passion, who is competent for the job, will be welcomed. I think that Infrabel wants to evolve theoretically for a modern, more open company. They want to improve, with the atmosphere, we waste a lot of energy for the bad;

They want to do things, with things that save money, it is good but it's not the intention to waste energy. They don't think or not enough on the real go blue culture.

The railway spirit creates solidarity between people due to the railway passion. Someone who has this passion is always welcome. People do their best to welcome everyone. Helping does not come from top down but is arranged between each other to achieve things.

o Which aspects of culture will form a barrier for integration?

The management thinks they are modern, want to do things in that direction, they provide money and power and do not care much for people. Basic.

We have here, a new building since 2010, it is 8 years ago, and they have opted for a building without adaptation. They don't think, not for the toilet for the disabled. They change many things but do not take accessibility into account, they change the floors but not the basic material for disabled people. People must ask for improvement, but they do not take those aspects into account.

- The strategical priorities of Infrabel are safety, punctuality and capacity. How can the integration of PWD influence the ability to realize these priorities?

RAN OUT OF TIME

- How do you see the view of higher management on the integration of PWD?

RAN OUT OF TIME

o How can this be challenged? - How would you describe your personal management style?

RAN OUT OF TIME

o How do you see your management style influence the integration of PWD?

RAN OUT OF TIME

- How do you see the influence of formal systems, procedures and policies influence the integration of PWD?

RAN OUT OF TIME

o Can you explain why we currently don't see hardly any PWD in the organization?

RAN OUT OF TIME

- If you have a candidate with a disability with the right fit to a position, would you hire them?

o Why not? What would give you doubts?

RAN OUT OF TIME

§ Who would you ask for guidance?

- What do you think would keep other people from hiring PWD when they have the right profile for a position?

- Which stereotypes do you think are present for PWD?

RAN OUT OF TIME

Manager 5

- What does a diverse workforce mean to you?
      Characteristics
       Importance to you

- A diverse workforce? A worker who does what he or she has to do regardless of origin, as long as they meet the criteria. That means that everyone can work together perfectly and receive the same opportunities.
- Diversity does not actually matter for the function. *What do you mean?* I want to say that we should not look at religion, gender or disability when looking for a person for the role. We must choose the right person for the right person.
- There is enough diversity. We never used to have PWD employed here. In the meantime, accidents happen. and we must try to give those people a new position.
- I had one employee who had an accident. We discussed this with him. Then they looked what he could do what he still wanted. Decide that we have to do then to make it work: bought a keyboard, a pedal with three tips and therefore he can now also do control delete.
- Then I just asked him, we are going to see what is possible and what he can do. And then that is ordered. It does not need to be more difficult than that.

o What are the results of a diverse workforce?
      Positive
      Negative

What I experience when the origin is not Belgian, or Flemish is that the thinking patterns are sometimes different. As long as those thinking patterns do not influence the technical work. If these different thinking patterns do come up in relation to a work subject, then it must be discussed with me or with the confidential person. If that is difficult because it is a foreigner, then that is a conflict. Other habits let's say we have a vision of how we should behave in a group, foreigners can have a different vision about it and sometimes this results in a conflict but is never insolvable.
And can you think of any positive outcomes? Those are all things that are favorable for group work, if someone is open to these different characteristics, then it promotes collaboration.

- What does Disability Inclusion mean to you?
      Results?
      Challenges?

In essence being able to function independently: when that person starts to put a burden on someone else then the company is doing something wrong, then you start burdening someone with a problem from someone else and then his task will be hampered. Suppose a person comes to work in a wheelchair here, then there must be a lift system so that he can get here himself because it is not right if someone else should be responsible for this.
Promote independence of that person. *Is it right that you say that independence can be promoted by offering reasonable adjustments?* Yes, indeed, and above all, that other employees will not be faced with more burdens.

Do you know someone with a disability in your own personal environment?

No

- Have you previously worked with someone with a disability? Have you previously hired a person with a disability?
Yes. It was an employee who has only one arm. He was open to the technical drawing office but was then dropped there without much assistance. There were two people in the team, and they took care of them well. We let him get used to the job. We ensured technical assistance. It all works fine as long as the disability is not a burden to the others in the team.

- If you have an accident and as a result have a visual impairment, would you be able to perform your current job?
If yes, why? This would have a very heavy impact on my position as well as movement in my job. I think what would be really important in this case is to have good contacts and relationships. In order to make things have and have accessibility to opportunities. But I think this would be the hardest part. Dealing with people, that is most difficult. Visual much worse than physical. Hearing is also hard to lose, but not as hard compared to visual when it comes to dealing with people, colleagues.

- If you have an accident and as a result have a physical disability, would you be able to perform your current job
With necessary adjustments all. Kick. Doorways. Purely technical. Wheelchair - 100% mentally.

- If I have an accident and as a result, I have a mental disability, would you be able to perform your current job?

Do you think Infrabel has the responsibility to reintegrate you if in the course of your employment you suddenly have a disability?

Can't judge about this. They try to do this - social point of view. For him it was possible to try to integrate.

Which aspects inside Infrabel do you see as drivers for the integration of PWD?

I don't see anything here that promotes this integration. As long as it does not exist, it will not happen. Period.

Which aspects do you see as challenges for the integration of PWD?

The fact that this is not a priority and there are no tools to assist other employees with this.

- How can the integration of PWD influence external problems?

Well I had one position that I was hiring for, we could not find a person for months. Finally, I found one, it was a guy with diabetes. He was rejected by the company doctor. Apparently in the safety rules it says that a person cannot have diabetes. But these rules are outdated, because it comes from a time where the person who performed this function was doing everything manually, and if he fainted due to his diabetes, it would have disastrous results as

the trains would crash. But today, this process is very different. So, I think it's not fair that he was accepted for the job. And now I am still looking for a person for this role. So, if the processes were updated, we could hire more people!

- How would you describe the culture of Infrabel as you experience it?

Guidelines from the management: incomplete, free to fill. So, we have some autonomy.
But certain departments are so strictly structured. In some departments, nothing is allowed, function related.
Being able to work in a group.
You can usually move on through an informal route. Can be formal. Purely formally it may be that you are not hit where you hit. Try to get in, let it come.

o Which aspects of the culture will drive the integration

Last years: much improved, safety aspect. Means that if someone says I have back trouble, that might take a year. Thanks to our security chief, who is also a confidential advisor.

o Which aspects of culture will form a barrier for integration?

Not going fast enough. If something is done about it. Then another chair is used. Then da ma is like that.

- The strategical priorities of Infrabel are safety, punctuality and capacity. How can the integration of PWD influence the ability to realize these priorities?

- How do you see the view of higher management on the integration of PWD?

o How can this be challenged? - How would you describe your personal management style?

Make the environment so that everyone can do as much as possible themselves. Not micromanaging the people. I leave the people alone as much as possible. Self-employed working people. All It's important for me to have open communication. I want to promote talking, not punishing.

o in what way does your management style fit in with PMB management?

The openness, if there are questions let them come.

o Openness are there any questions come late. Is it not possible with someone who spoils the atmosphere? Someone who is negative and handicapped.

o How do you see your management style influence the integration of PWD?

- How do you see the influence of formal systems, procedures and policies influence the integration of PWD?

o Can you explain why we currently don't see hardly any PWD in the organization?

- If you have a candidate with a disability with the right fit to a position, would you hire them?

o Why not? What would give you doubts?

o Why would you?

o Worries?

§ Who would you ask for guidance?

- What do you think would keep other people from hiring PWD when they have the right profile for a position?

If you could, what would you change at Infrabel about diversity and inclusion?
I would update the safety requirements so we can find more people for difficult to fill positions.

Manager 6

- What does a diverse workforce mean to you?
    Characteristics
     Importance to you
    Diversity is very diverse. It relates to gender, In Belgium even language, culture, belief, diversity origin, diversity regarding to wages. I truly belief that more diversity makes us richer. Each point of view, each insight is enriching for everyone. If we can listen to the other, listen to the differences, we will become richer humans. But in order to meet this, we need more quotas. But we start having too many quotas and it does not work. We should have integration of all diversity in a whole. I actually visited Portugal not too long ago. There was a poet, his name was X. He had a quote" all persons are exceptions to a rule that does not exist". We should start from the point of view that each person is different. If we can listen, we can gain more knowledge and insights. We should remember that culture is a coincidence, but it does not define us. We should be able to deal with differences. Let's not compare. Diversity is diverse. Each person is an individual person. Each person is an individual person. *Do you think Infrabel prioritizes this?* Yes, they are certainly open to it. They want to lead the way. But some people still have difficulties with the differences. *What do you mean some people have difficulties with the differences?* The way of communication, the way of working together, they rely on stereotypes.

o What are the results of a diverse workforce?
    Positive: I was walking on a late evening and I saw a colleague in a wheelchair. Yes, I take the train. So, I asked him where he was going, and he was indeed going to the station as well. I never realized how hard that is. He had to find the lift, stand at the right place, let all the people get off the train and then let all the other people enter. Finally, a person came to help him, then someone had to help him to put a ramp there. And the person pushed him on the train. I listened to his life and I learned a great deal. Now I am looking everywhere for accessibility, when I look at the metro, when I look at the sidewalks, when I enter a restaurant. It changed my view completely. Tomorrow maybe I will walk with someone who

is blind. I will learn about what is inside his head and his lifestyle. We all have our habits and ways of lives. Incredible learning experience.
I think this also indirectly helps us with customers. New experiences will teach us about different needs, to what others need specifically, together we search for a solution.

Do you also think there are negative results? Energy. This takes a lot of energy. To let diverse people, work together. It will always be difficult. Even companies who excel at diversity, are still struggling to make this work. You need to take the time to discuss it. You need to be open for it and you need to be curious. But I do think that this time you spend on it is an investment.

- What does Disability Inclusion mean to you?
Results?
At Infrabel this is a sensitive subject, we are taking care of the train tracks of Belgium. 90% of the work is in the tracks. So, there is the question: is this possible? Due to safety. I once hired an engineer who only had one eye. He was disqualified by the medical doctor due to safety reasons. *Do you think there are other positions inside Infrabel where this is possible?* Yes, for administrative positions. Where disability is not a problem, the work post can be adapted.
I have not gotten any of such candidates. We have to adapt to their needs. Listen to their needs, how we can help them. One handicap is not the other one. Small adjustments where needed. I really belief this will be an enrichment at the workplace. *So, Disability Inclusion for you means that we look at the need of space a person has in the organization and that their workspace should be adapted to their needs?* Yes, exactly. And that there are concrete processes implemented to assist with this so manager do not lose much time with it.

Results? Positive: as long as the person is capable of doing the job without being endangered due to safety reasons. We should be able to perform and not hold people back.

- Do you know someone with a disability in your own personal environment?
I was temporarily disabled

- Have you previously worked with someone with a disability? Have you previously hired a person with a disability?
no

- If you have an accident and as a result have a visual impairment, would you be able to perform your current job?
o If no, why not?
If yes, why? I would be able to have conversations with employee, and this would develop with time into different feelings but also through different channels. To learn how to use the computer will be a learning process. I guess the impact would be bigger for my secretary. But I would not be able to enter the field. If you are blind, you should not walk on the train tracks.

- If you have an accident and as a result have a physical disability, would you be able to perform your current job
Probably yes, if I lost some of my mobility and I can assure you I can still do most of my job.

Which part not: I think the biggest problem is going in the field. I had a small experience like this when I had troubles with my back. This was temporarily, but we can find other solutions. We could make films to show problems on the field, we can use relationships differently. It would be an adjustment of the whole community or team. You should create structure around this.

- If I have an accident and as a result, I have a mental disability, would you be able to perform your current job?

Do you think Infrabel has the responsibility to reintegrate you if in the course of your employment you suddenly have a disability?

o If yes, why?

o If no, why not?

Which aspects inside Infrabel do you see as drivers for the integration of PWD?

I think we are developing. We see no one with a disability in a communication process. A picture in a seinhuise. We should make this visible. All of our buildings we develop are not made accessible. It is not highlighted enough. We should have a special job day for people with a disability. On a place which is accessible. I think we should promote that we want to hire such people.

Which aspects do you see as challenges for the integration of PWD?

The communication around it. People will not change their behavior. If someone with a disability comes, the other person needs to adapt their behavior. We should ondicate clearly in our communication why is this a plus for you. That the other must adapt. But we need to decide until where we we make adaptations. Well we decide locally every time: this should not be a inhibitory factor. We need to have attention for this group of people for the next 20 years.

- How can the integration of PWD influence external problems of the market?

- How would you describe the culture of Infrabel as you experience it?

- There are different cultures: culture of Infrabel does not exist yet. (not one same culture). Much innovation. A certain culture is evolving there. Culture evolves less rapidly: the type of socio- economic profile. Culture is different for people without a diploma. The way in which they interpret values of Infrabel. Fear climate on the floor. To break that - Information is not coming to me. I try to make people of different specialties work together. Crisis series: that was impossible. The culture that they are being created by the people in the office jobs, does not reach the people in the field, is it not aligned for this.

- It is up to us to allow open culture to penetrate. Team communication:

- Way to let culture invade the person. Perception is different; We have a way of communicating that is really focused on highly skilled.

o Which aspects of the culture will drive the integration

o Which aspects of culture will form a barrier for integration?

We are such a large company. And as I mentioned, with two very different cultures: one for the people sitting in front of the desks, and one for the people in the field. If we decide to implement this kind of project. It will take a long time before we reach the people in the field.

- The strategical priorities of Infrabel are safety, punctuality and capacity. How can the integration of PWD influence the ability to realize these priorities?

I already see it now in my team that when we have different kinds of people in a meeting, we get much better outcomes. Having different kinds of diversity in the team will give us different perspectives and in turn makes us more capable to reply to the needs of the market. Especially when dealing with suppliers, who are usually more divers. It's important to them that we show that we also value diversity.

At Infrabel we are responsible for the infrastructure of the trains, this also means the platforms where people enter the trains. How can we ensure that these are accessible when we do not have any person with a disability in the team? This is why it should be more of a priority.

- How do you see the view of higher management on the integration of PWD?

They see it was a financial cost without seeing the value of these people. It is a fear. Fear is part of people. The fear of the unknown. We have more and more diversity in terms of foreigners. It should start here, to get used to this unknown.

o How can this be challenged? - How would you describe your personal management style?

Female management book: diversity. I have to make sure that they have the necessary tools to do
well. Being able to work individually. Making sure my team has the right preparation, giving my people the right tools. It's a test. I am not concerned with operational reasons; I am going away for 5 weeks. Adhesion around idea, together look at how, which type.

o How do you see your management style influence the integration of PWD?

I will always try to keep the differences of my people in mind and link this to their needs. No. I will ask them for their needs. I will not assume what are their needs. I will promote them to come to me and tell me if I need to adapt myself to them. I do this with my team now already.

- How do you see the influence of formal systems, procedures and policies influence the integration of PWD?

We need a few specific systems and policies to make this happen.

o Can you explain why we currently don't see hardly any PWD in the organization?

- If you have a candidate with a disability with the right fit to a position, would you hire them?

Of course! If this is the right person, with the right skills for the job, I will hire them!

o Why not? What would give you doubts?

I would have no doubts. It will only take me some time to figure out how to make it work, and hope it does not get disapproved by the safety doctor (laughs)

§ Who would you ask for guidance?

- What do you think would keep other people from hiring PWD when they have the right profile for a position?

If you could, what would you change at Infrabel about diversity and inclusion?
Be clearer about our intentions, who do we want to target, how will be target them, what changes do we need to make internally, listen to their needs, and communicate to the outside world "we welcome you".

Manager 7

- What does a diverse workforce mean to you?
    Characteristics
    Importance to you
    As long as the person can perform the task, can do the task, I have no problem with this. We don't have so many examples existing in the company. Depends on which part of the company. It might be harder on the terrain. We only have diversity in the form of origin and religion. Disability becomes difficult due to the safety that is compromised. But we could have more gender diversity. *Do you think that other diversity groups can perform a safety function?* Yes, generation, ethical descent, religion, but it would be more difficult for people with a disability. *Why would that be harder?* For example, someone who is deaf or in a wheelchair would not be able to track. If a train arrives then this could be fatal for the person.

o What are the results of a diverse workforce?
    Positive
    Negative
Many differences in religion and ethnicities can result in conflict. We have had issues before of racial remarks or bullying. Different cultural habits can cause issues in the field. I once interviewed a guy who had issues with me managing him, because I am a woman and he was a man.
What about positive results?
It can lead to better solutions since we have more input. If we only have white people in the office, then we only get solutions which suit for white people.

- What does Disability Inclusion mean to you?
    Results?

Challenges?

Physical limitations are difficult to enter the site. If I remember well, many types of autism, a lot depends on the person. Not convinced that I can give an answer.
I had a colleague with a physical disability: she has a leg problem; everything was made so that she can work perfectly on the 7th floor. There was a problem with fire brigade, take specific chair for the stairs. Everything was arranged. It was no problem with Infrabel.

o I don't have so much experience about what the consequences could be. At Infrabel I don't have the impression that this is a problem. No problem within my team. Without question of disability, there are differences within the person. A question of effort and division of the team with the task, not specifically about the handicap. Think it sometimes requires adjustments, for example with the person who is color blind, for some type of table it can cause problems. So, we use a different type of code in the table so he can see the differences. *So, you are saying that inside Infrabel there are different types of disabilities and if changes need to be done, it will be done?* Yes, that is indeed so! I have the impression that is no problem.

Do you see any results from this Disability Inclusion?
No, as long as the people can do what they have to do.
New culture development: go blue: google experience: which team is the most performing: (psychosocial security), test showed: most important aspect: person who wants to do a job, have psychosocial security: managers see, they can say I know it doesn't. Finally: a good philosophy: problems with stupid things: a person who does a job will never create a problem. Make an effort, if they have no problem with the person's output, ask for help when it is needed.
The person who does not respect another person is a greater handicap than the handicap itself.

- Do you know someone with a disability in your own personal environment?
No

- If you have an accident and as a result have a visual impairment, would you be able to perform your current job?
o If no, why not? Would be really problematic, I don't know any tool. As for reading, writing, not that easy. Requests adjustments from myself for a moment when I can come back. Then if there is good will to help me: requires adjustment of the entire group. I get a lot of emails, really an assistant who reads. Requires a lot of adjustments.
o If not, why not: relationship with another person. Everyone makes the necessary adjustments so that I can participate in a meeting. Use calling. May require a lot from the relationship that you already have with the person. Depends on the adjustments.

Relationship with another person. Everyone makes the necessary adjustments so that I can participate in a retreat. Dial. May require a lot from the relationship that you already have with the person. Depends on the adjustments.

- If you have an accident and as a result have a physical disability, would you be able to perform your current job
No impact on daily job here. Part of the job comes from the relationship that I have with the terrain, that sometimes I go to the meeting at their meeting: take a train, it is possible, the Infrabel building is always close to the station: would be a limitation. Still possible within

Brussels. Taking a lie, then everything is made for people with disabilities. Asset management with lifts. The most difficult part is in places other than Brussels.

- If I have an accident and as a result, I have a mental disability, would you be able to perform your current job?
/

Do you think Infrabel has the responsibility to reintegrate you if in the course of your employment you suddenly have a disability?

Depend on the disability: if I go blind tomorrow, read nothing, write nothing, I hope they give me another chance. Look inside Infrabel for a different function. It will depend on circumstances. When I become blind, I have to make a lot of effort and on their part. With a wheelchair is the same.

There are many tools that offer more options. But they are not yet known enough. HR Rail adjustments.

Which aspects inside Infrabel do you see as drivers for the integration of PWD?

What physically is possible, Infrabel would always do. Implement a desk of person with acoustic problem. Find reasonable adjustments for example when I first had the candidate in the wheelchair. The first solution was to have her office in the first floor. But then she would be away from the team. So, then we have diversity, but not inclusion. I pushed for her to be on the same floor. And we found a solution for the emergency exit. And Infrabel was fine with implementing this solution to make it work.

Some specific jobs: problem with communication. Person who makes analysis based on figures. Sometimes they only work by e-mail. Do not know what is provided. Briefing in terms of difficulty, on the other hand, it would be good for the team to know how to work with the person. Insights: blue is completely different from yellow: different ways of working, my team here, 3 quarters of the desk is blue. If you know how to work with someone. It is case by case.

Which aspects do you see as challenges for the integration of PWD?

Hiring the person: for every job there are interviews, if the problem that the person has is a conversation. Develop another way to stop the disability from having a limitation.

o With IT would be the same. Some IT jobs do not require a very social character. Perhaps other types of recruitment and testing are needed.

o This requires time and the manager needs to be up for it. He has a lot of pressure, deadlines, needs help from HR, from the person too. Sometimes I am not available, if I have a person who needs more time and needs coaching, I know that with HR there are some coaches, who help the person better with this need. If I have a problem I need to know where I can call.

- How can the integration of PWD influence external problems?

We have some issues finding new persons. We want to hire more than 1000 more employees by 2020. Especially the technical profiles are very hard to find. I know that other organizations have been focusing on IT profiles on the spectrum to fill up this gap. We looked into this once, but it is very expensive to work with a recruitment bureau. It would be great if we could do this ourselves. But we need to have the systems and recruitment practices in place.

- How would you describe the culture of Infrabel as you experience it?

In general: we come from a historical company; Management has a clear idea in which way operation should take place. Hierarchy side; a lot of focus on line and discipline. *What does this translate to in practice?* Safety is a very sensitive point in the company. Culture is more like you cannot make a mistake.

If we want to create diversity, for that type of job, we should describe in the position: which physical limitation possible or not.

So that they can decide whether it is just a procedure with conversations because they have to develop it. Several tests can be used for this.

We are changing the office to open space: adapt must fit into open space: must work in a cocoon. If there is a disability. We should offer silent space. Not everyone needs to fit to the open space.

o Which aspects of the culture will drive the integration

We now have the change to GoBlue: Some pilot management have taken an initiative in that sense to be more human focused. Looking at what each person needs, not only result driven anymore. We had too many burn outs, so a change needed to happen.

o Which aspects of culture will form a barrier for integration?

The fact that we are such a historic company, means that currently there is not a lot of diversity and this in turn will lead us to make change happen much slower. Some stereotypes are deeply rooted, certain processes are deeply rooted, and it will be hard to get certain people on board.

Any other things you can think of? The open space shows that we want to make everything uniform, lack of adaption for one person can be a barrier. Each employee can work from home one day per week. I don't know if they would be flexible about this to other people.

- The strategical priorities of Infrabel are safety, punctuality and capacity. How can the integration of PWD influence the ability to realize these priorities?

One thing that is keeping this company from reaching our organization goals is Burn-Out. We are dealing with a lot of cases of burn out. Disability Inclusion can teach us more about listening to the needs of our employees, listening and responding. Given the employee what he needs, reaching the goals together.

- How do you see the view of higher management on the integration of PWD?

o Valued

o Not valued

It is not a problem for Infrabel. Like I said before, we had it before, any reasonable adjustments were provided immediately. Infrabel will do what they can.

On the other hand, there are a lot of things the higher management is working on, for example the initiatives to prevent burn out. We have another initiative to prevent suicide. There is a long list, before we come to Disability Inclusion.

How would you describe your personal management style?

I empower my people, find out what they want and need. Try to have open communication. My people can always come to me if they have a problem.

o How do you see your management style influence the integration of PWD?

I listen openly to hear what the needs are of the person and together we find solutions.

- How do you see the influence of formal systems, procedures and policies influence the integration of PWD?

When I was looking for adjustments for the colleague who uses the wheelchair, it was complicated to figure out who I needed to contact, who needed to approve. I didn't find anyone who had information on this subject.

o Can you explain why we currently don't see hardly any PWD in the organization?

- If you have a candidate with a disability with the right fit to a position, would you hire them?

Yes, I have done this before.

o Why not? What would give you doubts?

No doubts as long as the person has the right skills for the right job. Besides that, open communication goes a long way instead of assuming what the person will not be able to do.

"If you could, what would you change at Infrabel about diversity and inclusion?
We are already doing a lot, attracting more females, offering reasonable adjustments. We could be more aggressive with it.

APPENDIX E: Survey

<u>Survey: make your voice heard for the integration of (future) employees with a disability</u>

Today is the international day of people with disabilities. Just today, Infrabel is launching its own and anonymous questionnaire to find out which obstacles colleagues with a disability are currently experiencing at Infrabel. The intention is to map these out and find solutions where possible. But for that we need your help.

International day for people with disabilities

December 3 is the International day for people with disabilities. An important day for a billion people on this planet. You read it correctly: a billion! After all, 15% of the world's population has a disability and is thus the largest minority.

On 3 December, the United Nations will request international encouragement for people with disabilities. Not only does it want to draw attention to the problems that people with disabilities face every day; it is equally important to emphasize that people with a disability also have their place in society. That they too study, work, have a family life, have the right to participate in elections or to exercise. In short, to lead an independent life, just like people without disabilities do.

Since 2016, Infrabel has had a working group on the theme of "disability". Some colleagues represent people with a disability within Infrabel and strive for better integration. But together we can do even more ...

Let yourself be heard!

Before we can continue, we need your help. Based on a short questionnaire, we want to find out which matters within Infrabel prevent the participation of people with a disability. Only through your answers can we try to identify these obstacles. We will use the results to tackle these obstacles and, if possible, to give everyone a place within Infrabel.

The data you enter is completely anonymous and it will take approximately five to ten minutes.

Do you have any questions, comments or would you like to actively participate in the working group? Feel free to send an email to diversity@infrabel.be.

Below you will find some definitions that will help you answer the questions.

Diversity refers to all ways in which people can differ from each other. These differences can be visible or invisible and include gender, language, age, origin, level of education, disability or sexual orientation, etc.

Inclusion stands for the support, appreciation and respect for these differences between employees.

Inclusion ensures that each member feels as much as a member of the organization that can offer value within his team and gets as many opportunities as his or her colleagues.

PMB stands for Persons with a Disability

Gender
> Man; Female; Other

Age: _____

Highest achieved diploma

> None; Elementary; High school Bachelor; Master; PhD

Function level (Rang): _____

A Diverse organization is important for me
1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

I want to be part of a diverse team
1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

More diverse leads to a stronger workforce.
1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

I know a PWD in my friend or family.?
> Yes- No

I've Previously worked together with a PWD?
> If yes, please describe this experience _____

> If no, explain what would go through your head_____

Infrabel has the responsibility to be inclusive for PWD.
> 1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

Infrabel has the responsibility to be inclusive for PWD because the workforce should be a representation of our society.
> 1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

Infrabel has the responsibility to be inclusive in light of their Corporate Social.
> 1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

Scarcity of talent does not allow us to exclude.
> 1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

Infrabel does not have the responsibility to integrate PWD
> 1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

Indicate on a scale of 1 to 6 to what extent you think that Infrabel will be able to successfully integrate people with a disability.

     1. Totally without success; 2. without success: 3. Somewhat without Success; 4. Somewhat with success; 5. With success; 6. Totally with success

     Explain: _____

Indicate on a scale of 1 to 6 to what extent you think your team will be able to successfully integrate a person with a disability.

     1. Totally without success; 2. without success: 3. Somewhat without Success; 4. Somewhat with success; 5. With success; 6. Totally with success

     Explain: _____

Indicate on a scale of 1 to 6 to what extent you see yourself working together with a person with a disability.

     1. Totally without success; 2. without success: 3. Somewhat without Success; 4. Somewhat with success; 5. With success; 6. Totally with success

Explain: _____

What keeps Infrabel from hiring PWD?

Financial costs that are higher for PWD than for people without

     1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

There are no positions that are suitable for PWD.

     1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

People with disabilities are less employable.

     1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

 Employees are discriminating against PWD.

     1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

Employees lack the appropriate knowledge to deal with PWD.

     1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

Employees feel uncomfortable around people with disabilities.

     1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

Employees have insufficient knowledge and guidance regarding the recruitment and supervision of PWD.

Indicate which aspects are necessary for the integration of PMB

     Recruitment guidance

     Training for managers about leadership PWD

     Training on etiquette for dealing with PWD

     Education stereotypes

     Others:

My positions is _____

If I have an accident tomorrow and therefore have an intellectual disability, will I still be able to perform my current job?

    Yes, explain_____

    No, explain _____

If I have an accident tomorrow and therefore have a visual impairment, will I still be able to perform my current job?

    Yes, explain_____

    No, explain _____

If I have an accident tomorrow and therefore have a motor impairment, will I still be able to perform my current job?

    Yes, explain_____

    No, explain _____

If I have an accident tomorrow and consequently have a chronic illness such as diabetic, chronic fatigue syndrome, will I still be able to perform my current function?

    Yes, explain_____

    No, explain _____

The start of a new position will require more time and resources for PWD than for an employee without a disability.

    1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

When recruiting a PWD, a larger financial cost will be required than with an employee without a disability

    1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

Problem solving together with a PWD, will lead to more creative and innovative solutions.

    1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

A PWD works less independently and therefore requires more time for guidance or assistance.

    1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

A PWD in my team will positively influence the working atmosphere.

    1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

When I have a PWD in my team, my team will perform better than a team without a PWD

    1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

The costs to adjust the workplace for a PWD are high.

    1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

Investing in the recruitment of people with a disability will have a positive influence for the image of Infrabel

> 1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

PWD are less often absent from work than colleagues without a disability.

> 1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

PWD are generally less productive than colleagues without a disability.

> 1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

PWD are more loyal employees than colleagues without a disability

> 1. Totally Agree; 2. Agree; 3. Somewhat Agree; 4. Somewhat disagree; 5. Disagree; 6. Totally Disagree

If you have any questions or comments or would like to participate in this project to promote the integration of people with disabilities, please send an email to diversity@infrabel.be.

APPENDIX F: Survey Results

5. Diversity

3.1 A Diverse organization is important for me

DUTCH:
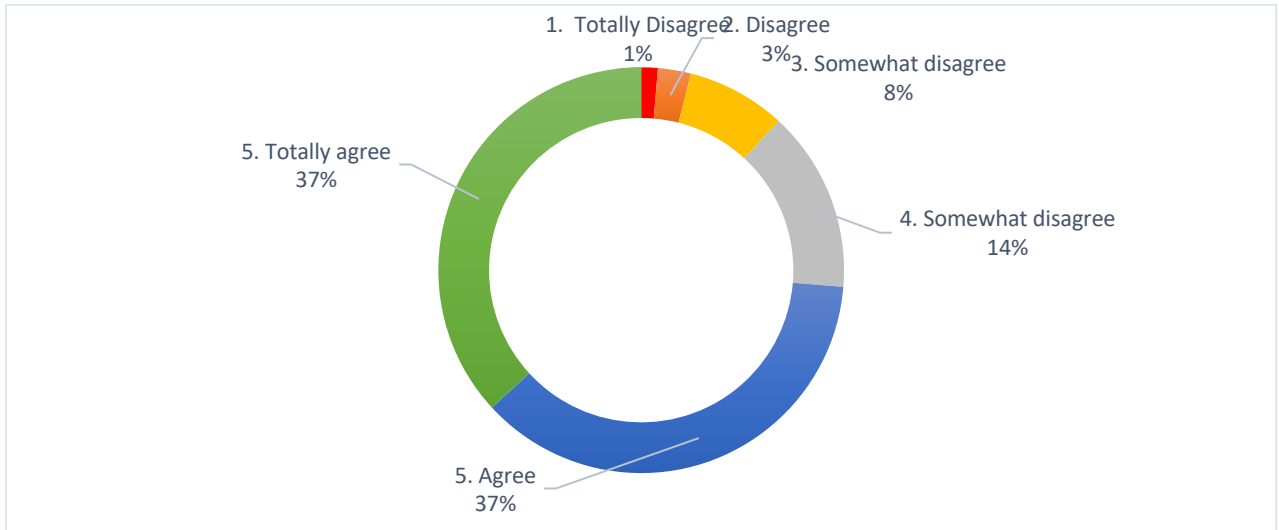
FRENCH:
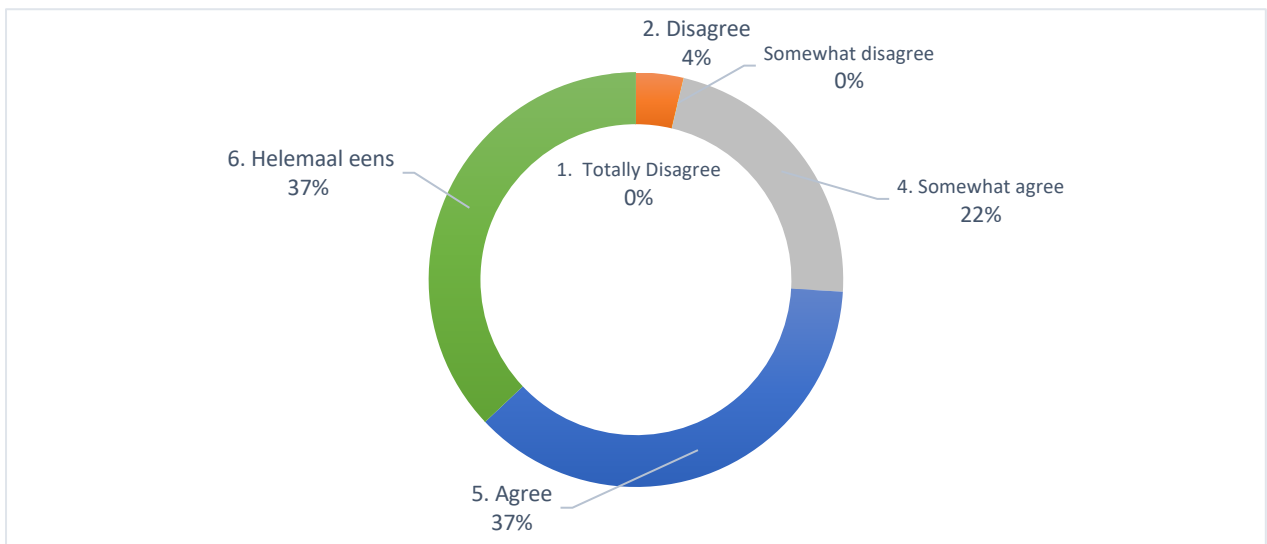
3.2 I want to be part of a diverse team

DUTCH:
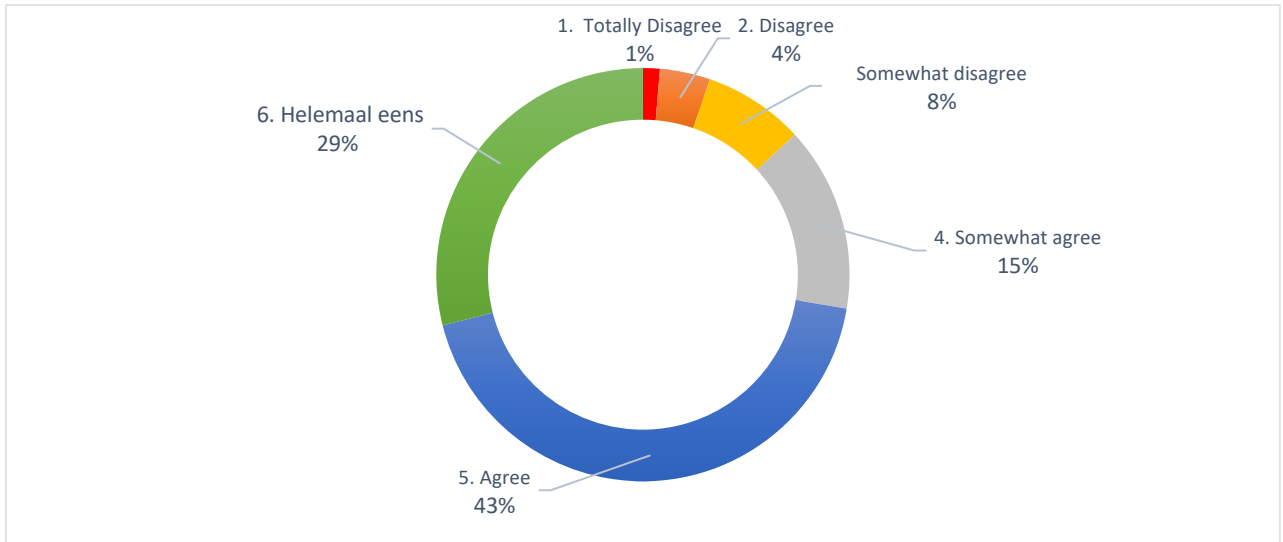
FRENCH:
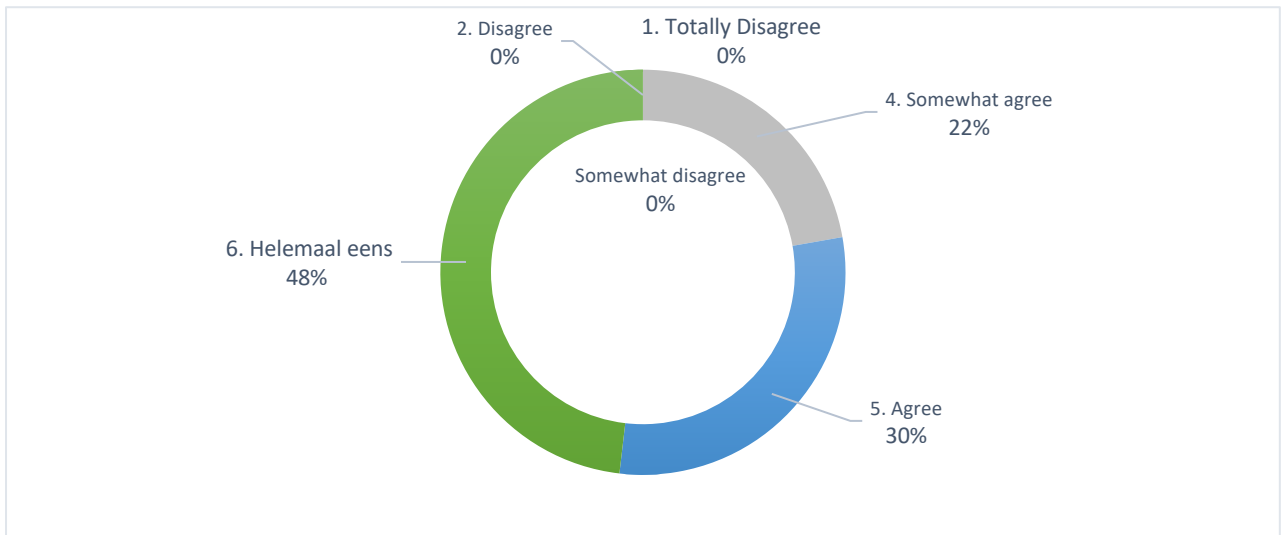
3.3 More diverse leads to a stronger workforce.

DUTCH:
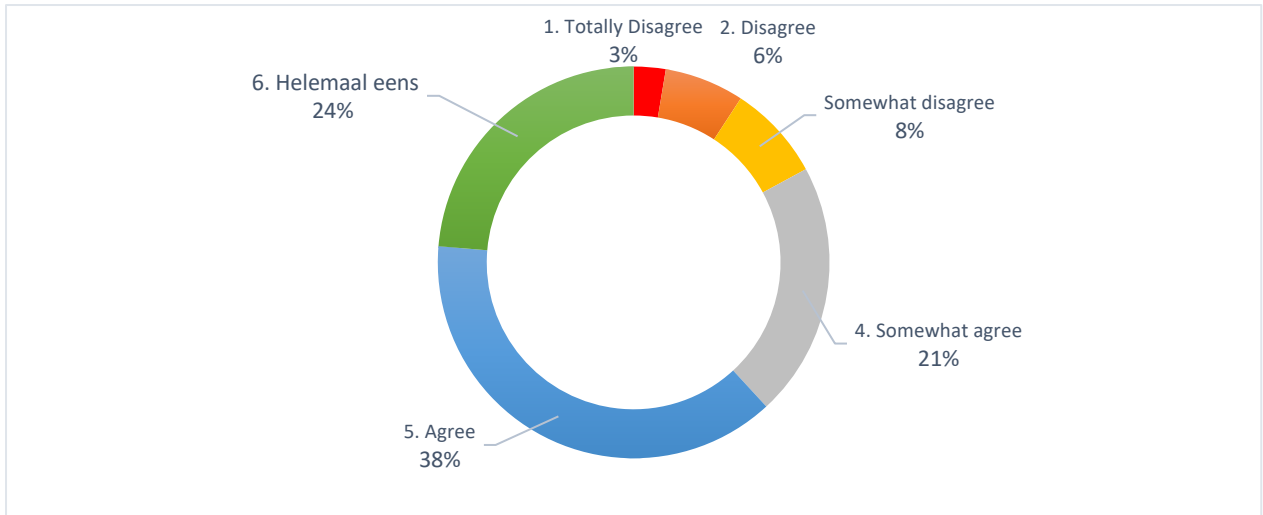
FRENCH:
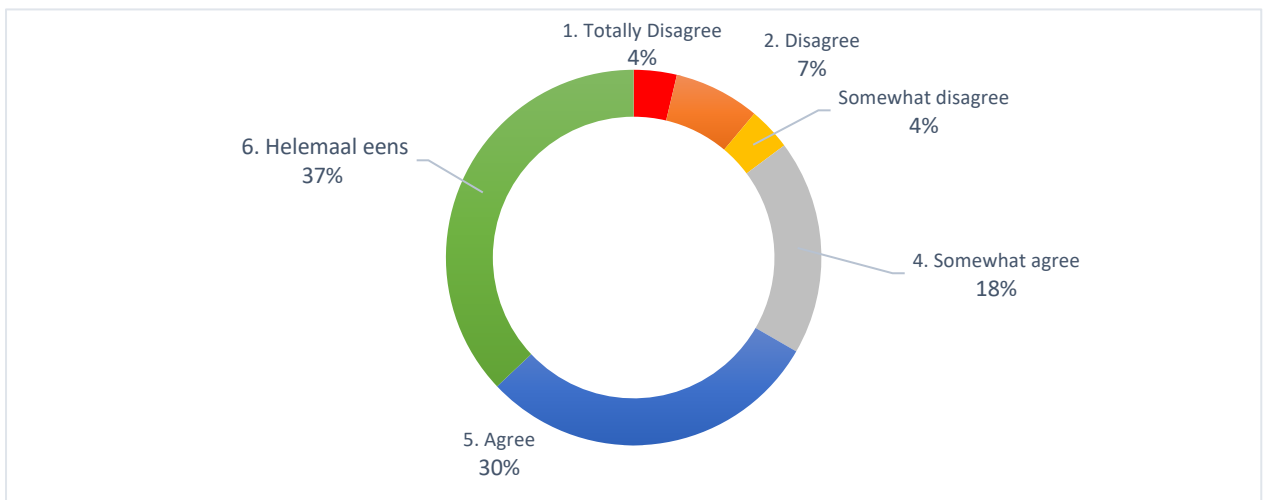
3.4 Observations:

On average the employees of Infrabel want to be part of a diverse organization as well as a diverse team. Furthermore, the majority of the respondents think that a diverse workforce will lead to a stronger organization.

3.5 I know a PWD in my friend or family.
DUTCH:

Nee
11%

ja
89%

FRENCH:

Nee
22%

Ja
78%
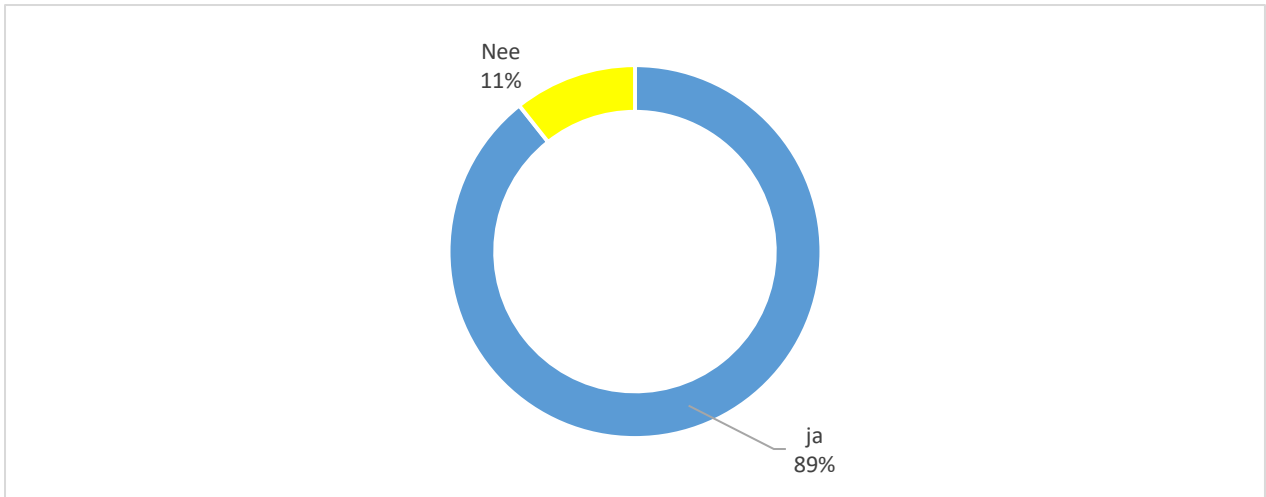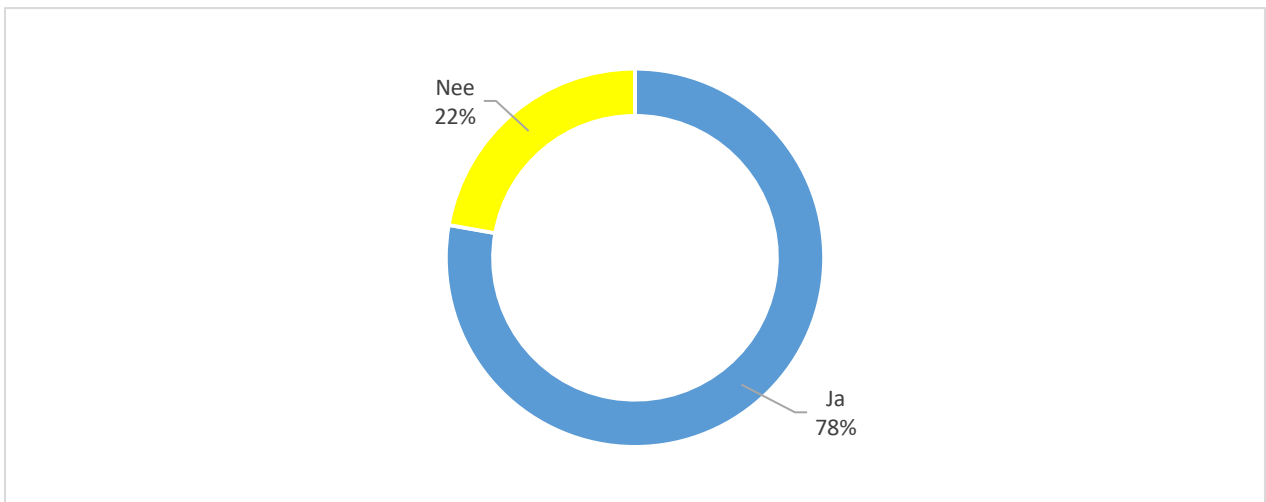
3.6 I've previously worked together with a PWD.

DUTCH:
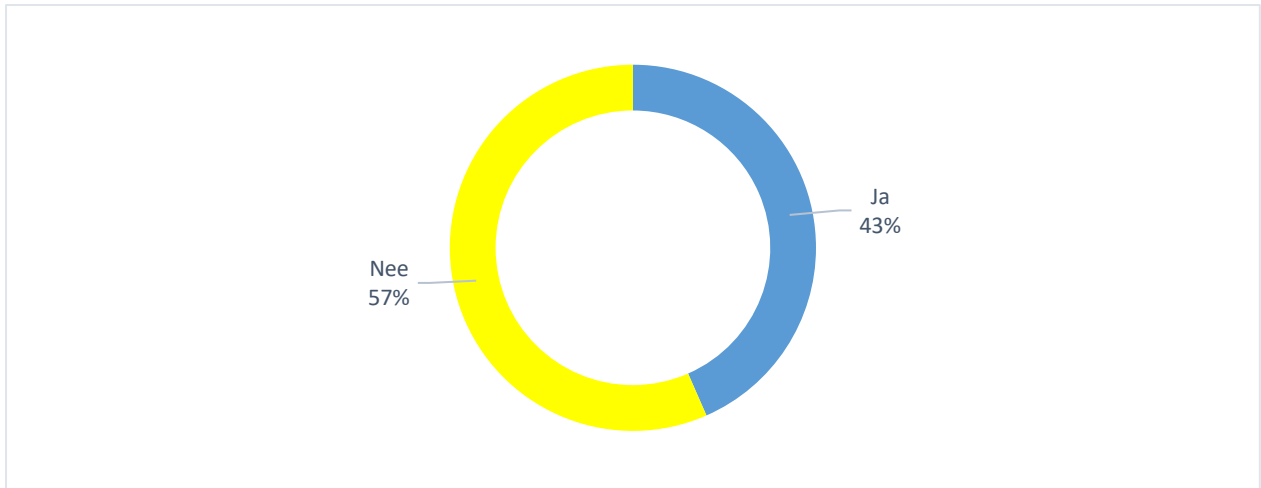
Explain the experience:

- Six people indicated that this is positive when <u>clear agreements</u> and <u>communication</u> are present.
- Five people described this experience as <u>enriching</u>. It provided a <u>new way of working, reasoning and view</u>.
- Four people described working with a PWD as positive as these people were <u>more punctual, productive and motivated</u>.
- Five people indicated that working with a PWD works well when <u>reasonable adjustments</u> are foreseen.
- Two employees responded that this made <u>no difference</u> than when working with a person without disability.
- Two people responded that they have no experience with this and do not know it.
- One person indicated that a lack of time led to little support and a lack of agreements with PWD.
- One person indicated that there is a need for support, otherwise this would have a negative outcome.

If no, what would go through your head?

- Ten people indicated that they would look at <u>what is needed</u> to have the person perform the position; reasonable adjustments, extra support, open and clear communication with PWD.
- Six people indicated that this should be normal as everyone has <u>capacities</u>.
- Three people indicated that they would consider how to <u>support</u> this person**.**

- Three people expect this to be an <u>enriching experience</u>; new communication method, more open communication, new work insights.
- Three people indicated that when the <u>right person is in the right place</u>, a disability cannot cause problems.
- Three employees indicated that they would <u>fear</u> saying something wrong or doing something that makes the colleague feel inferior.
- Two people had doubts about the impact of the restriction on <u>safety</u>.
- Two employees answered with the question whether we are really <u>ready for diversity</u> within Infrabel.
- One person indicated that PWD often need <u>extra pampering</u>.
- One employee reported having no problem with it as long as there is <u>no burden</u>.

FRENCH:
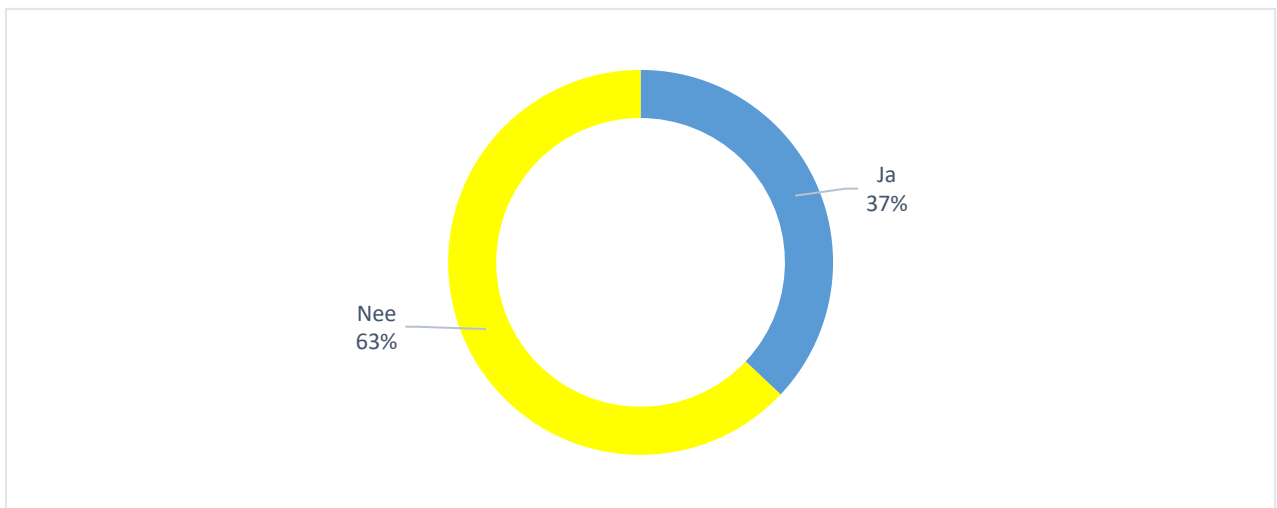
Explain the experience:
- Two people described the experience as <u>positive</u>, with the disability having no influence on the quality of work and integrating the person well into the team.
- One person indicated that PWD more often have <u>a greater input</u> to work because of their adaptability and have a higher level of productivity.
- One person indicated that the <u>accessibility of the buildings</u> does not allow people with a physical disability to be recruited.
- One person indicated that recruiting a person with a slight mental disability caused negative consequences with regard to the regularity, efficiency, and safety of work. In people with a chronic illness, the disability had an impact on a higher frequency of

absences, which caused colleagues to replace them. This in turn had a negative impact on the general working atmosphere. The person emphasized that this was due to a lack of support and supervision.

What would go through your head?

- Eight people indicated that this would be an <u>enriching experience</u>.
- Three people indicated that this depends on the work, with the emphasis <u>on finding the right person for the right job</u>.
- Two people responded that there would be a need for <u>support for colleagues.</u>
- One person describes the experience when he or she first <u>worked with a PWD</u>, the person first finding that PWD belonged at home and not at work. After the collaboration, the person realized that PWD can also <u>offer added value and</u> that they were more motivated.
- One person mentioned that this is not an easy task since the person must be <u>recruited for their abilities</u> and not out of pity.
- One person indicated that many <u>administrative tasks</u> can be perfectly fulfilled by people with a physical disability.

6. Motivatie Integration PWD.

4.1 Infrabel has the responsibility to be inclusive for PWD.
DUTCH:
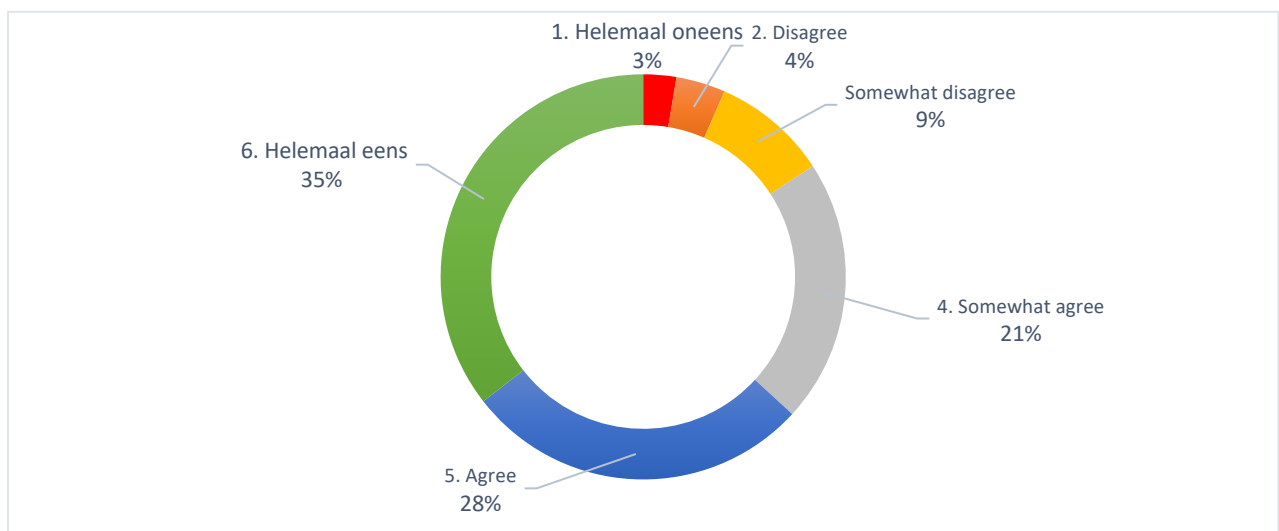
FRENCH:
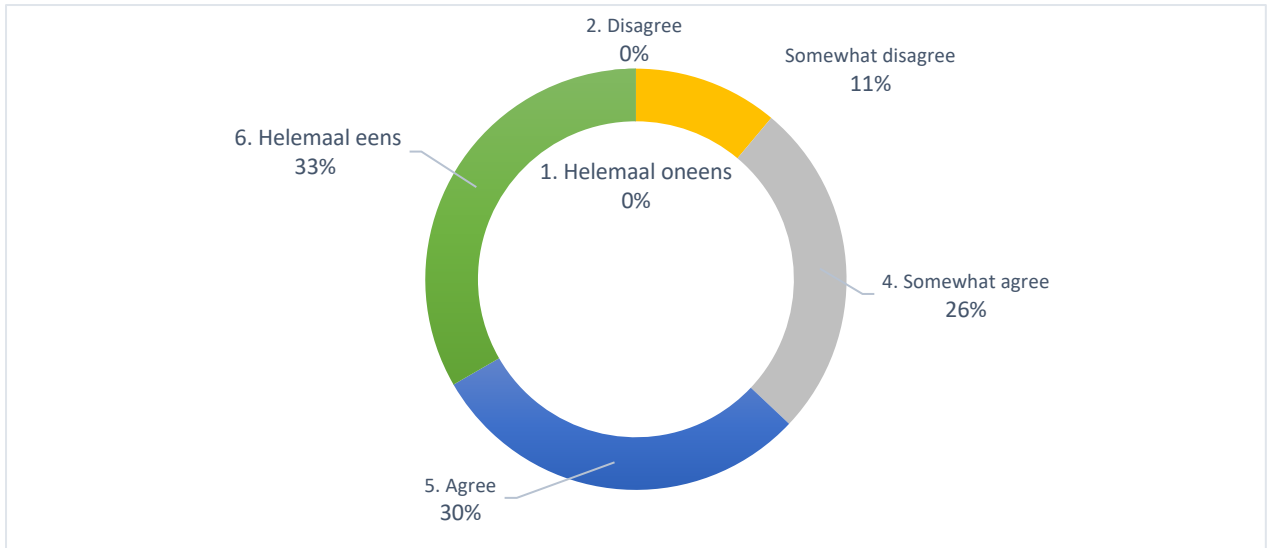
4.2 Infrabel has the responsibility to be inclusive for PWD because the workforce should be a representation of our society.

DUTCH:

FRENCH:

Donut chart:
- 2. Disagree 0%
- Somewhat disagree 7%
- 1. Totally Disagree 0%
- 4. Somewhat agree 30%
- 5. Agree 26%
- 6. Helemaal eens 37%
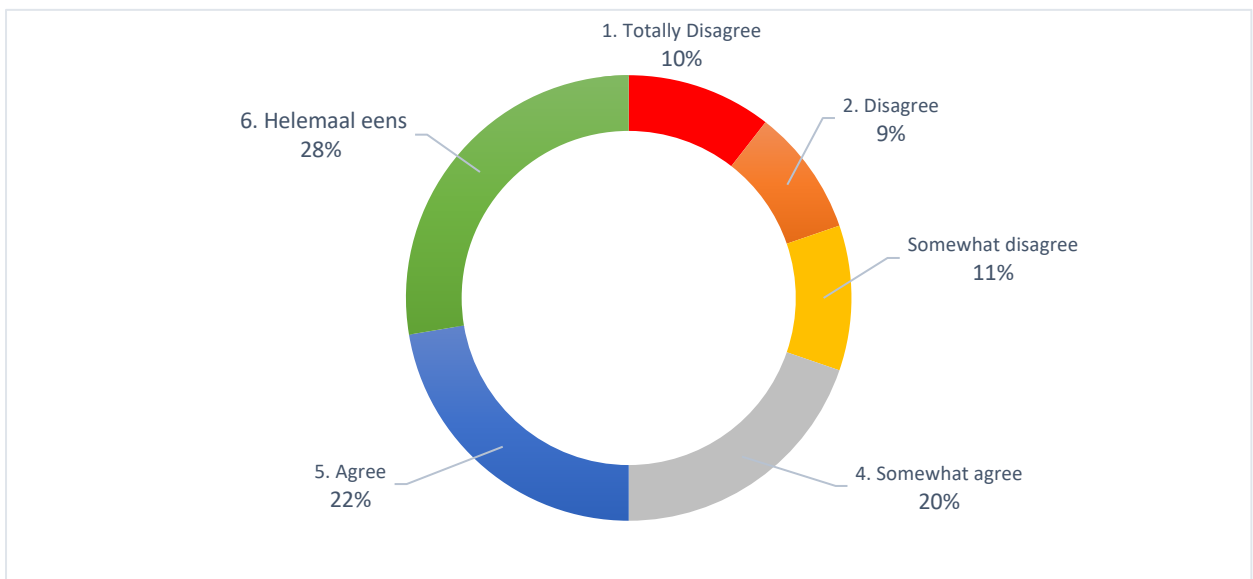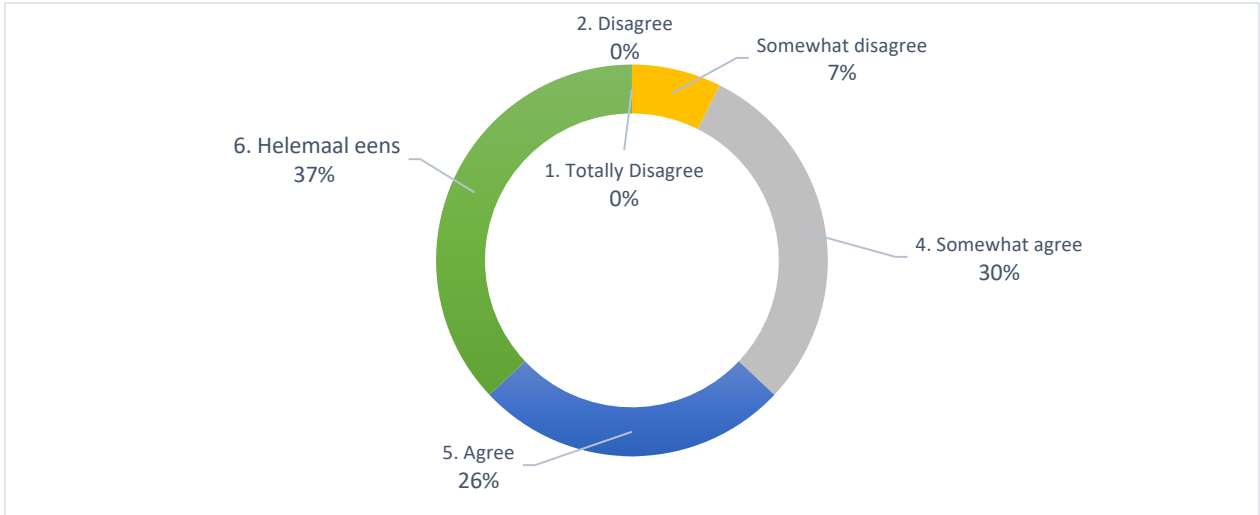
4.3 Infrabel has the responsibility to be inclusive in light of their Corporate Social.

DUTCH:

Donut chart:
- 1. Totally Disagree 4%
- 2. Disagree 3%
- Somewhat disagree 10%
- 4. Somewhat agree 24%
- 5. Agree 30%
- 6. Helemaal eens 29%

FRENCH:

1. Totally Disagree
4%

Somewhat disagree
11%

6. Helemaal eens
30%

2. Disagree
0%

4. Somewhat agree
22%
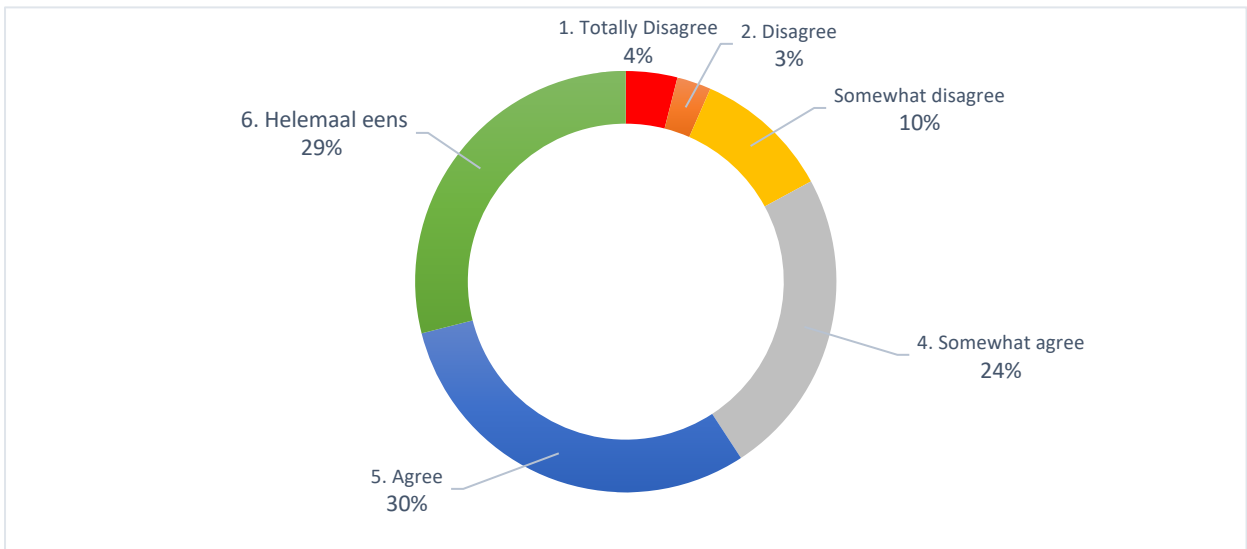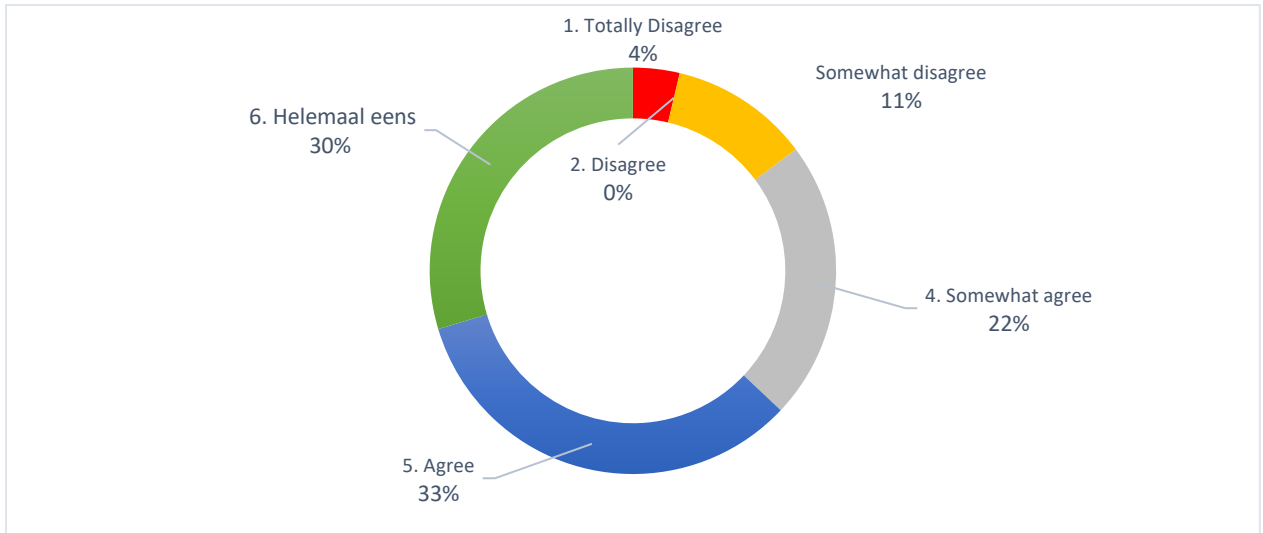
5. Agree
33%

4.4 Scarcity of talent does not allow us to exclude

DUTCH:

1. Totally Disagree
4%

2. Disagree
8%

6. Helemaal eens
29%

Somewhat disagree
10%

4. Somewhat agree
24%

5. Agree
25%

FRENCH:

1. Totally Disagree 4%
2. Disagree 4%
Somewhat disagree 15%
4. Somewhat agree 18%
5. Agree 29%
6. Helemaal eens 30%

4.5 Infrabel has the responsibility to integrate PWD:

DUTCH:

6. Helemaal eens 4%
5. Agree 13%
4. Somewhat agree 11%
3. Somewhat disagree 13%
1. Totally Disagree 26%
2. Disagree 33%
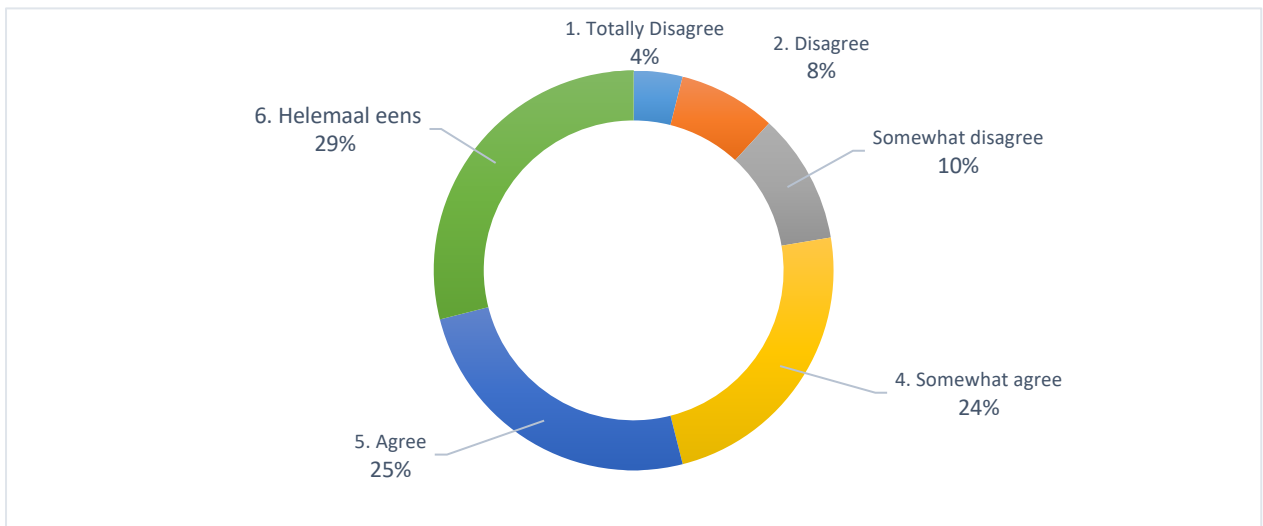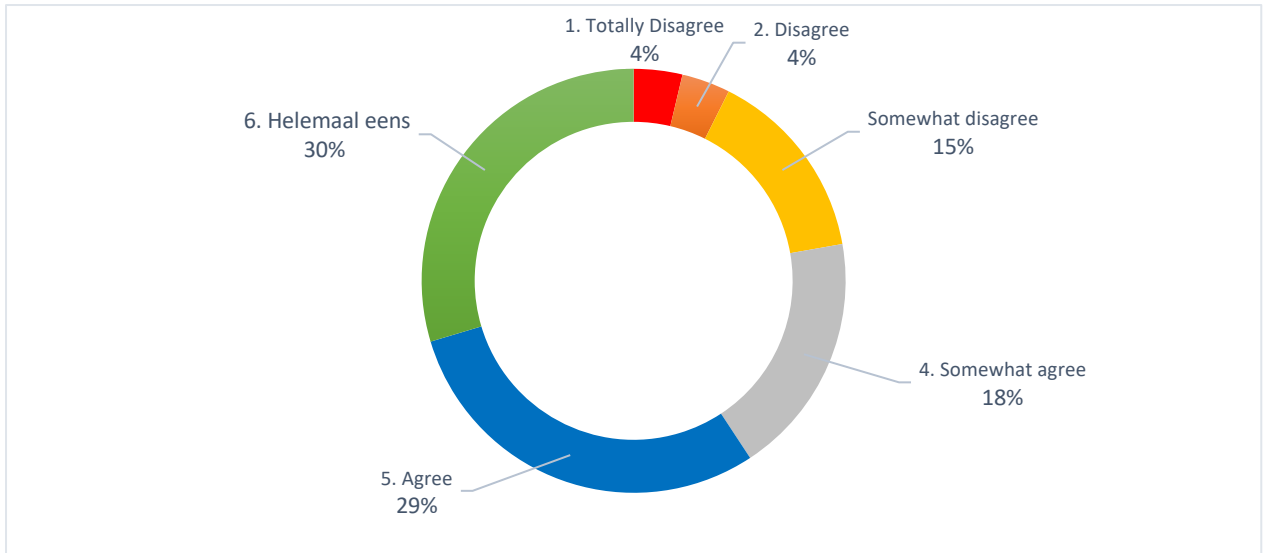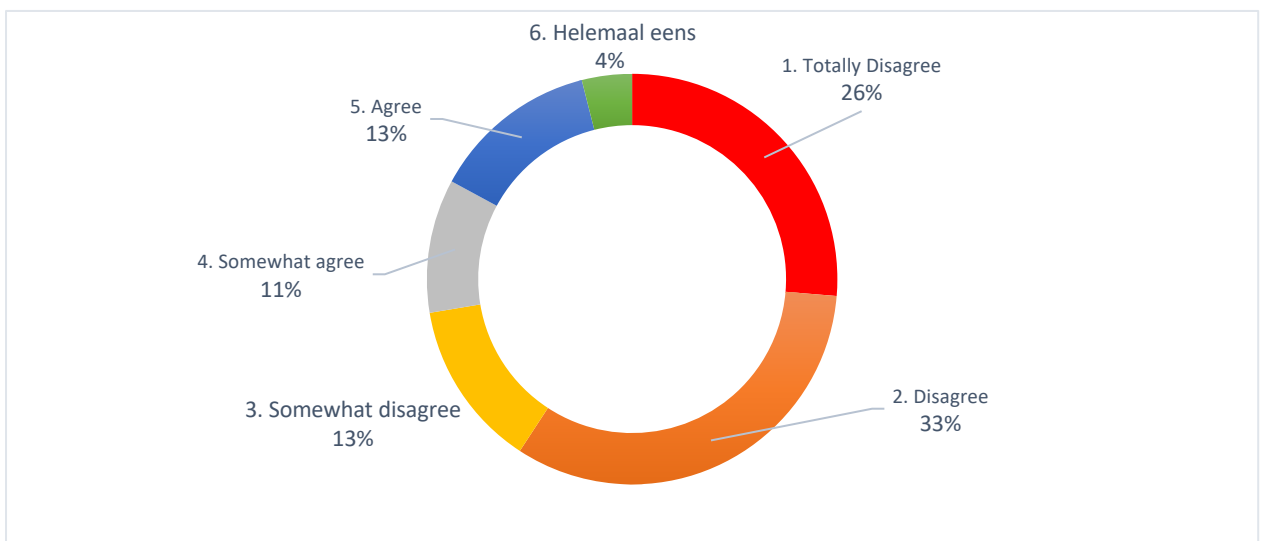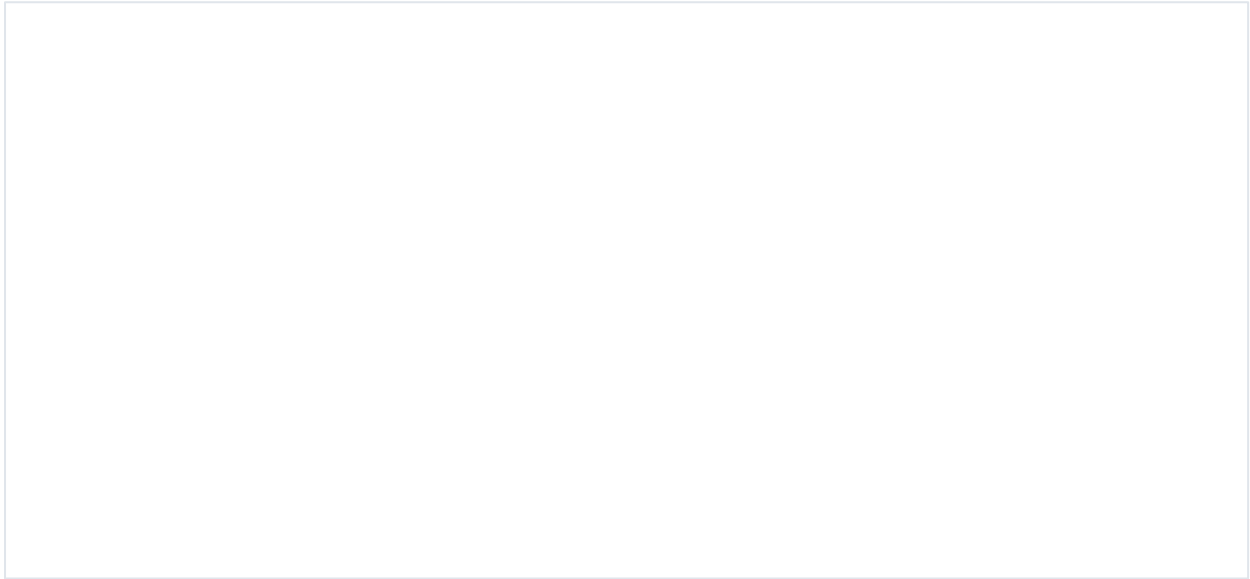
FRENCH:

4.6 Observations:

The majority of employees agree that Infrabel has the responsibility to be inclusive for PWD. From a CSR, the DUTCH-speaking colleagues think it is most important, with the Francophones employees giving more importance to be a representation of society.

The last and the first questions concern the same subject. For the question "Infrabel has the responsibility to be inclusive for PWD," only seven percent answered, "Totally Disagree" or "Disagree" for the DUTCH survey, but when the question is asked in negative, seventeen percent agree or totally agree. This may indicate Socially Desired answers. Social Desirability stands for showing behavior with which one wants to meet the wishes of the environment or what one thinks what the environment wants.

4.7 Indicate on a scale of 1 to 6 to what extent you think that Infrabel will be able to successfully integrate people with a disability.

DUTCH:
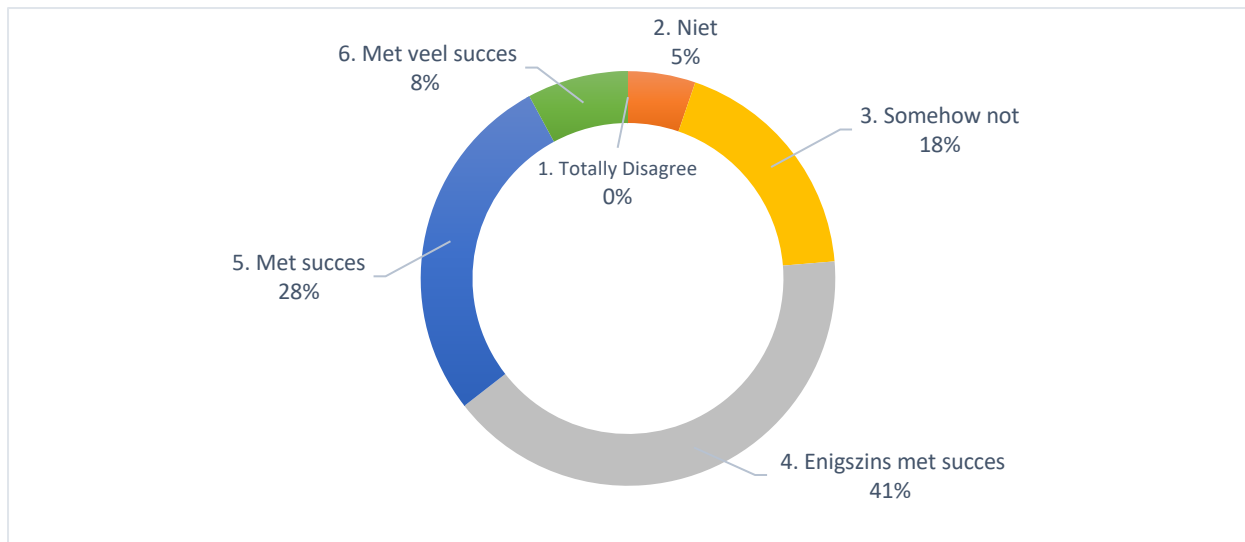
Licht toe:

1. **Not at all - NO ANSWERS**

2. **NOT:**
   a. One person indicated that this <u>depends on the disability</u>
   b. One person noted that there are many <u>heavy professions</u> and professions with an <u>important focus on attentiveness</u> at Infrabel, in which people must be able to respond quickly and quickly to unexpected events.

3. **Somewhat unsuccessful:**
   a. Three people felt that <u>safety requirements</u> would cause difficulties.
   b. Two people noted that the buildings <u>are not accessible</u> enough.
   c. One person indicated that there is a need for <u>a process</u> to integrate PWD

4. **Somewhat successfully:**
   a. Five people stressed that if the <u>right person is put in the right position</u>, the disability will not affect work.
   b. Two people indicated that the <u>lack of accessibility of the buildings</u> will cause conflicts.
   c. Two people indicated that <u>safety functions</u> would complicate the integration of PWD
   d. Two people felt that Infrabel is a <u>large organization with multiple functions</u> where PWD could be placed.

e. Two people indicated that the "goodwill" of <u>other colleagues would promote the integration of PWD</u>.

f. One person indicated that Infrabel can integrate a PWD on the condition that they are not part of the <u>necessary FTE model</u> but added to it.

g. One person indicated that <u>lack of clarity of organization, changes in team leads, changes in organization, and lack of information</u> can cause difficulties for the integration of PWD.

5. **Successfully:**

a. Three people noted that provided the <u>right adjustments, communication and guidance</u>, Infrabel will be able to integrate PWD successfully

b. One person pointed out the importance of placing the <u>right person in the right place</u>.

c. One person indicated that each person can <u>offer added value</u> whereby someone can offer a PWD different insights.

6. **Succesfully:**

a. Two people stressed the importance of recruiting people with and without disabilities with <u>appropriate professional skills</u>. If this is where the recruitment activities focus on, there will be no problem with the integration.

FRENCH:
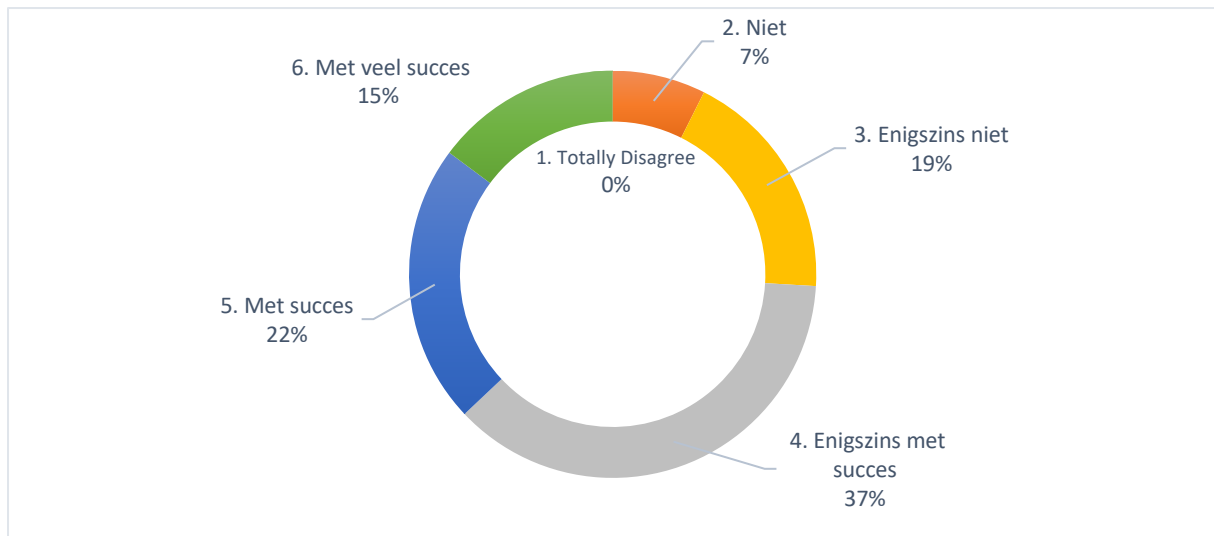
Explain:

1. **Not at all – NO ANSWERS**
2. **NOT:**
   a. One person indicated that this requires <u>too much investment</u>.
   b. One person described a previous experience in which the integration of a PWD had a negative <u>impact on productivity, absenteeism and team atmosphere.</u>
3. **Somewhat unsuccessfully:**
   a. Three people indicated that it is not possible within Infrabel because of <u>the type of functions.</u>
   b. One person gave this score due to <u>a lack of experience within Infrabel</u> to work with a PWD.
4. **Somewhat successfully:**
   a. Two people indicated that Infrabel strives to be the right example for other companies.
   b. One person indicated that Infrabel can make this possible by deploying the right resources such as adapted work and coaching of colleagues.
   c. One person indicated that Infrabel has a corporate culture where support and solidarity are central.
5. **Successfully:**
   a. Two people indicated that Infrabel is in sync with society and strives to integrate everyone based on his or her skills.
   b. Two people indicated that Infrabel is a large company with <u>different positions</u> with many options.
   c. One person indicated that it <u>depends on the workplace.</u>

6. Very successfully

    a. Two people indicated that the <u>positions and tasks</u> within Infrabel are so <u>diverse</u> that there are opportunities for everyone.

4.8 Indicate on a scale of 1 to 6 to what extent you think your team will be able to successfully integrate a person with a disability.

DUTCH:
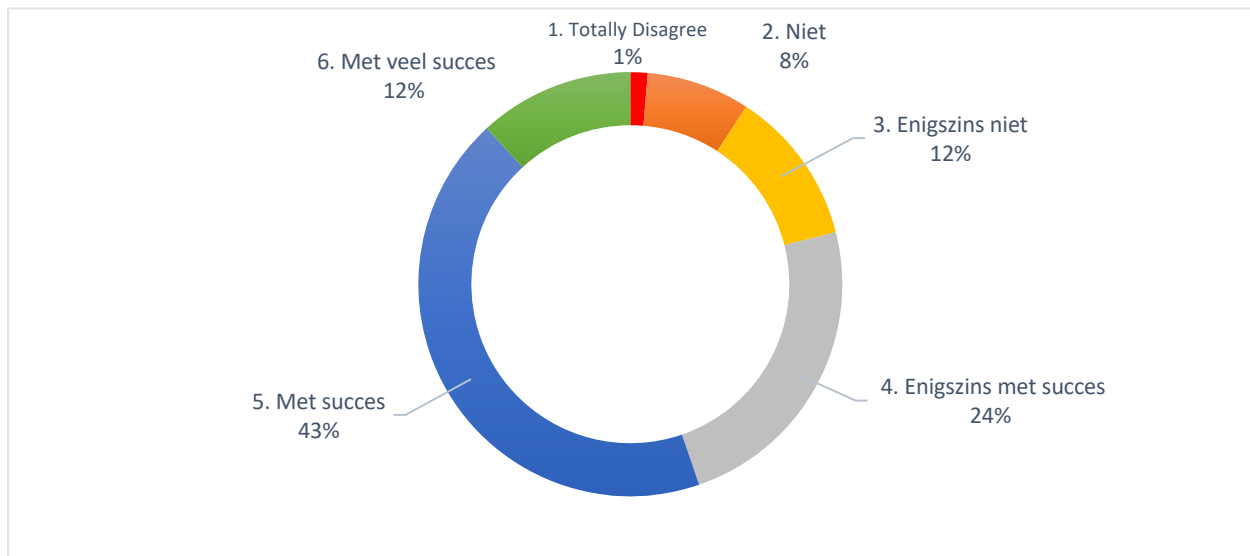
Explain:

    1. Not at all:

        a. One person indicated that the <u>safety positions</u> do not allow this.

    2. NOT:

        a. Two people indicated that the positions within Infrabel already demand a lot of people without a disability.

        b. One person indicated that there are employees with different grades who have very good friendships and also use these for their own interests. People who do not fit in or adjust to this will not be accepted, appreciated or promoted.

    3. Somewhat unsuccessfully:

a. Three people indicated that their colleagues are not open to this, due to a lack of knowledge of specific needs or additional commitment from the team members.

b. One person indicated that this requires organizational changes to go against the current vision of management.

4. **Somewhat successfully:**

a. One person pointed to the need for guidance for other employees.

b. One employee explained that this will depend on the extent to which the disability has an impact on the job.

5. **Successfully:**

a. Four people indicated that a positive mindset was present within the team that is open to diversity.

b. One person indicated that only accessibility should improve.

c. Two employees report that, if the right guidance for the direct colleagues is provided, the PWD would integrate perfectly into the team.

d. One person indicated that persons with a physical disability would be perfectly integrable, on the other hand, people with an intellectual disability and learning disability would be more difficult to integrate.

e. One person indicated that this would only be possible if this person is pleasant.

6. **Very successfully:**

a. Two people indicate that people with a physical disability will be able to integrate perfectly into an office environment.

b. One person reports that PWD can also have qualities that can be added value within the team.

FRENCH:
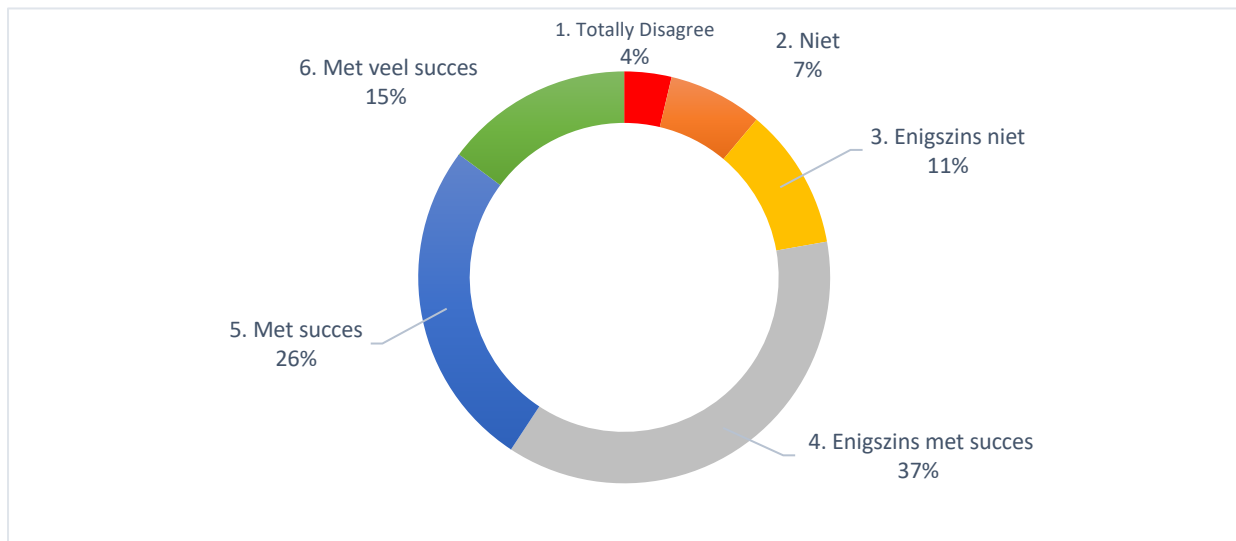
Explain:

1. **Not at all**
   a. One person responded that this would not be possible.

2. **Not:**
   a. One person indicated that they had tried this before and this had ended unsuccessfully due to a lack of guidance.
   b. Another person pointed to the difficulty due to the technical positions in the field.

3. **Somewhat not:**
   a. Two people cited the physically demanding work as a barrier to integration.
   b. One person indicated that this integration would not be possible for families due to the low intellectual level of some colleagues.

4. **Somewhat successfully:**
   a. Three people indicated that PWD can perfectly integrate into office work.
   b. One person reported that the colleagues within his or her team are open to others.
   c. Two people said that this depends on the type of restriction.

5. **With success:**
   a. Two people indicated that this integration would not be a problem with office work.

b. One person indicated that the colleagues are very empathetic and self-motivated in promoting integration.

　　c. One person reported that the way of communicating within the organization such as telephone or interviews can be an obstacle to the integration of PWD.

　　d. One person indicated that this would strengthen the team.

6. With much success:

　　a. Two people indicated this provided that the right information and knowledge for immediate colleagues can perfectly integrate PWD.

　　b. One person indicated that there is a lot of openness, collegiality and mutual help within Infrabel.

4.9 Indicate on a scale of 1 to 6 to what extent you see yourself working together with a person with a disability.

DUTCH:
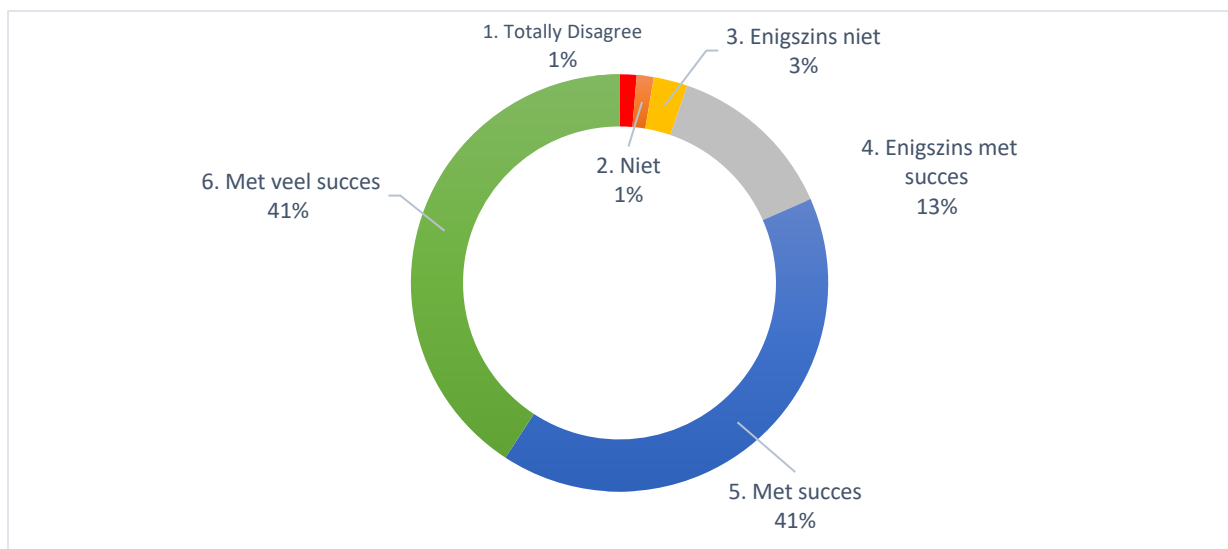
Explain:

1. Not at all:

　　a. One person said that this is not possible since Infrabel is an executive service where the work is already difficult enough.

2. NOT:

a. One person pointed out that this depends on the limitation.

3. **Somewhat not:**
   a. One person indicated that after long-term cooperation it will be difficult to support the person and that this will have an impact on the performance of his or her own position.
   b. One person indicated that this would depend on the disability.

4. **Somewhat successfully:**
   a. Two people expect a positive experience.
   b. One person stated that this would depend on the disability.
   c. One person indicated that collaboration would not be a problem, but the limitation would be.

5. **With success:**
   a. Seven people indicated that they see themselves cooperating with a PWD as they focus on abilities and not disabilities.
   b. Two people state that they are open to this but are aware of the importance of guidance and support.
   c. Two people see themselves working together with a PWD but see the lack of accessibility as a problem.
   d. Two people indicated that when the right person is recruited for the right position, the limitation would not affect collaboration.

6. **With much success:**
   a. Two people indicated that they should not be free from disabilities to be a good employee or a pleasant colleague and they see the person and not the disability.
   b. Two people said that this would not be a problem.
   c. One person reported that PWD often find more creative solutions and therefore need more PWD within Infrabel.
   d. One person pointed out that when a PWD can perform its position properly, there is no reason not to be able to work together.

FRENCH:
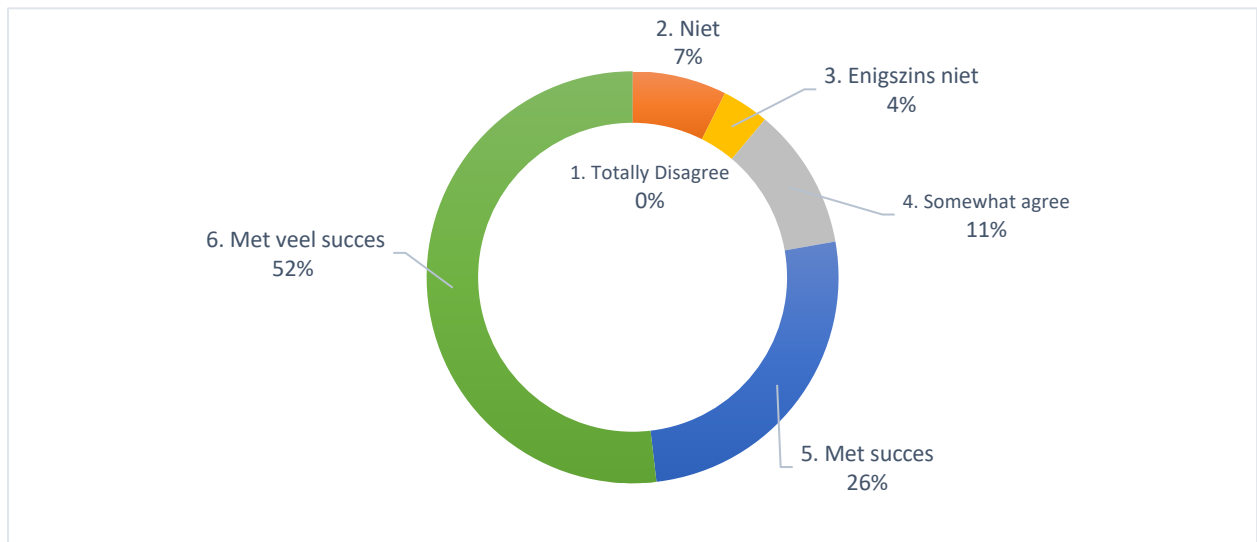
Explain:

1. **Not at all – NO ANSWERS**

2. **Not:**
   a. One person indicated that they had tried before but that it was not possible due to a lack of time.
   b. One person answered that the position does not allow it.

3. **Somewhat not:**
   a. One person indicated that the position is physically overweight.

4. **Somewhat successfully:**
   a. One person indicated that this is dependent on the "disease" but cannot be taken for granted.
   b. One person stated that this would be possible for office work.

5. **With success:**
   a. Two people described that they would experience this as positive.
   b. One person indicated that this is perfectly possible when this person performs administrative tasks.

c. One person pointed out that he or she would have more difficulties in contacting a person with an intellectual disability.

6. **With much success:**
   a. Three people indicate that this should be normal.
   b. Two people indicate that it must be perfectly possible for administrative positions.
   c. One person responded that it would be an enriching experience.
   d. One person reported that it is only about adaptation.

7. Barriers for the integration of PWD.

5.1 Financial costs that are higher than for people without restriction.

DUTCH:
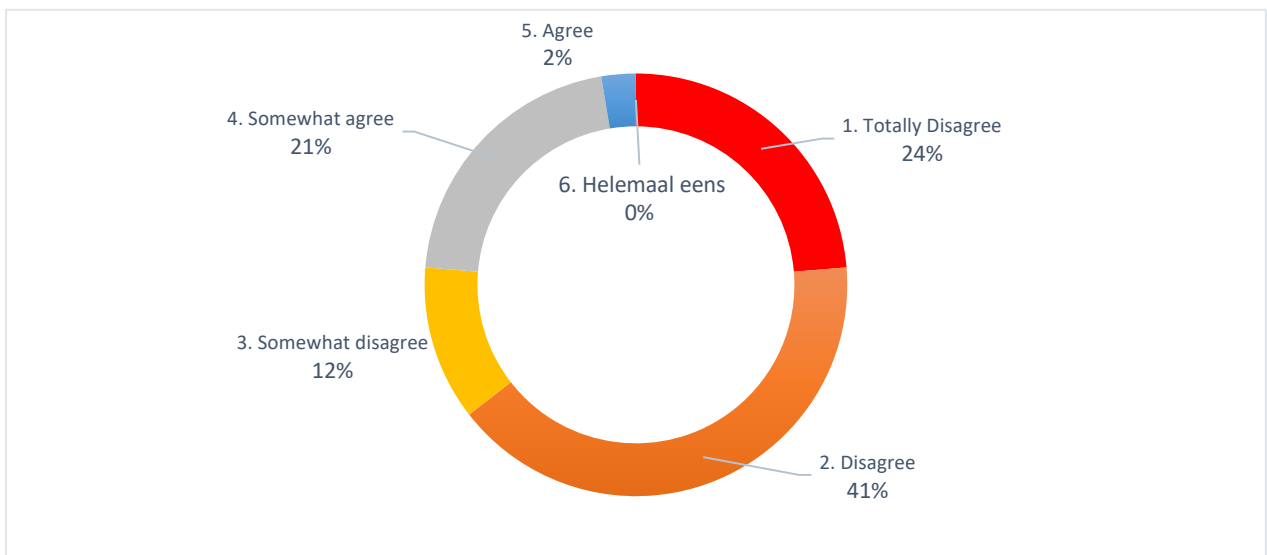
FRENCH:
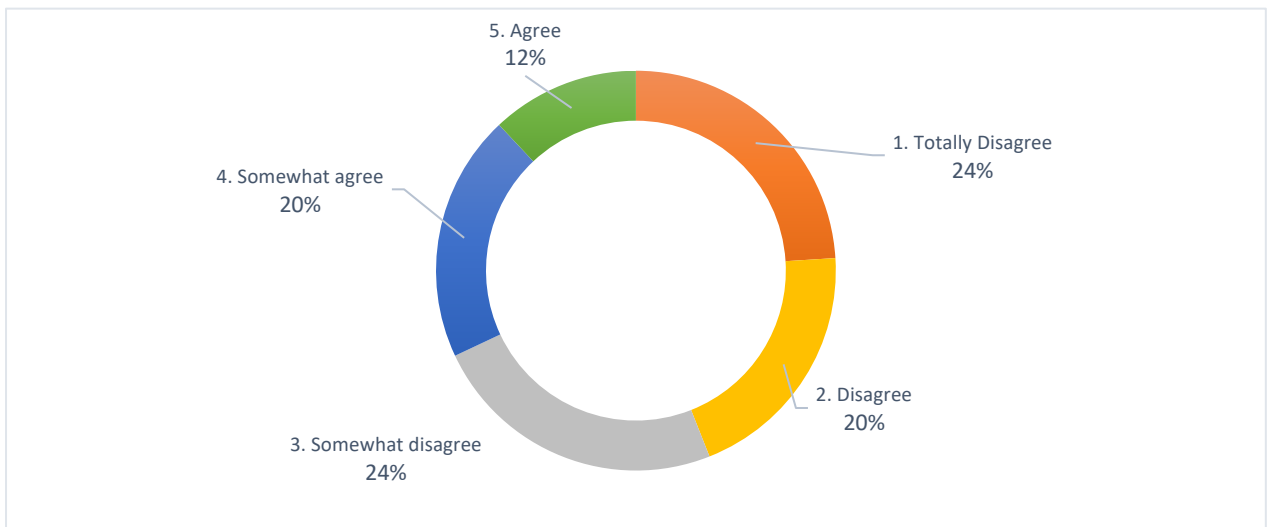
5.2 There are no positions that are suitable for PWD.

DUTCH:

6. Helemaal eens 7%
5. Agree 9%
4. Somewhat agree 8%
3. Somewhat disagree 9%
2. Disagree 29%
1. Totally Disagree 38%

FRENCH:

5. Agree 8%
6. Helemaal eens 0%
4. Somewhat agree 22%
3. Somewhat disagree 11%
2. Disagree 26%
1. Totally Disagree 33%
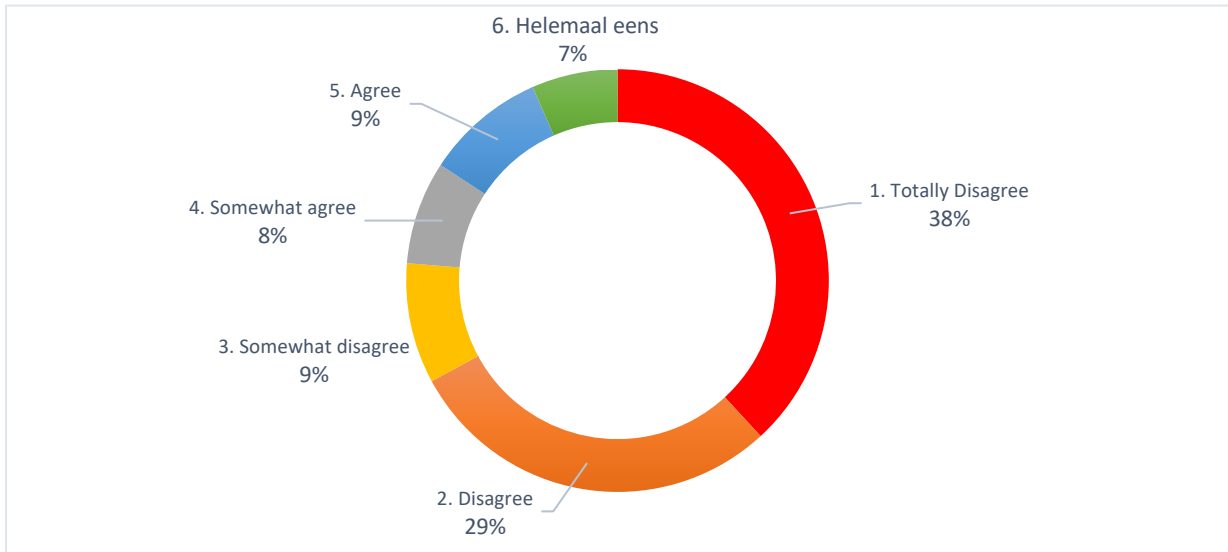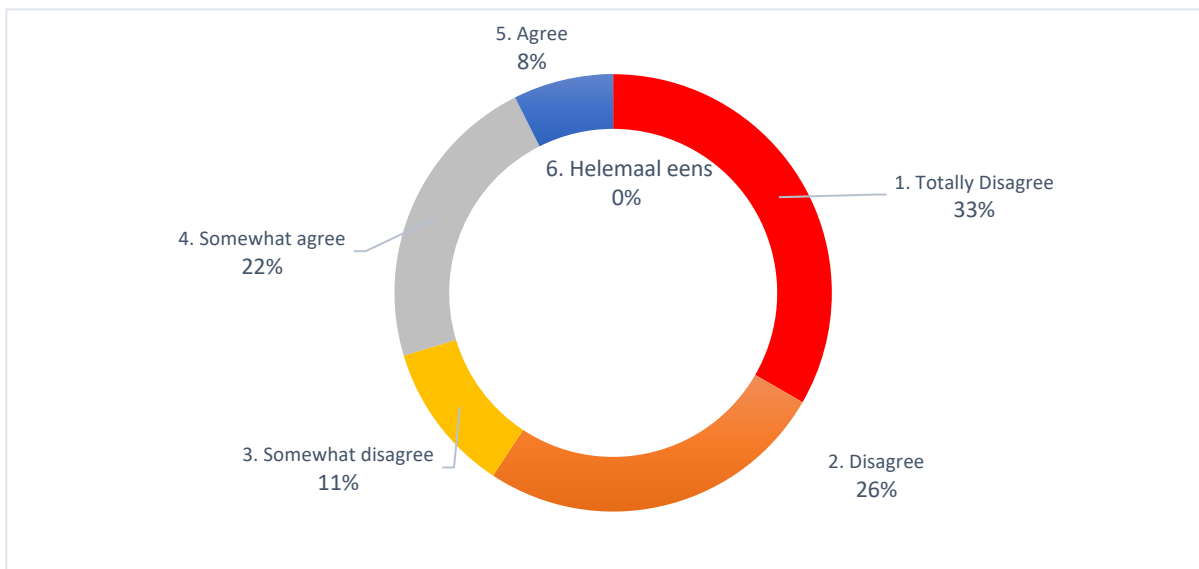
5.3 Extra time is needed for recruitment and start-up.

DUTCH:

6. Helemaal eens 1%
5. Agree 12%
1. Totally Disagree 20%
4. Somewhat agree 11%
2. Disagree 30%
3. Somewhat disagree 26%

FRENCH:

6. Helemaal eens 4%
5. Agree 15%
1. Totally Disagree 26%
4. Somewhat agree 7%
2. Disagree 18%
3. Somewhat disagree 30%
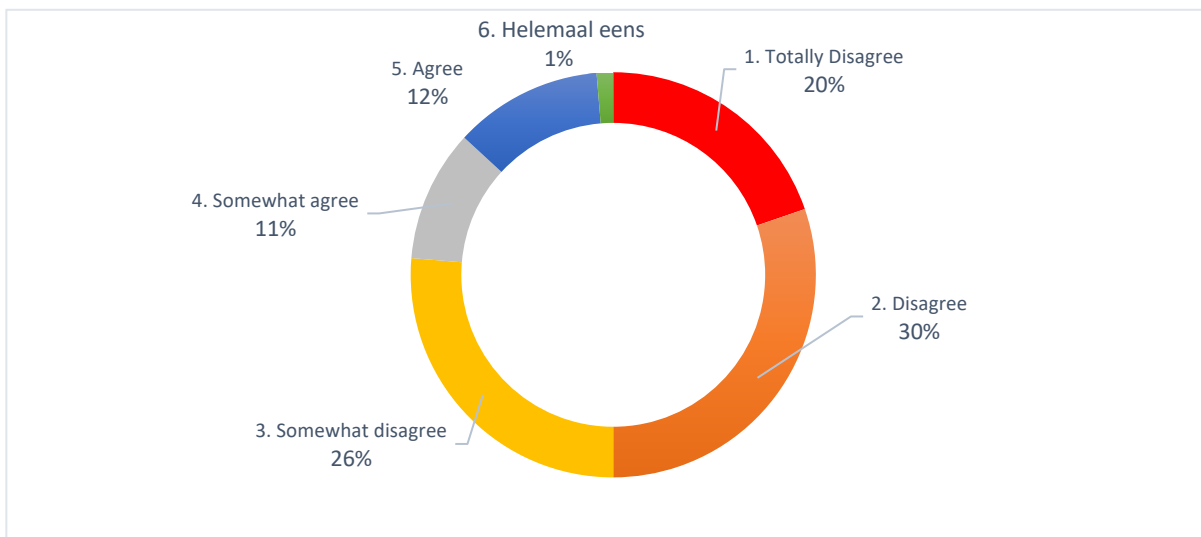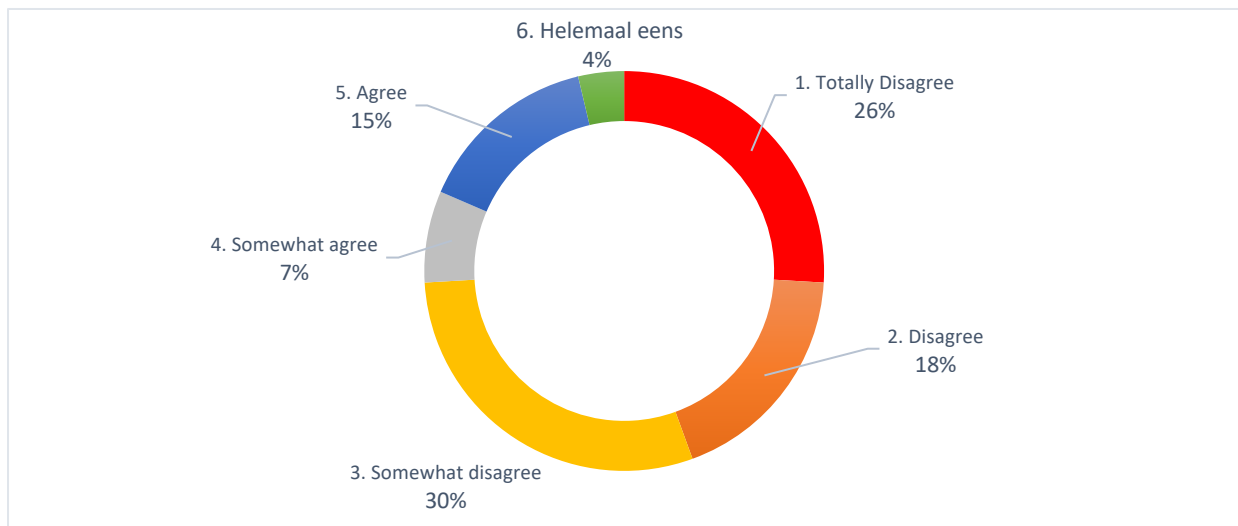
5.4 People with disabilities are less employable.

DUTCH:
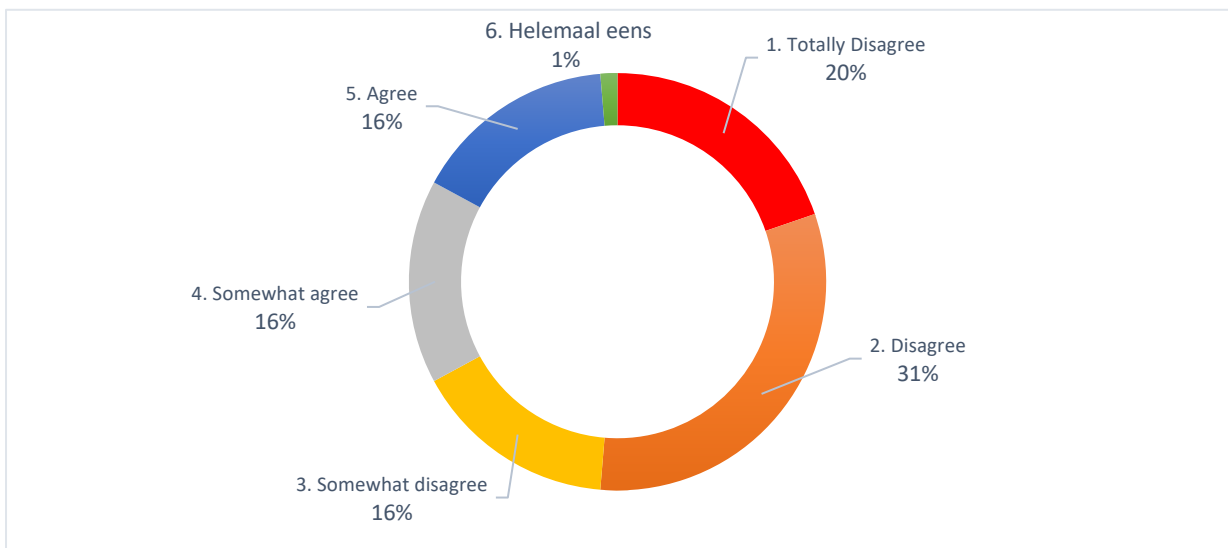
FRENCH:
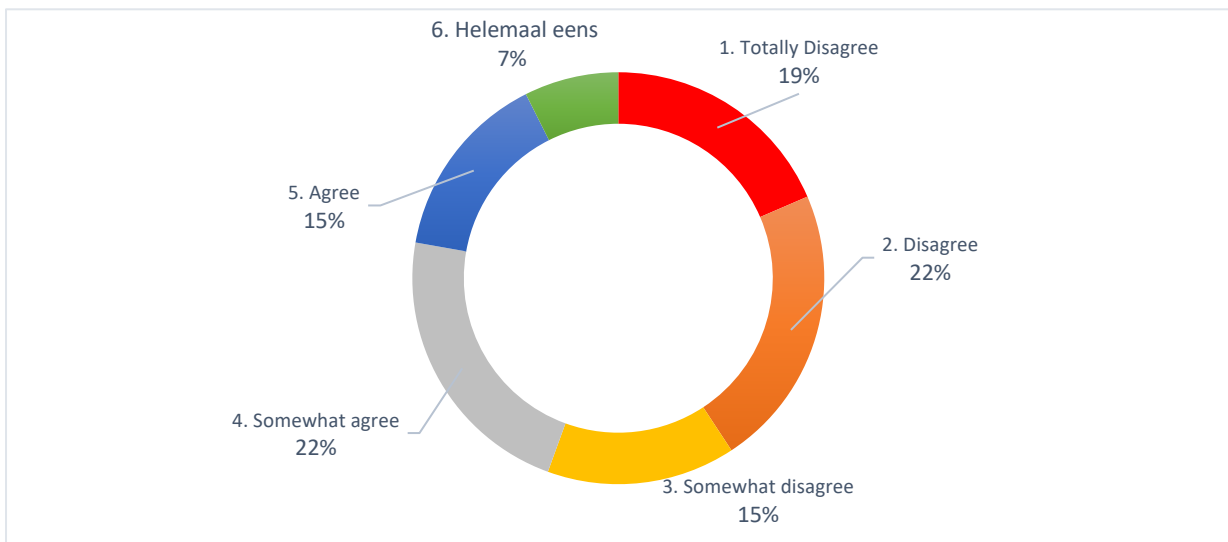
7.5 Employees are discriminating against PWD.

DUTCH:
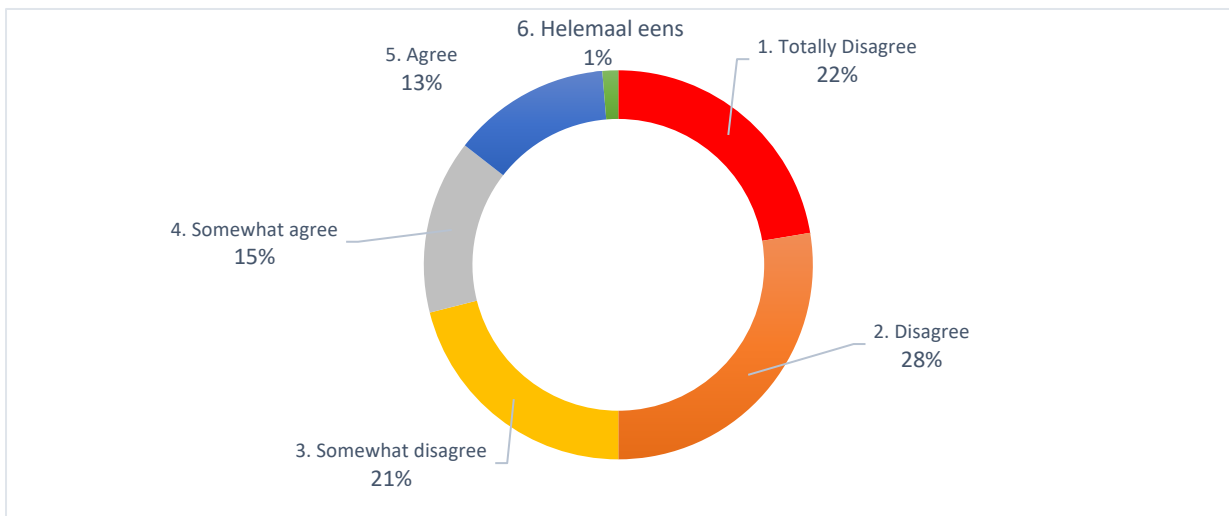
FRENCH:
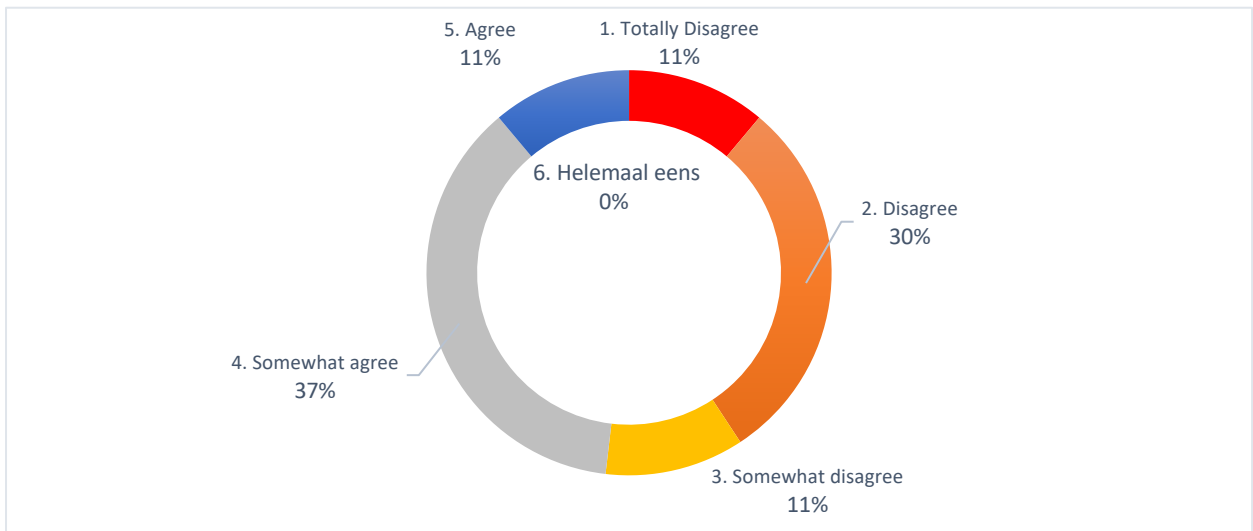
5.6 Employees lack the appropriate knowledge to deal with PWD.

DUTCH:
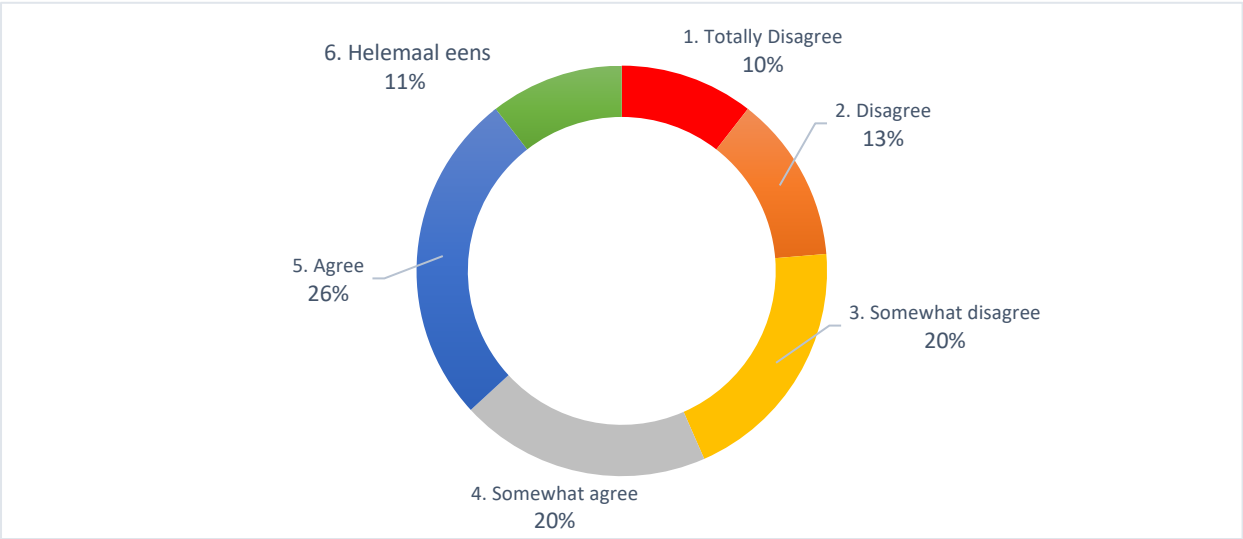
FRENCH:
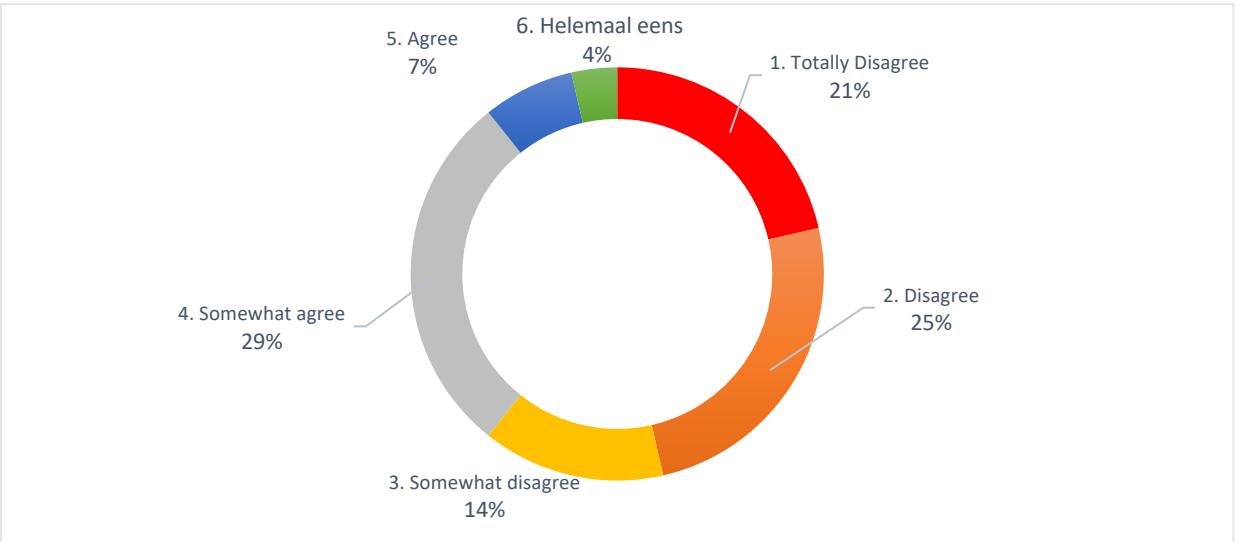
5.7 Employees feel uncomfortable around people with disabilities.

DUTCH:
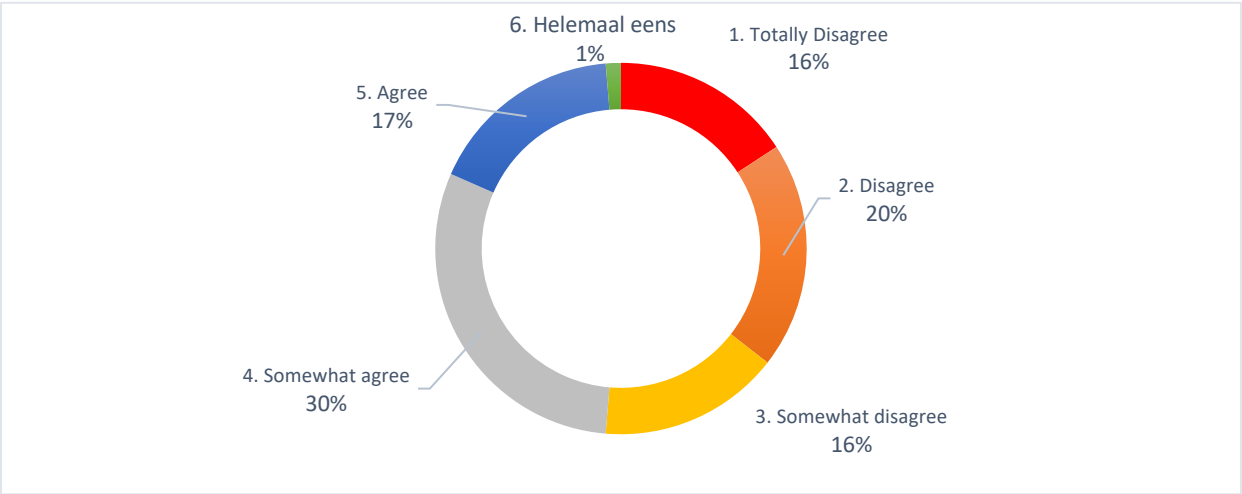
FRENCH:
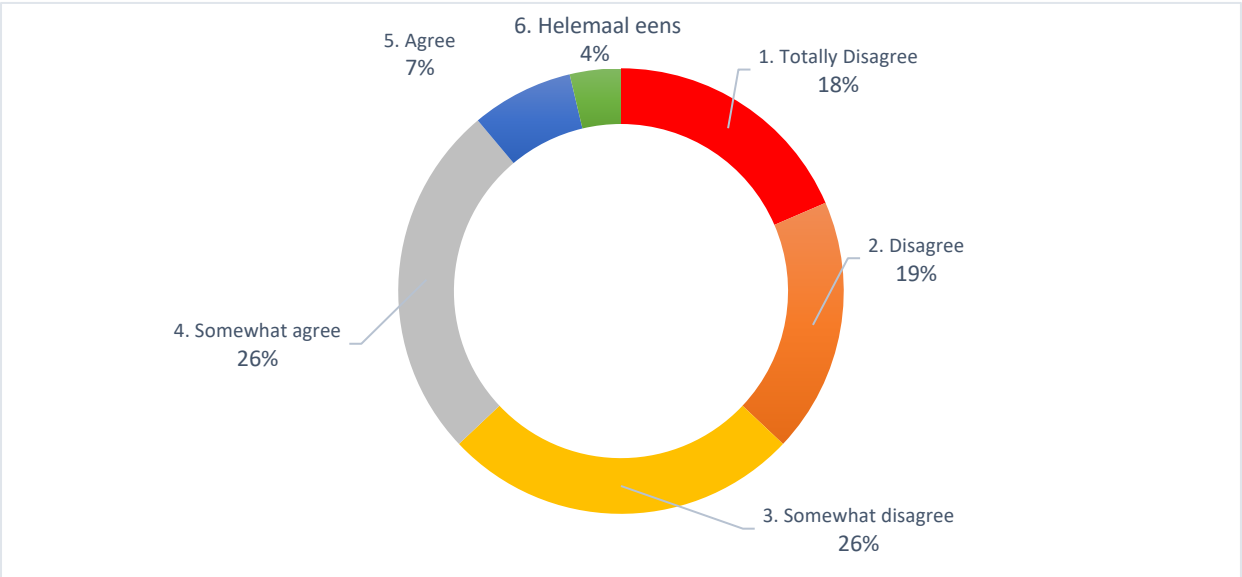
5.8 Employees have insufficient knowledge and guidance regarding the recruitment and supervision of PWD.

DUTCH:
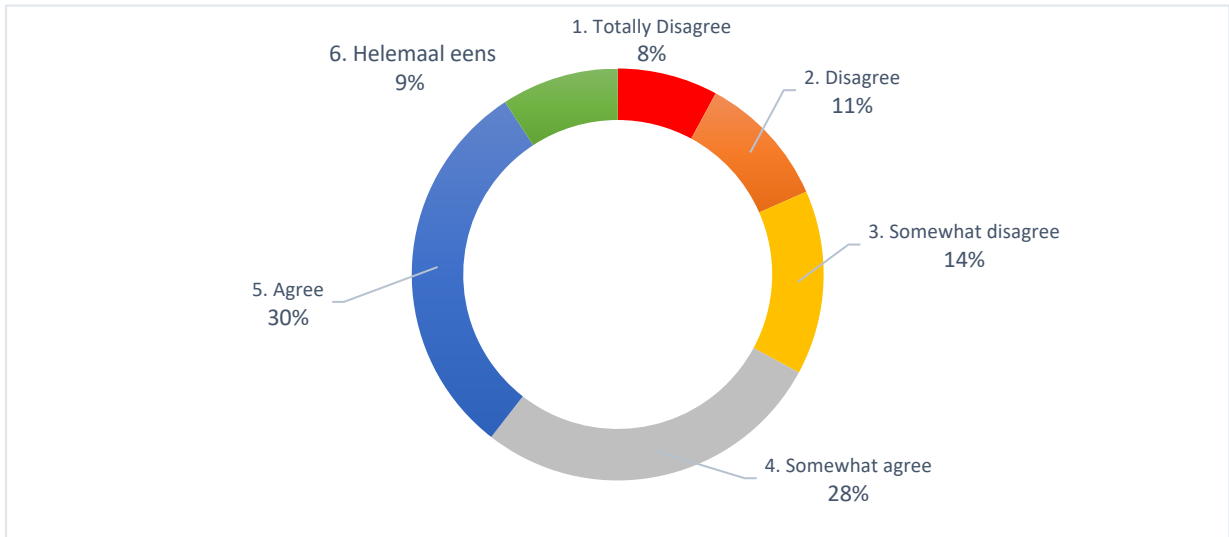
FRENCH:
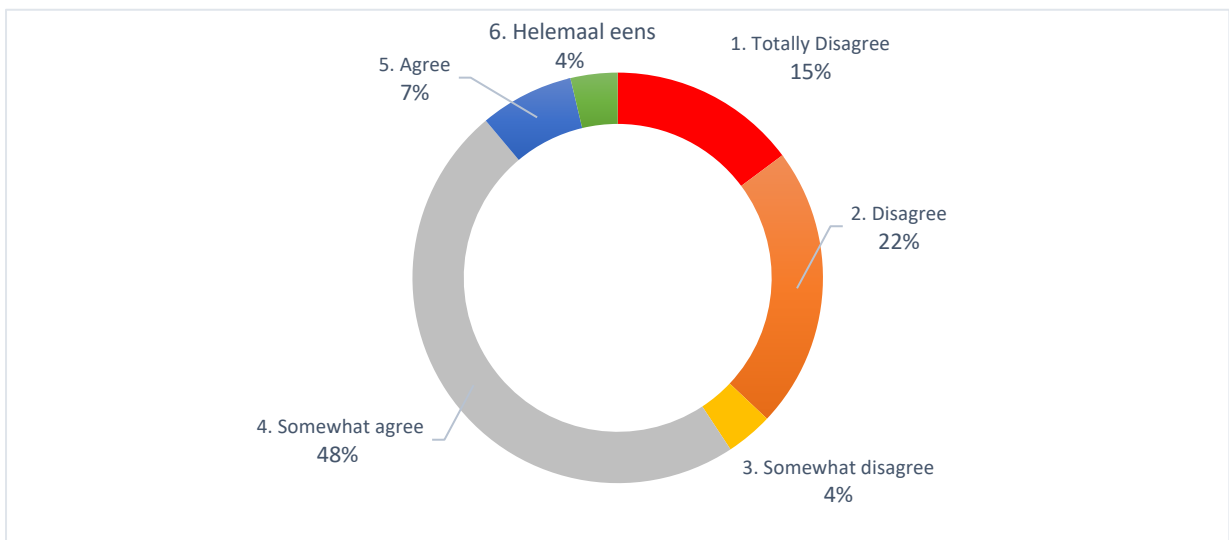
5.9 Observations.

In comparison with the literature, Infrabel employees are more aware of the stereotypes regarding PWD. The high score for "Totally disagree" on the statement: "*There are no positions suitable for PWD*" is striking for both languages, as this was mentioned several

times in the remark. The high score for insufficient knowledge and guidance is in line with the data from the qualitative analysis.

8. Drivers for change.

6. 1 Indicate which aspects are necessary for the integration of PWD.

DUTCH:
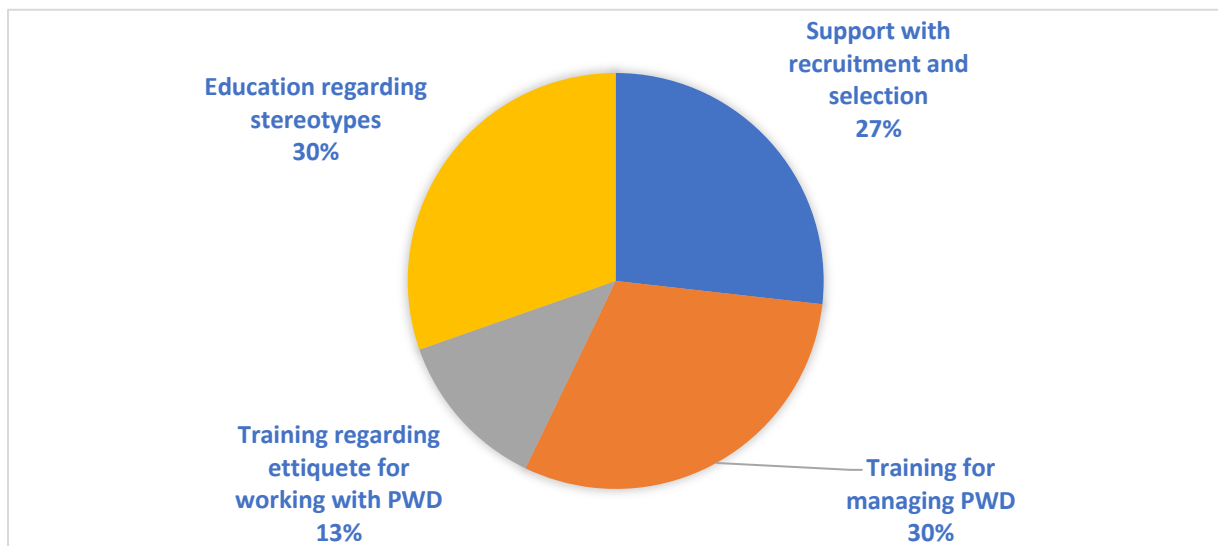
Additional comments:

- Just the right person in the right place; then little adjustment is needed.
- Support: which weaknesses can we compensate?
- Central point of contact for guidance.
- General training of employees in function of the disability.
- Analysis of positions and activities.
- Better organization during the first working day / week. Ensure that everything (work equipment etc.) is in order as soon as this person starts working.
- Adjusting the workplace.
- Raising awareness among employees that working with people with disabilities is also an added value for the company, for society, but especially for themselves.
- Listen carefully to the person in question. Allow a level of open communication, also with the team.

FRENCH:
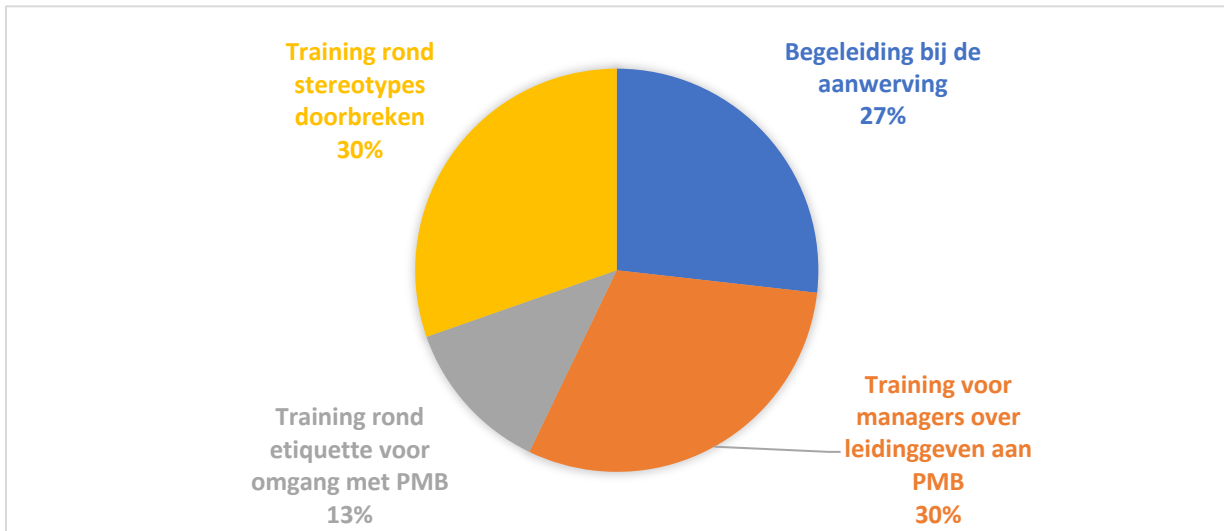
Additional comments:

- Assistance with the follow-up of work adaptation at the workplace.
- Flexibility in regulations.
- Everyone is responsible for their behavior and the integration of other people. The company can help, but it comes down to each individual acting towards integration, understanding and guidance.
- Organize workplaces in the right way, transport and others, and protect PWDs in the right way against intimidation by colleagues.

6.2 If I have an intellectual disability due to an accident tomorrow, will I still be able to perform my current job?

DUTCH:

Yes: 5

- Two indicated that this would <u>depend on the disability.</u>
- Two employees responded that <u>with support from a supervisor and colleagues</u> and a division of tasks, this would be possible

- One person stated that within his or her service it would be possible due to a reasonable speed of work required.

No: 71
- Thirty employees indicated that this would not be possible due to the <u>thinking, concentration and speed of decision making</u> that the position requires.
- Sixteen people pointed out that an intellectual disability would compromise safety.
- Seven people indicated that this <u>depends on the intellectual disability.</u>
- Five employees said that this is not possible as they have a<u> managerial position.</u>
- Four employees indicated that this is not possible, as their position requires that they are <u>strong in communication</u>.
- Two people specifically referred to the fact that it is not possible since Infrabel does not have positions where <u>only manual labor is required</u>.
- One person reported that <u>the company would not accept this</u>.

FRENCH:

Yes: 4
- One person indicated that this was possible because <u>several people constantly monitor the work.</u>
- Two people answered that the <u>term "intellectual disability" was too broad</u> to answer the question.
- One person answered yes because this person has a disability.

No: 24
- Thirty employees indicated that this would not be possible due to the <u>thinking, concentration and speed of decision making</u> that the position requires.
- Seven people indicated that this would not be possible since they fulfill a <u>safety position.</u>
- One person reported that this would <u>depend on the disability</u>.

6.3 If I have a visual impairment due to an accident tomorrow, will I still be able to perform my current job?

DUTCH:

Yes: 26

- Seventeen people indicated that <u>when they would be provided reasonable adjustments and technologies</u> that support computer use, they could still perform their position.
- Two people indicated that the <u>managers and colleagues</u> would provide <u>support</u>.
- One person indicated that this would be possible, but he or she doubted whether the organization would be <u>sufficiently flexible</u> to implement creative and deviating proposals from the regulatory framework.

No: 50

- Thirteen people indicated that this is not possible since they <u>work with the computer.</u>
- Thirteen people indicated that this will not be possible because the <u>position is visually oriented</u>, such as drawing, designing, reading EBP images and SSP plans.
- Nine people indicated that this would not be possible <u>due to safety rules</u>.
- Three people report that it is not possible since they will no longer be able to read and use public transport.

FRENCH:

Yes: 5

- Four people indicated that <u>with reasonable adjustments and technologies</u> that support computer use, they could still perform their position.
- One person indicated that this would be possible if it is not about <u>complete blindness</u>.

No: 21

- Eight people indicated that this is not possible due to <u>the nature of the work</u>; such as using tools, job site monitoring, and conducting face-to-face-interviews.
- Five people report that this would not be possible since they work with a computer every day.
- Two people indicated that their <u>safety position</u> would not allow this.

6.4 If I have a physical impairment due to an accident tomorrow, will I still be able to perform my current job?

DUTCH:

Yes: 56

- Twelve people indicated that a physical impairment <u>would not influence</u> the performance of the position.
- Twenty people report that this is possible <u>with reasonable adjustment</u>.
- Four people indicated that this would be possible if a <u>new division</u> of the position was made.
- Two people indicated that this would be possible <u>with support from colleagues for certain tasks.</u>
- Three people indicated that this would be possible if the <u>building became more accessible</u>, such as changing the toilets.

No: 20

- Four people indicated that <u>the building was not accessible</u>.
- Three people indicated that this would not be possible since they <u>often have to move</u> and get to the worksite.
- Three people indicated that this would not be possible as they work in a <u>safety position</u>.
- Two people indicated that it will not be possible since they <u>work with a computer</u>.
- One person reported that this would be impossible since they have to solve <u>complex problems.</u>

FRENCH:

Yes: 17

- Six people answered that this <u>will not affect the position</u>.
- Five people indicated that this would be possible if the <u>environment became more accessible,</u> such as the placement of a ramp at the entrance.
- Two people responded that this is perfectly possible with <u>reasonable adjustments</u>.
- One person indicated that it is possible since the building is already accessible.

No: 10

- Seven people report that this would not be possible due to the <u>relocation required</u> for their position.

6.5 If I have a chronic illness such as diabetes or chronic fatigue syndrome tomorrow due to a result of an accident, will I still be able to perform my current job?

DUTCH:

Yes: 60

- Twenty-six people report that this would <u>not affect</u> their work.
- Eight people responded that this would be possible with <u>reasonable adjustments.</u>
- Seven people indicated that this would be possible if an <u>adjustment of the work schedule or tasks</u> were made.
- Six people report that this <u>depends on the disability</u> whereby they do not expect work to be affected by diabetes, but they do with CFS.

No: 16

- Two people indicated that this is not possible due to <u>safety rules.</u>
- Eight people indicated that this is not possible due to <u>their safety position.</u>
- One person answered that it seems <u>possible with Diabetes, but not for CFS</u>.
- One person reports that his or her position is already <u>too burdensome</u> without a disability.

FRENCH:

Yes: 24

- Nine people indicated that this is possible if <u>the work schedule is adjusted</u>.
- Four people responded that this <u>depends on the severity of the disability</u>.
- One person indicated that this would be perfectly possible as the position <u>does not involve physical work</u>.
- One person responded that it entails a <u>risk of decrease in productivity.</u>

No: 3

- One person indicated that this would have an impact on <u>safety</u>.
- One employer replied that "<u>sleeping for a long time is not appropriate at work</u>".
- One person reported that he or she <u>is already very exhausted</u> at work, which would make impossible for people with CFS.

9. Stereotypes against PWD.

7.1 The start of a new position will require more time and resources for PWD than for an employee without a disability.
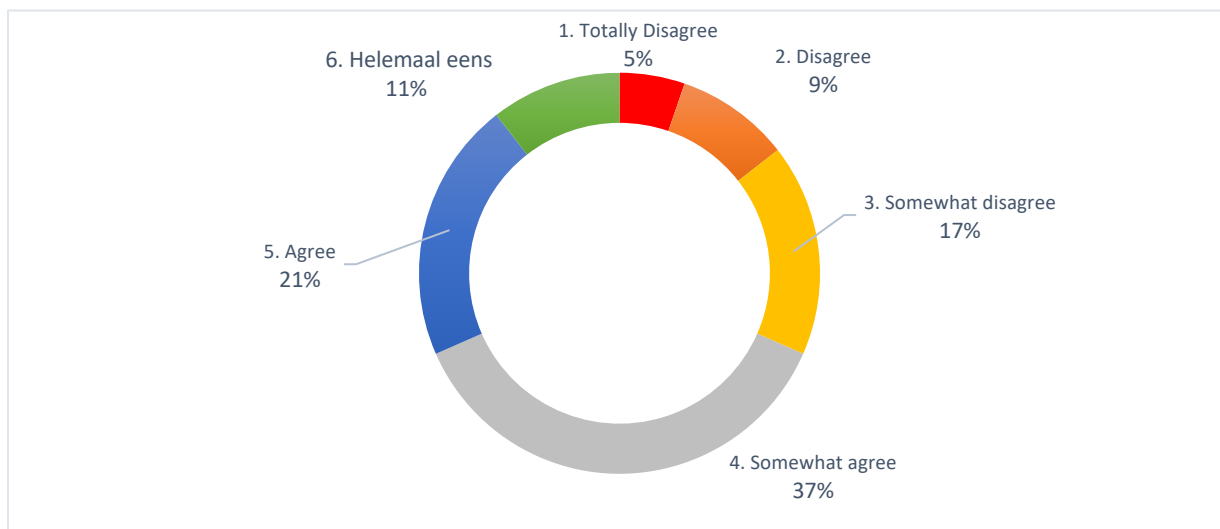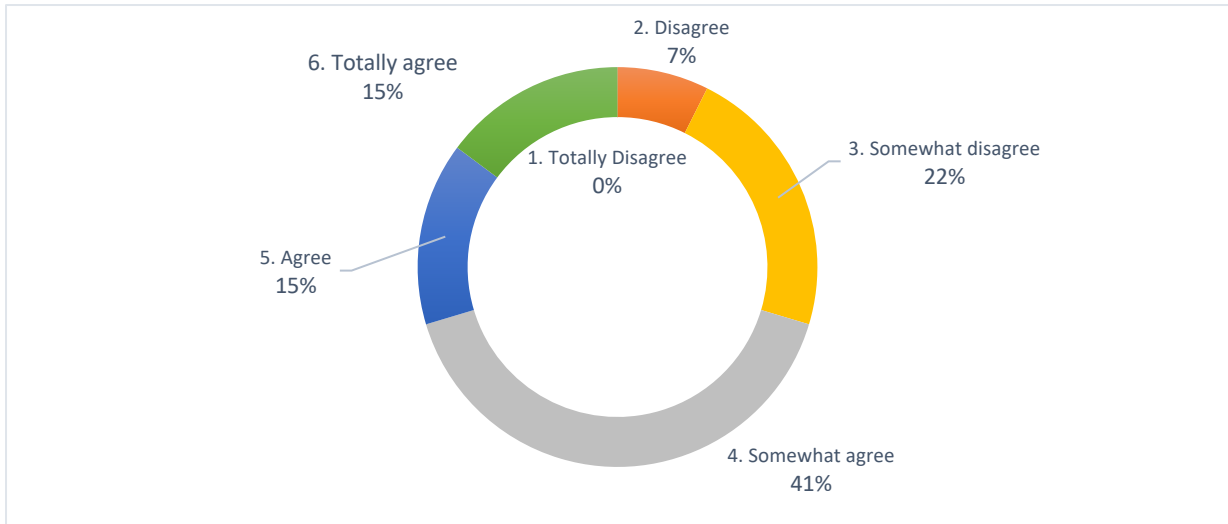
DUTCH:

FRENCH:

7.2 When recruiting a PWD, a larger financial cost will be required than with an employee without a disability.
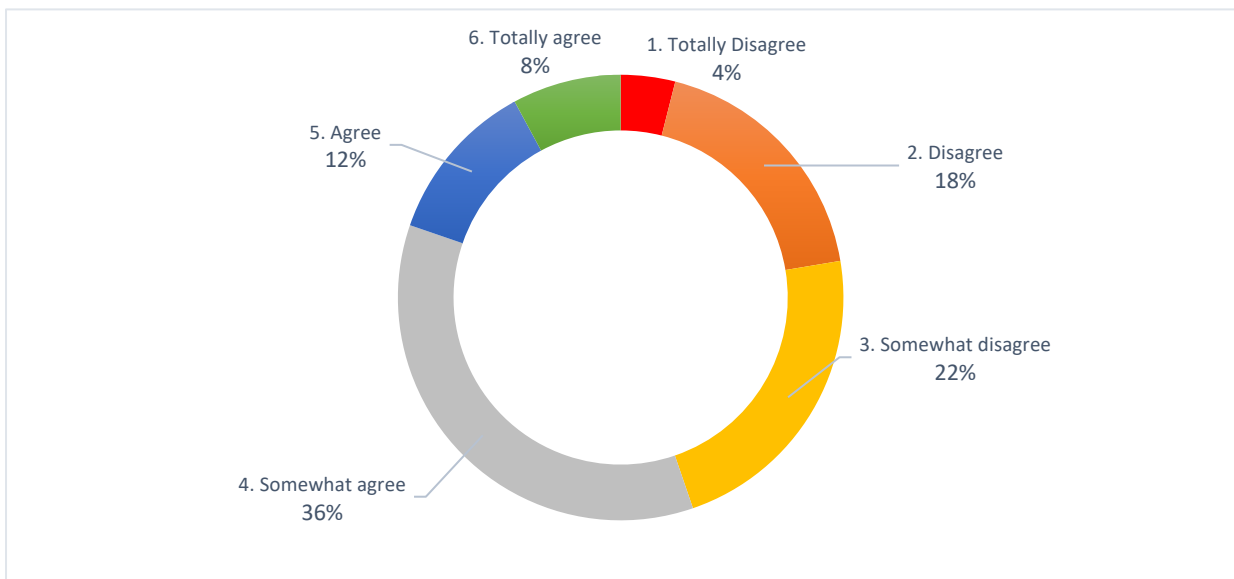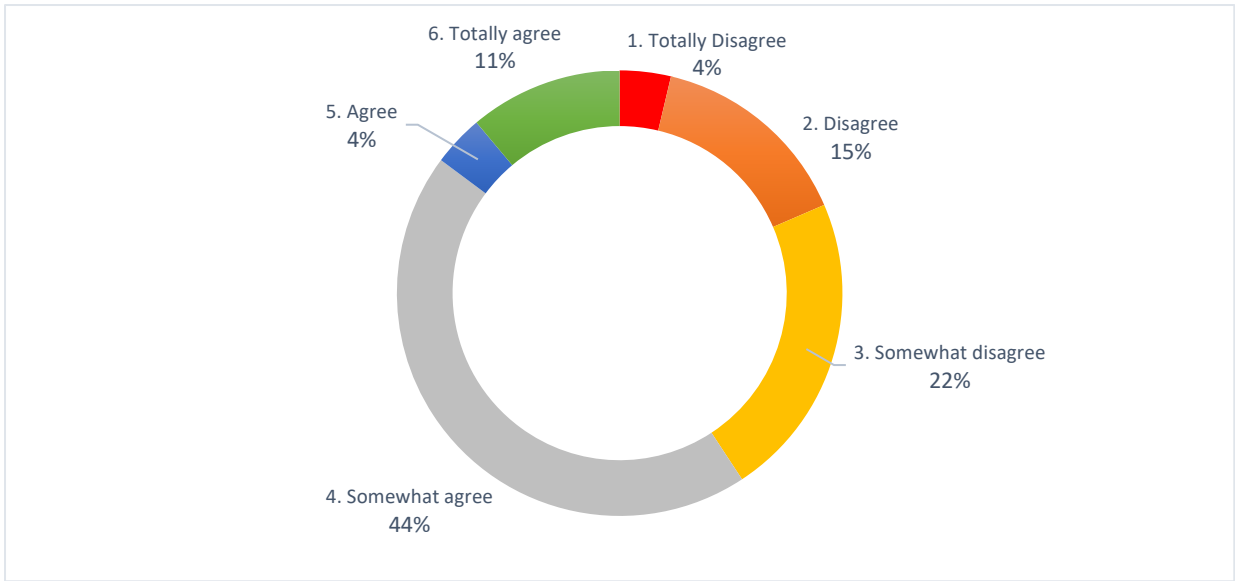
DUTCH:

FRENCH:

7.3 Problem solving together with a PWD, will lead to more creative and innovative solutions.

DUTCH:
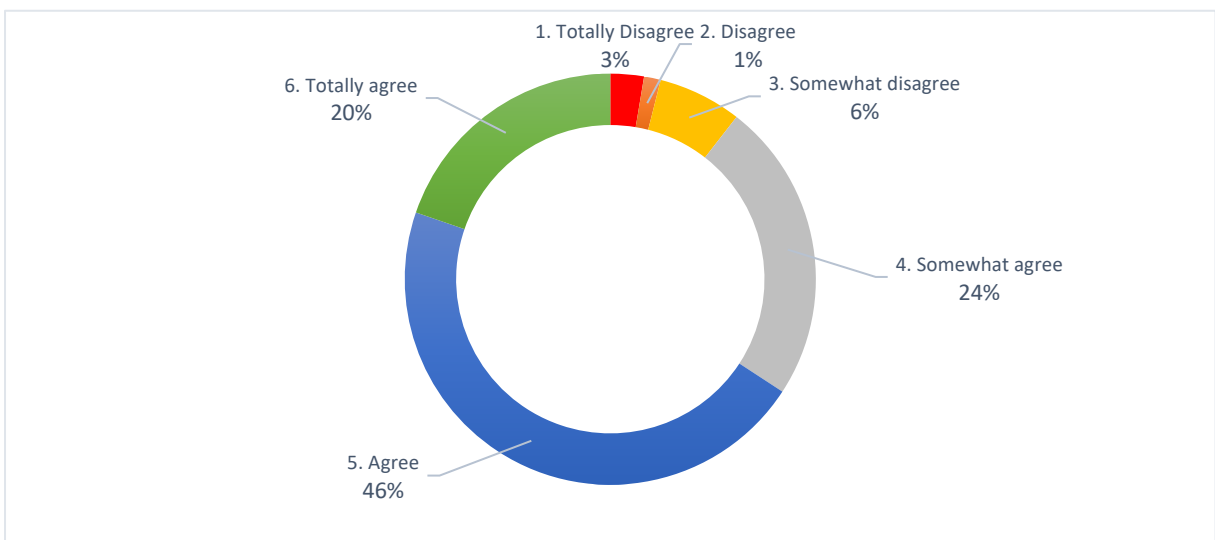
FRENCH:
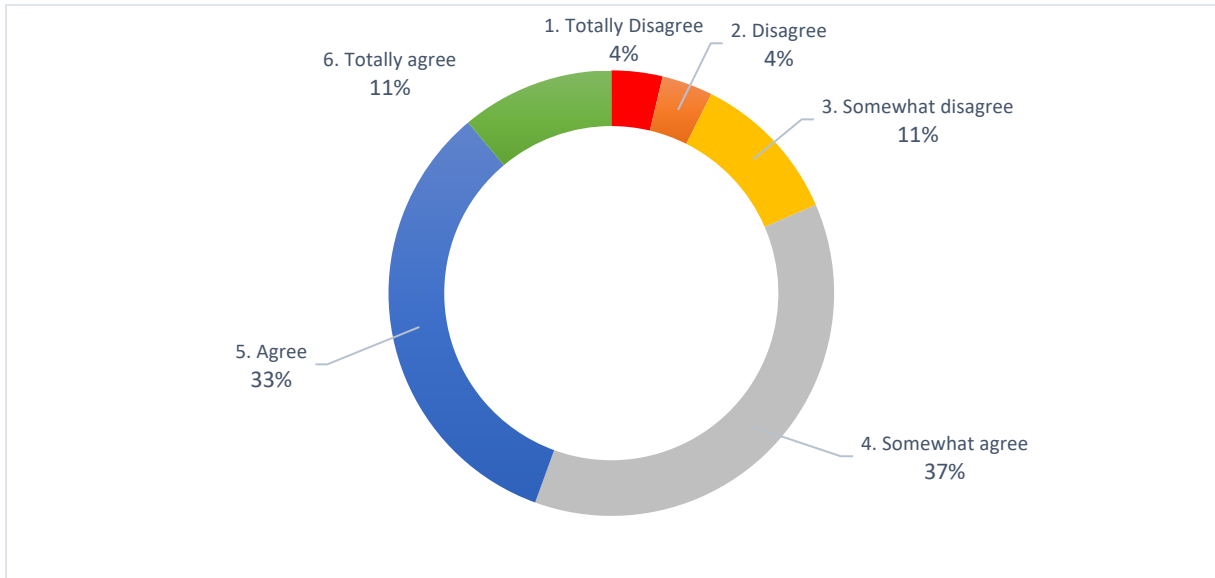
7.4 A PWD works less independently and therefore requires more time for guidance or assistance.

DUTCH:
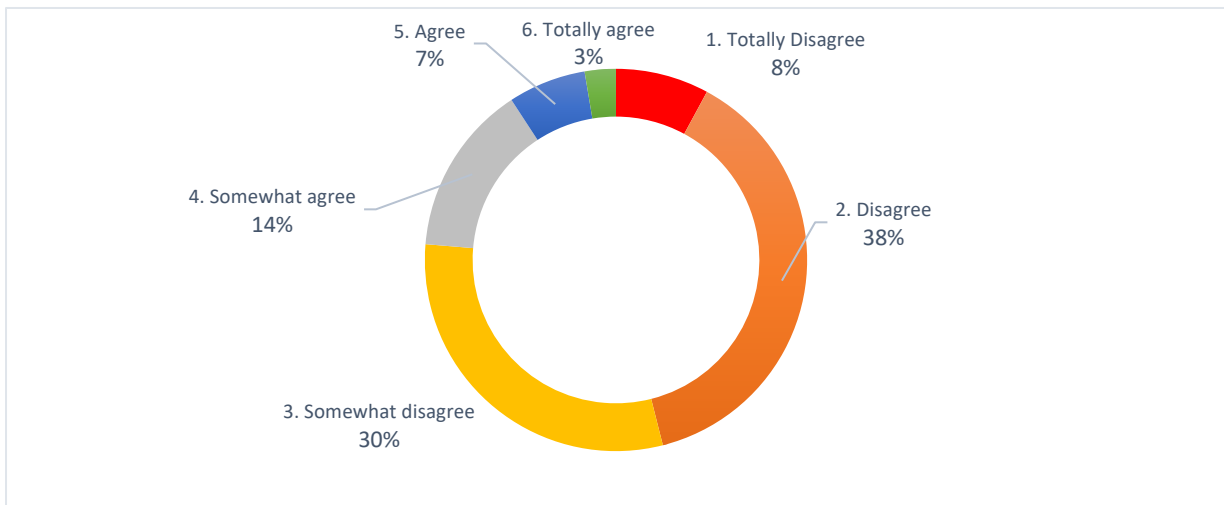
FRENCH:
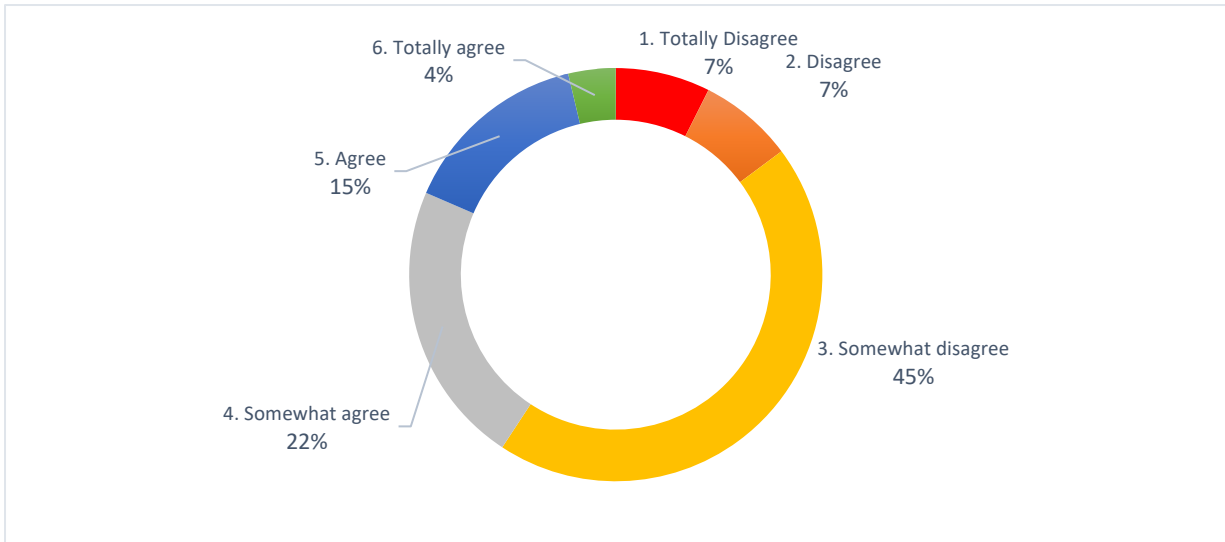
7.5 A PWD in my team will positively influence the working atmosphere.

DUTCH:
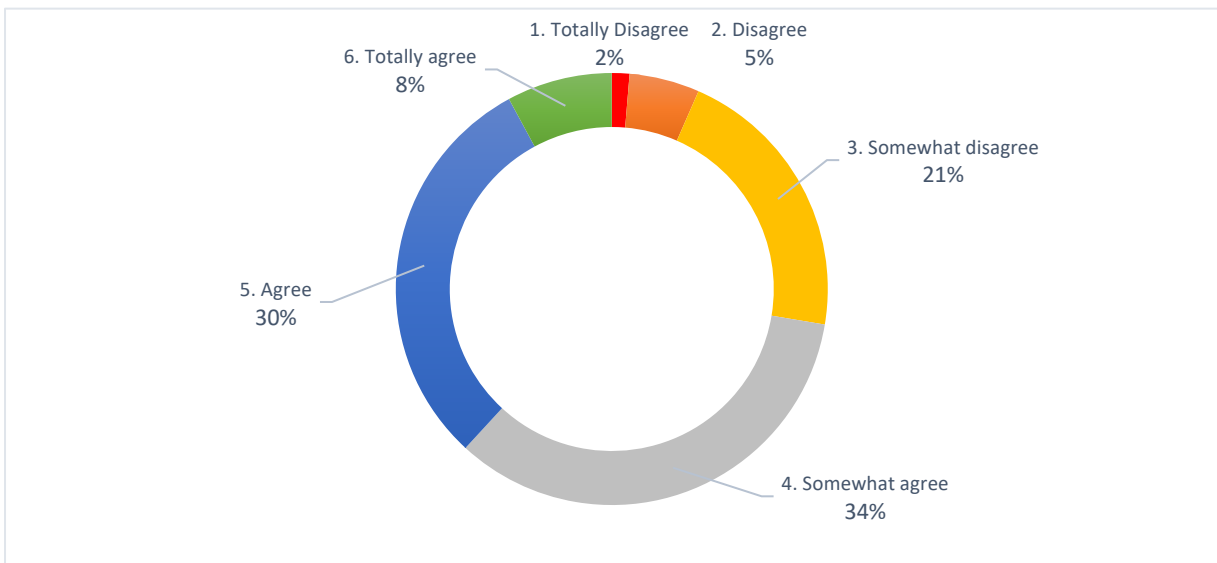
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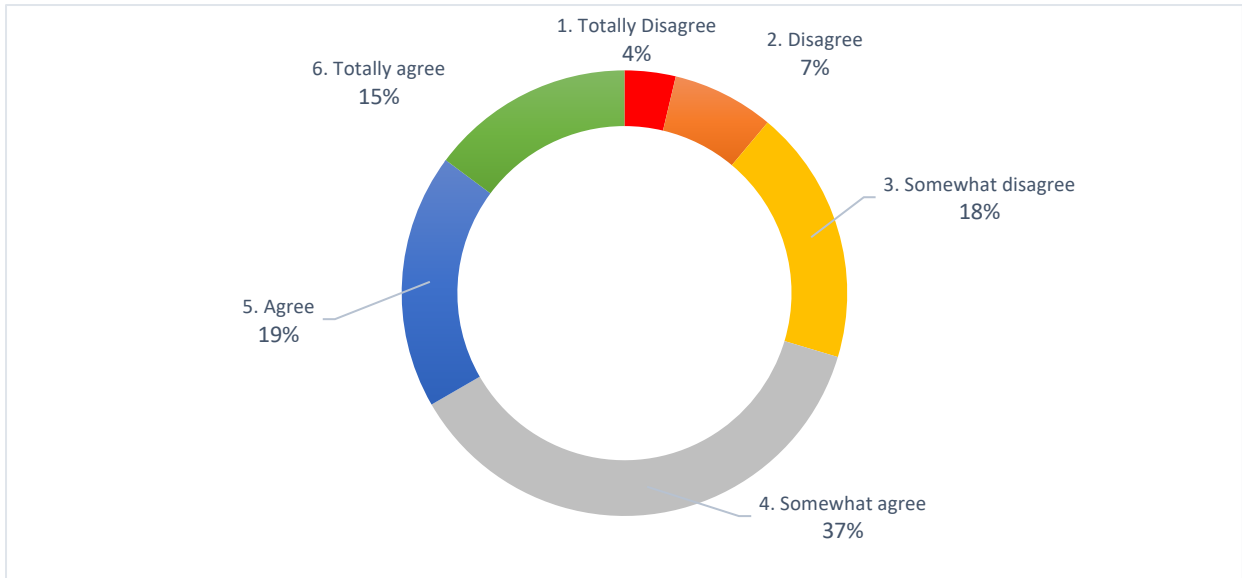
7.6 When I have a PWD in my team, my team will perform better than a team without a PWD.

DUTCH:
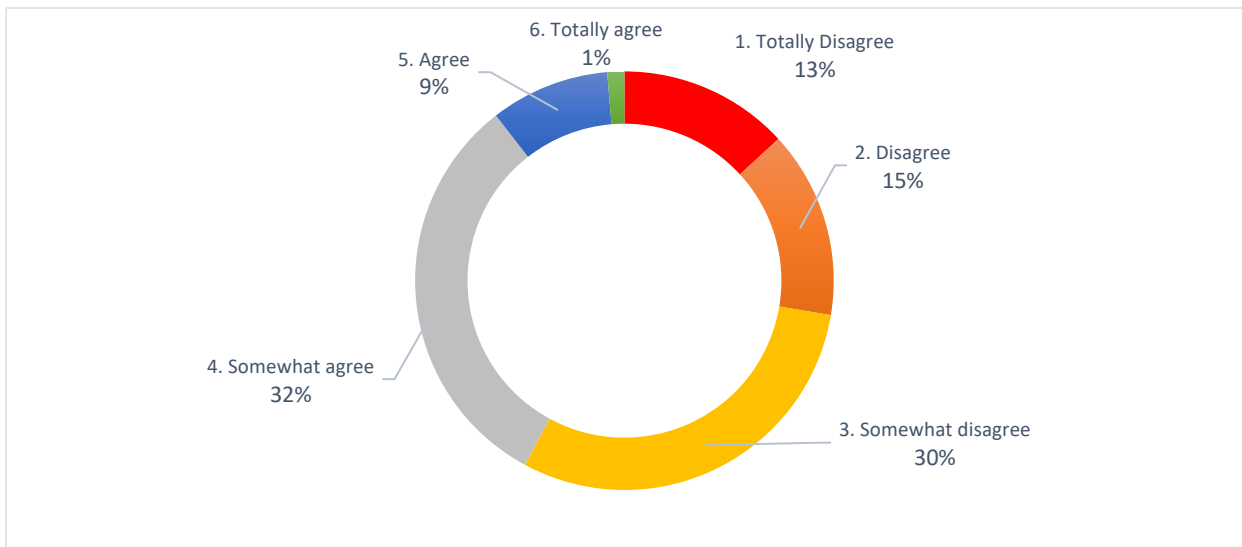
FRENCH:
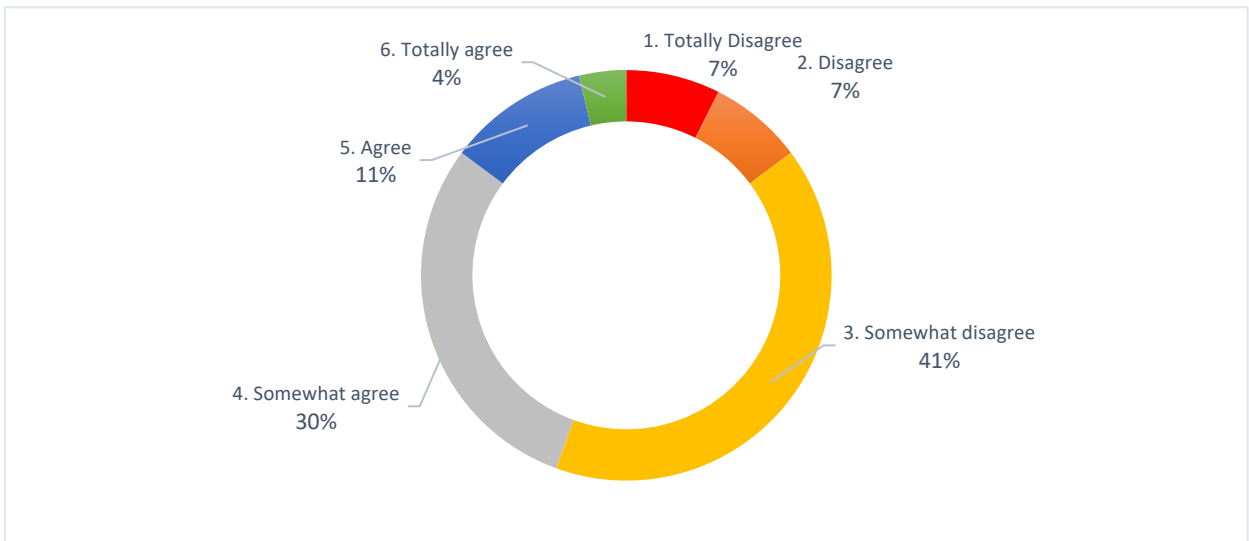
7.7 The costs to adjust the workplace for a PWD are high.

DUTCH:

FRENCH:

- 6. Totally agree 15%
- 1. Totally Disagree 0%
- 2. Disagree 7%
- 3. Somewhat disagree 19%
- 5. Agree 22%
- 4. Somewhat agree 37%
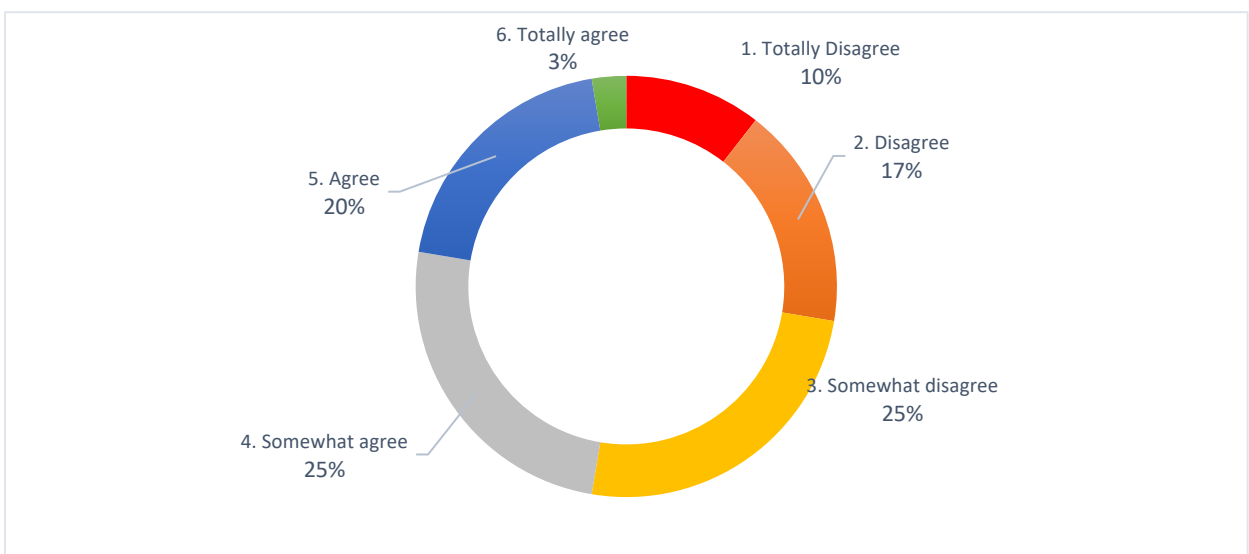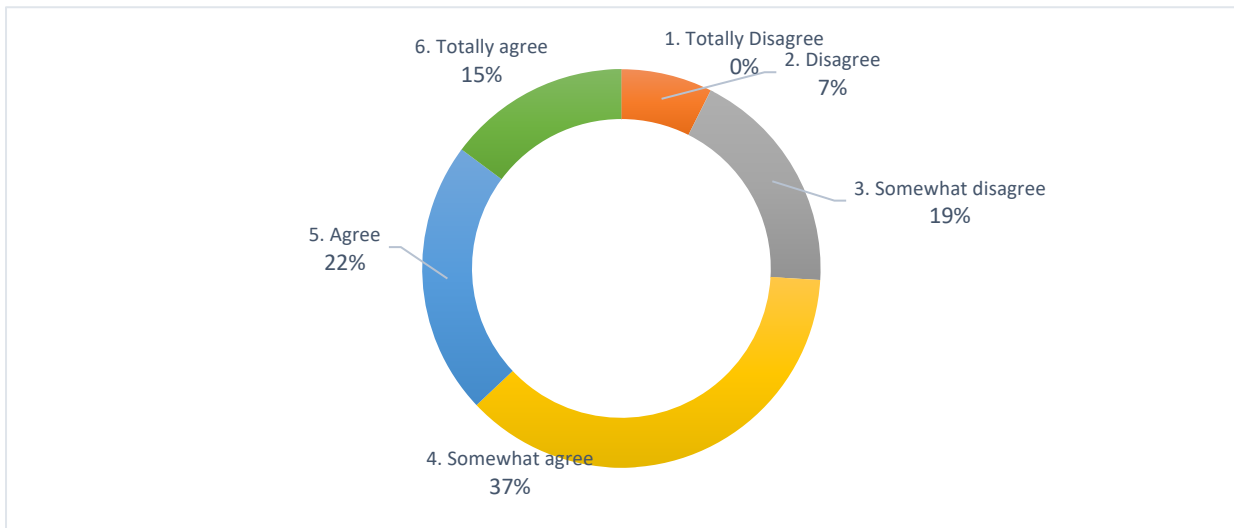
7.8 Investing in the recruitment of people with a disability will have a positive influence for the image of Infrabel.

DUTCH:
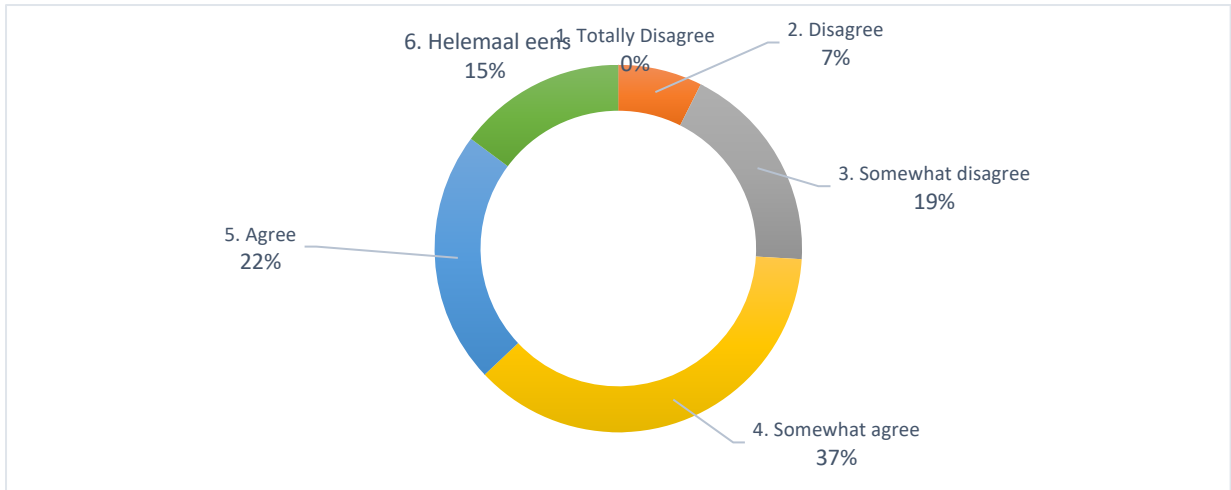
- 6. Helemaal eens 8%
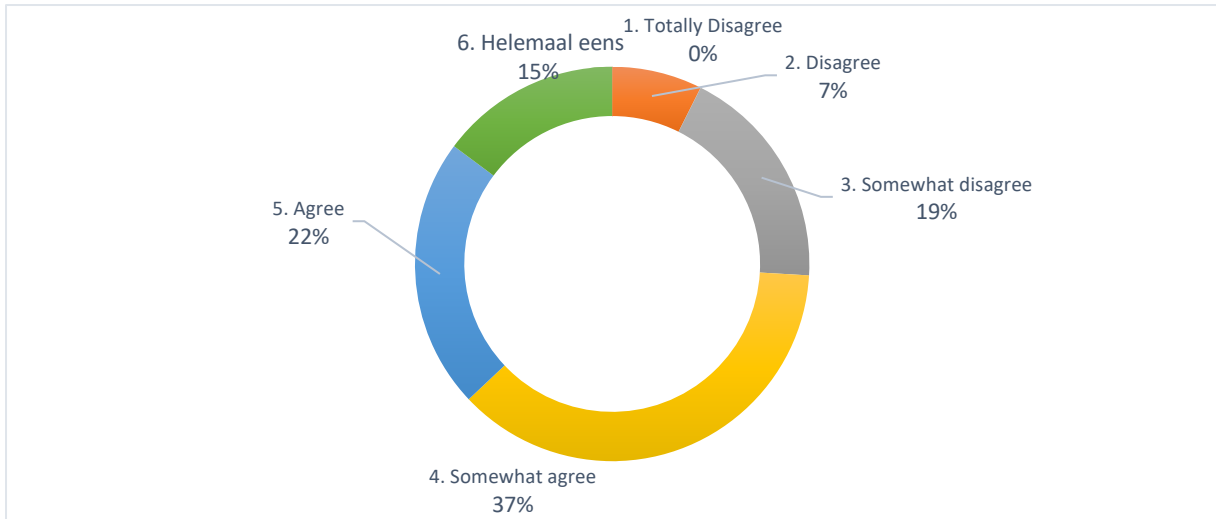- 1. Totally Disagree 0%
- 2. Disagree 5%
- 3. Somewhat disagree 18%
- 5. Agree 28%
- 4. Somewhat agree 41%

FRENCH:

7.9 PWD are less often absent from work than colleagues without a disability.
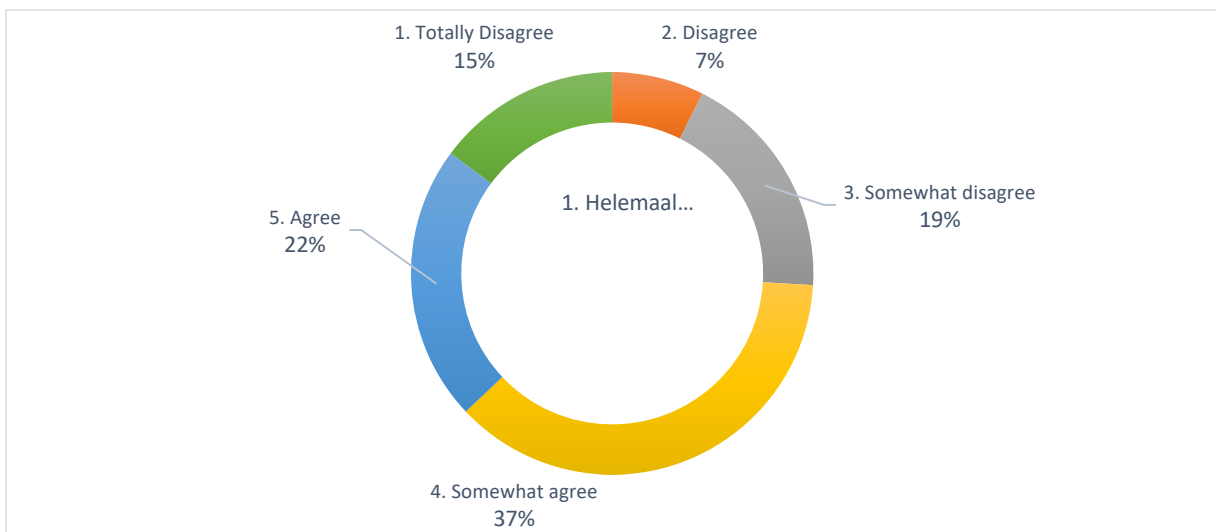
DUTCH:

FRENCH:

1. Totally Disagree 0%
2. Disagree 7%
3. Somewhat disagree 19%
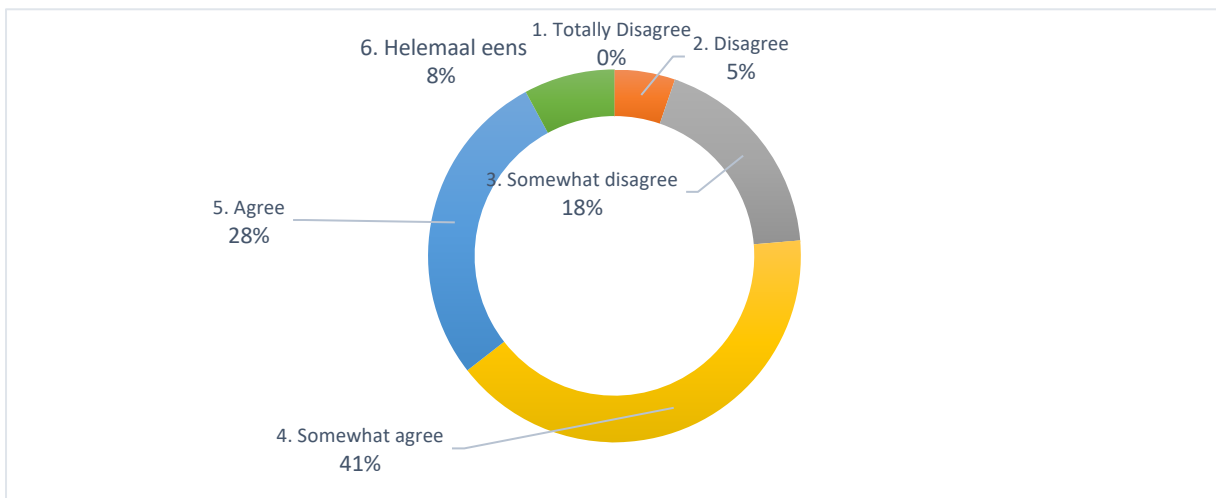4. Somewhat agree 37%
5. Agree 22%
6. Helemaal eens 15%

7.10 PWD are generally less productive than colleagues without a disability.

DUTCH:

1. Totally Disagree 0%
2. Disagree 5%
3. Somewhat disagree 18%
4. Somewhat agree 41%
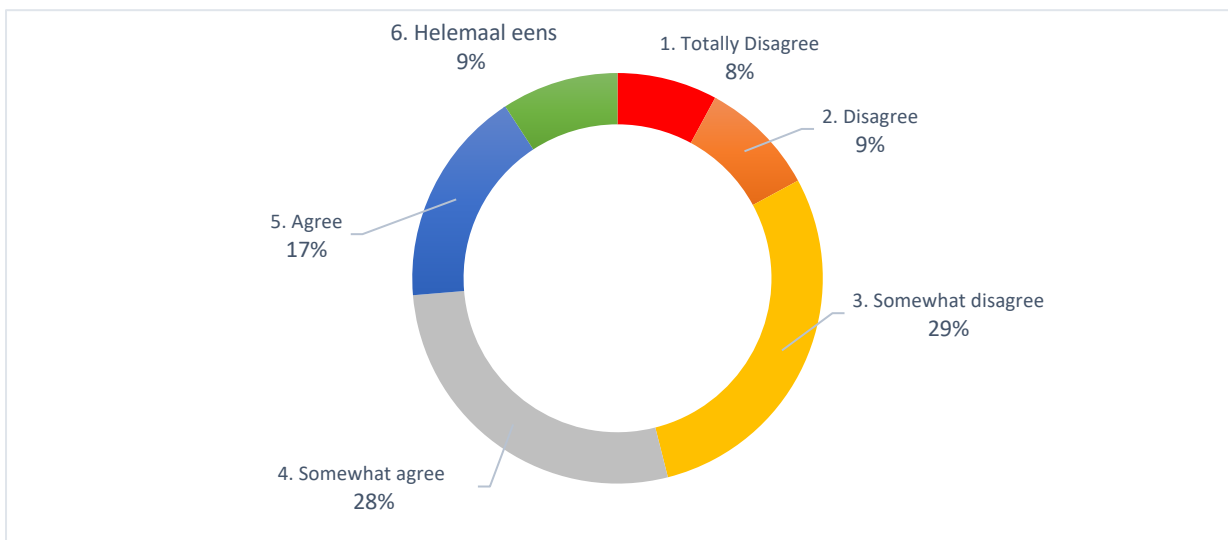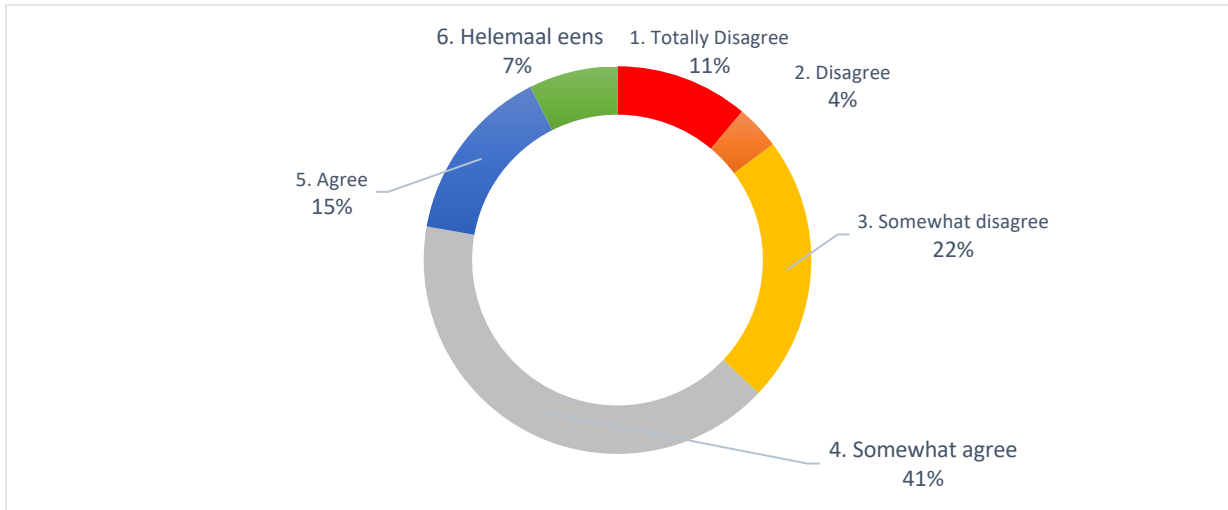5. Agree 28%
6. Helemaal eens 8%
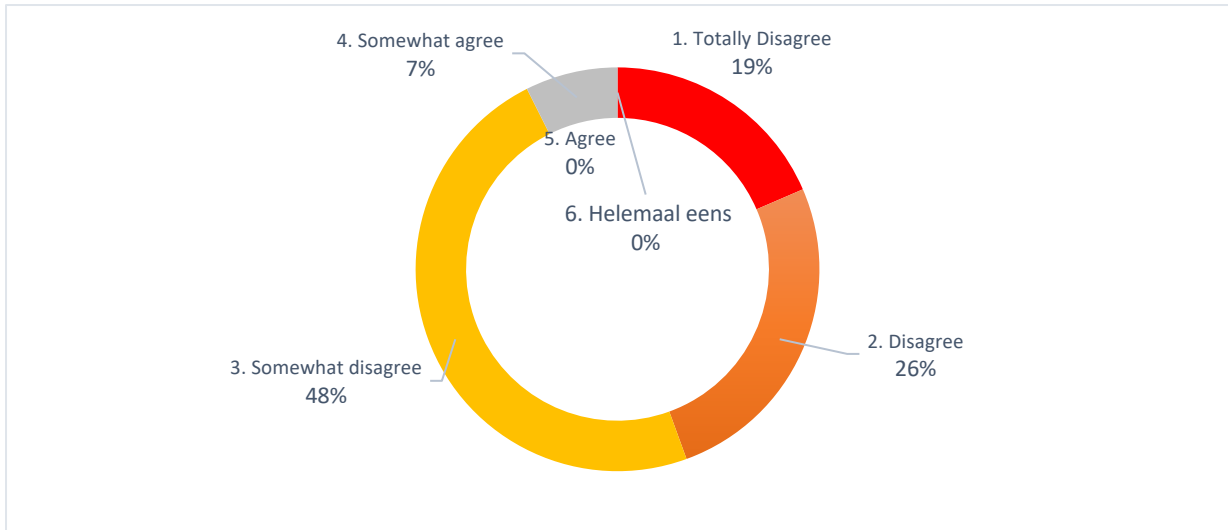
FRENCH:

7.11 PWD are more loyal employees than colleagues without a disability.

DUTCH:

FRENCH:

Observations:

Both to question "The start of a new position will require more time and resources at a PWD than at an employee without a disability.", As well as the question "A PWD works less independently and therefore requires more time for guidance or assistance" as in the Qualitative analysis shows that employees are worried about extra time that will be needed to support PWD. The differences in answers to the question "When looking for solutions to problems together with a PWD, this will result in more creative and innovative solutions." and "If I have a PWD in my team, my team will perform better than a team without a PWD "depend on whether the person has previously worked with a PWD where employees who have previously worked with PWD score positive.