

Understanding Employers' Perceptions of Persons with Disabilities (PWDs) in Pakistan's Textile Industry: A Focus Group Discussion Analysis



Authored by: Sohobia Taqdees, Gender Equality Advisor, GIZ Pakistan

Executive Summary

This report presents findings from Focus Group Discussions (FGDs) conducted across five major textile industry hubs in Pakistan: Karachi, Lahore, Sialkot, Multan, and Faisalabad. The research reveals a complex landscape of employer perceptions regarding Persons with Disabilities (PWDs) in the workforce, highlighting both progress and persistent challenges in achieving meaningful inclusion.

Key findings indicate that while employers generally demonstrate openness to PWD inclusion, their approaches and experiences vary significantly. Large-scale manufacturers, particularly in Karachi and Lahore, have developed more structured inclusion programs, while smaller enterprises often struggle with resource constraints despite positive intentions. A notable observation across all cities is the evolution of workplace culture following PWD integration, with many participants reporting improved team dynamics and shifting perceptions from charity-based hiring to recognition of PWDs as valuable contributors.

The research identified several common themes across regions. Most significantly, employers consistently reported that PWDs demonstrate high dedication and often outperform expectations, particularly in specialized roles. The study reveals a critical need for systematic change in how industries approach PWD inclusion, moving beyond quota-based compliance to creating genuinely inclusive workplaces.

Table of Contents

Section	Subsection	Page
Executive Summary		1
I. Introduction		3
	Objective	3
	Context and Importance	3
	Industry Relevance	3
II. Methodology		4
	Sampling and Participant Selection	4
	Data Collection Process	4
	Discussion Framework	4
	Limitations	4
III. Findings		5
	A. Thematic Analysis	5
	1. Understanding and Implementation of DEI	5
	2. Top Management Stance and Support	5
	3. Workplace Culture and Integration	5
	4. Barriers and Challenges	5
	5. Success Stories and Impact	6
	B. City-Wise Analysis	6
	Karachi	6
	Lahore	6
	Sialkot	7
	Multan	7
	Faisalabad	7
IV. Comparison of Cities		8
	Infrastructure and Resources	8
	Management Approach	8
	Training and Development	8
V. Key Insights and Trends		8
	Evolving Perceptions	8
	Productivity and Performance	8
	Cultural Transformation	9
	Women with Disabilities	9
VI. Recommendations		
	For Organizations	9
	For Industry Bodies	9
	For Government and Policy Makers	9
VII. Conclusion		10
Annexures		11
	Questionnaire	11
	Methodology for Thematic Analysis and Visualization	12

I. Introduction

Objective

This research initiative aimed to understand employer perceptions of PWDs in Pakistan's textile industry through structured Focus Group Discussions. The study sought to uncover current practices, challenges, and opportunities for enhancing workplace inclusion of PWDs across different organizational and city-wise contexts.

Context and Importance

Pakistan's textile industry, contributing significantly to the country's GDP and employment, serves as a crucial sector for promoting inclusive employment practices. The sector's size and influence make it an ideal starting point for broader societal change in PWD inclusion.

As one participant from Lahore emphasized: *"In other countries, they have their life going on, it's not like their life stops, because society accepts them and provides space. Here, it is an issue for abled people to go about daily life, so it is more difficult for them (PWDs)."*

Industry Relevance

The textile industry's diverse workforce requirements, ranging from technical roles to administrative positions, provide numerous opportunities for meaningful PWD inclusion. However, where it is comparatively feasible for other sectors to include PWDs, the textile sector's challenging, laborious nature and stringent work nature for white- and blue-collar roles poses a barrier to institutionalization and achieving of inclusion in the true sense.

II. Methodology

Sampling and Participant Selection

The research engaged participants from various textile companies across five major industrial clusters i.e., Karachi, Lahore, Sialkot, Faisalabad, and Multan. The natures of participation were saturated with managerial positions. The FGDs across cities were joined by 4 to 8 participants, mostly joined by Large Scale Enterprises, with limited Small and Medium Enterprise representation.

Data Collection Process

Focus Group Discussions were conducted using a closed group format, allowing for both guided discussion and organic conversation development. Each session lasted approximately 2-3 hours and covered predetermined themes while remaining flexible enough to explore emerging topics.

Discussion Framework

The FGDs explored several key areas:

- Understanding of Diversity, Equity, and Inclusion (DEI)
- Experience working with PWDs
- Organizational culture and inclusion
- Barriers and challenges
- Success stories and best practices
- Recommendations for improvement

Limitations

Several limitations should be noted:

- Participant selection was mostly limited to management-level employees
- Possible social desirability/acceptance bias in responses



- Limited representation of persons with disabilities in the discussions
- Limited representation of SMEs

III. Findings

A. Thematic Analysis

1. Understanding and Implementation of DEI

Across all five cities, employers demonstrated varying levels of understanding regarding Diversity, Equity, and Inclusion (DEI). While some organizations, particularly larger ones, showed sophisticated comprehension and implementation, others were still developing their understanding.

A participant from Lahore captured a common sentiment:

"Inclusion isn't just PWDs, it's men women, race ethnicity as well. We need sensitization on an organizational level, to provide safe space and an environment."

This holistic understanding was particularly evident in larger organizations with established DEI programs.

However, implementation challenges persist. As one Karachi-based employer noted: *"Equity is the fair distribution of resources according to people's needs. It's about understanding the specific needs of PWDs and providing what they need to succeed."*

2. Top Management Stance and Support

The research revealed significant variations in top management support across different organizations: In larger organizations, especially in Karachi and Lahore, top management typically showed stronger commitment.

A Karachi participant shared: *"When you invest in a PWD's growth, you're not just changing their life, you're changing the entire organization's perspective on inclusion."* However, smaller organizations often faced challenges with management buy-in.

A Faisalabad participant noted: *"CEOs and Directors are not that involved in inclusion or interested. Managers are more interested."*

3. Workplace Culture and Integration

The integration of PWDs has significantly influenced workplace culture across all cities. Key findings include:

- Initial skepticism giving way to acceptance
- Improved team dynamics and sensitivity
- Enhanced communication practices

A Sialkot employer observed: *"Their department has accepted PWDs as their own and are supportive."*

Similarly, a Multan participant noted: *"PWDs never complain, they're humble, and it feels good to provide them with opportunities."*

4. Barriers and Challenges

Common barriers identified across cities include:

Infrastructure and Resources:

- Limited physical accessibility
- Lack of specialized equipment
- Transportation challenges

Communication:

- Language barriers, especially with deaf employees



- Need for sign language training
- Limited awareness among coworkers

Cultural Barriers:

- Societal stigma
- Family reluctance, especially for women with disabilities
- Perception of PWDs as charity cases

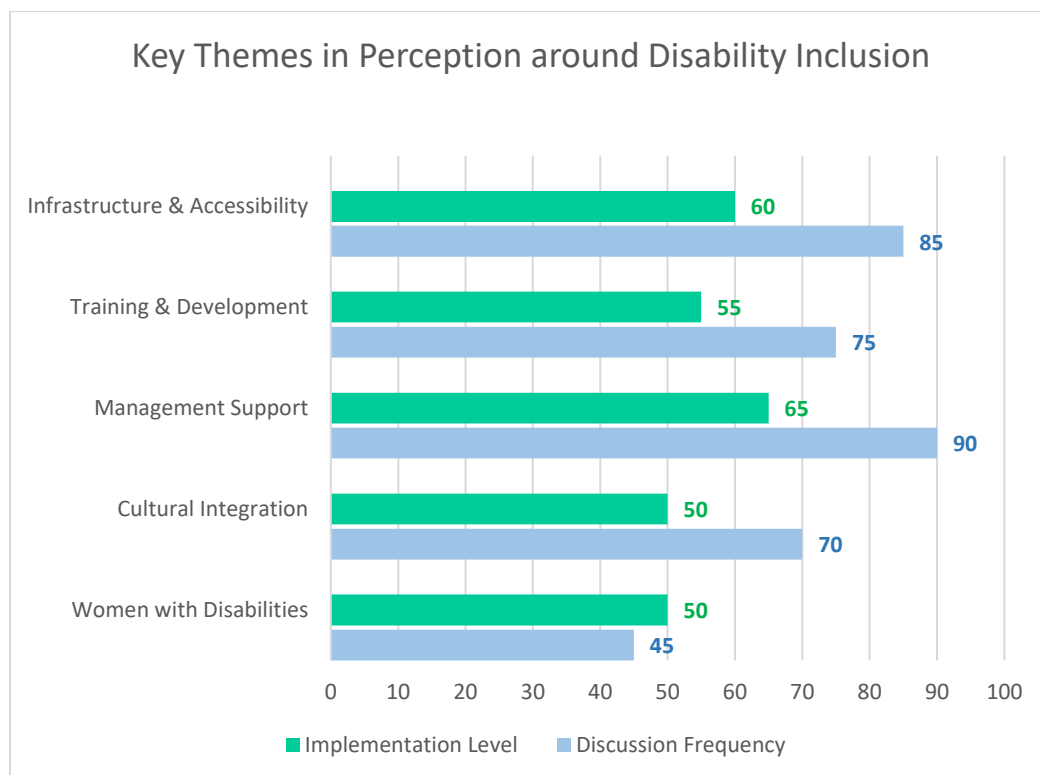
5. Success Stories and Impact

Each city reported notable success stories of PWD inclusion. Particularly striking was a case from Karachi where a deaf employee rose to a supervisory position, managing a team of 15 people. Another significant example came from Lahore, where a PWD affected by polio was promoted to HR management.

Key Findings

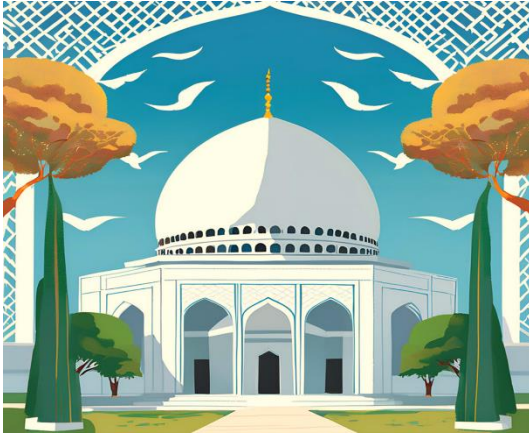
The analysis revealed five primary themes:

1. Infrastructure & Accessibility (Frequency: 85%, Implementation: 60%)
2. Training & Development (Frequency: 75%, Implementation: 55%)
3. Management Support (Frequency: 90%, Implementation: 65%)
4. Cultural Integration (Frequency: 70%, Implementation: 50%)
5. Women with Disabilities (Frequency: 45%, Implementation: 30%)



** Methodology for data validation attached in annexure*

B. City-Wise Analysis



Karachi

The largest industrial hub shows the most advanced approach to PWD inclusion.

Key Characteristics:

- Highest number of employed PWDs (300+ in major companies)
- Comprehensive training programs
- Structured career development paths
- Strong partnership with NGOs and OPDs

Unique Strength: Policy-driven approach with formal documentation and monitoring systems.

Notable quote: *"Success stories are proof that inclusivity is not a burden, but a benefit to all."*



Lahore

Shows strong emphasis on cultural transformation and NGO partnerships.

Key Characteristics:

- Partnership with Deaf Reach for recruitment
- Focus on sensitization programs
- Progressive policies for women with disabilities
- Strong emphasis on physical infrastructure modifications

Unique Strength: Cultural transformation and awareness building.

Notable quote: *"A shift of perspective, we consider them disable, but we are also disabled for them as we don't understand them."*



Sialkot

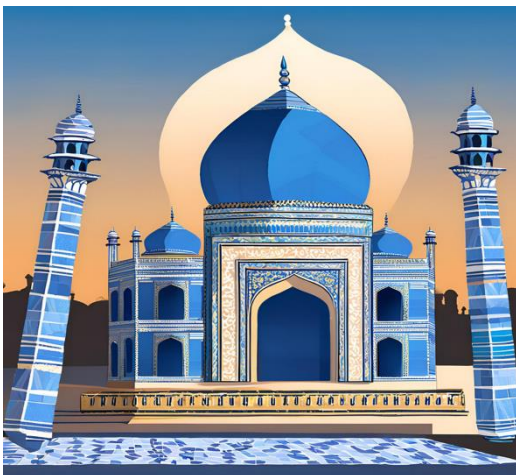
Demonstrates practical, ground-level solutions with strong community involvement.

Key Characteristics:

- High retention rates among PWDs
- Strong focus on technical training
- Community-based support systems
- Emphasis on skill development

Unique Strength: Practical accommodation measures and community integration.

Notable quote: *"If you appreciate them, they give a very good response."*



Multan

Shows innovative community-driven solutions despite infrastructure limitations.

Key Characteristics:

- Strong coworker support systems
- Focus on skill-matching
- Community-based transportation solutions
- Emphasis on retention

Unique Strength: Community-driven solutions and strong peer support networks.

Notable quote: *"Transportation was a huge issue, but we've resolved it by having co-workers bring them it. It's about teamwork."*



Faisalabad

Focuses on production efficiency while maintaining inclusion.

Key Characteristics:

- Strong emphasis on minimum wage compliance
- Target-based employment approach
- Structured training programs
- Focus on local hiring

Unique Strength: Balance between production efficiency and inclusion.

Notable quote: *"Industry must work on developing their soft skills. They are target achievers, time management good, amazing loaders, loyalty, communication is good."*

IV. Comparison of Cities

The analysis revealed distinct regional patterns in how different cities approach PWD inclusion in the textile industry. These differences often correlate with the size of industrial units, urban development, and local cultural factors.



Infrastructure and Resources

Karachi and Lahore, being major metropolitan centers, demonstrated more developed infrastructure for PWD support. Organizations in these cities have invested in physical modifications like ramps, elevators, and specialized workstations. In contrast, Sialkot and Multan have developed more community-based solutions. Faisalabad shows a mixed approach, with larger units following metropolitan standards while smaller units struggle with infrastructure development.

Management Approach

The management approach varies significantly across cities. Karachi's textile units show a more structured, policy-driven approach to inclusion, with formal training programs and career development paths for PWDs. As one Karachi manager explained: "We're not just ticking boxes, but genuinely making changes that improve PWDs' experiences."

Lahore demonstrates a strong focus on cultural transformation, emphasizing awareness and attitude change. A Lahore participant noted: "CSR for them is a job – my perspective has changed from doing a favor to them, to treating it as my job irrespective of their disability status."

Sialkot and Multan show more practical, ground-level approaches, focusing on immediate accommodation and integration. Faisalabad's approach is primarily driven by production targets and compliance requirements.

Training and Development

The research revealed varying approaches to training and development:

- Karachi: Comprehensive training programs with clear progression paths
- Lahore: Partnership-based training with NGOs and specialized institutions
- Sialkot: On-the-job training with peer support
- Multan: Focused skill development programs
- Faisalabad: Target-based training with emphasis on productivity

V. Key Insights and Trends

The analysis revealed several significant insights about employer perceptions and practices regarding PWD inclusion in Pakistan's textile industry:

Evolving Perceptions

There is a clear shift from viewing PWD employment as charity to recognizing it as a business advantage. As one Karachi employer stated: "When you invest in a PWD's growth, you're not just changing their life—you're changing the entire organization's perspective on inclusion."

Productivity and Performance

Employers across all cities reported that PWDs often exceed performance expectations, particularly in specialized roles. Their focus, dedication, and lower turnover rates contribute positively to organizational productivity. A Sialkot employer noted: "Quality Department has deaf person, and their work is better and perfect in work, so no one looks at his disability and is famous for being perfect."

Cultural Transformation

The presence of PWDs has catalyzed positive cultural changes in organizations. Coworkers have become more empathetic, communication has improved, and workplace dynamics have evolved to

be more inclusive. As a Lahore participant observed: "When you start working with PWDs, as a part of culture, you start to do similar things, such as it is only after hiring deaf people, that we have become open to hiring transgenders."

Women with Disabilities

The research highlighted particular challenges faced by women with disabilities, including:

- Additional social barriers
- Family resistance
- Limited mobility options
- Security concerns These challenges are compounded by cultural norms and require specific attention in inclusion strategies.

VI. Recommendations

Based on the research findings, the following recommendations are proposed:

For Organizations

1. Develop Comprehensive Inclusion Policies
 - ▽ Create formal policies covering recruitment, accommodation, and career development
 - ▽ Establish clear processes for workplace modifications
 - ▽ Include PWDs in policy development processes
2. Strengthen Training Programs
 - ▽ Implement disability awareness training for all employees
 - ▽ Provide specialized skills training for PWDs
 - ▽ Develop sign language training programs for key personnel
3. Improve Physical Infrastructure
 - ▽ Conduct accessibility audits
 - ▽ Implement necessary modifications
 - ▽ Create emergency response plans considering PWD needs
4. Enhance Support Systems
 - ▽ Establish mentorship programs
 - ▽ Create PWD support networks
 - ▽ Develop feedback mechanisms

For Industry Bodies

1. Share Best Practices
 - ▽ Create platforms for sharing success stories
 - ▽ Develop industry-wide inclusion guidelines
 - ▽ Facilitate inter-organization learning
2. Strengthen Partnerships
 - ▽ Build relationships with NGOs and training institutions
 - ▽ Collaborate with government agencies
 - ▽ Engage with disability rights organizations

For Government and Policy Makers

1. Enhance Policy Framework
 - ▽ Strengthen implementation of existing quota systems
 - ▽ Develop incentives for inclusive employers
 - ▽ Create support mechanisms for workplace modifications
2. Improve Education and Training



- ▽ Strengthen vocational training programs
- ▽ Support skill development initiatives
- ▽ Enhance accessibility in educational institutions

VII. Conclusion

This research demonstrates that Pakistan's textile industry is making progress in PWD inclusion, though the journey is ongoing. The shift from viewing PWD employment as charity to recognizing it as a business advantage represents a significant evolution in employer perceptions. However, challenges remain, particularly in infrastructure development, training systems, and support for women with disabilities.

The varying approaches across different cities provide valuable insights into what works in different contexts. While larger organizations in metropolitan areas lead with structured programs, smaller units demonstrate innovative, community-based solutions. This diversity of approaches enriches the industry's collective understanding of effective inclusion strategies.

The path forward requires sustained commitment from all stakeholders - employers, industry bodies, and government institutions. As one participant aptly noted: "Speed is not the measure of success, momentum is." The focus should be on building sustainable, inclusive practices that benefit both organizations and PWDs, creating a more equitable and productive textile industry in Pakistan.



VIII. Annexure

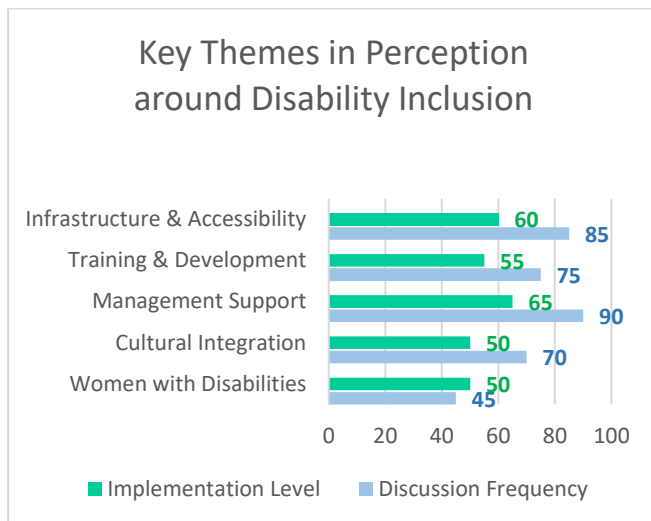
A. Thematic Analysis Methodology

The data visualization and analysis followed a systematic process:

1. Data Processing:
 - ▽ Initial coding of FGD transcripts
 - ▽ Theme identification and grouping
 - ▽ Frequency counting of discussion points
2. Scoring System: Discussion Frequency Score (0-100):
 - ▽ Number of mentions across FGDs (40%)
 - ▽ Depth of discussion (30%)
 - ▽ Spontaneity of topic emergence (30%)

Implementation Level Score (0-100):

- ▽ Concrete examples provided (40%)
- ▽ Current status of implementation (30%)
- ▽ Resources allocated (30%)



Limitations

Several limitations were noted:

- ▽ Participant selection was limited to management-level employees
- ▽ Geographic constraints limited participation to urban industrial centres
- ▽ Possible social desirability bias in responses
- ▽ Limited representation of women with disabilities in the discussions

B. Questionnaire for FGDs

Focus Group Discussions (FGDs) Guidelines on Perceptions Regarding Employment of Persons with Disabilities (PWDs)

STEPS

1. Selecting a moderator, two note taker, and setting of agenda
2. Identifying & inviting participants
3. Rigorous note taking and discussion
4. Post-session analysis and reporting

RESOURCES REQUIRED

- One Moderator
- Two Note takers

PARTICIPANTS

- Maximum 10 participants per FGD GROUP (6-8 preferred).
- Each FGD session lasts for a max of 3 hours including breaks.
- Homogenous groups/similar types of people in one session.

SEATING ARRANGEMENT

- Seating in circle

MODERATOR

- Active Listener.
- Uses pre-determined questions (define parameters).
- Establishes an open, safe, engaging environment.

NOTE TAKER

- Primarily the assistant moderator's job.
- Include quotes, key points, themes, follow-up questions, and big ideas.
- Ensure notes are clear and consistent for later use.

FGD COMPOSITION

- Three Homogenous groups for each FGD:
 1. Employers (both SMEs and LSMs)
 2. Employed PWDs (blue + white collar)
 3. Coworkers of PWDs (blue + white collar)

DRAFT AGENDA FOR AN FGD SESSION

10:00 AM – 10:30 AM: Introduction and Tone Setting
10:30 AM – 11:00 AM: Engagement with an opening to Exploration (**Opening Questions**)
11:00 AM – 11:30 AM: Tea Break
11:30 AM – 1:00 PM: In-depth Exploration (**Exploration Questions**)
1:00 PM – 1:30 PM: Summarizing (**Summarizing/Closing Questions**)
1:30 PM: Closing and Lunch Break

THEMES FOR DISCUSSION

1. Employers' perception
2. Societal/Co-workers' perception
3. Self-perception

TYPES OF QUESTIONS

1. Opening/Engagement/Tone-setting Questions
2. Probing Questions
3. Summarizing/Closing Questions

NOTE (as per research)

1. **Types of Questions:** Use open-ended, specific, and think-back questions. Avoid dichotomous and "why" questions. Focus on 'how', 'when', 'what' etc.
2. **Sequence:** Move from general to specific questions.
3. **Involvement:** Encourage reflection, examples, choices, and other engaging methods.

MAIN TOPICS FOR QUESTIONING:

Gauging perceptions of PWDs around the following themes:

1. Technical skills
2. Soft skills
3. Productivity
4. Cultural context
5. Personality/ work ethics
6. Employment process
7. Succession Planning
8. Investment
9. Challenges
10. Solutions Employed/ Facilitators for Inclusion

PRIMARY QUESTIONS & LEADING/ PROBING QUESTIONS:

Introductory Questions:

* Probing questions are mentioned in bullets

1. What do you understand by the term diversity and inclusion?
 - Can you provide examples of inclusive practices in your organization?
 - What impact has inclusion had on your workplace?
2. How has your experience been working with PWDs?
 - Can you provide examples of your overall experience working with PWDs?
 - How have these experiences influenced your perception of working with PWDs?
3. What is the top-management's stance and feedback on inclusive hiring in your industry?
4. What does an inclusive workplace look like to you?
5. Share some best practices around inclusion that you know of (does not have to be only from your own industry).

Technical Skills

1. In which jobs are PWDs employed in your industry?
 - What have your general observations been around their day-to-day tasks?
 - Which technical and soft skills have you observed in PWDs?
 - How do these roles leverage the strengths of PWDs?
 - Do you sense any skill gap that needs to be filled around employment of PWDs?
2. Are there any assessment criteria for hiring PWDs?
 - How do you ensure that the hiring process is fair and inclusive and comfortable for PWDs?
 - Do they have to disclose their disability from the beginning or are they treated just as everyone else in the hiring process?
 - Can you share an example of a successful hiring process for a PWD?
3. What resources are required by PWDs for effective delivery of expected work?
 - How do you identify the specific needs of PWDs in your organization?
 - Can you give examples of resources that have significantly improved productivity?

Soft Skills

1. How do you think PWDs contribute to the culture of your workplace?
 - Can you share examples?
 - How do these contributions impact team dynamics and productivity?
 - What strengths do PWDs bring that are often overlooked?
 - What are your observations about the attitudes/work ethics/skillset/competence of PWDs Can you provide specific examples of work ethics or attitudes that stood out?
 - How do these differences affect team collaboration and morale?
 - How do you measure the impact of PWD's contribution to the culture of your organization?

Productivity

1. Are there any specific challenges of working with PWDs in a Pakistan's socio-cultural context that you would like to highlight?

- How have you addressed these challenges?
 - Can you share a specific example of a challenge and the solution?
What lessons have you learned from these experiences?
2. What are your observations about productivity and efficiency in the work of PWDs? How do the productivity of PWDs contribute to the organization's overall goals?
- What criteria/impact measurement tool do you use to evaluate these contributions?

Cultural Context

1. What is the general stigma linked to PWDs, popular in the workspace?
 - How do these stigmas affect the inclusion and performance of PWDs?
 - What steps have you taken to address and reduce these stigmas?
2. What are some common stereotypes about employed PWDs that you have encountered?
 - Can you share examples of how PWDs have disproven these stereotypes?
 - What actions have been taken to combat these stereotypes?
3. What is the general perception of industry employees regarding working with PWDs?
 - How do these perceptions vary among different levels of the organization?
 - Can you provide examples of positive and negative perceptions?
 - What initiatives have been taken to improve these perceptions?
4. What is the top management perception of including PWDs?
 - How does this perception influence organizational policies and practices?
 - Can you share examples of support or resistance from top management?
5. What impact does management's perception have on the inclusion of PWDs?
6. How has hiring PWDs affected the culture of your organization? Examples?
 - How do these changes impact employee morale and engagement?
 - What feedback have you received from employees regarding these cultural changes/shifts?
7. Has a coworker expressed discomfort working with a PWD? How did you handle it?
 - What steps were taken to address the discomfort?
 - What was the outcome of these actions?
8. What do you think about the buyer's requirement of inclusion? How has it affected your industry?
 - How have these requirements influenced your organization's policies?
 - Can you provide examples of changes made to comply with these requirements?
 - What impact have these changes had on the inclusion of PWDs?
 - For export-oriented organizations, do inclusive hiring practices resonate with your buyers? If yes, then how? If not, then why not?
 -
9. Imagine a workplace where PWDs are fully included. What does it look like?
 - What specific practices or policies are in place in this ideal workplace?
 - What benefits does full integration bring to the organization?

Personality/Work Ethics

1. Can you describe your experience of working with PWDs?
 - How did it impact your perception of PWDs in the workplace?
 - What lessons did you learn from this experience?

2. Imagine you are a deaf and mute (also mention other disabilities) PWD, what amenities will you require to function well in your work?
 - How would these amenities impact on your productivity and job satisfaction?
 - What challenges might arise in providing these amenities?

Employment Process

1. Have you been involved in hiring PWDs? What are your thoughts on that? Can you share a specific hiring experience?
 - What challenges and successes have you encountered in the hiring process?
 - What changes would you recommend improving the hiring process for PWDs? Or in PWDs?
3. Do you conduct specific recruitment activities for PWDs?
 - If not, what is the reason?
 - If yes, how have these specific recruitment activities contributed to the company's overall goals?
 - Can you share examples of benefits gained through such recruitment activities?
3. What changes do you feel in PWDs post-employment?
 - Can you provide examples of growth or improvement in PWDs after being employed? (Address different disabilities)
 - Is there a measurement before employment to measure the growth after the employment?
 - How do these changes impact their performance and engagement?
4. How do you think pre-employment grooming and education of PWDs can contribute to their future employment?
 - How do these programs impact the readiness of PWDs for the workforce?
 - What improvements would you suggest for these programs?
1. How does your organization ensure that job descriptions and role requirements are inclusive and non-discriminatory?
 - What specific changes have been made to job descriptions?
 - How do you review and update these descriptions regularly?
 - Can you provide examples of inclusive job descriptions?

Women with Disabilities

1. 'Do you also work with women with disabilities? If yes, what jobs are they involved in?
 - Can you share your experience of working with women with disabilities (preferably with an example or anecdote)?
 - What soft/ technical skills and traits have you observed in them?
 - What support do you provide to them for their smooth working?
 - How does your support help their career growth and development?
2. Are there any differences in the working of women and working of men with disabilities?
 - Can you provide examples of different strengths or challenges and solutions faced by women and men with disabilities?
 - What support is in place to address these differences?
3. What additional accessibility measures and HR policies are required for effective working of women with disabilities?
 - Can you provide examples? (Such as accommodation, transportation etc.)

- What are the challenges in providing these resources? How did you overcome these challenges?

Investment

1. Have you spent financial resources or built on policies around accessibility and inclusion for your industry? If so, please give examples.
 - How have these improvements impacted the productivity and inclusion of PWDs?
 - What feedback have you received from employees regarding these changes?
 - Have you included PWD in the implementation of these improvements?
2. Have your financial investments and specific HR policies helped in improving the productivity of PWDs? How?
 - Can you share specific examples of financial investments such as providing ramps etc. and HR policies that have led to productivity gains?
 - How do you measure the impact of these investments?
 - What feedback have you received from PWDs regarding these investments?

Challenges

1. What do you think are the barriers for inclusion of PWDs in the workforce?
 - Can you share specific examples of barriers you have encountered?
 - How have you addressed these barriers?
 - What strategies have been effective in overcoming these barriers?
2. Are there any challenges do you face while employing PWDs?
 - What support or resources have been helpful in overcoming these challenges?
 - What lessons have you learned from these experiences?
3. Give an example of a challenge, if any, you have faced while employing PWDs and how you overcame that.
 - What was the initial barrier or difficulty?
 - What steps did you take to resolve the issue?
 - What did you learn from it?
4. Give an example of a challenge, if any, you have faced with employed PWDs and how you overcame that.
 - What was the initial barrier or difficulty?
 - What steps did you take to resolve the issue?
 - What did you learn from it?

Solutions Employed/Facilitators for Inclusion

1. How can your organization create a more inclusive environment for PWDs?
 - What initiatives or programs have been implemented?
 - How do these initiatives impact the inclusion and success of PWDs?
2. What steps can management take to better support PWDs?
 - How do these practices support the inclusion and success of PWDs?
 - Examples?
3. If you are supervising any PWD directly, how is that experience like?
 - Can you share specific examples of successes and challenges?
 - How do you support and develop PWDs under your supervision? (expand and probe)

- Does your industry have PWDs in managerial roles? If so, what is your observation around it?
 - Do you have a succession planning roadmap and capacity development training for PWDs? If so, share some practices/policies/ideas.
 - What are your observations regarding succession planning of PWDs? If so, give examples.
4. What can you personally do to promote the inclusion of PWDs in your workplace?
 - What is the first step you can take for this?
 - What challenges you might face for this?
 - How would these actions impact the inclusion and success of PWDs in your factory?
 5. What one change do you think would make the biggest difference in employing PWDs?
 - Why do you believe this change is important?
 - What steps can be taken to implement this change?
 6. What is your way of including PWDs within industry? Has it worked?
 - How do these measures impact the inclusion and success of PWDs?
 - What feedback have you received from employees regarding these practices?

Inclusive Practices/Policies

2. What specific training programs does your organization offer to educate employees about the needs and contributions of PWDs?
 - How often are these training programs conducted?
 - What impact have these training programs had on employee awareness and attitudes?
 - Can you share feedback from participants of these programs?
3. What initiatives has your organization taken to actively recruit PWDs? Can you share specific recruitment campaigns or strategies?
 - How have these initiatives impacted the hiring of PWDs?
 - Did you and what feedback have you received from PWD applicants?
4. How do you measure the impact of inclusion practices on the overall work environment and employee satisfaction?
 - What tools do you use for measurement?
 - Can you provide examples of positive outcomes from these practices?
 - What feedback have you received from employees regarding these practices?
5. Are there any mentorship/peer-to-peer counselling programs in place specifically for PWDs within your organization? Give examples.
 - How do these programs support the development of PWDs?
 - Can you share success stories from these programs?
 - What improvements would you suggest for these programs?
6. How does your organization handle complaints or issues related to discrimination against PWDs?
 - Can you provide examples of how complaints have been resolved?
 - What improvements would you suggest for this process?
 - Do PWDs feel their complaints are taken seriously/ Do they feel they can express their concerns freely?

7. What best practices have you adopted from other organizations or industries regarding the inclusion of PWDs?
 - How have these practices impacted your organization?
 - What lessons have you learned from implementing these practices?
8. Have you devised a separate management plan for PWDs? If so, what?
 - How does it differ from the general management approach?
 - What impact has this plan had on the performance and inclusion of PWDs?

POINTS TO REMEMBER DURING QUESTIONING:

- Use open-ended questions
 - Examples: "What did you think of the session?", "How did you feel about employing the PWDs after the session?", "What do you like best about the inclusion?"
- Avoid dichotomous questions (answered with a "yes" or "no")
- Rarely ask "Why?" Instead, ask about attributes and influences
- Use think-back questions (reflect on past experiences)
- Use different types of questions (reflection, examples, choices, rating scales, drawings)
- Sequence questions from general to specific
- Be cautious of dichotomous/bipolar questions (save for the end)

CLOSING OF SESSION

- Ensure all participants feel heard and their points acknowledged.
- Provide a summary of the discussion and outline the next steps.

POST-SESSION SYSTEMATIC ANALYSIS

1. Immediately After:

- Spot-check recordings, debrief, and note initial themes.

2. Soon After:

- Transcribe, review, and prepare a detailed report.

3. Days Later:

- Compare results, identify themes, and prepare a comprehensive report.

4. Final Report:

- Narrative **or bulleted style, with quotes and thematic analysis.**

REPORTING RESULTS

- Analysis Tips

1. Words: Consider actual words and their meanings.
 2. Context: Interpret comments in context.
 3. Consistency: Note changes in positions.
 4. Frequency and Intensity: Track how often and how intensely topics are discussed.
 5. Specificity: Give weight to specific, experience-based responses.
 6. Big Ideas: Identify overarching themes.
- Ensure clarity and coherence in the final report.
 - Summarize findings.
 - Use illustrative quotes.